

GUBMP

GUB

Master Plan.

Assessment document

Barcelona, 23 May 2019

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Introduction

Society's continually changing circumstances mean the public authorities and their component bodies need to be alert to those, adapting and adjusting to the new demands that arise.

This adaptation process cannot be reduced to immediate responses to the problems that continuously arise, without any sense of direction or criterion establishing short, medium or long-term goals. These need to be framed in a robust conceptual narrative of how, why and what we want to do with the force and the problems it faces, which is expressed in its strategic planning.

In September 2015 the Area of Prevention and Safety opted to draft a master plan to determine what point the Guàrdia Urbana de Barcelona (GUB, city police) was at in order to establish its needs, propose changes and, in short, taking that step towards adapting force to the society it serves.

Drafting a master plan enabled us to understand that it had to be devised as an ongoing, living, participatory tool capable of being revised and adapted:

- Ongoing because it was meant to be a long-term document.
- Capable of being revised because the changing circumstances of our working environment mean our approach has to change too.
- Adaptable because it had to and has to adapt to deal with new problems, not foreseen, that may arise.

Context

**PDGUB**

The GUB Master Plan government measure was presented at the Full Municipal Council Meeting of 27 May 2016.

Its initial drafting stage was very participatory because we considered it essential to involve the force's professionals who, having accumulated years of experience and knowledge, could be the first people to come up with solutions, both internal and external.

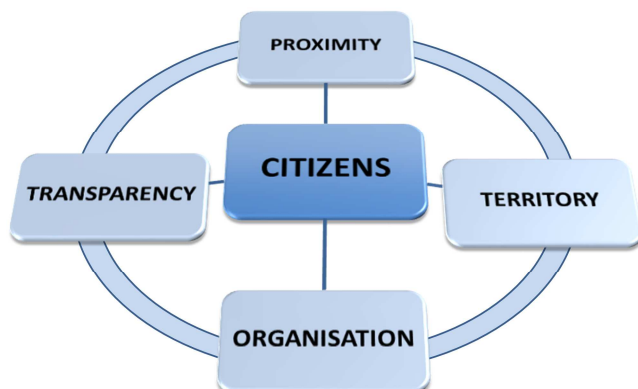
The pillars on which this Master Plan was built were proximity, territory and transparency, defined in the 2016-2019 Local Prevention and Safety Plan as the pillars of Barcelona City Council's public safety policies, to which the force was added.

These four areas had to be arranged as the pillars supporting the key elements for modernising and optimising roles and resources, in order to improve public safety and community harmony in the city, where city residents needed to have their say through the City Council's various participatory bodies.

The drafting of the GUB Master Plan turned into an extensive inventory – which has continued to grow in the last few years – of actions, proposals for improvement and extended functions, a high percentage of which have been or are in the process of being implemented. Some initiatives could not be implemented because, this being a living and adaptable tool and, therefore, neither rigid nor closed, they either had to be disregarded for some reason or postponed, due to other city needs taking priority, while always maintaining the structure and lines of work established as the working framework. New opportunities have also arisen that have been identified as elements and actions that have a place in this Master Plan and which have therefore been incorporated so they can be developed.

We should also point out that the rollout of the Master Plan and the initiatives taken in the last four years has taken place in a complicated social and political environment. This has been period when we have had to deploy a lot of officers in various operations to cover large gatherings and demonstrations that have attracted very big numbers of people onto the streets. A period in which Barcelona also suffered its worst terrorist attack. This meant changing service plans and redirecting resources to public safety tasks, affecting deployment elsewhere.

The four pillars



As mentioned above, Barcelona City Council's public safety policies are incorporated in the 2016-2019 Local Prevention and Safety Plan and include three of the four pillars on which the Master Plan rests: proximity, territory and transparency. Added to these we have a new element which is basic for

implementing the plan, namely, organisation, with city residents as the central element on which any action is based.

Proximity

Local policing makes people the priority of public safety. Knowledge and active listening are encouraged, to help detect emerging disputes in the community in time and enable active participation in resolving them.

The aim here is to build the new model of community harmony and safety in the city with the public by taking advantage of the professional experience and cross-cutting knowledge that the various bodies, departments, etc., of the City Council give us, as well as the active participation of city residents in spotting disputes and contributing solutions through their inside knowledge of the problems that arise.

Managing community life is based on finding points of agreement and balance for empowering ordinary citizens and thereby helping them to take decisions and live with conflict, which is inherent in society.

Territory

Space, whether public or private, is shaped as the backdrop for community life, where people carry out their activities and whose use may lead to disputes. Space as such is constituted as the basic element for designing more efficient and effective action models for dispute prevention and management. Here it will also be decided how the

force has to be re-distribute its available human, material and financial resources to provide a response in the line of adapting to demand.

Given our aim of bringing the force and the public together, and benefiting from the knowledge of both police officers and local residents regarding possible emerging disputes, we need to boost the community services and set out new ones based of anticipating these disputes, by integrating neighbourhood safety and community problems with the city's needs. Taking this step has enabled resources and operational tools to be adapted to the multi-faceted reality a city such as Barcelona, with 73 neighbourhoods and 10 districts, represents.

Transparency

The good image of an organisation, of a police force, is reflected in its component parts, which is why we need to ensure exemplary and ethical behaviour by each and every one of its members, as that is the key and essential in ensuring public safety in its various forms.

The GUB has to be, and is, governed by the principle of transparency. The strong point of its conduct and *modus operandi* is directing any action towards dialogue, mediation and, if necessary, peaceful resolution of the dispute. Intervention with the use of force has to be its last resort and carried out under opportunity, proportionality and suitability criteria to guarantee and preserve community harmony and public safety.

The Master Plan therefore includes actions aimed at:

- Providing for and implementing transparency guidelines, by means of training and drafting a set of good practices.
- Keeping the public informed and strengthening the force's communication measures targeted at all citizens.

One of the first exercises in transparency was to publish the GUBMP government measure (summary document) on the force's intranet and the City Council's website. This was in line with our determination to keep to our commitment to be transparent with city residents and to publish the targets we wanted to achieve during the four-year term of office.

Organisation

The final pillar is organisation. If it is to act as a guarantor of public safety, the GUB will have to be equipped with an organisational structure, planning tools and coordination that will enable it to work under the above-mentioned principles.

There are two key elements in dispute management: anticipating problems and managing them in a cross-cutting way. This internal need requires the current organisational structure to be boosted and optimised so it can meet any challenge or demand under effectiveness and efficiency criteria.

As mentioned above, the GUB is an organisation adapted to the city and its residents and, as such, must keep itself up to date in order to speed up its process in the face of new situations and manage them in a way that enables new technologies and knowledge to be incorporated.

Prior to the terrorist attack in the city, this adaptation model gave rise to a study and protocol on multiple-victims accidents, (MVAs). This was run by the Prevention and Safety Area with participation and collaboration from the Fire Prevention, Extinction and Rescue Service (SPEIS), although it also involved other operators such as the Emergency Medical Services (SEM), hospitals, the PGME, etc., which promoted a model for dealing with those types of accident and which was unfortunately triggered on 17 August 2017.

Diagnosis and goals

The first thing we had to do during the GUB Master Plan drafting process was carry out a meticulous diagnosis of the organisational situation with regard to the human resources (HR) and material resources (MR) for adapting the model and responses to demand depending on the strategic pillars of municipal government policy.

While the GUB has always had the capacity to adapt to demand in the city, sometimes intuitively and others by drawing up various organisational documents, it now had to incorporate a very carefully worked out methodology that would take account of all the variables that have arisen and continue to do so, for the purposes of building an organisation that could offer an appropriate service and a quicker, anticipated, more efficient response.

The GUB's 175 years of uninterrupted service bear testimony to its commitment and guarantee of adapting the force to its city. It has always responded to major events and acts but also to more compromising and emergency situations, putting Barcelona's

citizens and visitors at the centre of its service. This spirit of service translates into enforcing municipal regulations, maintaining public order and safety, community harmony, road safety, mobility and quality of life.

Diagnosis

Day after day, year after year, a changing society and city are faced with a number of changes occurring within it: demographic changes, with new migratory flows directly leading to new forms of behaviour and uses of public space; technologically inspired changes; cultural changes that may cause disputes with the community due to a failure to understand differences; economically inspired changes, with new working conditions. All these have an impact on the city's transformation.

If its environment is changing, so too are the people who make up the GUB. New members of the force neither face the demands nor do they have the tools of older officers.

A changing society and a changing force. Hence the need to adapt to new circumstances and demands and to the real needs of a city that is constantly evolving. This situation requires an introspective process to be carried out in every branch of the force in order to promote change from within. It is therefore a strategic process that has posed the question of what the force needs to be like in the future and how it has to model itself over time so it can adapt to a changing environment.

Carrying out an introspective process is no mean feat, given that it compels the organisation to open itself up, thus revealing its strengths, which need to be maintained, as well as current and future areas for improvement in serving the public. This process therefore has to be seen as a strategic one, because its conclusions will pose what the police force will have to be like in the future, in terms of its size, organisational structure, relationship mechanisms, cross-cutting work with other bodies and institutions, technological improvements and better tools.

Goals

Two types of goals were established: key and strategic.

The key goals are to:

- Promote local policing, understood as a working philosophy that must imbue every area of the force, taking account collaboration of units that provide back-up through their specialist nature or by carrying out specific tasks.
- Put citizens at the heart of the service and turn GUB officers into reference people, experts who provide tools for overcoming everyday obstacles and disputes.

The strategic goals are to:

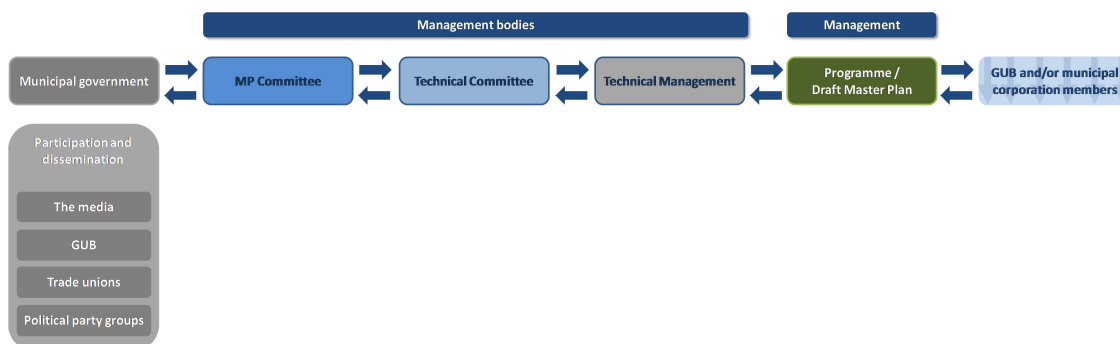
- Promote a change of role for GUB officers where they become the municipal authority's public safety technical experts.
- Expand the early problem detection tools, increase the number of important information referrals and stepping up coordination for solving problems.
- Strengthen the GUB with regard to anticipating and coordinating emergencies and events in the city (foresight, prevention and management).
- Establish quality mechanisms for ensuring the force's general and professional ethics are applied.
- Provide the organisation with more management support in terms of analysis, strategy, innovation and development, by boosting its cross-cutting work, making the most of its personnel's potential and guaranteeing the flow of information at all levels.

Participation

Drawing up the various documents that comprise the Master Plan, such as the summary document, and the actions that need to be developed and implemented involved a participatory process. Participation is not something that can be improvised. It requires planning to ensure maximum involvement from the body concerned.

Drawing up the Master Plan involved an extensive consultation process among all the force's professional categories, as well as other municipal players, under an operational framework where information flows were two-way and which incorporated a specific mailbox for receiving contributions any member of the force wished to make (PDGUB@bcn.cat).

As can be seen from the chart, an organisational structure was established to oversee to the development of the Master Plan: the Technical Management, who monitored all the stages of the Plan; the Technical Committee, which reviewed the proposals and made new ones, and the Master Plan Committee, which validated the proposals and presented the Plan's contents to the municipal government.



The Master Plan is a profound strategic reflection on what we want the GUB to be like and what actions will need to take to achieve that. A collaborative project that involved over 200 people, ranging from senior GUB officers to police constables and

external staff, in reviewing and optimising the organisation, and which has involved an even higher number and other players in its subsequent debates and rollout.

TYPE	NUMBER
Chief Superintendents	6
Chief Inspectors	19
Inspectors	13
Deputy Inspectors	15
Sergeants	21
Corporals	39
Officers	67
Plain clothes	57
TOTAL:	237

Low- and high-ranking GUB officers and Barcelona City Council staff pooled their expertise and experience to lead the way and offer a future vision of the force.

Management bodies

When talking of the Master Plan’s management bodies, we need to distinguish two stages: that of drafting the document, where participation was very broad and required painstaking monitoring because the number of documents and contributions was very high, and that of monitoring the implementation of the initiatives that came out of the document itself.

Management bodies

	MP Committee	Technical Committee	Technical Management
COMPOSITION	ASP Commissioner	Manager	Technical Manager of the GUBMP
	ASP Manager	Technical Manager of the GUBMP	
	ASP Commissioner’s Cabinet	Technical Support Manager	
	Head of the GUB	Programme or Project Managers	
	Head of the Coordination Division		
	Head of the Area Division		
	Head of the Traffic Division		
	Head of the Safety and Investigation Cabinet		
	Head of the Technical Cabinet Office		
	Head of the External Relations and Communication Cabinet		
	Head of the Technical Analysis and Support Unit		
	Technical Manager of the GUBMP		
	Director of Financial Management and Resource Monitoring Services		
	Director of Legal Advice Services		
	Director of Prevention Services		
Technical Support Manager			

	MP Committee	Technical Committee	Technical Management
FUNCTIONS	<ul style="list-style-type: none"> Setting out the Plan’s goals Approving the work plan Approving the programmes and projects developed by the various work teams ... 	<ul style="list-style-type: none"> Reviewing the programme / project proposals Contributing improvement proposals 	<ul style="list-style-type: none"> Training the work team Coordinating the project managers Preparing and drafting the programme document covering the various projects Ensuring the consistency of all the projects relating to the strategic lines of municipal government policy Ensuring compliance with the terms Raising deviations from the terms detected Liaising with the Programme Head, the Technical Management, the Technical Committee and the MP Committee, if necessary

Management Bodies

As regards the management bodies for drafting the Master Plan, we can distinguish the following:

	Programme Head	Project Head	Deputy Project Head
COMPOSITION	Allocation by the Manager’s Office	Allocation by the Manager’s Office	Allocation by the Manager’s Office

	Programme Head	Project Head	Deputy Project Head
FUNCTIONS	<ul style="list-style-type: none"> Training the work team Coordinating the team’s tasks Detecting and incorporating improvement proposals Preparing and drawing up the project Informing the project head of the terms established in the time line Ensuring compliance with the terms Raising deviations from the terms detected Liaising with the Programme Head, the Technical Management, the Technical Committee and the MP Committee, if necessary 	<ul style="list-style-type: none"> Training the work team Coordinating the team’s tasks Detecting and incorporating improvement proposals Preparing and drawing up the project Informing the project head of the terms established in the time line Ensuring compliance with the terms Raising deviations from the terms detected Liaising with the Programme Head, the Technical Management, the Technical Committee and the MP Committee, if necessary 	<ul style="list-style-type: none"> Training and coordinating the work team Preparing and drafting the sub-project document Ensuring the consistency of all the projects relating to the strategic lines of municipal government policy Ensuring compliance with the terms Liaising with the Technical Management and with the Manager of the programme and/or project. ...

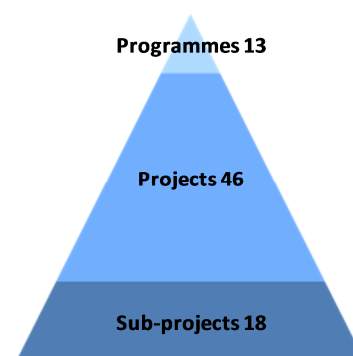
Monitoring Committee

Once the Master Plan approved as a government measure was drawn up, it had to be implemented and the Master Plan Monitoring Committee established. This Committee was made up as follows:

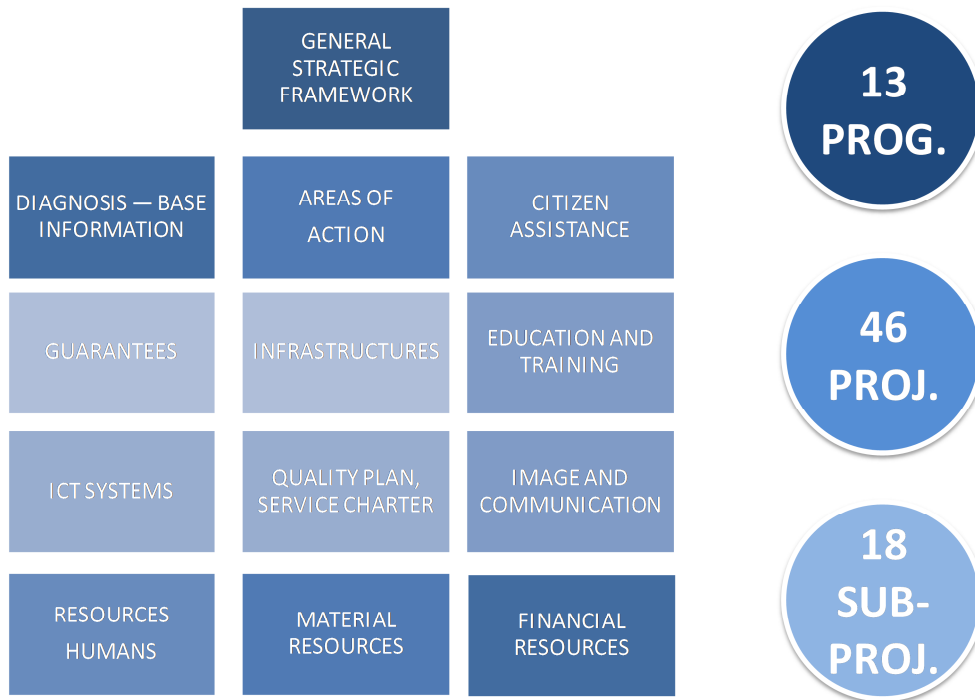
Monitoring Committee		
COMPOSITION	<ul style="list-style-type: none"> • ASP Commissioner • ASP Manager • ASP Commissioner’s Cabinet • Head of the GUB • Head of the Coordination Division • Head of the Area Division • Head of the Traffic Division • Head of the Safety and Investigation Cabinet • Head of the External Relations and Communication Cabinet • Technical Manager of the GUBMP • Director of Financial Management and Resource Monitoring Services • Director of Prevention Services 	
	Programme Head	
	FUNCTIONS	<ul style="list-style-type: none"> • Approving the actions that have to be implemented • Monitoring the extent of action achievement • Monitoring the deviations that may arise and taking the appropriate measures to correct them • Appraising or rejecting the incorporation or elimination of actions

The document

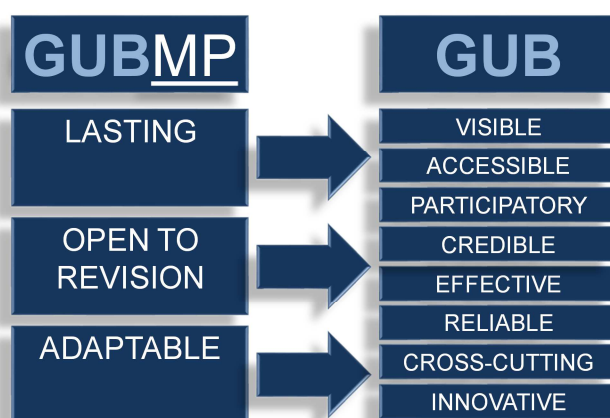
The government measure includes a summary of all the effort made by the organisation and expressed in 77 documents (13 programmes, 46 projects and 18 sub-projects) and 510 actions, with 237 people from the force and other bodies taking part. A document that was drawn up as a permanent guide that can be revised and adapted at any time.



The Master Plan's structure is as follows:



The Master Plan is a guide document which establishes an organisational model that enables the force to be constantly adapted to its environment. A model based on the main pillars established in the 2016-2019 Local Prevention and Safety Plan (proximity, territory and transparency), the GUB's strengths and an international study of new police force models. This model revolves around two main areas: anticipating problems and cross-cutting involvement in their solution.



The document is designed to be a **lasting** document, **open to revision** at any time so it can be brought into line with the changing needs of the city and society and, therefore, adaptable to the new demands and problems that may arise over time, as it will have to be adjusted to accommodate to them.

So it is not a dogmatic document set in stone but an outline intended to frame the path of an organisation for modernising its structures, adapting its procedures and promoting the use of any tool, especially technological ones, that will enable and give the impetus needed for involving citizens in managing the public good.

From all the documents contributed (over a thousand pages), featuring proposals for change and optimisation, more than 900 actions were generated which, once assessed, were later reduced to a total of 500. The following step, once the government measure had been drawn up, was to implement them and monitor them

meticulously. So a method for monitoring their implementation was applied which enabled us to achieve the future scenario proposed.

PDGUB
Pla Director de la Guàrdia Urbana de Barcelona

FITXA RESUM Estat

Programa	02	Àmbits d'actuació
Projecte	01	Proximitat
Subprojecte		

Responsable	Equip
IM Juan José Vilanova Juanola	Int. Juan Miguel Aguilar Lirio
	Int. Marta Pons Malloza
	Int. Pedro Velázquez Moreno

Dates clau	
Reunió Comitè	17/11/15
Revisió esborrany 1 a Direcció Tècnica	07/01/16
Revisió esborrany 2 a Direcció Tècnica	09/02/16

Contingut bàsic

- Definir el model de policia de proximitat a partir de l'estructura organitzativa de la UT i el servei que s'ha d'oferir a la ciutadania.
- Identificar els diferents nivells de participació dels serveis que ofereix una UT com a unitat central de presentació de serveis.
- Definició del perfil professional i la formació necessària per prestar aquests serveis.
- Incorporació de l'educació i seguretat a les escoles com a element i eina de proximitat.
- Implementació del projecte amb els recursos actuals i projectió dels recursos òptims de servei específic.
- Coordinació entre unitats i relacions de la UT amb serveis municipals i entitats.
- Promoure l'estandardització del backoffice de les UTs.

Propostes de millora - innovació

- Dins del model definir una oficina de suport a nivell de divisió territorial.
- Identificar l'inventari de recursos tant de la GUB, com dels serveis municipals com d'altres administracions, que es poden mobilitzar per resoldre les diferents problemàtiques dels ciutadans.

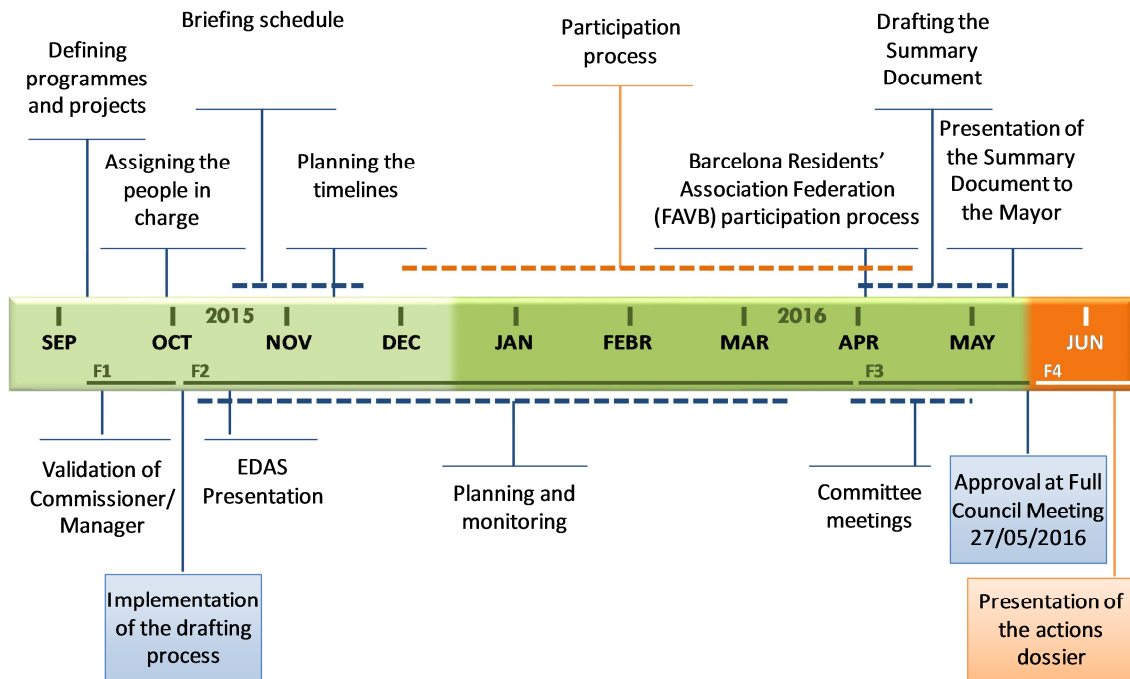
Barcelona, 18 de novembre de 2015

One of the elements that had to be taken into account when preparing the various documents making up the GUBMP was that of maintaining some criteria for the structure, formats, style etc., to enable their standardisation from the outset and which would later facilitate drawing up the summary document and selecting the actions to be carried out when implementing the Plan.

In addition, a summary sheet was drafted containing the basic elements defining each of the documents:

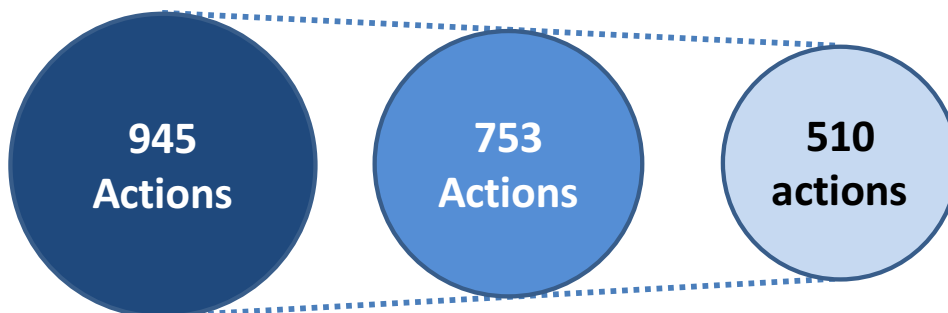
- Status (with a range of colours to show the stage that the document was at)
- Programme (numbering and name)
- Project (numbering and name)
- Sub-project (numbering and name)
- Person in charge
- Working team
- Key dates
- Basic contents of the document
- Proposals for improvement and innovation

Timeline: from planning to delivering the Summary Document



From Summary Document to actions

Once the GUB Master Plan Summary Document had been presented, the various documents (programmes, projects and sub-projects) were then processed to turn them into actions for implementation. The first review detected a total of 945 actions. Subsequently, a further two reviews reduced that number to 753 and then 510, which would provide the basis for implementation during the municipal government’s term of office. The reasons for discarding 435 actions were repetition (256) and/or being linked to another one (179).



It can be inferred from the action review that by far the most recurrent actions proposed were as follows:

- Reviewing and setting up operational procedures from a local policing perspective
- Local Policing Office and local policing boards
- Training plan
- Internal communication plan
- New citizen communication and response channels
- Coordination protocols
- Technological applications and tools

The implementation stage of the Master Plan began with the setting up of its Monitoring Committee, led by the Prevention and Safety Area Manager's Office commissioner and whose composition has already been referred to in previous sections, and the appointment of the team tasked with carrying out an exhaustive monitoring of the plan's implementation.

The monitoring team was commissioned with drawing up periodic reports for the Monitoring Committee covering the actions that are a priority in the short and medium term, with a timeline for guidance and the situation regarding the Plan's implementation and achieving its goals.

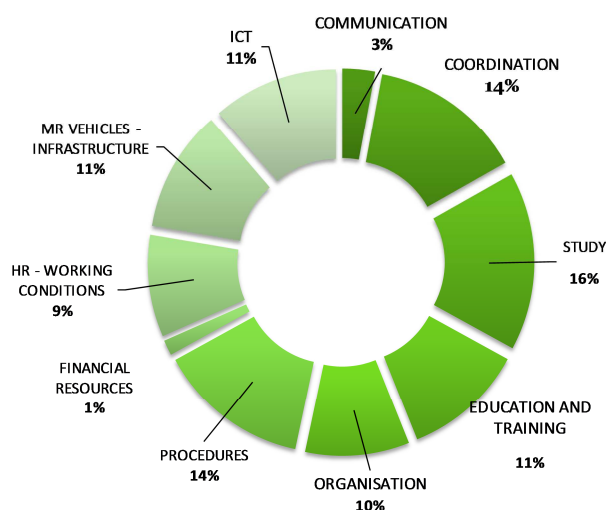
As already mentioned in other parts of this document, the GUB Master Plan was designed to be lasting but adaptable, which implies reviewing it to assess it and adapt it to social, economic and demographic changes and the demands these give rise to.

Areas

To enable the GUBMP to be implemented as effectively and efficiently as possible, actions which follow the same line or coincide from the different operational and organisational areas have been grouped together.

These areas are as follows:

- Coordination
- Study
- Training
- Organisation
- Procedures



- Financial resources
- HR and working conditions
- MR - vehicles and infrastructures
- ICT

In each of the areas a distinction was made between the type of actions required for carrying out each specific action and the type of task required for implementing it (creating, reviewing, modifying and/or promoting).

Fourteen per cent of the actions detected correspond to what we called "Coordination" and which means establishing several types of relations between the GUB and its divisions and units, as well as with other, external bodies.

The "Study" area accounts for 16% of the actions detected and means reviewing the current status, analysing the context and making proposals for operational and/or organisational optimisation and improvement.

Training covers 11% of the actions detected. These actions are aimed at improving internal training (generic or linked to career pathways) of officers and senior officers, as well as external training for the general public.

"Organisation" accounts for 10% of the actions detected and implies a change in the organisational structure, an operational change or a change in managerial and technical support work.

"Procedures" represent 14% of the actions and these propose modifying existing operational procedures or creating new ones.

In the case of "Financial Resources", the percentage is very low, only 1%, and they refer to actions involving strengthening some aspect and a financial review.

"Human Resources and working conditions" cover 9% of the actions detected and generally push for a review of working conditions or request human resources for optimal development of the force's work.

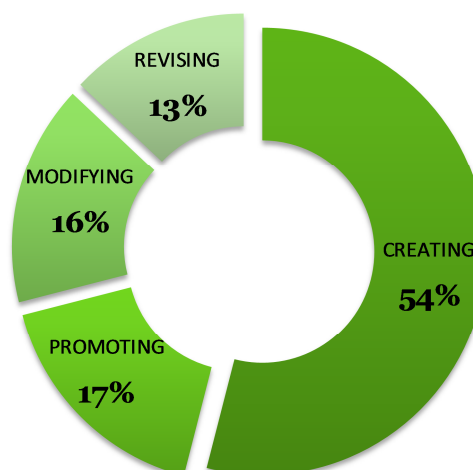
As regards "Material Resources, Vehicles and Infrastructures", the percentage of actions is 11%. The actions in this area involve a review of or request for material resources, vehicles or infrastructures for optimal development of the force's work.

"ICT" actions represent 11% of the total and are linked to technological innovation, to enable improvements in processes, immediate management of information and digitisation to simplify tasks.

Finally, there are the "Communication" actions, which represent 3% of the total and have to do with internal and/or external communication potential.

All the actions established a task to be carried out which these were as follows:

- Creating: creating some type of document, activity, etc., again
- Promoting: taking a step forward to develop something that already exists.
- Modifying: adapting something that already exists to the new reality of the organisation, the service, the city, etc.
- Reviewing: reviewing something that already exists to verify it matches the force's needs.



Timescale

In order to keep a check on the implementation of the GUBMP actions, we described each action as finished, in progress or not started and whether it was short, medium or long term.

Whether an action was considered finished was linked to its implementation and the presentation of the document (service device, protocol, procedure etc.) which confirmed it.

As for actions in progress, these were defined as those in the middle of being implemented and at one of their stages: preparation of documents, started but not finished, etc.

Finally, actions not yet started were defined as those which had not started yet for some reason, whether organisational or appraisal-related.

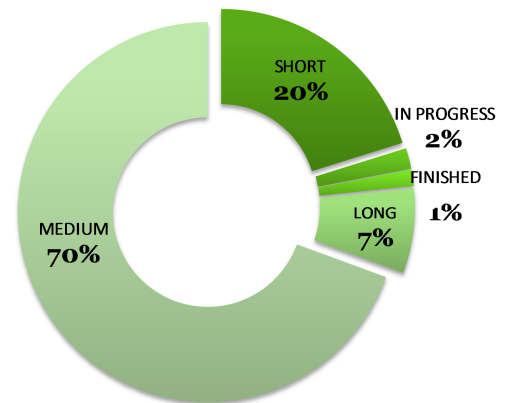
Assessing whether an action was short, medium or long term was made on the basis of the definition for each of the concepts as follows:

- Short-term
 - Need for external resources.
 - No financial effort involved.
 - An incremental innovation.
 - At the first stage of a more extensive innovation initiative.
- Medium-term
 - Prior meetings required.
 - Approval from the Manager's Office/Headquarters required.

- Incorporation of HR required.
- Minimum financial investment involved.
- Preparation time needed.
- Long-term
 - Annual action.
 - Final stage of an action programme.

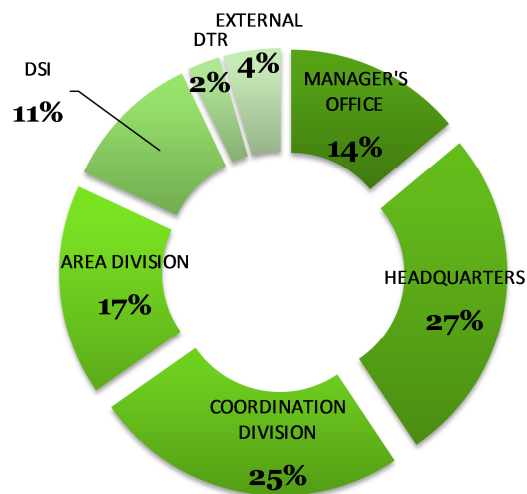
The chart gives a breakdown of the 510 actions according to their timescale.

Of all the actions that had to be created, only 13% were short term, while the overwhelming majority (76%) were medium term.



Developer

All the actions have a reference person that created the action proposal but this did not always have to coincide with who had to develop it. That is why they were allocated on the basis of the area, division or unit that was deemed the most suitable for developing them.



Although some specific areas, divisions and units were proposed for developing the actions, each of them had a linked reference, enabling and requiring collaboration and cross-cutting work.

Strategic value

One of the elements that prioritised carrying out an action was linked to its strategic value. So the following values and the reason for them were defined.

- Very high strategic value
 - Means an innovation led by the city safety sector.

- Generates a change of organisational focus.
- Comes from an electoral pledge.
- Has communicational value.
- Puts the GUB in the desired position.
- High strategic value
 - Responds to the GUB's values.
 - There is a high/very high internal interest.
 - Changes ways of working.
 - Is necessary for rolling out the GUBMP.
 - Means allocating resources to newly created key units and services.
- Medium strategic value
 - There is an internal demand/need.
 - Means an operational and response improvement.
 - Resources are allocated to newly created teams.
- Low strategic value
 - Regulates already existing criteria.
 - Depends on external factors.
 - Allocates resources to already existing teams.

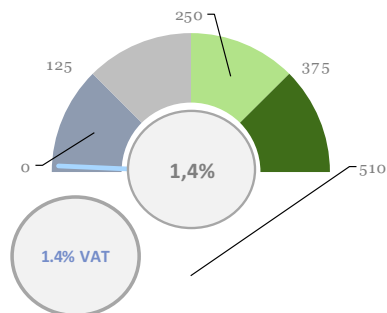
Monitoring

It was already explained in the Summary Document how implementing the Master Plan had to be monitored, as well as how the actions that had been specified were going to be rolled out and whether the timescale for their implementation was being complied with or not.

Another element that was provided for, owing to the adaptability and flexibility this Plan was given, was the incorporation of new actions which were necessary during the implementation period so a response could be given to the new demands arising over time. Account was also taken of the possibility that one of the actions would be discarded either because it was no longer needed or because a sufficiently important change had occurred to stop its implementation.

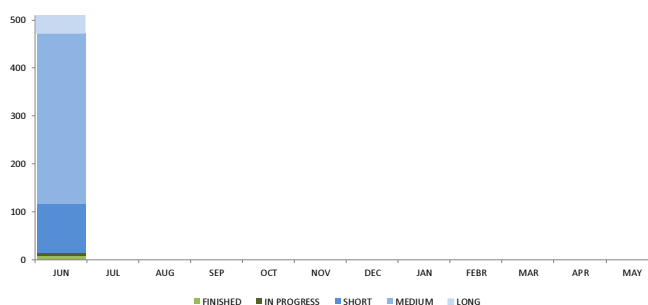
Planning the monitoring

The Master Plan monitoring analysis provided for two quantitative chart formats.



On the one hand, we had a generic vision of the degree of compliance in the form of a clock chart that gave us the implementation percentage and an indication of the number of actions implemented.

On the other hand, we had a bar chart offering a temporal vision of action implementation where five variables were taken into account: actions pending, according to their timescale, i.e. short, medium or long term; actions in the process of being implemented and finished actions that.



Monitoring methodology

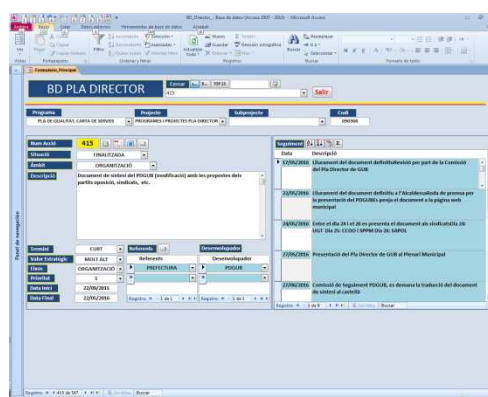
Managing the situation of the 510 initial actions required the use of a methodology allowing this to be done systematically and easily, thus enabling the data to be exploited and information to be tabulated, as much information as possible to be gathered, and, at the same time, minimising the number of monitoring errors.



Therefore a database management application was created to collect all the possible data for each of the initial actions.

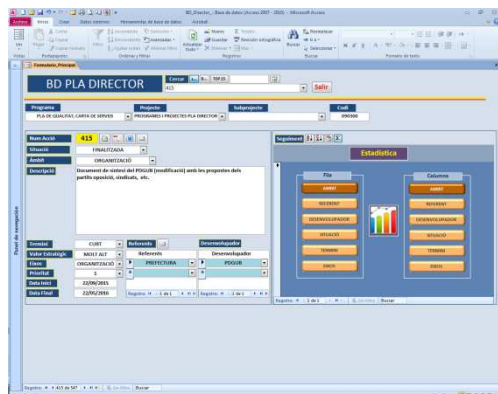
contains other data, such as its status, the action area it is in, the term for its completion, its categorisation according to its strategic value, the area inside the four goals set out under the Master Plan (proximity, territory, organisation or transparency), the priority highlighting its importance and/or consideration as a Top-25

The actions file includes the programme, project and sub-project that each of the actions belongs to, the reference person that proposed it and the developer tasked with carrying it out. It also



action, the start and finish dates and the annotations of the various actions and any changes during its implementation with a record of the dates these occurred.

The application is designed for using the data with a wide range of possibilities for crossing each of the items it comprises, to find out about aspects of statistical value according to their qualification in each field (sphere, reference, developer, pillar) as well as the situation that the specific action is at. This enables studies to be carried out, such as the degree of achievement at any time, the general development of each of the actions, their development according to certain indicators, etc.



In addition, a summary file can be generated from each of the actions containing all the information plus various documents in different formats to help to draw up any type of report required.

There are two further monitoring documents, one of which compiles the actions deemed a priority for their strategic or opportunity content and which we called the Top 25. This document features the action number, a description, the term proposed for carrying it out and a traffic light-style colour identifier to identify the situation with the action in relation to that term.

The other document has the tasks to be implemented by agreement of the Monitoring Committee which includes the date each task was proposed, its name, the person in charge assigned to it, the optimum term for finishing it and its status, with the same colour model for informing on its situation: not yet started, in progress of finished.

PROXIMITAT	TERMINI	ESTAT
18 Actualitzar el Procèssament operatiu 38/2020 Cooper Serveis	Lleng.	En procés
19 Revisar el Procèssament operatiu 31/2020 Organització Operativa	Mg.	En procés
20 Desenvolupament de l'assaig 105/2017 (creació de Procèssament operatiu de Policia de Barris)	Mg.	En procés
SEGURETAT VIÀRIA		
518 Creació del Guionet d'anàlisi de registres aïrats, adreçat a la DTRV	Curt	En procés
543 Creació del Guionet d'anàlisi de registre en fase de desenvolupament	Curt	En procés
URPE		
76/79 Desenvolupament USP i creació URPE i reaccions	Curt	En procés
80 Crear el Procèssament operatiu de la URPE, condicions laborals, accés, selecció, formació genèrica i específica, etc.	Curt	En procés
87 Negociació que reguli les condicions de treball de la URPE	Curt	En procés
INFRAESTRUCTURES		
128 Pla manteniment instal·lacions i materials de treball de la DTRV i UPA. Millor a cobertura radio dependències UPA	Lleng.	En procés
361 Informació prèvia per a la gestió centralitzada sobre les instal·lacions de seguiment que actualment estan adreçades als dispositius	Lleng.	En procés
523 Nова instal·lació SCC	Lleng.	En procés
ORGANITZACIÓ		
363 Servei de vigilància (oncall) dependent de DS	Mg.	En procés
385 Crear la Comissió d'Ètica de la GUB	Mg.	En procés
412 Revisar SAC de Serveis	Mg.	En procés
RRHH		
291 Revisió del reglament d'honoraris i honoraris de la GUB	Mg.	En procés
434 Seguiment de la planificació dels calendaris anuals de convocacions d'acord, selecció i promoció	Mg.	En procés
458 Informació d'anàlisi de recursos de personal a la centralitzada per a la DTRV. Recol·lectar dades de l'activitat, demanda de necessitats de personal de 2a activitat en les unitats, lliure amb vacants disponibles de 2a activitat, protocol d'assignació de llocs de treball de 2a activitat	Curt	En procés
459 Revisió reglament 2a activitat	Mg.	En procés
RRHH		
147/148 Substitució suport informàtic (PDA, Keyfob)	Lleng.	En procés
251 Càmeres úniques per a la GUB redactada de la guia i el protocol d'ús	Curt	En procés
542 Adquisició de 25 tauletes per la URPE	Mg.	En procés
APLICACIÓ INFORMÀTICA		
13 Revisió de l'aplicació Carta de Barris. Vínculo lloc de Conflictes Emergents i connectat amb Myobit	Mg.	En procés
524 Implementació de la nova versió de l'aplicació Myobit	Lleng.	En procés

DATA	TASCA	RESPONSABLE	TERMINI	ESTAT
12/12/16	Negociació condicions laborals URPE	IM Reina	31/03/18	En procés
12/12/16	Selecció i formació membres URPE	IM Reina	30/04/18	En procés
12/12/16	Procediment de marxa URPE	IM Reina	31/05/18	En procés
12/12/16	Estudi viabilitat assignació plus econòmic (disponibilitat) als membres dels EPS	IM Salas	30/05/18	En procés
12/12/16	Balanc grau d'assoliment de les accions del PDGUB	Comissió	30/06/18	Feta
DATA				
TASCA				
20/02/17	Estandarditzar el software i hardware de les noves càmeres	Mobilitat	31/12/17	En procés
20/02/17	Definir quin és el model que es vol de sistema de qualitat	IM Hermandad	30/06/17	Feta
DATA				
TASCA				
10/06/17	L'IM Salas i l'Intendent Bigora a preparar el procediment de l'operativa de l'Oficina de Proximitat (per la seva validació i publicació (Assó 30)	IM Salas Dr. Tècnica	11/07/17	Feta
DATA				
TASCA				
06/03/18	Actualització del TOP 25	Int. Bigora	30/06/18	En procés
06/03/18	Conèixer una reunió entre el Cap de la GUB i RRHH per tractar la compensació econòmica dels EPS	IM Reina	30/06/18	En procés
06/03/18	Informar a cadascun dels responsables de les accions no iniciades	Int. Bigora	30/06/18	En procés

All the information generated on the situation of the actions to be implemented is reported to the Monitoring Committee, which has met periodically since the process of rolling out the Master Plan actions started. Meetings have also been held to ensure more accurate monitoring and to give support to those in charge of implementing them.

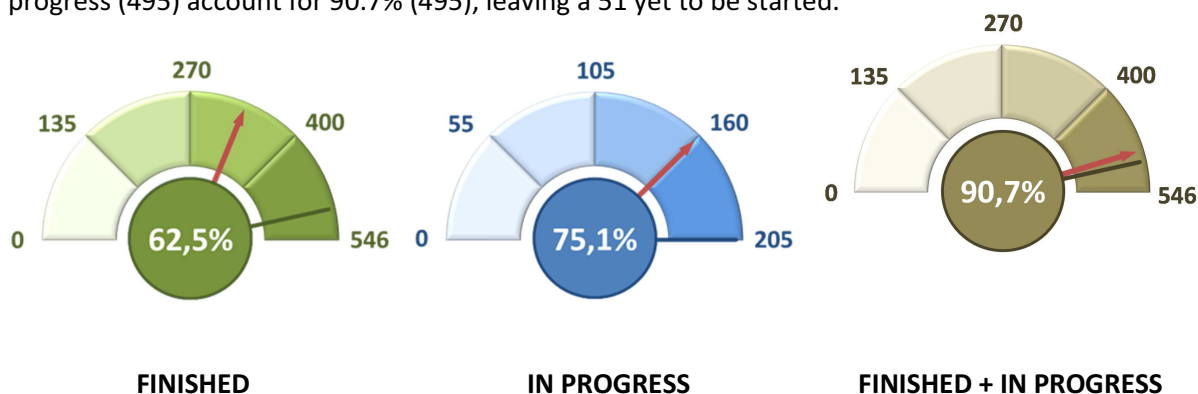
The results

The monitoring indicators

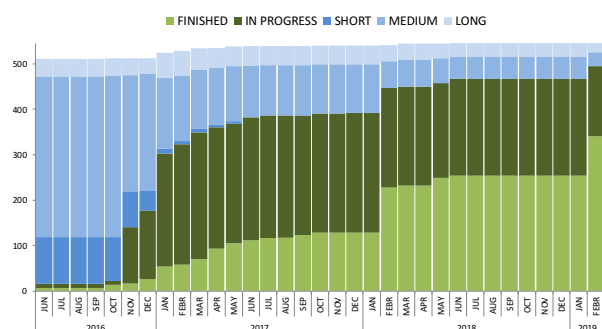
What are the results obtained from implementing the actions set out in the Master Plan?

The first thing that has to be said is that the initial number of actions went up from 510 to 546 when this document was being drafted. As mentioned above, the Master Plan is a living tool which allows these incorporations, depending on the demands and needs that arise in society, the city and the force itself.

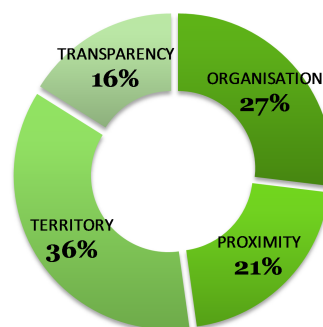
Of the 546 final actions, 341 (62.5%) are finished, while 154 (28.2%) are in progress, which represents 75.1% of the 205 actions yet to be completed. The actions finished and those in progress (495) account for 90.7% (495), leaving a 51 yet to be started.

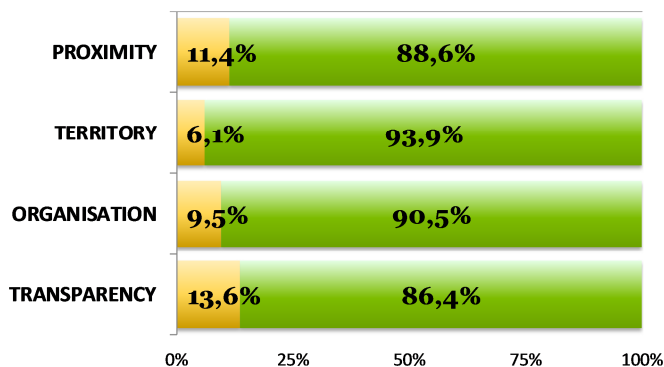


As regards a temporal vision of implementation, the development of the five items featured can be seen very clearly: the finished actions are in light green, those in progress are in dark green; dark blue disappears because there are no longer any short-term actions to be implemented, leaving the two light blues which represent medium-term or long-term actions that not yet started.



Breaking down the actions by the four pillars of the Plan shows territory had the highest percentage, 36% (197 actions), followed by organisation, with 27% (147), proximity, with 21% (114), and transparency, with 16% (88).





As for the level of implementation (adding the actions already finished to those still in progress), the percentages achieved are shown in the chart. It can be seen that in almost all four cases the percentage was close to 90%, with the figure of 93.9% for territorial actions carried out or in progress standing out.

territorial actions carried out or in progress standing out.

Notable actions

Neighbourhood police teams (NPTs)

Local policing has been one of the strategic pillars this Master Plan has been developed on. It posed the need for maintaining and ensuring a continued presence of a police officer in each of the city’s 73 neighbourhoods.

With this goal in mind, the neighbourhood police teams have gradually been deployed in the city’s districts since April 2017. A pilot test was carried out in Nou Barris and then the other districts were gradually incorporated into this local policing model. Thus, Sant Andreu and Sant Martí were incorporated in November 2017; Ciutat Vella and Sants-Montjuïc in April 2018; Les Corts, Gràcia and Horta-Guinardó in November 2018, and, finally, Eixample and Sarrià - Sant Gervasi in March 2019.



There are now a total of 140 officers and senior officers operating as neighbourhood police throughout the city and they have enabled relations with local residents and their associations, as well as the other municipal services, to be improved.

Cross-cutting work and specific training are two of the main approaches that will facilitate this work of developing relations with the neighbourhoods and also to respond to the demands

that arise, as well as the task of anticipating problems thanks to these relations, accurate knowledge of the area and information that can be processed. On the basis of the diagnoses made, interventions geared towards resolving disputes from a cross-cutting perspective will be developed.

Vehicles

The Master Plan also provides for the renovation of the GUB vehicle fleet and, therefore, the incorporation of sustainable vehicles. So far, a total of 145 four-wheel vehicles have been replaced with 126 Toyota Prius+ hybrids identified as police cars, which have cameras for making arrests and others for reading number plates, a new (retractable) digitalised information bridge with messages, DEAs, etc., and 19 unmarked Hyundai Ioniq and Toyota Auris hybrids.

As for two-wheel vehicles, 11 trail motorbikes with combustion engines for patrolling woodland and city park interiors have recently been replaced by 11 Zero FX electric motorcycles.



Ethics and Internal Affairs Unit

One of the first actions carried out was to set up the Ethics and Internal Affairs Unit (UDAI), which took over from the Internal System Unit (URI) and moved from Police Headquarters to the GUB Manager's Office.

However, the change of name goes deeper than that because, besides continuing to work on cases in which officers are involved in a disciplinary way, the unit also adopted an ethical approach, where one of the first tasks was to include tips in the form of messages that

reminded officers of good practices in action in GUB training sessions . The idea, therefore, was to add a second service (prevention) to the investigation service tasked specifically with monitoring cases detected.

The unit's aims in the short and long term are to put the emphasis on effectiveness and efficiency, transparency, prevention, setting an example, education and co-responsibility

This change is intended to boost the effectiveness, transparency and cross-cutting nature of its functions, as happens in other police forces.

Ethics Committee

Within the framework of transparency, a proposal was made to set up the GUB Ethics Committee and this was done on 18 February 2019. This Committee is designed as an interdisciplinary consultative body on ethical issues, in order to collaborate in improving the quality of the force's service and with the aim of becoming a space for reflection for ethical debate in the field of public safety.

Its functions are to:

- Advise on police ethics to improve the quality of police service provision, relations with the public and the perception of the GUB's public image.
- Help promote good practices and make opportune proposals for drafting and updating professional ethical police regulations and, if necessary, codifying them by drawing up and updating a GUB code of ethics.
- Provide information on and respond to issues put to it as regards adapting certain GUB practices to ethical policing principles.
- Assess and disseminate scientific knowledge and the most important doctrine arising from legal practice applicable to the field of police ethics.
- Increase awareness of professional ethics and human rights in the field of safety and, if required, make recommendations on this matter and those which may be necessary in accordance with the police codes of ethics in force at any time.
- Collaborate with the City Council's professional training and development departments. Also with the areas of police training and research on public safety, especially for determining the ethical contents of training courses for police in Catalonia and the training actions of the various groups with a role in safety, taking the gender perspective into account.

Service Charter

The Government Commission responded to the proposal to amend the GUB Service Charter by approving the amendment on 14 February 2019.

The Service Charter is for those citizens, bodies, professionals, companies and organisations interested in finding out about key aspects of the GUB's objectives and commitments and its service provision.

The Service Charter sets out the GUB's mission, its quality commitments with citizens, how those commitments will be measured, the type of services and the channels for participation, communication, complaints, claims and suggestions, among other things.

Honours and rewards regulation



Action 391 for amending the Master Plan's honours and rewards regulation, linked to the recognition project, concerned a regulation dating back to 1976 which needed to be revised and brought into line with the functional situation of both the GUB and SPEIS (Fire Prevention, Extinction and Rescue Service).

The amendment, approved on 25 May 2018, contained a large number of legislative and social changes, including a change in the concept of public service, public authorities and the municipal organisation of Barcelona City Council.

Technological incorporations

Updating of the Mycellium incident management application

The new version of the Mycellium incident management application was introduced in October 2017, in response to action 524. Together with the rollout of the new fleet of sustainable vehicles, it also meant updating the incident management system in vehicle-fitted computers called Mobile Public Safety (MPS).

ALPR Cameras – Illuminated display



For the purposes of complying with actions 117 and 352, which envisaged the incorporation of a number plate reading system, the ALPR reading and automatic licence plate recognition system was incorporated into 12 GUB vehicles in 2018. Captured numbers are checked with various databases, including stolen vehicles, police inquiries and Tax Office notices for impounding and/or immobilising vehicles, so

officers can find out which ones are being sought by the police for any of these reasons.

Action 109 provided for the incorporation of variable signalling panels smaller than the ones in use in all UCT patrol cars. This was regarded as a measure that could be extended to all patrol cars with GUB logos, so all the 126 Toyota Prius+ vehicles were fitted with these panels.

Personal recording devices (PRDs)

Action 351 provided for individual cameras, subsequently described as personal recording devices (PRDs), to be incorporated into officers' uniforms. It also included drafting the user guide and protocol.

This measure is a response to the need for transparency, legal safety and guarantees for the public and GUB officers as well.

A pilot test was started in February 2019 in the Ciutat Vella and Eixample area units, the UNO1 and UNO2 night-time units and the USP, which were allocated PRDs, and is expected to finish in September.



Besides the pilot test, we are working on an operational procedure for regulating the PRDs and their use by the GUB in performing their duties, to guarantee public safety and the protection of people and goods.

New uniform and corporate image



Action 535 included reviewing and updating the uniform. The GUB took part in the working group set up by the Catalan Ministry of the Interior to define the new uniform for local forces, as well as a new set of corporate image regulations to govern the basic rules of behaviour and relations with the public in Catalonia.

Criteria for the new uniform were agreed to in June 2017 and are set out in the Catalan Ministry of the Interior Resolution INT/1431/2017 of 15 June.

The first items of the new basic operational uniform

(polo shirt, trousers and high-visibility vest) were incorporated on 23 July 2018.

The corporate image regulations are expected to be approved by Catalan Government decree in July 2019.

Training



When the Summary Document was completed in 2016, 49 training actions were detected which were transferred to the Area of Security and Prevention's HR Department. The heads of this department were put in touch with senior officers of the GUB's various units to establish priorities in the training requested and, as a result of their meetings, the number of requests rose from 49 to 105.

Annually since then, all the requests arising from the GUBMP, and the ones made by the people in charge of the force's units and divisions, have been compiled in a Training Plan featuring both ongoing and specific forms of training to be carried out during the year.

It is worth highlighting the training given linked to managing emergencies and assisting their victims, as this enabled quality assistance to be offered to people suffering the consequences of the terrorist attack on the Rambla de Barcelona on 17 August 2017, a very difficult time.

What is in progress

As can be seen from the data provided, not all the actions proposed have been completed, although most have started. The city continues to advance and change, as the GUB does with it, to meet the new demands and problems that arise.

As regards actions in progress and future challenges, in the organisational field we should mention the change in the GUB's organisational chart, namely the decision to close the Police Support Unit (USP) and create the Back-up Unit for Emergencies and Local Incidents (UREP) by Government Commission Decree 133/2019, of 14 February. This decree includes the proposal of GUBMP action 76 and launches a further 21 actions linked to the new unit's creation.

In future it will have to have an impact on the development of professional careers and the academic content of these, as well as managing talent throughout the force and training for senior officers.

As regards infrastructures and the response to actions 544, 545 and 546, there are now sites for building the Sarrià - Sant Gervasi and Sant Andreu police stations, as well as the space for the children's traffic park in the Horta-Guinardó district, and preliminary studies have been

carried out detailing the volumes and spaces. In addition, action 523 features building a new Joint Command Room. In August 2017, an agreement was reached between the City Council and the Catalan Government for building the new room, as it is shared with the Catalan regional services. That agreement was put on a back burner by the intervention of the Catalan Government and is pending signing with the new city government.

On the technological front, work is being carried out on replacing PDAs with smartphones, expected during 2019. This will serve to update the force's technology and enable new apps to be incorporated that will facilitate the work of officers on an internal level (duty roster, operations grid, direct assignment of tasks, etc.) and externally, with accessibility to corporate applications.

In terms of prevention and improving road safety, a project is under way to modernise the video surveillance cameras by replacing analogue with digital systems, as well as the camera management system, to enable images to be analysed. This project will be carried out within a period of three years and is linked to the European Secur'Cities project being run under the guidance of the French city of Lyon.

An area where further research is being carried out, so they can be adapted to and used by the GUB and other bodies (SPEIS, Parks and Gardens, Mobility, etc.) is drones. This study is intended to enable compatibility between current legislation and the possibilities their use may offer in police work (accident statements, woodland and beach surveillance, traffic control, environment, etc.).

Nor must we forget that the complexity of the new demands requires processing information in a way which incorporates intelligence as a method for innovating solutions and multidisciplinary processing with other police forces, municipal or those of other authorities. So information management will need to be strengthened through intelligence and, therefore, by opting for the creation of a service that can tackle these demands.