GPF DOCTRINE AND KEY THEMES, POLICIES AND SOPS

June 2023

Gambia Police Force HQ, ECOWAS Avenue, Banjul

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Foreword

The Police Doctrine is an essential document that sets out the duties and responsibilities of police as well as its commitment to the public. It breathes to life, the vision of The Gambia Police Force which is, "To be a professional accountable public service, respecting human rights and the rule of law".

Since the advent of this administration in early 2021, the clarion call has been to strategise and consolidate the foundation for more responsive policing. In this regard, The Gambia Police Force has through internal and external consultations and support developed a comprehensive Police Doctrine that we are confident will facilitate delivery of excellent policing services as per its mandate.

Implementation has already begun, as part of a three-to-five-year process of reform and capacity building. This was communicated clearly to the key stakeholders and the membership during my nationwide tour in May/June 2022. Work has started on aligning the existing strategies and policies to the Doctrine, to ensure that the public experience of policing in The Gambia continuously improves.

In my position as Inspector General of Police, my continuing priorities are to reduce crime and protect people and property, preserve law and order and fulfilling GPF's statutory duties. The demands faced in policing are becoming increasingly complex and the criminals who perpetrate crime are also increasingly complex in their modus operandi. These, and other challenges require strategic and effective use of available resources to meet the demands and public expectations.

The Doctrine provides opportunities to reassess and modernise our approaches to take account of ever-changing circumstances and to deploy resources effectively, for the benefit of every law-abiding citizen.

It is envisaged that this essential document will drive The Gambia Police Force forward in working more closely with our partners to prevent harm, deter and detect crime, and protect people and property as well as bolster the resource available to support the Doctrine's commitment to delivering problem-solving approaches and more sustainable solutions.

On behalf of the Senior Management and staff of the GPF, I extend our profound and most sincere appreciation to all the friends and partners of GPF particularly DCAF for the continued support and collaboration and to my men and women who worked tirelessly in their different working groups on the doctrine and other documents.

Abdoulie Sanyang (Esq)
Inspector General
Gambia Police Force

GPF
DOCTRINE AND
KEY THEMES

VISION

To be a professional, accountable public service, respecting human rights and the rule of law

MISSION

To provide an excellent service, protecting and serving the people of The Gambia

VALUES

Professionalism
Integrity
Honesty
Respect
Discipline

GPF is fully committed to fulfilling our statutory duties to all: protect life and property; preserve law and order; detect and prevent crime; apprehend and prosecute offenders; and enforce all laws and regulations with which they are charged

1. PRINCIPLES & CULTURE	2. STRATEGIC OPERATIONAL & ADMINISTRATIVE	3. STATUTORY DUTIES	4. POLICING ETHOS	5. PARTNERSHIP & INTEGRATED ACTIONS	6. ACCOUNTABILITY AND TRANSPARENCY
1.1 Putting the public interest first in all that we do	2.1 Judicious use of funds and resources	3.1 Protection of life and property with a focus on the vulnerable and marginalised, including repeat victims	4.1 GPF will deploy modern, effective and efficient policing methods supported by appropriate technologies	5.1 GPF will develop and build partnerships to support the implementation of this doctrine	6.1 GPF will support the further development and strengthening of accountability and transparency mechanisms (internal and external)
1.2 Being accountable to the law and the people	2.2 Organised and coordinated policing to make best use of resources	3.2 Detained persons will be treated in compliance with human rights standards	4.2 People and communities will be engaged and empowered as part of a Community Policing approach	5.2 Wherever possible, GPF will integrate our actions with those of partner organisations to reduce the incidence and causes of crime and to mitigate risks to national security	6.2 Performance management will be linked to identified priority areas both at individual and organisational levels
1.3 Staying true to our values at all times	2.3 Intelligence Led Policing and Community Policing fully deployed to combat crime and Domestic Violence	3.3 Offenders charged with crimes will be dealt with fairly, without bias and in a timely manner	4.3 A problem-solving approach will be adopted to provide longer term and sustainable solutions	5.3 GPF will work with partners, sister security services and communities to establish Policing and Community Safety Partnerships	6.3 Identification of priorities will be coordinated with donor organisations
1.4 Building a culture of continuous professional development for all	2.4 Enhanced partnership working to combat serious and organised crime	3.4 GPF will reduce and deter crime by adopting a crime prevention approach	4.4 Intelligence-led policing will be deployed to reduce and prevent crime	5.4 GPF will work with the wider Criminal Justice System to improve coordination and effective service delivery	
1.5 People focused and service oriented including support for officers to reach their potential	2.5 GPF will strengthen the capacity of officers to deliver excellent policing services for all	3.5 GPF will respect, promote, defend and implement Human rights standards	4.5 GPF will provide an effective system of case management and complaints including feedback mechanisms		
1.6 Ensuring gender-mainstreaming is embedded in the organisational culture					

Strategic intent: Explanatory statements

1. PRINCIPLES & CULTURE	Strategic Intent
1.1 Putting the public interest first in all we do	GPF will respond in a timely manner to public requests for assistance. We will work with partners to deliver timely, accessible justice, using early warning systems and quick response mechanisms.
1.2 Being accountable to the law and the people	GPF will respect the rule of law and will be subject to internal and external monitoring and evaluation.
1.3 Staying true to our values at all times	GPF will uphold our values at all times. We will execute our duties with diligence, competence, dedication, and respect for all. We will deliver a gender-sensitive policing service in line with the GPF strategy. We commit to ethical, honest and legitimate conduct at all times, demonstrating respect for all.
1.4 Building a culture of continuous professional development for all	GPF will enhance our professional approach ensuring that officers' knowledge, understanding, skills and behaviours are further developed, providing ready access to relevant legal texts, guidance and resources.
1.5 People focused and service oriented including support for officers to reach their potential	GPF will work in cooperation and collaboration with partners and stakeholders to deliver people-focused policing to improve the standard of service delivery experienced by people living and working in both rural and urban environments.
1.6 Ensuring gender-mainstreaming is embedded in the organisational culture	GPF will work with our staff, partners and stakeholders to mainstream gender perspective in all police operations and activities by implementing the five strategic elements (enhance representativeness; enhance visibility; enhance capacity building; gender sensitive environment; networking and coordination) in line with international Social Development Goal 5.

2. STRATEGIC OPERATIONAL & ADMINISTRATIVE	Strategic Intent
2.1 Judicious use of funds and resources	GPF will demonstrate value for money in the use of finances to deliver effective and efficient police operations which are overseen at strategic level and based on clear rationale, risk assessment and needs analysis.
2.2 Organised and coordinated policing to make best use of resources	GPF operations will be coordinated through a strategic tasking and coordination group to provide the framework for identifying key operational priorities and to deploy police and partner resources to preserve law and order and enable successful and effective operations in both rural and urban environments.
2.3 Intelligence Led Policing (ILP) and Community Policing (CP) fully deployed to combat crime and domestic violence	Intelligence will be systematically gathered, assessed and recorded from multiple sources to set local priorities in preserving law and order and dealing more effectively with crime and domestic violence. CP teams' gender representation will reflect their involvement in preventing crimes and incidents of domestic violence.
2.4 Enhanced partnership working to combat serious and organised crime	Working closely with relevant partners and stakeholders, GPF will develop information sharing agreements to enhance the effectiveness of measures taken against serious and organised crimes.
2.5 GPF will strengthen the capacity of officers to deliver excellent policing services for all	GPF will maintain a highly qualified and professional work force through capacity building and development in core and specialised police training in various fields both nationally and internationally

3. STATUTORY DUTIES	Strategic Intent
3.1 Protection of life and property with a focus on the vulnerable and marginalised, including repeat victims	GPF will be pro-active in identifying any groups of people who may be particularly vulnerable and requiring specific protection, to promote inclusivity and ensure our service delivery meets the standard set out in our mission, vision and values statements.
3.2 Detained persons will be treated in compliance with human rights standards	People subject to arrest will be treated fairly in accordance with the legislative standards. GPF will build our capacity to provide suitable conditions for detained persons regardless of gender, belief or status, in compliance with human rights standards to ensure their safety and security.
3.3 Offenders charged with crimes will be dealt with fairly, without bias and in a timely manner	GPF will comply with international human rights standards to ensure that any persons charged with offences will be brought before the courts within a reasonable time.
3.4 GPF will reduce and deter crime by adopting a crime prevention approach	GPF will establish crime prevention strategies which will reduce opportunities for crime and which will deter people from committing crimes.
3.5 GPF will respect, promote, defend and implement Human Rights standards	GPF will be pro-active in promoting and implementing human rights standards across all our activities

4. POLICING ETHOS	Strategic Intent
4.1 GPF will deploy modern, effective and efficient policing methods supported by appropriate technologies	GPF will conduct regular staff audits to identify how best to support and develop our staff to deploy pro-active and reactive approaches to deliver the most positive and sustainable outcomes. Methods used will respect the human rights of all and will be gender sensitive. Police staff will be supported and treated with respect to be effective in discharging their duties fairly and equitably.
4.2 People and communities will be engaged and empowered as part of a Community Policing approach	GPF will develop open and respectful working relationships with communities to encourage shared ownership of problems, improved accountability and joint identification of solutions. GPF will strengthen community confidence and trust by empowering communities to participate in finding solutions to local problems.
4.3 A problem-solving approach will be adopted to provide longer term and sustainable solutions	GPF will adopt the Community Policing ethos and through it will seek to deliver sustainable and cost-effective solutions to recurrent problems. Solutions will be focused on preventing crime and reducing harm.
4.4 Intelligence-led policing will be deployed to reduce and prevent crime	GPF will systematically implement ILP within a legal framework, effectively resourced and supported by clear guidelines and standard operating procedures.
4.5 GPF will provide effective information, case management and complaints systems including feedback mechanisms	GPF will ensure technology based information, feedback and case management systems are in place to increase effectiveness and efficiency in handling data, including reporting back to complainants in order to sustain public trust in the police

5. PARTNERSHIP & INTEGRATED ACTIONS	Strategic Intent
5.1 GPF will develop and build partnerships to support the implementation of this doctrine	GPF will develop/enhance relationships with critical stakeholders and partners to strengthen bonds and enhance trust and legitimacy in implementing our mandate. Partnerships will be established which will provide support for victims of crime upon referral by GPF and agreement of the victim.
5.2 Wherever possible, GPF will integrate our actions with those of partner organisations to reduce the incidences and causes of crime and to mitigate risks to national security	GPF will pursue the establishment of mechanisms to enable better coordinated action, joint planning and complimentary target setting across the three criminal justice organisations (Police, Judiciary and Corrections). Joint operations will be undertaken with partner organisations when appropriate and desirable. GPF will continue to collaborate and coordinate with partners and stakeholders in developing the national threat and risk assessment mechanism
5.3 GPF will work with partners, sister security services and communities to establish Policing and Community Safety Partnerships	Partnerships will be established within the Community Policing structures to enable the development and local oversight of initiatives, including community watch, in collaboration with Village Development Committees and Ward Development Committees.
5.4 GPF will work with the wider Criminal Justice System to improve coordination and effective service delivery	GPF will improve coordination and information sharing with the criminal justice chain to ensure a more effective and efficient service for all users

6. ACCOUNTABILITY & TRANSPARENCY	Strategic Intent
6.1 GPF will support the further development and strengthening of accountability and transparency mechanisms (internal and external)	GPF will produce a range of Standard Operating Procedures, guidelines and work plans, cooperating and coordinating with partners on cross-cutting issues. GPF will conduct regular staff audits to determine accurate resource requirements across the organisation. A properly resourced monitoring and evaluation infrastructure will be developed and implemented. GPF will work with partners and stakeholders to support external, civilian oversight.
6.2 Performance management will be linked to identified priority areas both at individual and organisational levels	Assessments of performance will be directly linked to the GPF strategic priorities. Any implementation plan for performance management will include a comprehensive staff awareness and training programme.
6.3 Identification of priorities will be coordinated with donor organisations	GPF will work with donor organisations to ensure that there is harmony of priorities between the organisations.

Outline of Key Themes	Explanatory statement
1. PUBLIC SAFETY/CRIME REDUCTION	To enhance public safety and reduce crime through modern, effective policing methods and partnerships
2. COMMUNITY POLICING	To engage and empower communities in partnership with the police to deliver effective, sustainable solutions to local problems
3. POSITIVE IMAGE AND CAPACITY BUILDING	To enhance our professional approach ensuring that officers' knowledge, understanding, skills and behaviours are further developed
4. HUMAN RIGHTS	To be pro-active in promoting and implementing human rights standards across all GPF activities
5. GENDER MAINSTREAMING	To build a gender sensitive and friendly force that will give equal opportunity to female officers and provide a gender sensitive policing service to the public
6. RESOURCE MOBILIZATION AND PARTNERSHIP	To partner with relevant stakeholders and the public in efficient service delivery
7. INTELLIGENCE/TECHNOLOGY-LED POLICING	To improve operational capability and service delivery through the use of intelligence led policing and technology
8. MONITORING AND EVALUATION	To enhance transparency and accountability mechanisms (internal and external) and improve coordination and collaboration with oversight organisations

GPF
CRISIS MANAGEMENT
POLICY

IDENTIFICATION

Policy Title: **THE GAMBIA POLICE FORCE CRISIS MANAGEMENT POLICY**
Version: **1.0**
Document Location: GPF – Police HQ
Link to GPF Doctrine: 2.2 'Organised and coordinated policing to make best use of resources'

OWNERSHIP

Senior Owner: AIG Operations Police HQ
Policy Owner: AIG Administration Police HQ
Contact: Head of Policy, Planning and Training Co-ordination Unit
Guidance available?   Yes
Location of guidance   Legal Database

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Revision interval: Yearly from date first effective

Revision Date	Previous Revision Date	Summary of Changes
1.		
2.		
3.		

Approvals
This document has been approved by the IGP.

Distribution
This document has been distributed to all police formations and units.

Access and Disclosure Restrictions: Y

Details: Not disclosable.

1. **INTRODUCTION:**

    The Gambia Police Force recognises the need to ensure that when police officers are required to respond to incidents of a crisis or emergency nature that they have the requisite guidance and direction to ensure that they deliver the most appropriate response, exercise their powers in accordance with expectations and ensure that they only use powers, that will inevitably infringe on peoples' rights and freedoms, in a manner that ensures that all police actions are lawful, necessary and proportionate.

2. **POLICY AIM:**

    The primary purpose of Crisis Management Policy is to enable officers to ensure that when police officers of The Gambia Police Force respond to any crisis or emergency situation that they respond in accordance with their training, the values and expectations of the force and expectations of the public as enshrined in the constitution and law. The Gambia Police Force are committed to ensure police powers are used fairly, responsibly, with respect for people and without unlawful discrimination.

3. **POLICY DETAIL:**
    The Gambia Police Force is committed to 'delivering an outstanding service to our communities' using the force Vision, Mission and Values to underpin all of our service delivery and decision making.

    The Gambia Police Force will undertake all responsibilities in accordance with the law, and shall always seek to ensure that police officers deliver their primary role as stipulated in section 4 of the Police Act, Chapter 18:01 Vol.VI Laws of the Gambia:

    • Protection of life and property
    • Maintenance of law and order
    • Protection and Detection of crime
    • Apprehension and prosecution of offenders

    In responding to crisis and emergency incidents The Gambia Police Force recognises its positive duty under Constitution to protect the Human Rights of all people and will seek to minimise any action that may infringe the rights of individuals; the right to liberty and security; the right to respect for private and family life; and the freedom of expression. In accordance with this policy, The Gambia Police Force will ensure police powers are used fairly, responsibly, with courtesy and respect for people and without unlawful discrimination. This policy will ensure that duties are undertaken effectively and fairly, with commitment to providing a quality service and upholding the values and principles of The Gambia Police Force.

    In addition, The Gambia Police Force are committed to communicate with affected communities if possible before, but certainly during and after, the

police handling of any crisis or emergency incident explaining the necessity for the use of intrusive powers and to update on the outcomes of any operation.

Crisis and Emergency

A crisis (or emergency incident) is a situation or series of events that threatens or causes serious damage to human welfare, the environment or security in The Gambia.

This definition covers a wide range of scenarios including adverse weather, severe flooding, animal diseases, terrorist incidents and the impact of a disruption on essential services and critical infrastructure.
The Gambia Police Force will normally take the lead in coordinating the response to crisis and emergency incidents if there is a threat to public safety or where a crime has been committed.

Crisis Response

History has taught us to expect the unexpected. Events can, and do, take place that by their nature cannot be anticipated exactly. Response arrangements therefore need to be flexible in order to adapt to the circumstances at the time while applying good practice, including lessons from previous emergencies, and safeguarding The Gambia's constitutional position.
The role of the Gambia Police Force in crisis, emergency and major incidents is to:
- **save** life and prevent further loss of life in conjunction with the other emergency services
- **prevent** escalation of the incident
- **coordinate** the response phase of the incident (some exceptions apply)
- **coordinate and communicate** between the emergency services, state authorities and other supporting organisations both at the scene of the incident and elsewhere – this includes at the strategic inter-agency level.
- **secure, protect and preserve** the scene
- **provide** traffic management and identify evacuation routes (in consultation with the highways authorities)
- **investigate** any criminal offences, obtaining and securing evidence in conjunction with other investigative bodies where applicable
- **collate and disseminate** casualty information
- **coordinate** the provision of public information in conjunction with other agencies
- **recover, identify, reconcile and repatriate** the deceased in a timely and dignified manner
- **prevent and detect** crime
- **conduct** a thorough investigation with appropriate authorities
- **lead** the establishment of a survivor reception centre and a family and friends reception centre
- **establish** documentation teams
- **develop** an accurate and coordinated media plan

- **restore 'new normality' to the community**.
Phases of Crisis management

Managing any crisis or emergency comprises three main phases: preparation (pre-planning); response (mitigating an immediate risk or stopping things getting worse); and recovery (a longer-term activity of rebuilding, restoring, and rehabilitating the community).

The **Response Phase** comprises two separate but closely related and often overlapping challenges: crisis management and consequence (or impact) management. These are both designed to control and minimise the immediate challenges arising from an incident.

- **Crisis management:** involves the phase of the response that attempts to prevent or avert an imminent emergency, along with the protective or other measures put in place to mitigate its effects, prevent further damage or disruption, and secure the scene. It also includes actions taken to address the immediate effects of an incident and may include for example managing hostage situations, fighting fires, search, and rescue, providing public health advice, evacuating those at risk and disseminating public information.

  The duration of the crisis management phase can vary from a few hours or a few days in the case of an accident of explosion, or a few weeks or even months following an outbreak of a human or animal disease, until the situation is brought under control.

- **Consequence management:** usually take place in parallel to crisis management and is concerned with steps taken to prevent the impact of an incident escalating.

  It includes managing wider consequences and services such as restoring transport networks or electricity supplies, managing community relationships, and providing shelter to displaced persons. Consequence management is also known as 'Impact Management'.

  The **Recovery Phase** formally starts once the situation has been stabilised. However, preparation for the recovery phase should be an integral part of the emergency management process and should be considered alongside crisis and consequence management in the early stages of a response.
  Recovery may be carried out at the local, regional, and/or national Gambia level, depending on the scale of the disaster. It can be defined as the process of rebuilding, restoring, and rehabilitating the community following an emergency.
  In contrast to the response phase, the recovery process can take a considerable amount of time (months or years), as it seeks to support affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic, and physical well-being.

In some scenarios (e.g., wide-area flooding), it is likely that the recovery phase will have started in one area while crisis or consequence management activity continues in another.

Levels of Crisis Response

The Gambia Police Force principle of 'subsidiarity' emphasises the importance of local decision making supported, where necessary, by co-ordination at a higher level.

In order to aid planning, further understanding, and provide guidance to Gambia Police Force responders, operational, and strategic commanders, on when they might expect to escalate the response to an incident, three broad types (or levels) of crisis have been identified.

The two determining factors that influence the escalation process are the capacity and capability of the particular geographically located resources to manage and resolve the issue, and the impact to the organisation and country.

Although the default position is that local police leaders are empowered and expected to make decisions faced with any incident, early 'escalation' in the appropriate circumstances improve the likelihood of effective resolution of the 'more resource intensive or high-impact incidents', that sit outside the local commander's ability to resolve.

 Due to the time required to mobilise additional support, early communication and information sharing at each stage of the crisis management response process, whether from first responders or up to strategic commanders, is a crucial and critical enabler for success.

Example Table of Escalation Criteria

Tier	Response	Command
1 Local Police Area	1 Where a Crisis Incident is within the capability of management with the resources and where the risk and actions are limited to one Local Police Area.	**Strategic** – LPA Commissioner or Deputy Commissioner **Operational** – LPA Operations Commander or appointed member of Local Command Team **Tactical** – Members of the LPA designated by the Operational Commander
2 Multi-LPA	2 Where the Critical Incident has an impact on more than one LPA or has a series of linked	**Strategic** – Lead LPA Commissioner or Deputy Commissioner designated by Force Executive

	incidents in different LPAs but there is limited potential for it to spread further.	**Operational** – A 'single' member of one of the LPA Local Command Teams designated by Strategic commander. **Tactical** – Members of the LPAs or specialist units designated by the Operational Commander
3 **National**	3 Where a Critical Incident has an impact at a force, national or international dimension and where there is significant threat to public confidence and the reputation of the GPF involved. Operational – As designated by Silver	**Strategic** – Designated IG's Office: Lead Executive Team member or Commissioner **Operational** – Designated by Strategic Commander based on skills requirement and expertise. (Can be more than 1) **Tactical** – Force resources as designated by Operational Commander

The local responders are the basic building block of the response to any emergency in The Gambia. Emergencies (or crisis incidents) are routinely handled by the Gambia Police Force and other emergency services and local responders without the need for any significant central involvement. Such emergencies may include major road crashes, localised flooding, and many industrial accidents.

However, the increasingly complex and inter-dependent nature of society means that there are sometimes significant knock-on consequences even from apparently straightforward events necessitating central or national level engagement. This could include, for example, providing guidance, coordination, people, expertise, specialised equipment, advice, or financial support.

These decisions will be taken on a case-by-case basis depending on the nature of the emergency and its impact. In practice, the level of central engagement may change over time (both up and down) as the demands of the crisis/emergency change.

Standard Responses and Operational Principles

The Gambia Police Force are thoroughly committed to delivering the most professional and appropriate response to crisis and emergency incidents and provide staff with training, guidance, and direction through the adherence to standard operating procedures.

The following guiding principles have been developed to capture the core characteristics of The Gambia Police Force's effective crisis response.

These are:

i. Continuity: The response to emergencies should be grounded within the GPFs' existing functions and their familiar ways of working – although inevitably, actions will need to be carried out at greater speed, on a larger scale and in more testing circumstances during the response to an incident.

ii. Subsidiarity: Decisions should be taken at the lowest appropriate level, with co-ordination at the highest necessary level. Local responders should be the building block of response for an emergency of any scale.

iii. Direction: Clarity of purpose should be delivered through an awareness of the strategic aims and supporting objectives for the response. These should be agreed and understood by all involved in managing the response to an incident in order to effectively prioritise and focus the response.

iv. Integration: Effective co-ordination should be exercised within the GPF at a local, regional, and national level and with other emergency organisations to ensure a timely response and access to appropriate guidance and appropriate support.

v. Communication: Good two-way communications are critical to an effective response. Reliable information must be passed correctly and without delay between those who need to know, including the public.

vi. Co-operation: Positive engagement based on mutual trust and understanding will facilitate information-sharing and deliver effective solutions to arising issues.

vii. Anticipation: In order to anticipate and manage the consequences of all kinds of emergencies, planners need to identify risks and develop an understanding of both the direct and indirect consequences in advance where possible.

3.   **COMPLIANCE:**

This policy complies with the following legislation and/or international instruments:

- African Charter on Human and Peoples Rights (1981)
- United Nations Charter (1945)
- Universal Declaration of Human Rights (1949)
- International Covenant on Civil and Political Rights (1966)
- International Covenant on Economic, Social and Cultural Rights (1966)
- Convention on the Elimination of All Forms of Discrimination against Women (1979)
- United Nations Declaration on the Elimination of Violence against Women (1993)
- The Beijing Platform for Action (1995)

This policy has been subject to a gender impact assessment procedure which has identified no adverse or unequal impacts for women or men based on their specific gender.

Review period:

This policy will be reviewed and if appropriate, revised at yearly intervals on or before the anniversary of it first becoming effective.

Monitoring:

The policy will be monitored for compliance based on the designated level of escalation of each Crisis Incident.

1. LPA: Policy compliance will be monitored by a Deputy Commissioner external to the LPA where the incident occurred, designated by the Force Executive.

2. Multi-LPA: Policy compliance will be monitored by a Deputy Commissioner from a LPA not affected by the incident.

3. National: Policy compliance will be monitored by a commissioner not involved with the handling of the incident, appointed by the IG's office

5.   **POLICY AWARENESS: set out communication plan including whether policy is publicly disclosable**
Internal policy and not for external disclosure.

6.   **OTHER RELEVANT DOCUMENTS: identify any relevant linked documents such as the source document if applicable or SOPs**
Standard Operating Procedure on Crisis and Emergency Response

THE GOLDEN HOUR

The "Golden Hour" is the term applied to the initial period following the incident occurring when the best opportunities exist to take decisive action. The "Golden Hour" is not restricted to 60 minutes, but the initial stages of an incident.

Police officers being charged with first attendance, tactical command and operational leadership should consider the following key issues that are relevant and often fundamental in achieving successful outcomes from serious, critical and crisis incidents, and in this regard a list has been compiled of areas for consideration to be considered based on the circumstances of the incident faced.

Golden Hour Aide Memoire:

- **Victims** – identify, support and sensitively preserve evidence

- **Suspects** – identify, arrest and preserve evidence

- **Witnesses** – identify, support and prioritise- note first account and description of any suspects

- **Families** – victim and suspect families often need support and can be invaluable sources of intelligence and information.

- **Searches** – identify search areas, log what has been searched, to what extent and by whom.

- **Scenes** – identify, preserve, assess and log. Consider if extra police assistance is required to preserve or secure the scene. Victims as scenes.

- **Containment** – identify if areas need to be contained, roads closed, road checks, static points.

- **Log** – decisions, reasons, resources, conditions, circumstances

- **Clear lines of responsibility** – identify, inform, brief, coordinate and review.

- **Physical evidence** – preservation, escape routes, public transport routes, ambulances, vehicles, clothing, implements, vehicle tracks, foot prints, bodily fluids, fingerprints.

- **Prevent contamination** – victims, suspects, scenes, exhibits

- **Intelligence** – identify, prioritise, maximise, exploit, consider community and open-source intelligence

- **Community concerns** – establish through lay advice, anticipate possible developments, risks to public confidence

- **Communication & Media strategy** – in the early stages of any incidents- decide on internal communication and adopt principles of basic media strategy.

- **Escalate** – it is better to request further support early. Specialists can be incredibly useful in the initial stages.

IDENTIFICATION OF A CRISIS INCIDENT

Once anyone brings an incident to the attention of a supervisor, the responsibility of declaring an incident as a 'crisis' passes to the supervisor.
Many police employees at all ranks are understandably nervous about declaring an incident in such a way as to mobilise significant organisational resources, and this can often lead to delay in escalation, and therefore a commensurate delay in mobilising the necessary response.

It is an organisational imperative that staff are given the awareness to ask for support and be willing to engage the escalation process. The levels of confidence that individuals have in raising issues, escalating problems, and seeking support in their police organisation is often testimony to the nature of the culture that exists within it.

Anyone should be able to declare a local crisis incident and faced with an incident of significant seriousness or likely impact should always be encouraged to do so.
All officers or member of police staff dealing with any incident (including call handlers and initial attending officers) should consider these questions:

1. What am I dealing with?
2. What might it develop into?
3. What impact might this incident have on the victim, their family or the community?
4. Can I effectively deal with this problem, or do I require support?

Whilst the decision to declare a crisis incident should not be taken lightly, it is much better to do so, take the appropriate action and then 'un-declare' it, rather than do nothing and increase the potential for the situation to become significantly worse or less manageable.

Where, in the officer or member of police staff's opinion, an incident is or has the likelihood to escalate into a Crisis Incident, it is essential that this is communicated immediately to their supervisor and Control Room.

All supervisors and senior officers should encourage officers or police staff to report these incidents as soon as identified and seek support when so that early interventions can be implemented.

Supervisory officers who are notified of an incident that is, or has the likelihood to escalate into, a Critical Incident need to decide whether the:

- Report is credible;
- Current response is effective;
- Incident is serious enough to be declared a Crisis Incident.

DECLARING A CRISIS INCIDENT

Each incident should be assessed on its own merit and declaring officers should ensure that they have access to all the relevant information.

The declaration is a means of supporting a competent and well-managed police response in line with GPF plans and policies.

Where supervisors should be encouraged to make effective judgements, when they make the decision that an incident is declared as a 'crisis' doing so confers responsibility, they **MUST** ensure that the appropriate levels of leadership, support and oversight are provided, and they have an obligation to do so in order that the GPF are in the best position to quickly identify the cause and respond effectively. Plans should then be implemented to ensure or restore the quality of the police response and maintain or rebuild confidence.

Officers should ensure that they clearly record their decisions and rationale within their own decision-log and commence an event-specific Incident Log if this has not been started already.

ESCALATION OF CRISIS INCIDENTS

Where an incident is declared a Crisis, it should be 'escalated' and brought to the attention of the Operational Commander identified as on-duty or covering at the time.

It is for the Operational Commander in a Local Policing Area to decide whether they have the capacity, capability, and resources available to 'effectively' manage the incident. In the event that additional resources or specialist support is required, further escalation should be considered.

Example Table of Escalation Criteria

Tier	Response	Command
1 Local Police Area	1 Where a Crisis Incident is within the capability of management with the resources and where the risk and actions are limited to one Local Police Area.	**Strategic** – LPA Commissioner or Deputy Commissioner **Operationa**l – LPA Operations Commander or appointed member of Local Command Team **Tactical** – Members of the LPA designated by the Operational Commander
2 Multi-LPA	2 Where the Critical Incident has an impact on more than one LPA or has	**Strategic** – Lead LPA Commissioner or Deputy

	a series of linked incidents in different LPAs but there is limited potential for it to spread further.	Commissioner designated by Force Executive **Operationa**l – A 'single' member of one of the LPA Local Command Teams designated by Strategic commander. **Tactica**l – Members of the LPAs or specialist units designated by the Operational Commander
3 **National**	3 Where a Critical Incident has an impact at a force, national or international dimension and where there is significant threat to public confidence and the reputation of the GPF involved. Operational – As designated by Silver	**Strategic** – Designated IG's Office: Lead Executive Team member or Commissioner **Operationa**l – Designated by Strategic Commander based on skills requirement and expertise. (Can be more than 1) **Tactica**l – Force resources as designated by Operational Commander

COMMAND CONSIDERATIONS

Command responsibilities are invariably described in terms of three separate functions performed when enacting a plan of action to resolve any problem, and in any organisational context:

Strategic, Operational and Tactical.

Although, often disaggregated and associated with differing functional levels of leadership or organisational seniority or rank, every problem resolution contains these three components:

Strategic – **WHY** we are doing something? **What** is the intended or desired outcome of the actions?

What is operationally expected and what parameters are set? What resources are required to achieve the objective? Do I need to tell anyone else? Or does the operational resolution need the assistance from others?

Operational – **How** is the proposed strategic outcomes to be achieved? and **What** options would we consider and disregard to achieve these outcomes.

Tactical – **Where** is the action going to take place? **When?** and **Who** will be involved? and **What** specific activities will be used to achieve the strategic outcome and are consistent with the tactical options that were considered?

FUNCTION OF COMMAND

Authoritative command is carried out by those who have been given authority over others for a specific operation or incident.

Commanders should be aware that their role is to make decisions, give clear directions and ensure that those directions are carried out. Working in this way promotes cohesion and provides direction that helps to deliver the strategy.

COMMAND RESPONSIBILITIES - First Steps

Early communication of the event is crucial once a critical incident is declared. If the incident is centred around an event where a local command structure is already in place, you must alert the appointed Strategic, Operational and Tactical Commanders immediately.

Although, it is exceptionally beneficial that the 'Golden Hour' initial considerations are undertaken as effectively as circumstances allow by the first responders and their supervisors, it is also the responsibility of all 'commanders' being responsible for an incident to check what has, and has not, been done and how effectively.

This should not be undertaken in a negative way to identify failings, albeit learning opportunities will **always** be revealed at any debrief, this is a positive responsibility, and nothing should be presumed or taken for granted.

Individuals' egos or sensibilities must take second place to the potential of positive impact upon outcomes, especially in crucial circumstances. On some occasions well-timed intervention may recover a deteriorating situation.

STRATEGIC COMMANDER:

Holds ultimate responsibility for the handling and outcome of the incident and sets the strategy for dealing with it. There will only ever be a single Strategic Commander for a specific incident and the overall leadership of the response to the crisis.

The Strategic Commander determines the strategy for managing an incident including the operational parameters that the Operational or Tactical Commanders should follow. They must retain strategic oversight of the incident.

While Strategic Commanders should not make operational decisions, they will be responsible for ensuring that any tactics deployed are proportionate to the risks identified, meet the objectives of the strategy and are legally compliant.
Important responsibilities of the Gold Commander:

- assume overall command of the incident which extends until their period of tenure ends
- set, review, update and communicate their strategy, inclusive of media strategy
- be located in a place where they are easily contactable with all the necessary tools and staff to manage the incident effectively
- remain available for the Operational Commander

OPERATIONAL COMMANDER:

The Operational Commander is responsible for producing the operational plan following the strategy set out by the Strategic Commander.

There is usually only one Operational Commander for a Crisis incident, however, there can be more than one in the event of a very large, national or international incident, but in that event, each must have a clearly defined and logged remit.

Important responsibilities of the Operational Commander:

- assume tactical command of the incident
- appoint any further Tactical Commanders as appropriate
- set, review, update and communicate the tactical plan
- be located appropriately to exert their tactical command over the incident depending on the circumstances this may be:
  * near the scene to offer the best service
  * at a nearby police site
  * at a pre-designated operational command post

TACTICAL COMMANDER:

The Tactical Commander takes the operational decisions necessary to accomplish the Operational Commander's operational plan.

There will be often more than one Tactical Commander each having a clearly defined and logged remit. For example, an incident may require a Tactical Operations Commander, a Tactical Communications Commander, Tactical Crime Commander, and a Tactical Logistics Commander.

Important responsibilities of the Tactical Commander:

- assume operational command of the incident or specified supporting activity
- have a clear understanding of the Strategic Commander's strategy, the Operational Commander's operational plan and their role within it
- be suitably located in order to maintain effective operational command of their area of responsibility
- review, update and communicate any changes that may affect the tactical plan.

COMMAND RESILIENCE

This is the ability of the command-and-control structure to function effectively over extended periods of time.

Emergencies and major incidents may last for several days or even weeks. Continuity is important in a command structure, eg, to ensure commanders do not become overtired or exhausted.

Operational planning for the potential handover of command functions from one individual to another at an appropriate time should begin at the start of an emergency or major incident.

SPAN OF COMMAND

The term span of command relates to the hierarchy of the command-and-control structure within each service. In both planned operations and spontaneous incidents, all personnel must know which commander they report to. Correspondingly, each commander needs to know which personnel they have responsibility for.
Span of command clarifies the command structure. This includes:

- who reports to whom
- who is accountable for what
- which individual is responsible for specific functions or tasks.

The span of command relating to the ambulance, fire and rescue, and police service command and control structures is to be communicated and understood prior to a planned event, or early on in the response to a spontaneous incident.

SPAN OF CONTROL

This refers to the number of lines of communication that one individual can realistically maintain. The actual number will vary depending on a range of factors, such as the:
- capacity of the individual person
- availability and capacity of technology
- complexity of the information
- working environment.

Commanders may be able to receive, assimilate and action only certain amounts of information. The danger of information overload should be managed, so that commanders are able to perform their key role of making well-informed, clear decisions at their allotted tier of command.

COMMAND PROTOCOLS

Command protocols should provide commanders and deployed officers with an understanding of what they are required to do. They may include:

- overall aim/strategy of the operation
- clarification on roles, responsibilities and resource allocation
- how the command team reacts to changes
- operational contingency plans
- how the proportionate use of legal powers is ensured
- how the deployment of specialist equipment and resources is managed
- where necessary, how the public order command team works with other deployed command teams (e.g., firearms)
- how commanders communicate with each other, and with officers on the ground
- how commanders communicate with the media
- procedures for the transfer of command from one commander to another
- the relationship between the formal command team and existing force systems and processes.

For pre-planned events and operations, development of a Strategic Plan should take place **from the outset.**
A meeting should be held with the objective of formulating the <u>strategic plan</u>.
The strategic planning group **may** comprise:

- Strategic Commander
- Operational Commander
- Tactical Commander(s) (e.g., geographic, intelligence, community, reserves, media)
- Advisers (e.g., legal, public order tactical)
- Minute taker/Incident log recorder

The Strategic commander may wish to consider including other staff, departments, commanders, partner agencies, organisers, and community representatives.

The Strategic commander should also identify any unique operational requirements. If practicable and time permits, the strategic plan may be more accurate and detailed if it is derived from a range of information sources.

STRATEGIC PLAN

The responsibility for the production, dissemination and revision of the strategic plan rests with the **Strategic Commander.**

This plan outlines the overall intention of the policing operation, including the outcome(s) sought. In doing this, it should establish a set of objectives relevant to the current knowledge of the situation and the analysis of the threats and risk presented.

Where practicable, the strategy should:

- be developed at the earliest opportunity
- be based on all the information available at the time

- be dynamic and capable of being reviewed
- aim to minimise recourse to the use of force
- include narratives to explain each objective
- be unique for each incident
- specify the role of the police in the operation
- if appropriate, specify the responsibilities and requirements of other partners and stakeholders
- provide a clear indication of the desired policing style, which should be reflected in the tactical plan.

The strategic objectives and the rationale behind them should be recorded as part of an audit trail, as should any revisions or amendments.

Consultation with specialist advisers (eg, legal, human rights, tactical), partners and other stakeholders may assist the Strategic commander in his/her objective setting.

Unique operational requirements

The following information assists the Strategic commander to identify unique operational requirements:

- location, scale, size and timing
- number and motivation of participants (eg, protest, sporting event)
- specific vulnerabilities of the crowd (eg, children's event)
- spontaneous incident or planned operation
- the role of the police
- relevant legal issues (including human rights)
- available information and intelligence
- level of media interest
- wider policing implications
- history of event
- results of threat assessment(s)
- adequate custody provisions to ensure appropriate <u>detainee care</u>.

Operational parameters:

Operational parameters are the restrictions and constraints by which the Tactical commanders must ensure police tactics are deployed. They form part of the Operational plan and may include:

- timing and duration
- operational phasing to allow flexibility and review/amendment of tactics as the situation evolves
- definition of the geographic and functional responsibilities of the operation
- key or vulnerable individuals or groups
- symbolic or strategically significant locations
- environmental features
- command protocols
- contingencies
- operational objectives.

Tactical parameters may include:

- considerations associated with the duration of event(s)
- symbolic or strategically significant locations
- community or environmental factors
- prompts and restrictions
- tactics not to be used (eg, firearms, dogs, water cannon).

Resource considerations

The current operational capacity of the LPA or GPF should be the baseline for considering resource requirements and implications.
In addition to current operational capacity, additional resources may include:

- public order tactical adviser(s)
- intelligence coordinator (Tactical intelligence) and intelligence cell
- evidence gathering teams
- forward intelligence teams
- police liaison teams
- investigating officer/senior investigating officer (Tactical crime) and investigative support
- tactical (media)
- road policing
- specialist skills, for example, Scenes of Crime
- security coordinator.

Policing style considerations

The Strategic Plan should demonstrate an understanding of the potential impacts the policing style may have on relevant communities/groups. The effective use of, for example, Strategic coordination Groups, advisory groups and community impact assessments can enable police commanders to engage the public through key stakeholders, including elected representatives. This can help build a common

understanding of the tactics the police may use to deal with any disorder and/or protest.

Such activity can enable police commanders to better foresee the potential consequences of any police action or inaction and secure partner support in managing rising tensions or any aftermath. Used effectively, such processes do not undermine operational independence but can strengthen local accountability.

The 'no promises' and 'no surprises' principles associated with engaging with protest organisers and protest participants also apply to engaging with partners and stakeholders.

Potential outcomes

The Strategic Plan should identify anticipated outcomes as follows:
- preferred
- acceptable
- unacceptable.

The Strategic Plan should clearly demonstrate the potential outcomes which are acceptable in the circumstances and identify contingencies to resolve any unacceptable outcomes that could potentially arise.

OPERATIONAL PLAN

The Operational Plan, together with Strategic Plan should identify any associated tactical parameters and command protocols. The operational plan should provide a clear description of the chosen tactical options across a range of operational contexts and identify any contingencies. The development of the plan rests with the **Operational Commander** who should seek advice from any relevant Tactical Commander or advisor.

The Operational Commander may be constrained by the operational and tactical parameters set by the Strategic Commander gold, but the operational plan and tactical options represent what may be considered given the particular circumstances.

Commanders should make professional judgements on which tactics to employ and when to employ them in order to save life, protect the public or disrupt criminality. The plan should be flexible and change and evolve according to circumstances and/or threats. It should be reviewed regularly to ensure that it remains a reasonable and proportionate policing response, while continuing to meet the strategic objectives.

Additional considerations

Information and intelligence that directs, constrains, or influences the plan should be recorded or referenced and take account of the strategic objectives, operational protocols and tactical parameters.

Threats and risks, both emerging and potential, should be captured in relation to, for example, crime, order, property, public/police safety and the integrity or position of the force.

Powers and policy provide the opportunity to outline the relevant legal, policy and standard operating procedures (SOP) and how these are relevant to the plan and possibly the wider operation. Viable and relevant options are outlined in the options section and include the objective to be achieved, strengths and weaknesses along with due regard to human rights issues and obligations.

Implementation of the plan should be described as a chronological progression through the event. The plan requires sufficient detail, should be well organised, clearly explained and logically progressive. Operational parameters further enable the Tactical Commander(s) to develop appropriate deployment plans.

Realistic and probable contingencies identify events which could reasonably be foreseen, and the response to those events.

The plan will also identify who takes command of each contingency and include relevant documented protocols.

A tactical planning group could also be convened to help develop the tactical options that will inform the operational plan.

BRIEFINGS

Briefings are an important component in the implementation of the plan. Briefings must be accurate and to the point and should be as short as practicable.

The Operational Order should be used as the briefing document and any questions arising should be minuted.

The combination of the Operational Order and the briefing minute will provide a contemporaneous record of the briefing. These documents will be included in the Event File and will form part of the audit trail.

Command Briefing

Prior to the main operational briefing, the Operational Commander should hold a briefing for Tactical Commanders, which may also be attended by the Strategic Commander if considered appropriate.

The Operational Plan will form the basis for the briefing and any questions arising should be recorded on the appropriate briefing minutes form. The purpose of this briefing is to establish a common understanding of the strategy, tactical options, and method to be employed in the operation. In this way the concept of common purpose will be enhanced.

In addition, all Commanders will have an overview of the entire operation and how this may influence events in their respective sectors or command levels.

Main Briefing

The main briefing will be the primary method of informing officers in charge of resources or with functional responsibilities in respect of the operation. The Operational Commander will conduct the main briefing and the respective Tactical Commanders should also be in attendance.

The Operational Commander may deliver the briefing in its entirety or, with the assistance of Tactical Commanders (or others) to deliver the relevant information. There is nothing to prevent the Strategic Commander from attending the main briefing. Any questions arising should be recorded on the appropriate briefing minutes.

Where community leaders/representatives or outside agencies are working with police towards achieving a suitable outcome, their respective roles should be explained to officers deployed at the event.

The briefing must include a generic brief of the whole Operational Plan as well as a role specific brief for individuals.

Best practice indicates that officers should be briefed on specific legal powers relating to offences they are likely to encounter during the operation.

This brief should form part of the main briefing under the heading of 'administration' and may be delivered by the Tactical Commander or an officer on their behalf.
A short guide to relevant legal powers may be included in the annexes to any Operational Order.

TACTICAL AND SUBSIDIARY BRIEFINGS

Subsidiary briefings carried out by Tactical/Serial Commanders for people under their direct supervision should be recorded contemporaneously in notebooks, including date, time, place and any pertinent matters arising.

Briefings to outside agencies, e.g. military must also be recorded (in writing or electronically) in line with the above instructions and any combined operations scrutinised for compliance with the Human Rights considerations. Military support of police will itself be open to human rights audit.

Military command, control and interface with police are required to be clearly documented. The military must be briefed by police prior to deployment. All of the above principles will therefore apply. The military will be responsible for establishing their own audit trail.

Plans/briefings should include provision for a Policy on arrests on the day of the operation, as well as prisoner handling procedures. These processes are also subject to the Human Rights considerations.

BRIEFING STRUCTURE

Briefings should be structured according to the needs of the operation and directions from the Strategic, Operational and Tactical Commanders. The IIMARCH model is a form of briefing structure that has been used with considerable positive effect in the Gambia Police Force.

IIMARCH Model

I — INFORMATION
What, where, when, how many, so what, what might?
Timeline and history (if applicable) key facts reported using M/ETHANE

I — INTENT
Why are we here, what are we trying to achieve?
Strategic aim and objectives, joint working strategy

M — METHOD
How are we going to do it?
Command, control and co-ordination arrangements, tactical and operational policy and plans, contingency plans

A — ADMINISTRATION
What is required for effective, efficient and safe implementation?
Identification of commanders, tasking, timing, decision logs, equipment, dress code, PPE, welfare, food, logistics

R — RISK ASSESSMENT
What are the relevant risks, and what measures are required to mitigate them?
To reflect the JESIP principle of Joint understanding of Risks and using the ERICPO hierarchy for risk control as appropriate

C — COMMUNICATION
How are we going to initiate and maintain communications with all partners and interested parties?
Other means of communication, understanding of inter-agency communications, information assessment, media handling and joint media strategy

H — HUMANITARIAN ISSUES
What humanitarian assistance and human rights issues arise or may arise from his event and the response to it?
Requirement for humanitarian assistance, information sharing and discourse, potential impacts on individuals human rights.

DECISION LOGS AND LOGGISTS

Accurate, complete and detailed decision logs are crucial to the successful management of any crisis incident. Every decision, however minor, must be logged ensuring that the rationale behind the decision is recorded accurately.

At the conclusion of any incident, these logs will be made available to the officer conducting the debrief, and if appropriate, to the investigating authorities and the courts.

There are practical difficulties of managing an incident whilst maintaining full and accurate notes therefore it is recommended that wherever possible, commanders appoint suitably experienced personnel to maintain the critical incident log.

The relevant commander remains ultimately responsible for the contents of the logs and the Strategic and Operational Commander will be responsible for ensuring that relevant decisions are recorded, for example:

- Major decisions which impact on the established strategy.
- Major tactical decisions.
- Decisions requiring the authority of a senior officer.
- Any change in strategy.
- Any issue/decision which may have legal (including human rights) consequences and which is not already addressed in the strategy/plan.
- Any other matter which the Commander considers appropriate.

It is not necessary for the officer making the decision to record it in person, it may be done by another officer, (e.g. Logits or control room staff), but must be countersigned at a later time by the officer responsible for the decision.

RETURN TO NORMALITY

Once the seriousness of an event has receded and the strategy devised by Strategic Commander has been achieved, the Strategic 'Gold' Commander should declare a formal end to the incident. This must be relayed immediately to the Operational and Tactical Commanders, and all commanders should note it in their logs.

DEBRIEFING

A structured de-brief will provide the opportunity to identify any improvements to planning, systems, equipment and resources. The de-brief should be seen as the start of the process for planning and responding to future events.

It should be made clear that the de-briefing process is not to apportion blame, but to identify the most and least effective aspects of the operation.

The de-briefing process will form part of the audit trail and will, therefore, be discoverable or supplied in the event of an investigation or public enquiry complaint

A command de-brief should take place alongside the operational de-brief.
Written records should be made of each de-brief.

The de-briefing process should not be concerned solely with the internal police aspects of the operation.

Local Police Area and community-based officers should attempt to capture relevant information from the community, community partner agencies, participants, organisers and civil society groups, in order to evaluate the impact of the police operation.

The de-briefing process and associated reports will be coordinated by the Operational Commander. Any lessons to be learned should result in positive action to include best practice in future events or to address areas of poor performance.

RECORDING OF DECISIONS AND ACTIONS

Police decision makers must be able to comply with the legal and procedural requirements of PLAN, but also, must be able to provide evidence that they have.
Therefore, it is important that police at all levels make accurate, records of their decision making and rationale, as soon as practicable to do so, in respect of the particular issue they have dealt with.

For minor incidents with little significance, an officer may make records in their 'note-book' identifying the situational factors, their thought processes, option selection and actions.

In the circumstances of serious, complex or highly impactful decisions it is essential that Tactical, Operational and Strategic Commanders keep detailed and chronological records of their decisions making.

This is a requirement of the courts, national and international 'best practice' and of equal benefit to the decision-maker as to those reviewing the outcomes of a decision. It provides the contextualised account of 'why' an action or course of conduct was undertaken, and what information was available to the decision-maker. It can significantly negate the use of 'hindsight' and 'second guessing'.
'a gram of written material is worth more than a ton of recollection'.

SOURCE DOCUMENT: The Gambia Police Force 'Crisis Management Guidance' 2021

GPF
DECISION MAKING
POLICY

IDENTIFICATION

Policy Title: **THE GAMBIA POLICE FORCE DECISION MAKING POLICY**
Version: **1.0**
Document Location: https://security-legislation.gm
Link to GPF Doctrine: 4.3 'A problem-solving approach will be adopted to provide longer term and sustainable solutions'

OWNERSHIP

Senior Owner: AIG Operations and Crime Management, Police HQ
Policy Owner: AIG Administration, Police HQ
Contact: Head of Policy Planning, Training and Coordination, Police HQ
Guidance available?   Yes – Crisis Management Guidance Document
Location of guidance Legal Database

REVISION HISTORY

Effective From: December 2021
Revision interval: Yearly from date first effective

Revision Date	Previous Revision Date	Summary of Changes
1.		
2.		
3.		

Approvals
This document has been approved by the IGP.

Distribution
This document has been distributed to all police formations and units.

Access and Disclosure Restrictions: ¥/N

Details: Not applicable

The Gambia Police Force (GPF) will adopt a decision-making model which is suitable for all decisions and should be used by everyone involved in policing. The model should be applied in all circumstances where decisions are being made; during spontaneous incidents or planned operations; by individuals or teams of people; to both operational and non-operational situations.

Decision makers should use the model to set out in detail the rationale of what they did during an incident and why they took that course of action. Managers and others can use it to review decisions and actions, and to promote learning.

In spontaneous and fast-moving incidents, it may not always be possible to isolate thinking or responses according to each phase of the decision-making model. In these cases, the main priority of decision makers is to keep in mind their overarching mission to act with integrity to provide an excellent service, protecting and serving the people of The Gambia.

5. POLICY AIM:

The primary purpose of this policy is to enable GPF officers who are called upon to make decisions and solve problems to do so in a structured and supported way which promotes sustainable approaches. Additionally, the policy will enable officers to accurately record the rationale for decisions made thus enabling a thorough and informed lessons learned process in line with the mission of GPF to provide an excellent service, protecting and serving the people of The Gambia.

3. POLICY DETAIL:

The Gambia Police Force is committed to 'delivering an outstanding service to our communities' using the force Vision, Mission and Values to underpin all of our service delivery and decision making.
The Gambia Police Force will undertake all responsibilities in accordance with the law, and shall always seek to ensure that police officers deliver their primary role as stipulated in section 4 of the Police Act, Chapter 18:01 Vol.VI Laws of the Gambia:

- Protection of life and property
- Maintenance of law and order
- Protection and Detection of crime
- Apprehension and prosecution of offenders

When called upon to make decisions and solve problems GPF recognises its positive duty under the Constitution to protect the Human Rights of all people and will seek to minimise any action that may infringe the rights of individuals; the right to liberty and security; the right to respect for private and family life; and the freedom of expression. In accordance with this policy, GPF will ensure police powers are used fairly, responsibly, with courtesy and respect for people and without unlawful discrimination.

The decision-making model has six key elements.
1. The Gambia Police Force Doctrine
2. Survey situation – gather information and intelligence.
3. Evaluate situation based on information gathered.
4. Needs and threat assessment.
5. Select best options and contingency plans.
6. Execute and review.

Each component provides the user with an area for focus and consideration. The element that binds the model together is the GPF Doctrine at the centre. The identification of 5 elements SENSE, bound together by a 6th, The GPF Doctrine, originates from the belief, widespread in The Gambia Police Force, that all the 'best' police officers have developed a '6th Sense', an intuitive ability to examine situations, analyse information and be able to make excellent 'police' judgements. The doctrine is the binding force of the model, 'the 6th sense'. Future activities of The Gambia Police Force should be driven by the doctrine and all activities should link to it.

GPF - SENSE (Survey; Evaluate; Needs; Select; Execute)

1. GPF Doctrine

The decision-making model puts the GPF doctrine at the heart of all police decision making. This recognises the need for all GPF decisions to be consistent with the principles, values, standards and statements of strategic intent set out in the doctrine. When making decisions, officers should always measure their actions and behaviour against the values of professionalism, integrity, honesty, respect, and discipline. During decision making, officers should also be mindful of the GPF mission to provide an excellent service, protecting and serving the people of The Gambia;

and its vision, to be a professional, accountable public service, respecting human rights and the rule of law.

The GPF doctrine was developed by combining an international perspective with the national context. Six themes were identified as being common best practice in doctrine development:

1. Principles: Policing Culture: Values
2. Strategic & Operational Policing and other priorities (Administration)
3. Statutory Duties
4. Policing Approach: Stewardship
5. Partnership and Integrated Actions
6. Accountability: Stewardship

GPF articulated each element of the six top-level statements and integrated the national context with best practice in doctrine development. The doctrine sets out the GPF Vision: Mission: and Values, supported by a statement of statutory duties and six pillars of strategic intent.

VISION

To be a professional, accountable public service, respecting human rights and the rule of law

MISSION

To provide an excellent service, protecting and serving the people of The Gambia

VALUES

Professionalism
Integrity
Honesty
Respect
Discipline

GPF is fully committed to fulfilling our statutory duties to all: protect life and property; preserve law and order; detect and prevent crime; apprehend and prosecute offenders; and enforce all laws and regulations with which they are charged

1. PRINCIPLES & CULTURE	2. STRATEGIC OPERATIONAL & ADMINISTRATIVE	3. STATUTORY DUTIES	4. POLICING ETHOS	5. PARTNERSHIP & INTEGRATED ACTIONS	6. ACCOUNTABILITY AND TRANSPARENCY
1.1 Putting the public interest first in all that we do	2.1 Judicious use of funds and resources	3.1 Protection of life and property with a focus on the vulnerable and marginalised, including repeat victims	4.1 GPF will deploy modern, effective and efficient policing methods supported by appropriate technologies	5.1 GPF will develop and build partnerships to support the implementation of this doctrine	6.1 GPF will support the further development and strengthening of accountability and transparency mechanisms (internal and external)
1.2 Being accountable to the law and the people	2.2 Organised and coordinated policing to make best use of resources	3.2 Detained persons will be treated in compliance with human rights standards	4.2 People and communities will be engaged and empowered as part of a Community Policing approach	5.2 Wherever possible, GPF will integrate our actions with those of partner organisations to reduce the incidence and causes of crime and to mitigate risks to national security	6.2 Performance management will be linked to identified priority areas both at individual and organisational levels
1.3 Staying true to our values at all times	2.3 Intelligence Led Policing and Community Policing fully deployed to combat crime and Domestic Violence	3.3 Offenders charged with crimes will be dealt with fairly, without bias and in a timely manner	4.3 A problem-solving approach will be adopted to provide longer term and sustainable solutions	5.3 GPF will work with partners, sister security services and communities to establish Policing and Community Safety Partnerships	6.3 Identification of priorities will be coordinated with donor organisations
1.4 Building a culture of continuous professional development for all	2.4 Enhanced partnership working to combat serious and organised crime	3.4 GPF will reduce and deter crime by adopting a crime prevention approach	4.4 Intelligence-led policing will be deployed to reduce and prevent crime	5.4 GPF will work with the wider Criminal Justice System to improve coordination and effective service delivery	
1.5 People focused and service oriented including support for officers to reach their potential	2.5 GPF will strengthen the capacity of officers to deliver excellent policing services for all	3.5 GPF will respect, promote, defend and implement Human rights standards	4.5 GPF will provide an effective system of case management and complaints including feedback mechanisms		
1.6 Ensuring gender-mainstreaming is embedded in the organisational culture					

4

2. **S**urvey situation - gather information and intelligence

During this stage the decision maker defines what is happening or has happened and clarifies any initial information and intelligence.
Decision makers should focus on the situation and ask of themselves:
What is happening?
What are the issues involved?
What do I know so far?
What do I not know?
What further information or intelligence do I want/need at this moment?

3. **E**valuate situation based on information gathered

This stage involves assessing the overall situation as well as identifying:
- Who and/or what is involved?
- What decisions are required of the police?
- What are the short, medium, and long term issues?
- What the information and intelligence is indicating.

4. **N**eeds and threat assessment

Decision makers should fully consider the needs, threats and risks that apply in the situation which they are trying to resolve. Among other things decision makers should consider the strategic intent set out in the GPF doctrine of delivering a gender-sensitive policing service and of being committed to ethical, honest and legitimate conduct, demonstrating respect for all.

Asking the following questions and providing answers to them may assist decision makers.

- What must be done urgently. (Life and the safety of persons always being the most urgent consideration)
- What are the key priorities?
- Who and what are at risk?
- Who or what poses a significant and credible threat?
- Do I need to seek more information?
- What could go wrong (and what could go well)?
- What is causing the situation?
- How probable is the risk of harm?
- How serious would it be?
- Is that level of risk acceptable?

5. **S**elect best options and contingency plans

Decision makers should consider the different ways to make a particular decision or resolve a situation which affords the least risk of harm.

Decision makers should consider:
- What options are open?
- How immediate is any threat?
- The limits of information immediately available
- The amount of time available
- The available resources and support
- Their own knowledge, experience and skills
- The impact of potential action on the situation and on citizens
- Contingency: what action to take if things do not happen as anticipated
- Is this a situation for the police alone to deal with?
- Am I the appropriate person to deal with this?
- What am I trying to achieve?
- Will my action resolve the situation?

Decision maker may also consider whether it would be reasonable to act outside policy if there is a good rationale for doing so. As with the whole decision-making model, decision makers should record their deliberations and rationale for later review and scrutiny.

When accounting for their actions, decision makers should be able to say they always upheld GPF values and decisions made were reasonable in the circumstances they faced?

6. **E**xecute and review

There are two steps to this element of the model. The Action step, where decision makers are required to make and implement appropriate decisions and the Review step where, once an incident is over, decision makers review and reflect on what happened.

i.   Action

Respond:
Implement the selected option.
If appropriate, communicate the selected option.

Record:
If appropriate, record the actions, rationale and reasoning.

Monitor:

What happened as a result of the action taken?
Were desired outcomes achieved?
If the situation continues re-apply the decision-making model.

ii. Review

If the incident is over, review any decisions taken, using the model.
What are the lessons learned from the situation and outcomes achieved?
What might be done differently next time?

If appropriate, evaluate the impact of the decision on outcomes.
Recording decision making

As outlined in stage 5, decision makers are accountable and must be prepared to provide a rationale for what actions were taken.

It is impossible to record every single decision and not all decisions need to be recorded. In most instances professional judgement should guide officers on whether or not to record the rationale, as well as the nature and extent of any explanation.

Any record made should be proportionate to the seriousness of the situation or incident, particularly if this involves a risk of harm to a person.

Decision makers may find the mnemonic **GPF - SENSE** provides a useful structure for recording the rationale behind their decisions (for example, brief notes in notebooks against each of its individual letters).

Any notes should be proportionate to the situation.

GPF The principles and standards of the GPF doctrine considered during decision making.

S Survey records - information and intelligence gathered about the situation.

E Evaluation records – summary of what the information and intelligence were indicating.

N Needs, threats and risks, set out together with any rationale supporting decisions and prioritisation.

S Selection of the best options and contingency. Records of how the selections were made.

E Execution of the chosen option(s) and results of the review of their effectiveness.

GPF - SENSE may also be useful when describing or reviewing a decision.

Reviewing decision making

The decision-making model can be useful for examining decisions made and action taken, whether by a supervisor or during an informal investigation or a formal inquiry.

GPF - Doctrine
- How were the principles and standards of professional behaviour demonstrated during the situation?

Survey
- What information or intelligence was available?

Evaluation
- What situational factors were evaluated?
- What short, medium and long-term issues were factored into decision-making?

Needs
- Were there any needs, risks and threats that should have been considered?
- What information/intelligence influenced the prioritisation process?

Select
- How were feasible options identified and assessed?

Execute and review
- How do decisions meet the tests of proportionality, legitimacy, necessity and ethical behaviour?
- How reasonable were decisions in the circumstances facing the decision maker?
- How effectively were decisions communicated?
- Were decisions and the rationale for them recorded as appropriate?
- How were decisions monitored and reassessed where necessary?
- What lessons can be learnt from the outcomes and how the decisions were made?

Questions for supervising ranks

When reviewing and reflecting on decisions, supervisors should consider the following.
- How were instances of initiative or good decisions recognised and acknowledged (and were they passed to managers where appropriate)?
- How were instances of poor decision making recognised, questioned and challenged?
- How does the decision making relate to the GPF doctrine?
- What opportunities are there for organisational learning?

Even where the outcome was not as planned, if the decision was reasonable and proportionate in the circumstances, and made in accordance with the GPF doctrine, the decision maker deserves the support of their supervisor and that of the organisation.

4. COMPLIANCE

This policy will be reviewed and if appropriate, revised at yearly intervals on or before the anniversary of it first becoming effective.

This policy has been subject to a gender impact assessment procedure which has identified no adverse or unequal impacts for women or men based on their specific gender.

This policy will be monitored for compliance by the policy owner. The policy complies with the following legislation:

Add legislation

5.   POLICY AWARENESS: set out communication plan including whether policy is publicly disclosable

Communication plan to be formulated in tandem with the roll-out of GPF Doctrine. A training of trainers approach will be taken to ensure training is cascaded to all decision makers.

6.   OTHER RELEVANT DOCUMENTS:

Police Doctrine.

GPF GENDER MAINSTREAMING POLICY

IDENTIFICATION

Policy Title: **THE GAMBIA POLICE FORCE GENDER MAINSTREAMING POLICY**
Version: **1.0**
Document Location: GPF – Police HQ
Link to GPF Doctrine: 1.6 'Ensuring gender mainstreaming is embedded in the organisational culture'.

OWNERSHIP
Senior Owner: AIG Operations and Crime Management, Police HQ
Policy Owner: AIG Administration, Police HQ
Contact: Head of Policy, Planning and Training Coordination Unit, Police HQ
Guidance available?   Refer to National Gender Policy
Location of guidance Legal Database

REVISION HISTORY
Effective From: 1st July 2023
Revision interval: Yearly from date first effective

Revision Date	Previous Revision Date	Summary of Changes
1.		
2.		
3.		

Approvals
This document has been approved by the IGP.

Distribution
This document has been distributed to all police formations and units.

Access and Disclosure Restrictions: Y/N

Details:

6. **INTRODUCTION:**

The Republic of The Gambia lies on the western coast of tropical Africa, occupying an area of 11,295 sq. km (land: 10,000 sq. km and water: 1,295 sq. km). The last census was conducted in 2013 with the next one due later this year (2023).

At the 2013 census, the population of The Gambia was reported by The Gambia Bureau of Statistics to be 1,857,181. Females constituted 50.8% (943,426) and males 49.2% (913,755). Male-headed households constituted 79.1 per cent and female-headed households constituted 20.9 per cent.

In 2013, 56.3% of working females were engaged in the "agriculture, hunting, fishing and forestry industry", in contrast to 33.3 per cent of males engaged in the same sector. Disability prevalence rates for males and females were 1.3 per cent and 1.2 per cent respectively.

Rationale

The Gambia has signed and ratified all the major international and regional legal instruments related to the rights of women and girls, including; The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), Maputo Protocol, CRC and its two Optional Protocols, ACRWC, ILO Conventions 182 and 138; the Palermo Protocol; the Beijing Declaration and Platform for Action on Gender Equality and Women's Empowerment; AU Solemn Declaration on Gender Equity in Africa (SDGEA); and United Nations Security Council Resolution (UNSCR) 1325 on Women's Peace and Security.

The existing domestic legal instruments that protect women and girls from abuse and violence are the 1997 Constitution of The Gambia, the Criminal Code Cap. 10 Vol. III Laws of The Gambia, the Tourism Offences Act 2003, Children's Act 2005, Trafficking in Persons Act 2007, the Women's Act 2010 and the Sexual Offences Act 2013 and the Domestic Violence Act 2013.

The Government of The Gambia recognised the need to attain gender equity and equality leading to the formulation of National Policy on Gender and Women's Empowerment 2010-2020 (now extended to 2025), and other legal instruments. The realisation of gender equality and basic rights of women and men requires all sectors and actors in the development process to address gender issues in their respective areas of mandate and capacities.

Gender inequalities have been shown to impact negatively on personal development and well-being and undermine organisational and national development. The socio-economic well-being of males and females is therefore dependent on reducing or eliminating inequalities. Addressing gender inequity through gender mainstreaming has been adopted by national and international actors since the Beijing Declaration. Gender inequalities have been shown to impact negatively on personal development and well-being and undermine organisational and national development. The socio-economic well-being of males and females is therefore dependent on reducing or

eliminating inequalities. Addressing gender inequity through gender mainstreaming has been adopted by national and international actors since the Beijing Declaration. Gender mainstreaming can be regarded as a;

> *'Strategy to ensure women's and men's concerns and experiences are included in the design, implementation and evaluation of policies and programmes'.*

Women currently make up 26% of the Gambia Police Force (GPF) and there is a recognized gender gap in the lower proportion of female officers in senior, decision-making posts. In developing the GPF Doctrine, the Inspector General of Police endorsed the approach that as part of its 'Principles and Culture', gender mainstreaming should be embedded. This directly supports government policy, existing national and international laws, and underpins the drive towards more efficient and effective policing by empowering all GPF officers, women and men.

7.   POLICY AIM:

The primary purpose of this Gender Mainstreaming Policy is to enable GPF to fulfil its strategic intention set out in section 1.6 of the Force Doctrine, "Ensure gender mainstreaming is embedded in the organisational culture.

3.   POLICY DETAIL:

GPF will engage with stakeholders and partners to create, adopt and implement a gender mainstreaming policy, supported by appropriate Standard Operating Procedures (SOPs) and strategies.

GPF will review and revise its existing policies, SOPs and strategies to ensure that gender mainstreaming is fully embedded.

In support of its gender mainstreaming policy, GPF will design, develop and mplement a sexual harassment policy.

The work of Gambia Police Force Women's Network as an advocacy mechanism for gender equality is acknowledged and supported by GPF. The Network has engaged with other women's groups, supported by the UNDP, to promote networking, shared learning, and continued advocacy for gender equality and professional development of women within GPF. To implement this gender mainstreaming policy, GPF will engage with and support the Women's Network.

Supporting data

GPF will adopt and maintain the practice of recording and collecting data which is capable of being disaggregated by way of gender for further analysis.

GPF will build the capacity of police officers to record, collect and analyse data which is capable of being disaggregated by way of gender.

The recording and collection of data capable of being disaggregated by way of gender will be enhanced and sustained by working with relevant stakeholders and partners.

Gender disaggregated data will be analysed and used to support informed decisions on deploying affirmative action activities.

GENDER MAINSTREAMING IN HUMAN RESOURCES AND PLANNING

GPF will develop guidelines for gender sensitive policing with emphasis on recruitment, selection and professional development, including affirmative action to ensure:

➢ Gender equality,
➢ gender responsive budgeting,
➢ equal access to training and capacity building,
➢ equal access to overseas development opportunities,
➢ gender sensitive promotions and retention,
➢ more qualified women in decision-making positions,
➢ women representation in specialist roles such as in The Human Rights and Professional Standards Unit, and the disciplinary office etc.,
➢ a more gender sensitive selection process, and
➢ safe working environments for women and vulnerable staff.

Gender mainstreaming principles will be applied to the procurement and supply of materials and equipment (uniforms, weapons etc.)
Gender-friendly working practices and structures will be established, including gender sensitive feedback mechanisms.

GPF will nurture the use of gender sensitive language within the organizational culture.

A SHEA (Sexual Harassment Exploitation and Abuse), safeguarding policy will be designed, developed and implemented.

GPF will fully support and comply with the requirements of The Women's Act 2010 with respect to maternity leave and career advancement
GPF will support a family/mother/child friendly working environment
GPF will fully support Continuous Professional Development (CPD) for women
Any Human Resource Information Management System (HRIMS) deployed by GPF will be fully compliant with gender mainstreaming principles

CREATING GENDER SENSITIVE ENVIRONMENTS

Regular sensitization shall be conducted to create awareness on gender equality and womens' empowerment. To achieve this GPF will partner with internal and external bodies which support gender sensitive programmes and activities.
Regular meetings, training and orientation of staff will be conducted so as to ensure a secure and gender-sensitive environment.

All investigation protocols will be gender sensitive, including the appropriate handling of sensitive interviews.

Officers will be assigned to duties which are appropriate to their situation, for example, pregnant or breastfeeding women and those with some form of disability.

In line with the GPF Doctrine, gender mainstreaming principles will be embedded in every aspect of community policing.

GPF shall develop and implement a social safeguarding workplace policy.

CAPACITY BUILDING

A target of 30% female representation will be set for senior, middle and lower management levels.

Gender mainstreaming will be embedded in all capacity building programmes. Leadership development, up to and including senior management team level, will include training on gender mainstreaming.

To bridge the gender gap, affirmative action will be taken to deliver an annual leadership skills training programme for female officers which will include a period of active membership of the senior management team.

GPF will:

➢ appoint one or more persons within the police structure as a gender focal point and build their capacity in gender mainstreaming,

➢ support the establishment of women police officers' associations,

➢ forge partnerships with existing gender equality and women's empowerment groups,

➢ support the implementation of the Gambia National Action Plan on the implementation of the United Nations Security Council Resolution 1325 (2021 - 2025), and

➢ strengthen partnership with the Ministry of Health, Legal Aid, Ministry of Gender and Social Welfare, child protection alliance and other relevant stakeholders in supporting victims of SGBV.

4. COMPLIANCE

This policy will be reviewed and if appropriate, revised at yearly intervals on or before the anniversary of it first becoming effective. It will be implemented through the development of gender inclusive supporting policies and SOPs, which will also be subject to regular review, monitoring and reporting including appropriate disaggregation of data to enable gender issues to be identified and addressed.

5. POLICY AWARENESS:

To be included on the legal database.

6. OTHER RELEVANT DOCUMENTS:

Legal Framework
This policy is guided by a number of Sub-Regional, Regional and International Gender Equality Protocols as well as national legal instruments and development frameworks. The policy is informed by the following national legal instruments:

- The 1997 Constitution of The Gambia
- The Gambia Long-Term Development Framework Vision 2020
- The Gambia Poverty Reduction Strategy Paper 2007
- Women's Act 2010
- The National Policy for the Advancement of Gambian Women (NPAGW) 1999-2009
- The National HIV/AIDS Strategic Framework (NSF) for The Gambia 2009-2014
- National Youth Policy 2010-2020
- National Population Policy 2007-2015
- National Nutrition Policy 2010-2020
- The Gambia Environmental Action Plan 2009-2015
- National Environment management Act1994
- Agriculture and Natural Resource Policy 2010-2015
- Agricultural Strategic Plan 2010-2014
- National Education Policy 2004-2015
- National Health Policy and Master Plan 2007-2020
- National Reproductive Health Policy 2010-2014

The following Sub-Regional, Regional and International Gender Equality Protocols and instruments have also informed the policy development process:

- The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)
- The United Nations Millennium Declaration and Millennium Development Goals (MDGs)
- The African Charter on Human and Peoples' Rights (ACHPR)

- The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa
- Convention on the Rights of the Child (CRC)
- International Conference on Population and Development (ICPD)
- The Fourth World Conference on Women (WCW)
- The Beijing Platform for Action (1995)
- Beijing Plus Five, Plus Ten and Fifteen Outcome Documents
- Commonwealth Plan of Action
- The Convention on Economic, Social and Cultural Rights
- Solemn Declaration on Gender Equality in Africa
- The African Union Gender Policy of 2008
- ECOWAS Gender Policy
- African Women's Decade Road Map

GPF PERFORMANCE MANAGEMENT POLICY INCLUDING SKILLS AND BEHAVIOURS FRAMEWORK

IDENTIFICATION

Policy Title: **THE GAMBIA POLICE FORCE PERFORMANCE MANAGEMENT POLICY INCLUDING SKILLS AND BEHAVIOURS FRAMEWORK**
Version: **1.0**
Document Location: https://security-legislation.gm
Link to GPF Doctrine: 6.2 'Performance management will be linked to identified priority areas both at individual and organisation levels'

OWNERSHIP

Senior Owner: AIG Operations and Crime Management, Police HQ
Policy Owner: AIG Administration, Police HQ
Contact: Head of Policy, Planning and Training Coordination Unit, Police HQ
Guidance available?   Refer to National Gender Policy
Location of guidance   Legal Database

REVISION HISTORY
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1. INTRODUCTION:

An effective performance management system that judges staff members performance against identified organisationally relevant behavioural competencies, when done well, can increase clarity around performance expectations and establish a clear link between individual and organisational performance.

Behavioural and job-related competencies when defined, are a key performance indicator from the organisation to an individual of their expected areas and levels of performance.

They provide that individual with an indication of the behaviours and actions that will be valued, recognised and in some organisations rewarded. Competency identification represents the language of performance management in an organisation.

There are considerable benefits to be achieved through implementing a performance appraisal for both organisations and individuals.

For the organisation, performance appraisal is an opportunity to;
• communicate organisational plans and objectives
• agree key targets for employees
• support improvements in performance
• develop potential
• help employees to overcome difficulties, and,
• receive feedback which may help to improve organisational performance

For the individual, performance appraisal is an opportunity to;
• understand your role and achieve clarity in terms of what is expected of them
• gain feedback on your performance, and recognition for good performance
• identify your strengths and how they could be best utilised
• plan your development with the support of the organisation
• improve your working relationships, and,
• receive support to overcome any difficulties

2. POLICY AIM:

The main objectives of the performance appraisal scheme are to review individual performance, potential areas for development and training and career planning needs.
Officers will be enabled to continuously develop their skills and competence in pursuit of delivering an excellent service to the people of The Gambia in line with the GPF doctrine and statutory obligations. The Performance Management policy will support GPF in its commitment to ensure police officers use their powers fairly, responsibly, with respect for people and without unlawful discrimination.

3. POLICY DETAIL:

Performance appraisals regularly record an assessment of an employee's performance, potential and development needs. The appraisal is an opportunity to take an overall view of work content, loads and volume, to look back on what has been achieved during the reporting.

period and agree objectives for the next. If the appraisee needs to improve their performance in a particular area of their work the appraisal provides the opportunity to set and agree an action plan.

The GPF doctrine states that performance management will be linked to strategic objectives. For GPF, key strategic objectives are contained within the Strategic Plan. From these objectives annual deliverables are developed to form the basis of the Business Plan. From the Business Plan, Area, Department and Team Plans are developed. Finally, individual performance objectives agreed as part of performance appraisal should link to the organisational targets contained in the Strategic Plan. Appraisees and their supervisors should state how their individual performance objectives assist in delivering against the strategic objectives.

In this way performance appraisals help to ensure that individual staff members are focused in achieving the GPF's Strategic direction and ensure everyone is focussing their efforts to meet the needs of the people of The Gambia.

The appraisal system IS NOT to be used as an alternative mechanism for dealing with discipline or misconduct issues, nor to determine the level of financial reward employees should receive for their performance or promotion. ALL these processes will have their own independent systems, albeit the performance appraisals of individuals will obviously be used to add value to those processes if appropriate.

The appraisal must be about performance only and should guard against discrimination on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, language, or social origin, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions or indeed any other criteria not related to job requirements.

Each employee's performance should therefore be considered honestly and impartially based on evidence.

The Appraisal Process:

In advance of the appraisal:

- Three months' notice will be given in advance of the first appraisal. For all subsequent appraisals four weeks' notice will be given

- The line manager will ensure that the employee is thoroughly briefed and understands the process, the benefits and how to prepare effectively

- The line manager will provide the employee with the appropriate blank documentation to consider

- The employee and the line manager will prepare for the future meeting (See "Line Manager's Checklist" and "Employee's Preparation Checklist".)

The Performance Appraisal Process

- Documentation will be completed and signed off by both parties. (If a disagreement cannot be resolved, the matter will be resolved by the next level of management involved in the process)

- Actions will be taken to ensure that current performance and development needs relevant to the role being performed by the appraisee are addressed

- The formal progress meeting will be scheduled by the Supervisor

- At the formal progress meeting the employee and line manager will compare notes on performance ratings. An overall performance rating will be calculated for each behavioural competency area

- The previous year's development activities will be reviewed

- New objectives will be agreed

- Any developmental actions will be agreed and recorded in the form of an 'action plan'

- The content of the appraisal will be agreed as an accurate reflection of the discussion between the appraiser and appraisee.

GPF's performance appraisal scheme requires one annual meeting to take place each year.

In the event of any competency area being identified as requiring an action plan, an agreed review period should be set, to reflect the particular action, with enough time between performance appraisal meeting and reviews to allow for development.

Although a minimum of one annual meeting is required, in practice performance appraisal should be viewed as a continuous process and therefore the dialogue between employees and their line managers should not be limited to the formal meetings.

It is important that within teams, line managers should undertake to monitor and review performance objectives set at the performance appraisal meeting. Supervision meetings may have to be scheduled to facilitate this process to take place periodically, for example monthly or quarterly. The exact frequency will depend on a range of factors, including the nature of the job, the size of the team and how experienced the employee is.

Performance Appraisal Meeting

The performance appraisal meeting is a formal focused discussion between employee and line manager about how the individual has performed and developed over the reporting period. The meeting will include discussion on how the appraisee can be supported to build on performance over the forthcoming

reporting period and how skills, knowledge, and behaviours can be further developed.

Specific outcomes are required:

- An assessment of performance against a core set of required skills and behaviours. Ratings to be agreed by consensus supported with a narrative indicating where further evidence can be obtained if required and where appropriate.

1. An assessment of performance against agreed performance objectives – rating to be agreed by consensus, if possible.

- An agreed set of individual performance objectives for the forthcoming year.

2. An agreed personal developmental Action Plan, if required.

It is important that the planning of individual performance objectives for managers and those occupying senior leadership positions interlinks with and supports the delivery of the GPF strategic objectives.

For some roles, individual performance objectives may be predetermined according to the priorities for the unit's business plan.

In practice, the corporate planning process may not have been completed by the time the performance appraisal meeting is due to take place. In such circumstances it may be necessary to delay discussion about individual performance objectives (and any associated training requirements) until the corporate planning process is complete – a separate objective setting meeting should be scheduled.

In any event the appraisal element of the performance appraisal meeting should not be delayed significantly.

In practice it may be necessary to schedule a separate meeting to agree individual objectives to ensure that they dovetail with and support the delivery of the corporate plan.

Action Plan Progress Meetings

The Action Plan progress meeting is a formal opportunity to review progress, exchange views on how the employee is doing, ensure that the personal development needs are being met and provide any necessary additional support.

This, together with regular supervision, will help to ensure that there are no surprises during scheduled performance appraisal meetings and should assist in reaching agreement.

The format of the progress meeting mimics the performance appraisal meeting except that performance objectives and personal development plans are reviewed rather than set.

Performance ratings should still be agreed to give an indication of how the individual is currently performing.

When agreement or consensus cannot be reached

If the two parties fail to agree this should be recorded on the appraisal form before it is passed on to the next level of management.

If the reason for the failure to agree is due to a difference of opinion, then the next level of management should examine the comments on the form, speak to both parties requesting evidence to back up comments where necessary, and then decide. They should record their comments on the form and their decision will be final.

If the employee feels that they are being discriminated against, or they have some other grievance, then they should be advised to follow the guidance laid out in the appropriate HR Policy/Procedure.

In such cases the performance appraisal should be suspended until the issue is resolved. It is important that the employee understands exactly why the performance appraisal is being suspended.

If the line manager cannot progress towards an agreement because there are serious disciplinary issues, then the performance appraisal should be suspended, and the appropriate action should be taken under GPF's disciplinary procedures.

The performance appraisal is not itself a vehicle for enforcing discipline and it should not be used as such.

It is expected that the situations described in the preceding paragraph will be uncommon, because issues of discipline or grievance will be dealt with as more urgently and should not be left to the performance appraisal meeting.

A framework of skills and behaviours has been developed which supports this policy (see attached supporting document; Skills and Behaviours Framework).

4. COMPLIANCE:

This policy will be reviewed and if appropriate, revised at yearly intervals on or before the anniversary of it first becoming effective.

This policy has been subject to a gender impact assessment procedure which has identified no adverse or unequal impacts for women or men based on their specific gender. The policy will be monitored for compliance by the policy owner.
This policy complies with – Add legislation

5. POLICY AWARENESS: set out communication plan including whether policy is publicly disclosable

To be communicated to all supervisors.

6. OTHER RELEVANT DOCUMENTS: identify any relevant linked documents such as the source document if applicable or SOPs

Skills and Behaviours Framework (attached)
Gambia Police Force Skills and Behaviours Framework

This skills and behaviours framework has been developed to outline 8 key skills and behaviours (10 for managers) which are important for individual and organisational performance.

These are as follows:
1. Productivity
2. Knowledge of Role
3. Teamwork
4. Independent Working
5. Record Keeping and Reports
6. Public Service
7. Planning & Organising
8. Safety

And in addition, for managers:
9. Leadership & Supervision
10. Manages Organisation & Performance

Forthright questions are posed about performance in relation to each of these skills and behaviours. Staff and managers are both required to record an assessment of initial performance against each skill and behaviour prior to the appraisal meeting. Scoring the Behaviours.

The scoring mechanism is a 1 to 5 scale where 1 represents the desired skill or behaviour **never** being demonstrated and therefore termed 'unsatisfactory' whilst represents the desired skill or behaviour always being demonstrated and therefore termed 'excellent'.

Line Manager's Preparation Checklist

• Allow sufficient time for the meeting.

Arrange an appropriate setting.

At least four weeks before the meeting, (Three months before initial meeting);
- Brief the employee thoroughly to ensure they understand the process, benefits and how to prepare effectively
- Give the employee a blank copy of the documentation and instruct them how the document will be completed
- Encourage a consideration of their own performance and invite them to collate relevant evidence
- Ask them to reflect on their development
- Ensure copies of the Corporate Plan, Business Plan and Group Plan/Team Plan are available to all staff during this stage of the process
- You may also want to give appraisees a copy of your key objectives for the coming year, if they are clearly linked
- Examine their last review and consider if the performance objectives are still current and to what degree they have been met or exceeded
- If this is not available (i.e., if this is the employee's first appraisal) then examine their job description
- Refer to any notes you have made over the year
- Ensure you have a balanced view over the whole year and avoid focusing only on recent events

Setting an Action Plan
- It is important that the employee takes responsibility for their own personal development
- The supervisor's role is to provide the necessary support for their development

Three things need to be clear within the personal development plan:

1. **The development area**. Ensure both participants are clear on the desired outcomes after the developmental activity takes place. Be very clear about the specific areas that need developed and why. For example, avoid the use of generic terms such as 'report writing', 'time management', and 'management development'. Consider what impact the learning outcome will have on the service, or the individual. Clarity at the outset will provide a more accurate focus for deciding the most effective solution and will also help in reviewing the effectiveness of the development after the event

2. The most appropriate development activity. Consideration should be given to the wide variety of training and development methods available. Individuals have particular learning styles that need to be balanced with considerations about availability, time, location, and cost. Don't just confine development activities to training courses, consider on-the-job training, shadowing, mentoring, coaching, reading, distance learning, further education, secondment, job expansion and other activities which will provide opportunities for development.

3. **Action required**. Ensure you reach an agreement and be clear who is going to do what at the end of your meeting. Agree a reasonable deadline and be clear about your joint expectations.

Further guidance on how to generate a personal development plan will be available from Human Resources Department.

Concluding the meeting
- Thank the employee for their personal contribution to the organisation and the team.
- Highlight the employee's key strengths, personal attributes, and skills.
- Confirm the areas of improvement that have been agreed, and how these will be taken forward.

Employee's Preparation Checklist
- Consider Your Job
- Assess Your Performance & Consider the Documentation
- List your main achievements since your last review.
- Make a note of examples that support this.
- List the aspects of your work that you have found the most satisfying.
- List the main challenges, frustrations, or disappointments. For each, identify the steps you have taken to resolve them and/or suggestions for improvement.
- •Consider your skills and behaviours. Which have contributed to, or detracted from, your performance?
- Make a note of examples to support this.
- Assess progress against last year's objectives.
- Prepare a list of what you perceive as your key objectives for the year ahead.

Reflect On Your Development
- How have you developed over the last year?
- How have you applied your training to your job? Think about new pieces of work you have completed or about new responsibilities.
- What additional skills or knowledge would you find useful in developing your performance?
- What skills or knowledge do you have that are not used in your present job, but you would wish to use?

Development Opportunities
- Prepare a list of items for your development plan - ensure that any needs identified are precise, avoiding the use of generic terms such as 'writing skills', 'management training', 'computer training' etc.
- Consider how this development might be achieved. Remember there are various ways in which learning can occur e.g., classroom based, reading, secondment, on-the-job etc.

Giving Upward Feedback.

Think through the feedback you want to give your manager:
- What is working well?
- How can your manager
- What could your manager do differently to continue to support you in the future? help improve your performance?
- Use specific examples if possible.

GAMBIA POLICE FORCE

Performance Appraisal Form/Template

EMPLOYEE EVALUATION OF:

NAME _____**RANK**_____**DATE** _____

JOB TITLE _____**REVIEW PERIOD**_____

EVALUATOR: _____

Evaluation Process: General Principles

This review forms the basis of a positive and constructive process to evaluate the performance of individual's and to identify opportunities for career development, through the identification of exceptional performance as well as the identification of less positive behaviours.

The content of this document should be based on evidence collected over the review period and should be fair, impartial, and subject to objective verification. The purpose of this report is to both assess performance and identify developmental opportunities. In this regard the responses of the person under evaluation are fundamentally important, and they should be given advance notice not only of the process and timescales of the review but encouraged to record their own evidence against these criteria, which can be used to corroborate, contradict, or counterbalance the assessment of the evaluator.

The regular interactions between supervisors and their subordinates should ensure that the content of the review documents and associated evidence should not come as a positive or negative surprise to the evaluated individual.

Under no circumstances should this process be used as an alternative to the formal unsatisfactory performance or complaints procedures, albeit the history of an individual's performance will be considered through the deliberations of any such processes.

In the event that the evaluator and individual assessed have a fundamental difference of opinion between the ratings contained within the assessment, the evidence upon which the assessment grade is formulated, or the interpretation placed on the evidence considered, then the opportunity exists for the evaluated person to have the assessment re-considered by their second line manager.

If a request is made for a review of the assessment by their 2nd Line Manager by the assessed individual neither the initial evaluator or second line manager or any other person should perceive this as negative, it is a fundamental right of employment and as such should be viewed as such.

EVALUATION GRADING PROCESS

Evaluators should award the assessed individual a 'grade' based on their evaluation of the evidence reviewed.

GRADES:

5: Excellent: Exceptional performer: not only consistently above average but persistently in the top quartile of all their peers.

4: Above Average: Consistently performs duties to a higher standard than their peers or is required or expected.

3: Average: Satisfactory producer. Generates sufficient volume of work with some degree of consistency. Meets expectations or requirements.

2: Below Average: Consistently performs at a lower standard than their peers, or that is reasonably expected and required and/or is inconsistent in their levels of performance.

1: Unsatisfactory: Unsatisfactory performance, not only consistently generates below the levels of performance when compared to their peers (persistently in lowest quartile) but who has failed to respond to supervisory advice and previous action plan.

ATTENDANCE: Does the employee's attendance comply with the GPF attendance requirements **YES/NO**

ROLE RELATED BEHAVIOURS

1. Productivity

The amount of work an individual undertakes:

- What is employee's overall volume of work?
- Is employee's work level consistent?
- What is the relation between employee's production and the GPF expectations?

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

2. Knowledge of Role

Demonstrates the knowledge of fundamental methods and procedures of their current job/role.

• How often does employee have to be shown job procedures?
• How does employee handle unexpected problems or breakdowns?
• Does employee retain knowledge of job or require substantial review?

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

3. Teamwork

Ability to work cooperatively with others to get things done, willingly giving help and support to colleagues.

• Gets to know others and their perspective in order to build rapport.
• Open and transparent in relationships with others.
• Clear and appropriate in their communication

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

4. Independent Working

Ability to work independently, be resourceful and display initiative.

• Does employee perform functions not specifically given by superiors?
• Can employee be trusted to work without supervision?
• Is employee interested in acquiring new skills and knowledge?

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

5. <u>Record Keeping and Reports</u>

Ability to produce and maintain written job reports and records.

> • Are written records/reports kept accurately and neatly?
> • Does employee complete written records/reports promptly and without the need for further direction or support?

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

6. <u>Public Service</u>

Ability to deal with individual members of the public/community guests/customers in an appropriate manner, that instills public confidence.

> • Does employee pay attention to individual members of the public/community concerns and seek positive resolution?
> • Does employee display common courtesy and positive attitude to individual members of the public/community?

Evaluation Grade_____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

7. Planning & Organizing

Ability to organizes large amounts of information by creating and maintaining well organized systems.

- follows logical approaches to completing work.
- brings a project from inception to successful completion.
- translates strategies into step-by-step plans for action.
- monitors work progress to completion.
- effectively prioritizes activities and
- pays close attention to detail.

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

8. Safety

Ability to comply with precautions for safety of self and others.

• Is employee knowledgeable of safety policies and procedures?
• Does employee comply with established safety procedures?

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

BELOW ONLY TO BE APPLIED TO THOSE IN MANAGEMENT/SUPERVISORY ROLES

9. Leadership and Supervision

A role model for the behaviours they expect to see in others

- acts in the best interests of the public and the police service.
- motivates and inspires others to achieve their best.
- displays a positive approach to managing people,
- is caring and empathetic to the needs of the individuals in their team.

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

10. <u>Manages organisation and performance</u>

Ability to plan, organise and manage resources

- gives clear directions with explicit expectations,
- helps others to understand how their work operates in the wider context.
- identifies barriers that inhibit performance in their teams and take steps to
- resolve these thereby enabling others to perform.
- effectively leads the public and/or colleagues, where appropriate, during incidents or through the provision of advice and support.
- ensures the efficient use of resources to create the most value and to deliver the right impact within their area of responsibility.
- keep track of changes in the internal and external environment, anticipating both the
  short- and long-term implications for their team and police service.
- delegates authority when appropriate to do so.
- plans and organizes sufficiently to avoid crisis?

Evaluation Grade: _____

Evidence to substantiate grade awarded:

_____

_____

_____

_____

Is an Action Plan Required for this Area of Evaluation: YES/NO?

<u>A Face-to-Face meeting MUST take place between Appraiser and Appraisee to discuss.</u>

Date: **Time:**   **Location:**

ADDITIONAL SUPERVISOR COMMENTS:

_____

_____

_____

_____

_____

_____

_____

Evaluator / supervisor Signature and date

EMPLOYEE COMMENTS & OBSERVATIONS:

_____

_____

_____

_____

_____

_____

_____

_____

Has a Performance Action Plan been agreed for any assessed competency area: <u>YES/NO?</u>

Employee signature does not necessarily mean the employee agrees with the above ratings and comments. It does signify review of the evaluation contents and the opportunity to discuss questions with the evaluator.

_____

Date_____

Employee Signature

Would the Employee wish to have this appraisal reviewed by their 2nd Line Manager?
<u>YES/NO</u>

ONLY TO BE COMPLETED IN THE EVENT THAT THE APPRAISEE WISHES TO HAVE THE APPRAISAL REVIEWED BY THEIR 2ND LINE MANAGER

Date: **Time:**   **Location:**

2nd LINE MANAGER OBSERVATIONS:

_____
_____
_____
_____
_____
_____
_____
_____

_____

Evaluator / supervisor Signature and date

EMPLOYEE RESPONSE:

_____
_____
_____
_____
_____
_____
_____
_____

Employee signature does not necessarily mean the employee agrees with the above ratings and comments. It does signify review of the evaluation contents and the opportunity to discuss questions with the 2nd Line Manager.

_____

_____

Employee Signature   Date

(As this process is not directly linked to discipline, promotion or pay – the 2nd Line Manager Review is the final stage of the Performance Appraisal Process)

PERFORMANCE APPRAISAL ACTION PLANS:
(Please ensure that any completed Performance Appraisal Action Plan is attached as an appendix to this form)

HAS A PERFORMANCE APPRAISAL ACTION PLAN BEEN PRODUCED: YES/NO?

In the event a Performance Appraisal Action Plan is required please use the appropriate form, an example of which is:

COMPLETION AND SUBMISSION REQUIREMENTS
[Originals of the Performance Evaluation Appraisal Form and any Action Plan must be filed in the Appraisee's official personnel file]

GPF LEARNING AND DEVELOPMENT POLICY

IDENTIFICATION

Policy Title:	**THE GAMBIA POLICE FORCE LEARNING AND DEVELOPMENT POLICY**
Version:	**1.0**
Document Location:	https://security-legislation.gm
Link to GPF Doctrine:	1.4 'Building a culture of continuous professional development for all'

OWNERSHIP

Senior Owner:	AIG Operations Police HQ
Policy Owner:	AIG Administration Police HQ
Contact:	Head of Policy, Planning and Training Co-ordination Unit
Guidance available?	Yes
Location of guidance	Legal Database

REVISION HISTORY

Effective From:	December 2021
Revision interval:	Yearly from date first effective

Revision Date	Previous Revision Date	Summary of Changes
1.		
2.		
3.		

Approvals

This document has been approved by the IGP.

Distribution

This document has been distributed to all police formations and units.

Access and Disclosure Restrictions: ¥/N

Details: Not applicable

8. **INTRODUCTION:**

GPF is committed to the provision of effective learning and development opportunities to enable all force members to develop their knowledge and skills to perform their duties to a high standard.

A strategic aim for GPF is to create a culture of continuous professional development for all. It is essential there are a variety of appropriate and effective learning activities to maintain staff capacity to be effective, lawful, and ethical in discharging their duties.

9. **POLICY AIM:**

This policy, which assists the delivery of the organisation's Doctrine details the arrangements for the provision of learning and development solutions which meet organisational and individual development requirements.

3. **POLICY DETAIL:**

This policy applies to all GPF officers and staff. The Gambia Police Force is committed to 'creating a culture of continuous professional development' using the force Vision, Mission and Values to underpin all of our service delivery and decision making.

GPF will undertake all responsibilities in accordance with the law, and shall always seek to ensure that police officers deliver their primary role as stipulated in section 4 of the Police Act, Chapter 18:01 Vol.VI Laws of the Gambia:

• Protection of life and property
• Maintenance of law and order
• Protection and Detection of crime
• Apprehension and prosecution of offenders

In enabling a culture of continuous professional development, GPF seeks to equip and support officers and staff in delivering excellent services to the public in support of the force mission and statutory duties.

Learning needs (identification, design, delivery and evaluation)

Training Department will continuously scan the environment and design a delivery plan to meet the needs identified from a range of internal and external sources. Key drivers include the GPF Doctrine, Force performance, Strategic Planning, corporate change programmes and workforce planning.

Training Department will engage with internal and external stakeholders to identify current and emerging learning and development needs in order to effectively plan and schedule appropriate learning programmes and events and ensure appropriate alignment of resources.
Regular stakeholder engagement will be undertaken, and prioritisation of training will be overseen by a Strategic Training Group (STG). An overarching

training delivery plan will be flexible and responsive to changing priorities and emerging needs throughout the year.

This process will also identify and develop appropriate content for Local Training Days, ensuring that frontline officers receive effective continuous professional development (CPD) to enable them to confidently and competently undertake their duties.

To deliver an effective and efficient policing service, and to ensure the safety of all staff and the public, GPF recognises that core skills must be maintained. These skills form the basis of mandatory training.

Training department will plan training to meet the requirements of the organisation across all mandatory training, including initial and follow-up events, and will monitor attendance and report to the STG.

Emerging needs will be considered and approved as deemed necessary on priority basis, e.g., change projects. All requests will be collated, prioritised and approved through the STG. Approval will be based on urgency, organisational risk, business need and resource capacity.

Individuals seeking support for external training or educational courses and qualifications must apply to their District/Department which will forward applications together with its recommendations to the STG.

Internal training

Requests for new training products must be sponsored by the District Commander or Head of Department. Requests for training products will be considered by the specialist training lead, where appropriate, in consultation with the Head of Training. If requests align with the GPF Doctrine, existing training delivery and can be absorbed within the training plan approval may be granted.

Where new requests cannot be met within existing resources or require wider consideration, this will be reported to the STG for decision making and prioritisation.

If approved, an appointed training lead will consult with the district making the request to discuss the learning requirement in detail including defining the need and designing the solution. The training delivery plan will be adjusted accordingly.

Requests to include items on local training events agenda will be compiled by training department and reported to the STG for decision making. Once approved, a lead district trainer will be assigned to design the delivery.
Design and delivery

All learning designed will follows guidance from the Training Department in addition to any statutory requirements.

Training department will provide specialist learning design support via a Quality Assurance (QA) team. All new training products must be quality assured through the QA team to ensure consistent best practice in learning design and development.

A blended approach to learning and assessment will be adopted using many different methodologies, such as classroom courses and remote learning products, to maximise efficiencies and create flexible, effective and innovative learning products. Community involvement will be included where appropriate.

Training Department will appoint lead trainers for new, and existing, learning and development products, responsible for liaising with subject matter experts and conducting environmental scanning to ensure that products within the training plan are aligned to the GPF Doctrine and reflect changes to policy, legislation and other impacting factors.

The design and delivery process is quality assured through the Training Department QA function via regular quality checks of trainer deliveries and learner feedback.

Evaluation

A risk-based approach will be utilised in selecting products for evaluation, however, all new products will be evaluated at the pilot stage to ensure 'fit for purpose' prior to implementation.

Evaluation begins at the commissioning stage of a learning event and measures outcomes on several levels including reaction, satisfaction, changes in knowledge, skills, attitude, behaviour, along with overall results, and return on investment.

The Training department QA team is responsible for undertaking evaluation of learning products and reporting of results will be direct to Training lead and through the STG.

Results will be reviewed to identify opportunities for improvements and to ensure that these are appropriately actioned and further evaluated.

Quality Assurance

The Training Department will ensure that learning delivery is conducted by people who are qualified and competent.
Role profiles will be developed for Training Department roles and will be aligned, as appropriate, to requirements for the delivery of the Training Curriculum and best practice in specialist delivery areas, including specialist sector knowledge and qualifications.

Training Department staff will be developed, in accordance with their role, to achieve qualifications to underpin the delivery of excellent practice in learning and development delivery and assessment.

Training Department staff will be required to continually improve and develop their practice in line with changes in their specialist field and maintain Continuous Professional Development (CPD).

Where particularly specialist knowledge is required, subject matter experts (SMEs) may be used to support Training Department delivery. Where this occurs, an experienced member of the Training Department team will oversee the delivery by the SME.

Any external training providers will be required to hold appropriate credentials relevant to Training Department and to the subject area and to demonstrate commitment and application of CPD.

Training Department trainers will be observed and assessed to support the principles of continuous improvement, personal development and effective service delivery.

Other individuals/guest speakers delivering to learners within the Training Department environment will also be subject to quality assurance observation on the first few occasions they deliver and periodically thereafter, dependent on their delivery frequency.

Guest speakers will be supported by a Training Department trainer whilst in class.

Quality assurance observations will be completed periodically by a Departmental supervisor.

Learning events

The Training Department will publicise to the GPF the range of learning products available. A Course Prospectus will be developed which contains comprehensive information on all learning and development programmes and booking procedures.

Joining instructions and full course details will be made available to individuals upon booking confirmation. Joining instructions will include all the information that an individual requires prior to attending a Training Department event.

It is the responsibility of the individual to inform Training Department of any specific learning requirements they may have and to ensure that they familiarise themselves with the content of the joining instructions to undertake any required pre-work and attend in a timely manner at the right location with the required resources.

Joining instructions for certain initial police training programmes will be distributed by Training Department.

All individuals booked to attend a learning event are responsible for ensuring that they attend on time and with the required resources.

Line managers should ensure attendance and discuss the event beforehand with the individual in line with their personal development. Attendance at nominated refresher training is vital to maintain GPF effectiveness and efficiency.

Once nominated to attend a course, any non-attendance will be monitored and recorded.

Learner welfare is paramount, and the Training Department will inform Districts/Departments of any non-attendance of their staff on the day to enable appropriate communication and support.

In cases of late arrival, it is the lead trainer's decision as to whether to accept the late individual or return them to duty. In cases where the individual is returned to duty it is the individual's personal responsibility to notify supervision that they are returning to duty.

If it is necessary for Training Department to cancel an event, individuals and Districts will be notified at the earliest opportunity. Individuals will be required to return to duty at their Home Station and report to local supervision if they had attended the event.

Attendance at Local Training Days must not be interrupted by any avoidable event. Monitoring of attendance will be undertaken and reviewed via the STG.

After each Training Department learning event, a record of attendance is detailed on the attender's record.

Where an event results in the awarding of a specific skill or qualification, the details and end date will be recorded by the Training Department.

Individuals should inform their supervisors of any other skills or qualifications gained via external or other provider for inclusion on their record.

Training delivery

Police officers and police staff may be exposed to the activities and training of their role. During courses this may involve them being:

- subjected to potentially abusive and harmful situations, such as viewing
  police sensitive material of sexual, abusive images; or

- the recipient of legitimate verbal abuse and simulated physical assault during training exercises, such as role plays and Crowd Management Training;

Whilst it is recognised that officers and staff may find such learning scenarios challenging, exposure to such simulations is crucial in preparing them for the real circumstances they may encounter as serving police officers or in their police staff role.

All training will be subject to appropriate risk assessments.

Continuous Professional Development (CPD)

CPD is integral for all GPF officers and staff regardless of rank/job title and officer or staff position. It is firmly based on results and is a way for individuals to plan their development that links learning directly to practice.

Every member of GPF is expected to maintain and develop their skills, knowledge and competence through CPD. CPD can help to keep skills and knowledge up to date, strengthen professional credibility, boost confidence and assist individuals in becoming more creative in tackling new challenges.

Safeguarding

All GPF learners must comply with the safeguarding of individuals within the learning environment.

GPF recognises its legal and moral responsibility to safeguard the welfare of learners by commitment to practice that protects and minimises potential harm.

GPF will work in partnership to ensure that its safeguarding measures are compatible with collaborative partners' safeguarding policies.

GPF learners and partners are expected to comply with existing or future standards of ethics and professional behaviour. GPF expects its officers and staff to display honesty and integrity.

All individuals have a duty to act to ensure that the welfare of those within the learning environment is paramount. Where it is known or suspected that an individual is experiencing safeguarding issues, this must be reported immediately.

All individuals within the learning environment have a personal and professional responsibility to ensure they understand safeguarding requirements, and the processes to follow if they become aware of a safeguarding issue.

GPF is committed to ensuring learners feel comfortable and valued, within a safe learning space. Any relevant policies which provide support for officers and staff members or which detail the provisions that will apply when issues or concerns about an individual's behaviour are raised will be complied with.

Responsibilities

First line managers are responsible for:

- Positively promoting continuous professional development within their team and maintaining their own CPD;
- Managing and monitoring the CPD of their team and the validity of their

skills and qualifications on an ongoing basis through regular review meetings and the Performance process;

- Identifying learning needs with individuals and ensuring appropriate learning solutions are actioned;
- Preventing the deployment of individuals whose skills and qualifications
have expired;
- Ensuring all individuals within their team attend scheduled learning events
in accordance with force procedures, guidance and policy; and
- Ensuring the timely and appropriate reporting of any individuals within their team who cannot attend a scheduled learning event.

Second line managers are responsible for:

- Positively promoting continuous professional development within their team and maintaining their own CPD;
- Ensuring their staff and officers attend all Training Department events in accordance with force procedures and guidance;
- Ensuring an appropriate performance process is followed for individuals
who repeatedly fail to attend scheduled learning and development events; and
- Preventing the deployment of individuals whose skills and qualifications
have expired.

Commanders/Heads of Department are responsible for:

- Positively promoting continuous professional development within their team and maintaining their own CPD;
- Ensuring that individuals whose skills and qualifications have expired are
not being deployed;
- Monitoring attendance of their staff at Training Department events and taking
appropriate action to maximise attendance;
- Ensuring any projects, business cases or change programmes within their
department are compiled in liaison with the Training Department Team to capture and cost any learning and development requirements; and
- Ensuring active engagement with Training Department processes and mechanisms including the STG.

Strategic Training group (STG) is responsible for:

- Leading and driving the Force Training Department agenda in response to the strategic direction set by the organisation and police service;
- Developing and delivering the Training Department delivery plan to address threats, risks, demand pressures and capacity and capability issues identified in the Force Strategic Assessment;

- Working closely with Workforce Planning to ensure the training plan both in-year and beyond is closely aligned with the Force workforce models;
- Overseeing the delivery of the Training Department delivery programme (both corporate and local training) and key work streams, reporting on any exceptions;
- Proactively responding to new guidance/initiatives identified from environmental scanning;
- Identifying barriers to delivery, lessons learned and what is working well to inform the organisational learning and strategic planning processes of the Force;
- Identifying knowledge or intelligence gaps to inform research required; and,
- Commissioning appropriate work to underpinning working groups.

4. COMPLIANCE:

This policy will be reviewed and if appropriate, revised at yearly intervals on or before the anniversary of it first becoming effective.
This policy has been subject to a gender impact assessment procedure which has identified no adverse or unequal impacts for women or men based on their specific gender.
The policy will be monitored for compliance based on the priorities assigned by the STG.

5. POLICY AWARENESS:
Communication plan to be prepared.

6. OTHER RELEVANT DOCUMENTS:
Complies with the Police Doctrine.

GPF HUMAN RIGHTS & PROFESSIONAL STANDARDS INVESTIGATION POLICY

Policy Title: **HUMAN RIGHTS AND PROFESSIONAL STANDARDS INVESTIGATION POLICY**
Version: 1.0
Document Location: https://security-legislation.gm
Link to GPF Doctrine: 2.2 'Organised and coordinated policing to make best use of   resources'

OWNERSHIP
Senior Owner: AIG Operations and Crime Management, Police HQ
Policy Owner: AIG Administration, Police HQ
                              Contact: Head of Policy, Planning and Training Coordination Unit, Police HQ
Guidance available?   Refer to National Gender Policy
Location of guidance   Legal Database
REVISION HISTORY
Effective From: 1st July 2023
Revision interval: Yearly from date first effective

Revision Date	Previous Revision Date	Summary of Changes
1.		
2.		
3.		

Approvals
This document has been approved by the IGP.

Distribution
This document has been distributed to all police formations and units.

Access and Disclosure Restrictions: Y

Details: Internal document only

10. INTRODUCTION

This policy will be implemented and supported by the Standard Operating Procedures of the Gambia Police Force for the Management of Complaints (2022) and in accordance with the Vision of The Gambia Police Force expressly stated in the Police Doctrine, which is to be a professional, accountable public service, respecting human rights and the rule of law.

The Gambia Police Force (GPF) is fully committed to the performance of its statutory duties stipulated in Section 4 of the Police Act, Chapter 18:01 Vol.VI Laws of the Gambia as follows:
- Protection of life and property
- Maintenance of law and order
- Protection and Detection of crime
- Apprehension and prosecution of offender.

In performing these duties, GPF recognises the fact that it cannot break any law to enforce the laws of Gambia. GPF is therefore, committed to remaining accountable, at all times, to the laws and the people of Gambia.

Accordingly, members of the GPF subscribe to this policy on internal investigation management which emanates from the following laws and the Police Doctrine:

(i) Section 178 of the 1997 Constitution of the Gambia which establishes the Gambia Police Force (GPF)

(ii) Chapter 4 of the 1997 Constitution which stipulates the fundamental Human Rights of all persons in the Gambia (both citizen and resident)

(iii) Sections 6 and 54 of the Police Act which empowers the Office of the Inspector General of Police to make Standing Orders which include the establishment of the Human Rights and Professional Standards Unit (HRPSU),

(iv) The Gambia Police Force – Original Doctrine in Section 3.5 which states that GPF will respect, promote, defend and implement Human rights standards and in Section 6.1. which also states that GPF will support the further development and strengthening of accountability and transparency mechanisms (Internal aand External)

(v) The IGP's Directive 05 of 2021 which is to strengthen compliance in matters of human rights and professionalism in the Gambia Police Force, and

(vi) Standard Operating Procedures of The Gambia Police Force for the Management of Complaints (2022)

11. POLICY AIM

Background

The operations of the Gambia Police Force were characterised largely by human rights abuses and general police misconduct up until 2016. GPF has embarked on

a new policing philosophy which is to uphold the human rights of citizens and residents in its operations.

Aim

The aim of this policy is to enable GPF to fulfil its strategic intention set out in The Gambia Police Force – Original Doctrine Section 3.5 which states that GPF will respect, promote, defend and implement Human rights standards and Section 6.1. which also states that GPF will support the further development and strengthening of accountability and transparency mechanisms(Internal aand External)

This policy, therefore, seeks primarily to strengthen the internal oversight mechanism of GPF by:

(a) providing guidelines on reporting complaints against the police, investigation, monitoring (inspection & spot-check) and disposition of internal investigations.

(b) creating awareness and emphasising GPF's stance on human rights and professional standards of personnel.

All members of the GPF are required to be fully conversant with this policy. GPF will treat all Staff, either conducting or are involved in internal investigation with respect and integrity and maintain an impartial stance during the conduct of internal investigations.

12. POLICY DETAIL

The details and scope of this policy are outlined under the sub-headings as follows:

(a) Human Rights Monitoring

This duty includes, but not limited to checking the conduct of Police officers in the performance of the following functions:

(i) arrest,

(ii) detention,

(iii) interrogation,

(iv) detention is to be carried out in line with Section 3.2 of the Police Doctrine which states that 'detained persons will be treated in compliance with human right standards including police officers found wanting of serious human rights violations'

(v) any other function of the GPF

(b) Human Rights Investigation

According to IGP's Directive (05 of 2021) the Human Rights and Professional Standards Unit is mandated to investigate:

(i) complaints of human rights abuses

(ii) professional misconduct,

(iii) malpractices, or

(iv) discreditable conduct

(c) Advocacy and sensitization

Advocacy and sensitisation is critical in the work of the GPF and this consists of internal and external measures. Therefore, this strategy includes the following:

(i) **Internal Activities:**

GPF shall, with input from HRPSU and the National Human Rights Commission (NHRC) Association for Gambian Women

Empowerment (AGWE) Female Lawyers Association-Gambia (FLAG) and other human rights – related Non-Governmental Organisations to plan and initiate training courses and workshops for GPF personnel to promote adherence to human rights and professional policing standards.

(ii) **Public Awareness Activities**
This policy will be implemented in collaboration and coordination with partners in line with Section 5.1 of the Police Doctrine which states that GPF will develop and build partnerships to support the Doctrine, and Section 4.5 which also states that GPF will provide an effective system of case management and complaints including feedback mechanisms.

Accordingly, GPF, through liaison between HRPSU and its Public Relations Office will organise regular Media outreach programmes, and

(iii) Campaigns in schools and among organised groups such as Women, Religious and Traditional leaders to promote public awareness.

13. COMPLIANCE

All members of the GPF are required to be fully conversant with this policy and comply with the guidelines contained in it. This policy is to ensure compliance by internal investigators with national and international standards, domestic laws and existing Codes of Conduct.

(a) National and International Standards

The policy is to enhance due process and accountable policing by GPF in accordance with national and international best practices in line with The Gambia being signatory to regional, sub-regional, and international legal frameworks such as the African Charter on Human and Peoples' Rights popularly known as the Banjul Charter.

(b) Domestic Laws and Codes

This Policy is also important in the enforcement of laws and Codes including:

(i) Children's Act,
(ii) Women Act of 2010,
(iii) Code of Conduct for The Gambia Police Force (2020)
(iv) The Standard Operating Procedures for the Management of Complaints, 2022.

14. POLICY AWARENESS

All members of GPF will have access to this policy and **OC** HRPSU will liaise with the Human Resource Department to create awareness for every member and new members joining GPF.

The Staff of HRPSU, the Police Intervention Unit (PIU) and Discipline Officers including Regional Sergeant-Majors (RSMs) shall be trained to have a thorough

understanding of the guidelines in this policy in order that personnel can apply these in decision-making in matters of discipline.

15. **MANDATE OF HRPSU:**

The mandate of HRPSU, according to the IGP's directive Number 5 (2021) is to investigate human rights violations among other things and it is quoted for guidance as follows:

> "*it is hereby directed that the HRPS shall conduct investigations into allegations of human rights violations, performance deficiencies, professional misconduct, malpractices or discreditable conduct. In this end, the Unit is authorized to receive from any person(s), complaints … against any police officer.*"

Details of the mandate are explained as follows:

(a)   Internal Oversight and Monitoring

The Internal Oversight and Monitoring function of HRPSU is in line with Article 21 of the Code of Conduct for the Gambia Police Force (2020) which empowers the Human Rights and Professional Standards Unit and the Office of the Chief Discipline Officer to be responsible for monitoring the implementation process of the Code.

(b)   Spot Checking

This is a pro-active and un-announced random check that is carried out to assess compliance by Police with human rights and professional standards.

(c)   Inspection

Inspection is formal and broad and it is intended to examine the conduct of the Police comprehensively.

(d)   Investigations

The process of probing any conduct or behaviour (by commission or omission) of a police officer as alleged by anybody with a view to establishing facts leading to GPF taking corrective steps in accordance with law.

(e)   Panel or Investigation Team

Where a panel or a team is constituted for an internal investigation, such a panel or team may be headed by the OC HRPSU or another Officer appointed by or on the authority of the IGP for that particular internal investigation.

(f) Proactive and Disruptive Investigations

In accordance with SOP 2022, HRPSU may in addition to complaint-based investigations (4:1:1) initiate Proactive (4:1:2) or Disruptive (4:1:3) investigations at any time it considers any of this necessary.

(g)   Human Rights Proviso

**(h)   **In all internal investigative approaches, it is important that HRPSU is guided by the human rights Proviso in paragraph 4:1:4 of SOP, 2022

which among other things states that HRPSU is to ensure that rights of witnesses, victims and suspects are protected.

16. **SOURCES OF COMPLAINTS**

Any information that is presented to GPF by a member of the public, or a member of the GPF and which has been duly assessed and found to be a violation of GPF Laws, Regulations, Policies, or Procedures shall be considered a complaint for the purpose of internal investigation by HRPSU. This will include complaints from the following sources:

(a) Internal and External
(b) Individuals
(c) Junior and Senior Police Officers
(d) Anonymous
(e) Institutions such as NHRC, Women Associations, Child-friendly NGOs the Media etc.
(f) Referrals
(g) Open-source information by Staff of HRPSU
(h) Complaints arising from inspections conducted by HRPSU or any Senior Police Officer.

17. **PROCESS FOR TAKING COMPLAINTS**

(a) Any person who intends to make or is making a complaint against any member of the GPF will be treated in a courteous and professional manner.
(b) No person, making a complaint shall be discouraged, harassed or hindered in any manner by a member of the GPF or by any other person.
(c) A complaint of misconduct by any Police Officer can be made by any person at any Police Station. The Officer in charge of any Station receiving such complaint shall record and refer it immediately to the HRPSU for investigation.
(d) A person who is not a direct victim of a human rights abuse or a misconduct by a Police Officer, can make a complaint on behalf of a victim. Investigators will trace and contact the victim in the course of the investigation.
(e) A witnesses, whether a Police Officer or any other person who is intimidated, threatened or harassed shall report such matter to OC HRPSU for investigation.

18. **DOCUMENTATION AND REFERRAL OF COMPLAINTS**

In all internal investigations, HRPSU is required to properly and fully document all cases of human rights violations and police misconduct (SOP, 2022 paragraph 4:2)

Proper and full documentation of the work of HRPSU is critical because the outcome of HRPSU investigation can be used in various ways including the following:

(i) making disciplinary decisions
(ii) defending those findings and decisions in court,
(iii) arbitration or civil proceedings
(iv) can be tendered on the order of a court

Accordingly, in all internal investigations, HRPSU shall be guided in matters of documentation as follows:

a. Proper and complete entry of all information shall be made in the Station Diary and the Digitalized Complaint Platform for records as instructed by the IGP Directive 05/2021.

b. Notes, reports and submissions should be made in cases which are to be referred to another Unit e.g., Child Welfare, Fraud and Commercial Unit etc.

19.   TAKING PROACTIVE ACTION

Where the nature and circumstances of a case is assessed thoroughly before internal investigation is initiated and it is evident that an Officer against whom a complaint is made has to be removed from duty, OC HRPSU or any authorised Officer may, recommend the necessity of taking protective action.

A protective action is relieving an Officer of his/her duty immediately.

A recommendation to relieve a Police Officer from duty shall be based on factors including the following:

(a)   When such action is in the best interest of GPF

(b)   Alleged commission of a crime renders such Officer incapable to perform the duty effectively.

(c)   Where there is reasonable suspicion that the Officer is under the influence of alcohol or drugs.

(d)   Where there is need to take some action to protect or remove a victim from any situation caused by the misbehaviour of a Police Officer.

20. ROLE AND AUTHORITY OF INVESTIGATORS

In every internal investigation the role and functions of the investigator are very crucial to the successful completion of the investigation. The internal investigator is therefore required to perform this role according to the SOP, 2022 and other procedures.

The primary role and functions of an internal investigator are outlined below:

- The Internal Investigator is a fact finder and shall therefore, conduct all investigations thoroughly in an objective and fair manner by focusing on the allegations made in the complaint.
- It shall be the duty of an internal investigator to look for evidence which supports the allegation made or the response made by the subject of the investigation.
- An Internal Investigator may, through the OC HRPSU, request any information (both internal and external) that is relevant to an investigation.
- Any person or office which has information which is relevant in any investigation shall upon request by internal investigators and without any hesitation, make it available if it is not classified or protected.
- An internal investigator may interview any Staff or other person considered as a witness and obtain documents including reports that will assist the investigation.

21. THE RIGHTS OF PERSONS WHO ARE SUBJECT OF INTERNAL INVESTIGATIONS.

It is important that the rule of law and respect for human rights are allowed to prevail in the conduct of all internal investigations in GPF in accordance with Section 3.5 of the Police Doctrine that GPF will respect, promote, defend and implement Human rights standards. (See also SOP, 2022 paragraph 4:1:4 Proviso on HRPSU ensuring it respects and protects the rights of witnesses, victims and suspects)

(a) Internal investigators in GPF shall respect, uphold and protect the following rights of persons connected with an internal investigation:
    i. Right to be informed of the details of an allegation
    ii. Right to confidentiality/privacy *(Section 23 of the 1997 Constitution)*
    iii. The right to be protected from all forms of torture, degrading and inhuman treatment *(Section 21 of 1997 Constitution)*
    iv. Right to remain silent during the course of the investigation
    v. Right to have access to Medical Attention whilst under internal investigation
    vi. Right to access solicitor/legal Representative
    vii. Right to be investigated within a reasonable period without undue delay.

It is important to ensure that where a Staff is found culpable, that person shall be dealt with fairly, without bias and in a timely manner according to Section 3.3 of the Police Doctrine.

13. STAFF COOPERATION

In an internal investigation, Staff cooperation is critical to a successful investigation within a reasonable period of time. This is important in view of the fact that the fate of personnel who are subject of the investigation must not be unduly delayed.

Therefore, all members of the Gambia Police Force shall cooperate with the HRPSU on all lawful processes and procedures to be performed during the entire period of an internal investigation.

All members of GPF are also entreated to be supportive of colleagues who also make various complaints which are investigated by HRPSU.

The following shall guide matters of Staff cooperation in internal investigations.

a. Where applicable, the Unit Heads and Regional Commissioners or any other person who has supervisory authority over Officers who are invited by HRPSU to assist any internal investigation shall facilitate the attendance of such officers throughout the entire investigation.

b. For the Purpose of Investigation, any Unit Head or and Commissioner or Supervisor who refuses to or fails to facilitate the attendance and cooperation of any Police officer or any person shall be held liable under the GPF Disciplinary Code*.*

c. An Officer who is a witness in a complaint made by a member of the public against a Police Officer is required to give an honest and first-hand account of events and also provide any relevant evidence that is available to facilitate a fair determination of the case.

d. Officers who are subjects of internal investigation are required to give a clear, accurate and concise account of their versions of events, providing any supporting evidence where necessary, to facilitate the investigation.

e. All witnesses and persons who are subjects of internal investigations are required to comply with the HRPSU during all the processes and procedures of the investigations.

f. Any witness or person who is a subject of an internal investigation who fails to comply with a directive by OC HRPSU or fails to cooperate with and assist in any investigation during an internal investigation shall be found wanting contrary to the IGP's Directive on Internal Investigation 2021, THE Police Act and any other applicable legislation or SOP.

14. INDEPENDENCE OF INVESTIGATORS AND SUPERVISORS

The independence of HRPSU, its Investigators and Supervisors is paramount in all internal investigations.

This independence is a pre-requisite in order to bring out a fair and objective outcome which will be acceptable to parties in the investigation.

Therefore, the independence of an internal investigation is to ensure procedural integrity and an outcome which will be credible and also withstand objections that may be raised.

a. Accordingly, HRPSU shall strive to be independent and fair in all its Investigations.

b. The OC HRPSU shall ensure that investigating officers are assigned to matters based on their competence and experience. Also, a senior person in rank may be considered and assigned an investigation of a person who is junior in rank.

c. There shall be no interference in any form from any member (s) of the force or society with a view to influencing any action or outcome of an investigation

d. Any interference from any person or group of people which will undermine or compromise any investigation by HRPSU shall be dealt with in accordance with IGP Directive, Police Act and any other SOPs applicable.

15. INFORMATION TO OFFICER WHO IS SUBJECT OF INVESTIGATION

When a decision to hold a formal internal investigation is made, OC HRPSU or any authorised Officer shall immediately, inform through the Regional Command, the Police Officer who is the subject of the investigation in writing using appropriate Police Letterhead or HRPSU dedicated stamp.

The notification to a Police Officer who is the subject of the investigation will contain the following information:

(a) The nature of the allegation made in as much detail as will be necessary to enable the Officer to prepare a response.

(b) The place and time of meeting

(c) The right of legal representation during meetings.

(d) Follow up messages sent by memo or phone shall be recorded in the Diary and HRPSU database.

The OC HRPSU or his/her designees shall regularly and proactively provide updates, especially to complainants in order for them to follow the progress of investigations.

16. ADDITIONAL OR NEW ALLEGATION

In internal investigations, additional or new allegations may be made by a complainant or witness. Where there is an additional allegation or a new allegation, these must not be ignored in the course of any internal investigation. The OC HRPSU or any authorised Officer of HRPSU shall consider taking appropriate action in the following situations:

    a. Where new allegation comes to light, it shall be recorded immediately and the Officer who is the subject of the investigation shall be promptly informed of the new allegation(s)

    b. If the Officer who is the subject of the investigation wishes to respond to the new allegation at a subsequent disciplinary hearing, HRPSU may give an advance notice of the new allegation and also give full opportunity to the Officer concerned to answer these allegations at the hearing.

    c. Where the allegation concerns other Officers, it shall be necessary for HRPSU to commence new investigation in respect of the new officers named in the complaint.

17. ALLEGATION OF CRIMINAL CONDUCT

There are certain times when a police misconduct or abuse of human rights can also be a criminal conduct.

The following shall be observed if after assessing a complaint against a Police Officer or during an internal investigation a criminal conduct is detected:

    a. An internal investigation and criminal investigation may be conducted concurrently.

    b. If it is detected at the time of recording a complaint that the matter being complained of is entirely or partly a criminal conduct, the OC HRPSU or any Officer authorised by OC HRPSU including an investigator shall immediately transfer the criminal aspect of the matter to an appropriate Unit or office for investigation.

    c. Where a criminal conduct is detected during the course of an internal investigation, HRPSU shall refer that aspect, without delay, for criminal investigation.

    d. HRPSU shall, however, initiate or continue the internal investigation already in progress in respect of the misconduct/misbehaviour which falls short of police professionalism or is a breach of the values or ethics of the GPF.

    e. When it is considered that an ongoing internal investigation is likely to undermine evidence gathering in a criminal investigation, a decision shall be made by an authorised Officer to suspend or defer such investigation until such time that it is considered safe to continue.

18.   INTERNAL INVESTIGATION REPORTS

All internal investigations shall be conducted in a timely manner and Reports submitted by HRPSU for further directives. If the completion of an internal investigation is expected to delay for legitimate reasons, an interim report explaining the circumstances for the expected delay shall be made and submitted to the appropriate authorities.
The following procedures shall be applied in all internal investigations:
   a. An internal investigation report shall outline vital timelines of investigative activity and evidence established after the investigation.
   b. To guide internal investigators, an internal investigation report shall be clear to enhance decision-making and must answer all the cardinal points as follows:
      i.   WHAT – The nature of the allegation and the final classification of abuse or misconduct after thorough investigation.
      ii.   WHO – Positive identification of who is or who are involved and culpable after the investigation.
      iii.   WHEN – Time and timelines of key activities investigated.
      iv.   WHERE – Location, where incident began and or ended.
      v.   WHY – Motive of act complained of.
      vi.   HOW – essentially the method used in the commission of the act complained of.

19.   INTERNAL INVESTIGATION RECORDS

HRPSU is responsible for maintaining all records of internal investigations and will manage complaints and feedbacks effectively in line with Section 4.5 of the Police Doctrine.
Records created as a result of an internal investigation shall be maintained according to the following guidelines:
(a) An internal investigation file will be maintained by the investigator responsible for completing the investigation.
(b) All case information shall be entered into the Diary and HRPSU database, including media (audio, video and image) files (SOP, 2022) paragraph 4.2
(c) If a case is settled amicably, parties to the matter shall sign HRPSU **FORM 0002** and a case report generated accordingly.

20.   CONFIDENTIALITY OF INTERNAL INVESTIGATION

All internal investigations shall be conducted confidentially and information obtained in the course of an internal investigation shall be kept confidential and handled as follows:
   a. No information obtained during an internal investigation shall be disclosed (in part or whole) to any unauthorised person by the investigator or any Police Officer connected to the investigation.
   b. Any member of the HRPSU who discloses any confidential matter or information to any unauthorised person shall be dealt with in accordance with the Police Act and any other applicable law or regulation in the Gambia Police Force.

c. The following procedures shall apply in every internal investigation to ensure information is kept confidential:
(i) The investigator will share information with the Officer-in-Charge of HRPSU and any authorised officer in the Gambia Police Force.
(ii) The Police officer who is being investigated, witnesses and expert authorities supporting the investigation will share information with HRPSU and any authorised Officer.
(iii) Any person who receives information that is classified as confidential is also subject to the confidential requirements in this policy.

21. REFERENCES
a. 1997 Constitution of the Gambia
b. Police Act 2009
c. GPF Doctrine 2022
d. IGP Directive Number 5 of 2021
e. GPF SOP on internal Investigation 2022

GPF CRISIS MANAGEMENT & EMERGENCY RESPONSE STANDARD OPERATING PROCEDURES

IDENTIFICATION

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Senior Owner: AIG Operations and Crime Management, Police HQ

Policy Owner: AIG Administration, Police HQ

Contact: Head of Policy Planning, Training and Coordination, Police HQ

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This document has been approved by the IGP.

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This document has been distributed to all police formations and units.

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THE GAMBIA POLICE FORCE CRISIS & EMERGENCY RESPONSE STANDARD OPERATING PROCEDURE (SOP)

INTRODUCTION

Any incident within The Gambia area has the potential to become a 'Crisis' Incident depending on the surrounding circumstances and factors that may affect it.

Crisis Management for the Gambia Police Force is about providing a response that satisfies the needs of the victim, the community and state, through providing an effective and proportionate reaction to the situation encountered.

Crisis Incidents can occur through any event and are not restricted to responses to natural disasters, serious public disorder, or serious crime incidents (e.g., terrorist attack). They can also relate to incidents, that on initial consideration would seem to be less critical but that develop, or have the potential to develop, into situations that require significant resources to be deployed or present high levels or risk or threat.

It is imperative to manage risk during any incident and to be able to identify a crisis, or an incident that has the potential to become a crisis, at the earliest opportunity. Doing so is a key enabler to achieving the least problematic and most positive responses, and crucial in securing the earliest possible positive outcome.

The Standard Operating Procedures supplement and institutionalise the Gambia Police Force policy and guidance and set the requirement for the processes to be undertaken for to achieve a proportionate response.

AIM

To provide a response framework for the Gambia Police Force to identify and manage Crisis and Emergency Incidents.

OBJECTIVES

The objectives of this document are to identify:
- The characteristics of a crisis Incident
- Expectations for police officers when engaged in managing risk,
- The Gambia Police Force model for decision making,
- Command responsibilities and considerations

SCOPE

This document **'is not'** intended, nor should it be used, as a detailed guide or manual on how to respond to crisis or emergency incidents. This document 'is' a summary of key actions that are the minimum expectation of Gambia Police Force for police officers and personnel when responding to and dealing with crisis and emergency incidents.

A substantial and complementary guidance document entitled on 'Crisis Management Guidance' is available and can be accessed via the following link: https://security-legislation.gm.

OVERARCHING PRINCIPLES

The Gambia Police Force are thoroughly committed to delivering the most professional and appropriate response to crisis and emergency incidents and provide staff with training, guidance, and direction through the adherence to standard operating procedures.

The following guiding principles have been developed to capture the core characteristics of The Gambia Police Force's effective crisis response:

i. **Preparedness:** All individuals that might have to respond to emergencies should be properly prepared, including having clarity of roles and responsibilities, specific and generic plans, and rehearsing response arrangements periodically.

ii. Continuity: The response to emergencies should be grounded within the GPFs' existing functions and their familiar ways of working – although inevitably, actions will need to be carried out at greater speed, on a larger scale and in more testing circumstances during the response to an incident.

iii. Subsidiarity: Decisions should be taken at the lowest appropriate level, with co-ordination at the highest necessary level. Local responders should be the building block of response for an emergency of any scale.

iv. Direction: Clarity of purpose should be delivered through an awareness of the strategic aims and supporting objectives for the response. These should be agreed and understood by all involved in managing the response to an incident in order to effectively prioritise and focus the response.

v. Integration: Effective co-ordination should be exercised within the GPF at a local, regional, and national level and with other emergency organisations to ensure a timely response and access to appropriate guidance and appropriate support.

vi. Communication: Good two-way communications are critical to an effective response. Reliable information must be passed correctly and without delay between those who need to know, including the public.

vii. Co-operation: Positive engagement based on mutual trust and understanding will facilitate information-sharing and deliver effective solutions to arising issues.

viii. Anticipation: To anticipate and manage the consequences of all kinds of emergencies, planners need to identify risks and develop an understanding of both the direct and indirect consequences in advance where possible.

DEFINITION

Crisis Incidents

A crisis (or emergency incident) is a situation or series of events that threatens or causes serious damage to human welfare, the environment or security in The Gambia.

This definition covers a wide range of scenarios including adverse weather, severe flooding, animal diseases, terrorist incidents and the impact of a disruption on essential services and critical infrastructure.

The Gambia Police Force will normally take the lead in coordinating the response to crisis and emergency incidents if there is a threat to public safety or where a crime has been committed. However, Crisis incidents can occur through any event and are not restricted to responses to natural disasters, serious public disorder, or serious crime incidents (e.g., terrorist attack), they can also relate to incidents that on initial consideration would seem to be less critical but that develop, or have the potential to develop, into instances that require significant resources to be deployed or present high levels or risk or threat.

STATES OF POLICING

In order to be able to identify when an incident is a 'crisis' or likely to become so, it is important for Gambia Police Force staff to be able to recognise and differentiate between the operating 'states' relevant in context of the situation they encounter:

Steady State Policing
The term used to describe the activities that the police respond to and manage as part of their everyday responsibilities. Steady state may also be known as business as usual or normality.

The different sizes of Local Police Areas, availability of resources and their ability to respond to incidents and operations mean that what one LPA may consider a steady state may differ from that of a neighbouring LPA.

Rising Tide incidents
These incidents develop from a steady state, to become an emergency or major incident over a more prolonged period.

Examples of a rising tide incident include severe weather events such as widespread flooding, or epidemics such as COVID-19.
Managing the incident requires careful consideration. Using the **GPF - SENSE** decision model can help to ensure that the nature of an incident is properly understood and that a proportionate response is applied.

Planned Operations
This is where the police service has had the opportunity and time to develop strategies, tactics and contingency plans before an anticipated operation takes place. The amount of time of the advanced warning will, however, vary.

In some cases, the date, size, and nature of an upcoming event is known for many months or even years in advance. Police planners should use the time available to work closely with event organisers, partner agencies and others, such as community groups, as part of a pre-event strategy.

While the nature of a planned operation suggests that the police have advance notice of a departure from a steady state, what may at first appear to be a straightforward, planned operation may have the potential to develop into a spontaneous incident where information and intelligence identify a new or evolving threat.

Spontaneous Incidents
The police do not have warning to develop strategies, tactics and contingency plans for a spontaneous incident. An initial response is required, even though the information about the incident may be incomplete. As a result, the initial response to a spontaneous incident may be directed towards increasing the level of intelligence.

Commanders should, therefore, ensure that robust information and intelligence management processes are in place to provide as clear a picture as possible of the spontaneous incident as it develops. This will then help form the basis of the police response.

CRISIS RESPONSE

There are no 'fixed' descriptions of when an incident will be categorised and responded to as a 'crisis' incident, it is often easier to apply these judgements 'post-event' rather than at the time.

In the event of pre-planned events the police have the luxury of time to consider the levels of response required to address the problem and determine the command structure and operating plans and principles.

However, it is invariably the spontaneous crisis events that history will show pose the biggest challenge for police organisations and partner agencies.

Police employees need to be trained and capable enough to be alert enough in the initial stages to 'identify' that the incident they are dealing with is of such seriousness, or resource requirement that it cannot be addressed through the 'normal' response and requires additional or specialist support and governance or has the potential to do so, and then 'quickly' escalate the issue through their reporting structures, supervisors and chain of command.

The policing organisation needs to be dynamic enough to respond to any-manner of incident, no matter its complexity or scale, whatever time of day or night it occurs with a professional and proportionate response.

Therefore, training, preparation, and advance planning to build awareness, resilience and contingencies are essential.

GPF – SENSE: DECISION-MAKING MODEL

There are many decision-making models available and in wide use in police organisations across the world, many of which are highly effective and proved to be well regarded and resilient even under the greatest scrutiny at court or through a post-incident review.

However, it is important that organisations have a model that has some familiar connection and is easily adoptable by the police force concerned.

In the Gambian Police Force, there is the belief that all the 'best' police officers have developed a '6th Sense', an intuitive ability to examine situations, analyse information and be able to make excellent 'police' judgements.

In this regard a GPF decision making model has been developed around the term '6th Sense' and believe it will be exceptionally useful for police decision makers at all levels within the police.

GPF – SENSE Decision-Making model.

The decision-making model has six key elements.
1. The Gambia Police Force Doctrine
2. Survey situation – gather information and intelligence.
3. Evaluate situation based on information gathered.
4. Needs and threat assessment.
5. Select best options and contingency plans.
6. Execute and review.

Each component provides the user with an area for focus and consideration. The element that binds the model together is the GPF Doctrine at the centre. The identification of 5 elements 'SENSE', bound together by a 6th, The GPF Doctrine,

originates from the belief, widespread in The Gambia Police Force, that all the 'best' police officers have developed a '6th Sense', an intuitive ability to examine situations, analyse information and be able to make excellent 'police' judgements. The doctrine is the binding force of the model, 'the 6th sense'. Future activities of The Gambia Police Force should be driven by the doctrine and all activities should link to it.

Officers should apply the GPF – SENSE model in the sequence described to maximise the opportunity to assimilate information, make the necessary evaluation, determine options and embark upon a course of action, which is then reviewed on a continual basis throughout the duration of the problem.

THE 5 STEP GAMBIA POLICE FORCE DECISION MAKING PROCESS

1. GPF Doctrine

The decision-making model puts the GPF doctrine at the heart of all police decision making. This recognises the need for all GPF decisions to be consistent with the principles, values, standards and statements of strategic intent set out in the doctrine. When making decisions, officers should always measure their actions and behaviour against the values of professionalism, integrity, honesty, respect, and discipline. During decision making, officers should also be mindful of the GPF mission to provide an excellent service, protecting and serving the people of The Gambia; and its vision, to be a professional, accountable public service, respecting human rights and the rule of law.

2. Survey situation - gather information and intelligence

During this stage the decision maker defines what is happening or has happened and clarifies any initial information and intelligence.
Decision makers should focus on the situation and ask of themselves:
What is happening?
What are the issues involved?
What do I know so far?
What do I not know?
What further information or intelligence do I want/need at this moment?

3. Evaluate situation based on information gathered

This stage involves assessing the overall situation as well as identifying:
* Who and/or what is involved?
* What decisions are required of the police?
* What are the short, medium, and long term issues?
* What the information and intelligence is indicating.

4. Needs and threat assessment

Decision makers should fully consider the needs, threats and risks that apply in the situation which they are trying to resolve. Among other things decision makers should consider the strategic intent set out in the GPF doctrine of delivering a gender-sensitive policing service and of being committed to ethical, honest and legitimate conduct, demonstrating respect for all.

Asking the following questions and providing answers to them may assist decision makers.

- What must be done urgently. (Life and the safety of persons being always the most urgent consideration)
- What are the key priorities?
- Who and what are at risk?
- Who or what poses a significant and credible threat?
- Do I need to seek more information?
- What could go wrong (and what could go well)?
- What is causing the situation?
- How probable is the risk of harm?
- How serious would it be?
- Is that level of risk acceptable?

5. Select best options and contingency plans

Decision makers should consider the different ways to make a particular decision or resolve a situation which affords the least risk of harm.

Decision makers should consider:
- What options are open?
- How immediate is any threat?
- The limits of information immediately available
- The amount of time available
- The available resources and support
- Their own knowledge, experience and skills
- The impact of potential action on the situation and on citizens
- Contingency: what action to take if things do not happen as anticipated
- Is this a situation for the police alone to deal with?
- Am I the appropriate person to deal with this?
- What am I trying to achieve?
- Will my action resolve the situation?

Decision maker may also consider whether it would be reasonable to act outside policy if there is a good rationale for doing so. As with the whole decision-making model, decision makers should record their deliberations and rationale for later review and scrutiny.

When accounting for their actions, decision makers should be able to say they always upheld GPF values and decisions made were reasonable in the circumstances they faced?

6. **E**xecute and review

There are two steps to this element of the model. The Action step, where decision makers are required to make and implement appropriate decisions and the Review step where, once an incident is over, decision makers review and reflect on what happened.

iii.   Action

Respond:
Implement the selected option.
If appropriate, communicate the selected option.

Record:
If appropriate, record the actions, rationale and reasoning.

Monitor:
What happened as a result of the action taken?
Were desired outcomes achieved?
If the situation continues re-apply the decision-making model.

iv.   Review

If the incident is over, review any decisions taken, using the model.
What are the lessons learned from the situation and outcomes achieved?
What might be done differently next time?

If appropriate, evaluate the impact of the decision on outcomes.

HUMAN RIGHTS COMPLIANT DECISION MAKING

When solving problems or undertaking actions, particularly those that may affect or challenge an individual's Human Rights, it is essential that police decision-makers ensure that all their thought processes are rational, ethically based and made with good intent, and within the law and legal frameworks.

In this regard the GPF have mandated that when making decisions **ALL** police leaders should apply the doctrine described in the mnemonic: **PLAN**.

Proportionate: The action proposed or undertaken must be the least intrusive or invasive in the circumstances, this especially relates to the use of physical force against any person. In short, the police when faced with force should only respond with the amount of force necessary to quell the opposition or achieve their objective…….'we are not allowed to use a sledgehammer to crack a nut'

Legitimate: The police must act in accordance with the law, the constitution being the prime document from which all other laws emanate, and which enshrines the principles of Human Rights into Gambian Law.

Case law derived from courts across the world, have also decided that for police employees 'internal policy and procedures' are to be treated with almost the same importance as complying with legislation. In effect the policies and procedures are the 'internal laws' and expected practices that employees are required to adhere to.

Therefore, police must know and apply Gambian Law and GPF policy and procedure, the decision not to do so would require significant and weighty justification.

Accountable: The decisions made by the police should be able to be scrutinised, and transparent to the appropriate authorities, including the courts.

To comply it is important for each police leader, at whatever level, to be able to evidence 'why' they made decisions and what were the factors and context that influenced their thought processes and resulted in the decision to act, or not act, in particular way.

Necessary: Was the action necessary, even though something may be legally allowed and the response 'proportionate' to the situation, could it have been done differently? or at a different time? or in a different way? to achieve a 'similar' positive outcome.

The use of force, even proportionate force, should only be a last resort and used only when necessary.

FIRST ATTENDERS

Many decades of policing experience across the world have shown that the initial actions undertaken by police responding to 'crisis situations', 'critical incidents', and serious and major crimes have had a significant impact on the likely success or early resolution of incidents. Equally less effective initial responses have impeded, frustrated or prevented efforts to positively resolve such incidents.

It is invariably the most junior and less experienced officers, police staff and supervisors that are the first to receive reports of incidents, attend and make initial decisions.

The combination of the 'most serious' incidents being initially dealt with by the least experienced, is a 'high-risk' situation for all police forces, including the GPF, and mistakes made in these circumstances will invariably have potential to be a serious reputational risk for the force.

Therefore, it is crucial that the 'front-line' staff are fully aware of the considerations that may, or may not, assist in the successful resolution of these issues.

GPF PROBLEM SOLVING STANDARD OPERATING PROCEDURES

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GPF Doctrine: 4.3 'A problem-solving approach will be adopted to provide longer term and sustainable solutions'

OWNERSHIP
Senior Owner: AIG Operations and Crime Management, Police HQ
Policy Owner: AIG Administration, Police HQ
Contact: Head of Policy Planning, Training and Coordination, Police HQ
Guidance available?   Yes – Crisis Management Guidance Document
Location of guidance   Legal Database

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2.		
3.		

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This document has been distributed to all police formations and units

Access and Disclosure Restrictions: No

Details: Not applicable

Standard Operating Procedure – Problem Solving for local policing

In support of the GPF Decision-making model the problem-analysis approach outlined in the PAT model may be applied to provide sustainable solutions to local problems encountered in communities.

Police officers should apply this problem-analysis model as part of the 'Needs and threat assessment' element of the decision-making model.   It will enable officers to better understand the information which has been gathered about a problem and therefore help to develop sustainable solutions.

A problem is defined as set of recurring similar events that harm the community, normally involving criminal activity. These problems can be low-level or higher-level crimes.

The Problem Analysis Triangle (PAT) envisages a crime as having three elements. PAT is based on the idea that a crime can only happen if a motivated offender and a suitable target are in the same place at the same time. If you take away the offender or the target, or the place where they come together, the crime cannot happen.

For most crimes, changing some elements of the triangle will have more impact than changing others. In general, officers should focus on the part of the triangle that you and your partners can have the most impact on. This will vary depending on exactly what the problem is.   Some problems will have a few offenders committing offences against lots of targets in lots of places, for example a gang robbing lots of banks in different neighbourhoods. This sort of problem can usually be solved most easily by dealing with the offender.

For some problems, a few targets will be repeatedly attacked by different offenders, for example robberies of cash-in-transit vans on different streets. In these cases, the most effective approach will usually be to make the target less vulnerable.

Other problems might be focused on events repeatedly happening at the same place, involving different offenders and different targets. For example, there might be many street robberies of different people by different offenders, all in the same alleyway. In these cases, the most effective approach is to focus on the place.

In these examples, one of the three elements – offender, target, place – stands out as being the one that you can successfully focus on to reduce crime. For many problems, the three elements will be more balanced, and action might be needed on two or even all three.

When you use the problem-analysis triangle, you are more likely to solve the problem if you are specific about the three elements. Often you will not know everything about the offenders, targets and places. You should try to find out as much as you can, because the more you know the more likely you are to solve the problem.

The diagram below shows that it becomes easier to solve a problem if you are more specific about each element. For example, you might not know the names of the offenders, but if you have intelligence that suggests they are members of a particular gang, you might be able to deal with that gang's activities even without knowing who the individual offenders are. As you make each element more specific, you may find that potential responses to the problem become obvious.

NON-SPECIFIC

The offender, target and place in this triangle are not specific enough to help solve the problem.

Unnamed Offender

Offender

Place

Shops

Shop Robberies

Target

Valuable items
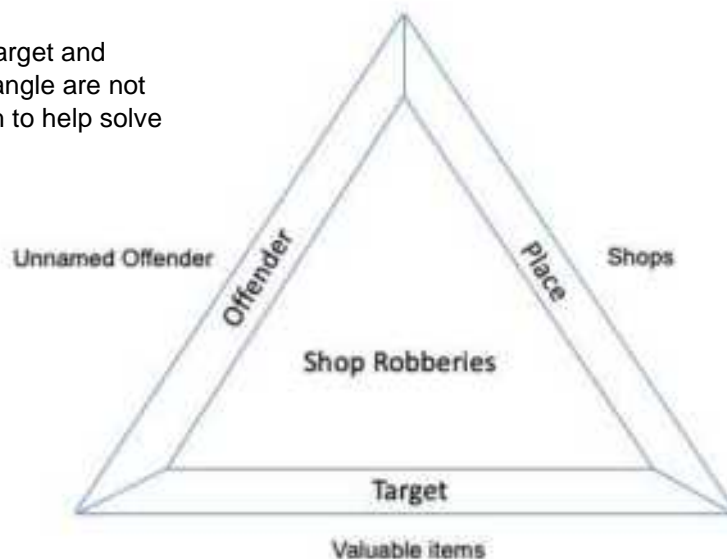
MORE SPECIFIC

The elements here are more specific but the problem may still be difficult to solve with this level of information.

Teenage males

Offender

Place

Late night supermarkets

Shop Robberies

Target

Cash

HIGHLY SPECIFIC

Teenage male members of the 'star' gang

Offender

Place

Sales counters at exit doors of late night supermarkets

Shop Robberies

Target

Cash from shop tills

Officers should approach local problems having used the decision-making model supported by the PAT model to allow for better understanding of the problem.

As part of considerations under stages 3 (Needs and threat assessment) and 4 (select best options and contingency plans) of the decision-making model, officers should consider which of the three elements of the crime encountered can most effectively be impacted on by their actions or by the actions of partners.

For example, in the crime outlined above, focusing on the '**place'** may result in a recommendation that screens are installed in the shop till area of the supermarkets which restricts potential offenders' access to the tills. Alternatively, officers may feel that focusing on the **offender** may yield better results, for example, by targeting the activities of the 'star; gang. Often, a combination of approaches will deliver the best results.

In any case, once the action has been decided upon and taken (executed), in accordance with stage 5 of the decision-making model, the officer should review actions to assess their effectiveness.

GPF DOMESTIC VIOLENCE STANDARD OPERATING PROCEDURES

Policy Title: **THE GAMBIA POLICE FORCE STANDARD OPERATING PROCEDURE FOR DOMESTIC VIOLENCE**

Version: **1.0**

Document Location: GPF – Police HQ

GPF Doctrine: 3.1 'Protection of life and property with a focus on the vulnerable and marginalised, including repeat victims'.

OWNERSHIP

Senior Owner: AIG Operations and Crime Management, Police HQ

Policy Owner: AIG Administration, Police HQ

Contact: Head of Policy Planning and Training Coordination Unit

Guidance available?   Refer to Domestic Violence Act 2013

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Distribution

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Access and Disclosure Restrictions: No

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STOP DOMESTIC VIOLENCE (DV)

PROTECT WOMEN & CHILDREN. PROTECT THE COMMUNITY.

IDENTIFY DV   LISTEN TO VICTIMS   ARREST OFFENDER   COLLECT EVIDENCE   PREVENT DV

INITIAL POLICE RESPONSE TO DV

Definition: Domestic Violence is any kind of harm inflicted on an individual. It occurs in private life and can take the form of bodily harm (physical and sexual

abuse), social harm (economic deprivation) or emotional harm (verbal or psychological abuse, threats, or coercion).

Officers must have consideration of the fact that DV can be experienced by female and male victims and that it is often centred on having power and control over the injured party. However, the vast majority of DV incidents involve male perpetrators on female victims.

The first officers on the scene of a domestic violence incident should:

1. Immediately separate the victim from the perpetrator and ensure the victim's safety.

2. Keep the victim and perpetrator separate, always out of each other's sight and hearing to avoid interference with evidence gathering.

3. Identify and secure any weapons that may be accessible to either party to protect all persons present, including police officers.

4. Isolate, search, and secure the perpetrator if present, and remove from the scene.

5. Ensure the safety and well-being of any children who may be present.

6. Arrange medical treatment for any injured persons.

7. Establish the facts of what has happened and identify any offences perpetrated on the victim using a same-sex interviewer/investigator where possible.

8. If necessary, use a mobile phone to assist with initial evidence collection.

9. Begin to identify and collect all potential evidence at the scene and/or coordinate with other relevant police specialists (e.g, forensic department, criminal investigation).

10. Conduct an initial interview with the victim using the same-sex interviewer where possible. A more detailed interview may be undertaken later.

11. Interview all witnesses and collect written statements.

12. Arrange for any follow-up investigation (e.g., medical examination).

13. Fully document the investigation, evidence and statements in a formal report.

14. Refer the victim to any local support organisations for non-police related actions (health, legal, psychological and emergence housing).

Problem-Analysis Model:

Use the GPF SENSE model to help you make decisions when faced with incidents of DV.

GPF Doctrine: When making decisions, officers should always measure their actions and behaviour against the values of professionalism, integrity, honesty, respect, and discipline. During decision making, officers should also be mindful of the GPF mission to provide an excellent service, protecting and serving the people of The Gambia; and its vision, to be a professional, accountable public service, respecting human rights and the rule of law.

Survey situation – gather information and intelligence: What is happening? What are the issues involved? What do I know so far? What do I not know? What further information or intelligence do I want/need at this moment?

Evaluate situation based on information gathered: Assess the overall situation and identify: Who and/or what is involved? What decisions are required of the police? What are the short, medium, and long term issues? What does information and intelligence indicate?

Needs and threat assessment: Decision makers should fully consider the needs, threats and risks that apply in the situation which they are trying to resolve. Among other things decision makers should consider the strategic intent set out in the GPF doctrine of delivering a gender-sensitive policing service and of being committed to ethical, honest and legitimate conduct, demonstrating respect for all.

Asking the following questions and providing answers to them may assist decision makers.

What must be done urgently? (Life and the safety of persons always being the most urgent consideration). What are the key priorities? Who and what are at risk? Who or what poses a significant and credible threat? Do I need to seek more information? What could go wrong (and what could go well)? What is causing the situation? How probable is the risk of harm? How serious would it be? Is that level of risk acceptable?

Select best options and contingency plans: Decision makers should consider the different ways to make a particular decision or resolve a situation which affords the least risk of harm.

What options are open? How immediate is any threat? The limits of information immediately available. The amount of time available. The available resources and support. Their own knowledge, experience and skills. The impact of potential action on the situation and on citizens. Contingency: what action to take if things do not happen as anticipated. Is this a situation for the police alone to deal with? Am I the appropriate person to deal with this? What am I trying to achieve? Will my action resolve the situation?

Execute and review: There are two steps to this element of the model. The Action step, where decision makers are required to make and implement appropriate decisions and the Review step where, once an incident is over, decision makers review and reflect on what happened.

Implement the selected option. If appropriate, communicate the selected option. If appropriate, record the actions, rationale and reasoning. What happened as a result of the action taken? Were desired outcomes achieved? If the situation continues re-apply the decision-making model.

If the incident is over, review any decisions taken, using the model. What are the lessons learned from the situation and outcomes achieved? What might be done differently next time?

As a reminder here is a useful problem-analysis model, PAT, which can be used to support the GPF - SENSE model, when faced with repeat incidents of DV.

Remember, an incident becomes a problem when it is a set of recurring similar events that causes harm. DV incidents happen on average more than 7 times before being reported. DV is therefore invariably a problem to solve, not a one-off incident. Even if it is the first time you have been called to DV at a particular location, you may accurately assume that it has happened there before. Remember, these are crimes and must be treated as such.

The Problem Analysis Triangle (PAT) envisages a crime as having three elements. PAT is based on the idea that a crime can only happen if a motivated offender and a suitable target are in the same place at the same time. If you take away the offender or the target, or the place where they come together, the crime cannot happen.

Crime

(triangle labelled: motivated offender, place, suitable target)

Core skills - Officers should demonstrate the following core skills when dealing with incidents of DV:

1. Be Emotionally Aware;
2. Take Ownership;
3. Work in Partnership

1.	BE EMOTIONALLY AWARE	• Be self-aware and recognise own emotions and attitude to DV and how this affects decisions • Treat others with respect, tolerance and compassion • Actively listen to understand perspectives, needs and concerns • Use 'soft' skills to understand how others are feeling • Be culturally sensitive and respect different perspectives within the remit of the law • Be motivated to take action, and when you do, act with sensitivity, compassion and warmth • Be empathetic and seek to understand others even when they are unable to express themselves clearly • Remain calm and think about how to best manage the situation if faced with provocation • Communicate in clear and straightforward language • Ask for help and support when needed
	2. TAKE OWNERSHIP	• Actively identify and respond to problems • Approach tasks with enthusiasm, focusing on good service delivery • Focus on solving the problem and ensuring the on-going safety of others • Use a problem-solving model such as PAT to help make rational decisions • Use open questions to establish facts • Do not pre-judge or blame victim • Take responsibility for own actions and assess continued risk to victims • Demonstrate pride in representing the GPF • Honestly self-assess and ask peers for an honest assessment of your actions • Adjust approach based on self and peer assessment to ensure best service delivery

3. WORK IN PARTNERSHIP	• Work cooperatively with others to get things done • Willingly give help and support to colleagues • Be proactive in building partnerships with DV support organisations • Willingly seek and accept help from partner organisations • Remain approachable and explain things clearly to generate a common understanding • Build rapport and utilise the expertise and resources offered by organisations specialising in DV issues • Treat people with respect as individuals and address their specific needs and concerns • Be open and transparent in relationships with others

Partnerships develop over time, so it is essential that you continually work on developing relationships with people and organisations in the area where you work. As police officers, you often will need to take the first steps and offer the hand of partnership in the spirit of community safety.

- Build neighbourhood understanding of what the public can do to help community safety and stop people from being seriously hurt when incidents of DV occur locally
- While on patrol, stop and talk with people about community safety, including DV issues
- Communicate the issues of DV with community leaders
- Make a point of identifying DV support groups and speak with them to establish relationships and build trust
- Do not wait until you are dealing with a DV incident and then expect groups to immediately come to your aid – this will only happen if you have already built trusting, effective relationships

REMEMBER, MANY PROBLEMS CAN ONLY BE SOLVED WITH HELP FROM PARTNER ORGANISATIONS.