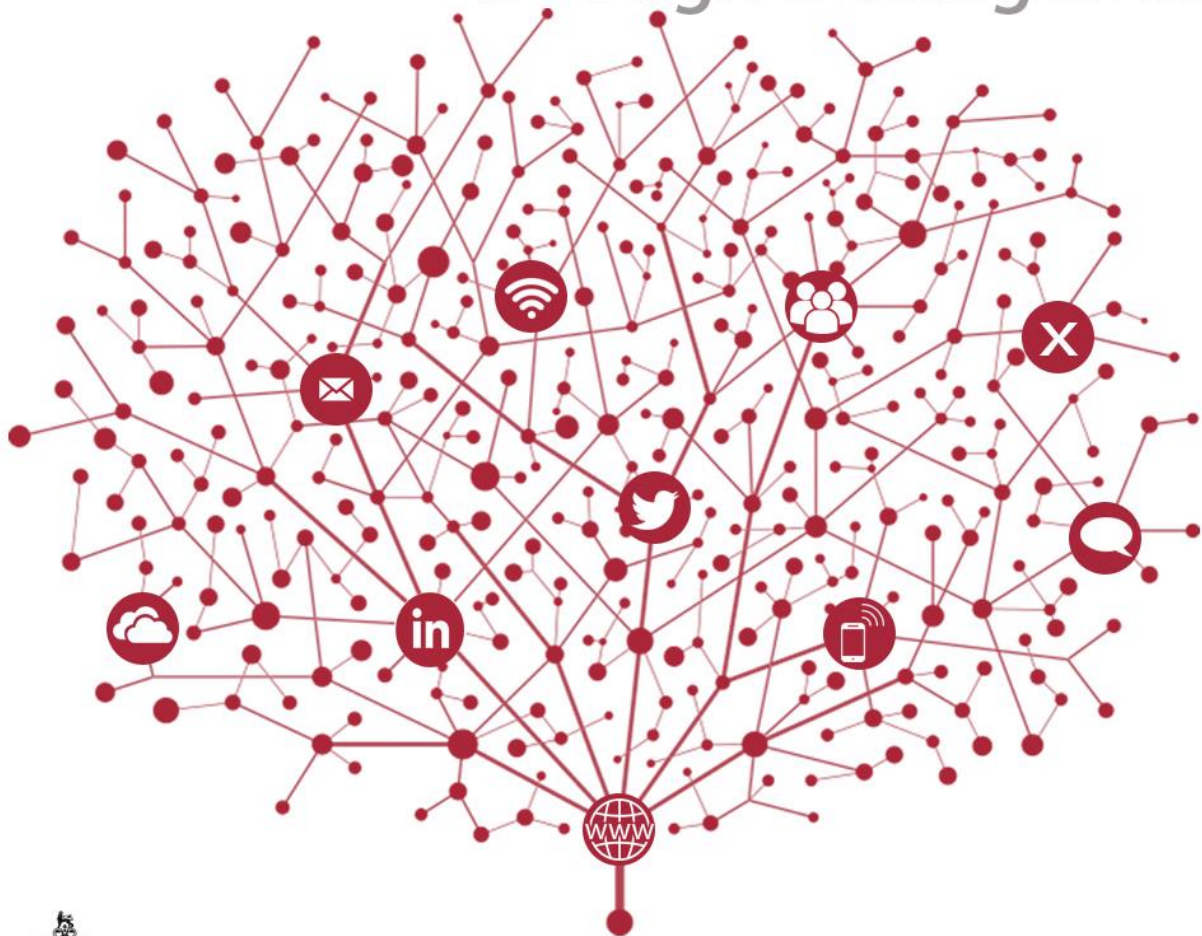


# 2021

## CORPORATE COMMUNICATION STRATEGY | 24

fighting economic crime  
through intelligence



**Gibraltar Financial Intelligence Unit**

HM Government of Gibraltar



# Content

|                             |    |
|-----------------------------|----|
| Content                     | 02 |
| Introduction                | 03 |
| Our Strategy                | 04 |
| Objective 1                 | 05 |
| Objective 2                 | 06 |
| Objective 3                 | 07 |
| Objective 4                 | 08 |
| Objective 5                 | 09 |
| Objective 6                 | 10 |
| Our Tools                   | 11 |
| Our Tools (continued)       | 12 |
| Our Internal Communications | 13 |



# Introduction

Technological advancements are ever-changing and continues to affect the way that people and indeed organisations communicate with each other. The use of strategic communication has never been so important, because where there is demand for immediate information, public bodies like the GFIU need to ensure that the appropriate channels to push out up-to-date information are well established.

In order to communicate effectively to key external and internal audiences, we need to adopt a flexible and creative approach to raise awareness, provide accurate and factual information, and improve engagement. Key external and internal audiences include the general public, industry professionals, law enforcement agencies and supervisory bodies.

Historically, the GFIU has kept the work that it does out of the public domain. The great work that its staff conduct to keep Gibraltar safe through financial intelligence needs to be promoted effectively. The strategy reflects GFIU's vision, demonstrating the ongoing transformation of the unit and how it is making improvements to tackle money laundering, terrorist financing and proliferation financing amongst other predicate offences.

Our communications and outreach approach will help us deliver improved communication interaction. New digital services such as social media and online communication services will provide us with a significant opportunity to share the work that we do. Digital platforms will be at the core of our drive to all of our communication activity.

The implementation of a schedule will provide clear action items that identify the frequency of activities and the steps needed to prepare and maintain materials for future use and deployment to continue engaging stakeholders.

The GFIU's Corporate Communication Strategy lays the foundation for a strategic approach to effective communications and how we intend to implement it over the next three years.



# Our Strategy

This plan describes how we will improve and increase engagement with the private and public sector using a range of communication channels. This will allow opportunities to engage through conversation and provide us with feedback.

We will measure our progress against the objectives through a combination of quantitative statistics, and other data available to us, which will demonstrate what impact we may have had through our communication and engagement streams, and any improvements that have taken place. These measures are highlighted below each objective.

## Our strategy is built on six objectives:

- |   |  |
|---|--|
| 1 | • Exploit existing and new innovative tools for communication and outreach   |
| 2 | • Enhance the private sector's understanding of the trends and typologies of money laundering, terrorist financing and proliferation financing |
| 3 | • Promote our outreach program, Project Nexus, including our e-learning workshops through e-Nexus  |
| 4 | • Provide stakeholders with the latest news and updates on the dynamic financial obligations and legislative changes                           |
| 5 | • Broaden the general public's understanding of the role and responsibility of the GFIU to fight economic crime                                |
| 6 | • Build and maintain our corporate image and branding  |



# Objective 1

## **Exploit existing and new innovative tools for communication and outreach.**

We will develop better ways to exploit tools used for communication and outreach to improve messaging and exchange information to our internal and external audience. We will set objectives and conduct audience research through feedback and surveys before publishing content and selecting the most effective delivery channel. Building on recent successes, particularly through Project Nexus and e-Nexus, we will continue to find innovative ways in which we can reach out, share information and educate industry professionals on the latest trends and patterns used by criminals and terrorists.

The increase of digital platforms socially and by professional institutions has moved us away from printed material. Evidently, digital is becoming the norm and will therefore be the main approach to our communication.

### **Measure of progress:**

- Number of appropriate communication channels used
- Statistical analysis data obtained through our digital platform



# Objective 2

**Enhance the private sector's understanding of the trends and typologies of money laundering, terrorist financing and proliferation financing.**

Through our strategic analysis and typologies report, we will be able to keep the private sector and each reporting sector informed about the latest trends and patterns we have seen through the disclosures made to GFIU.

We will continue our focus on enhancing engagement with the industry as we fully acknowledge that education increases the reporting entities' knowledge on the risks that they face, providing better detection rates and ensuring that we maintain Gibraltar's finance centre a hard place for criminals, terrorists and proliferators to abuse.

## **Measure of progress:**

- Number of reports, including guidance shared with the private sector
- Statistical analysis data obtained through our digital platform



# Objective 3

**Promote our outreach program, Project Nexus, including our e-learning workshops through e-Nexus.**

Project Nexus is the GFIU's outreach program and offers a sustainable and structured system of delivering workshops and training through innovative ways that provide maximum effect. Our new e-learning system, e-Nexus, provides an excellent way that ensures resilience, flexibility and continuous engagement during challenging situations.

Promoting our seminars, training sessions, workshops or other form of delivery is a priority for the GFIU. This allows us to ensure that we capture as many reporting entities as possible. We will work with our partners to support our objectives and develop joint approaches to events under Project Nexus. We will take advantage of each of our partners' reach through their own social media accounts by tagging their accounts on our messages.

All Project Nexus events will be advertised on our website. A link to these events will also be done via our Twitter account. Traditional email will also be used especially through the Gibraltar Association of Compliance Officers (GACO), which is one of the founding supporters of our outreach program. Where possible, we will work with other stakeholders, including academia, field experts and think tank institutions, to get their endorsement for key events.

## **Measure of progress:**

- Number of seminars, training sessions, workshops or other methods used to promote Project Nexus
- Number of individual audiences reached



# Objective 4

**Provide stakeholders with the latest news and updates on the dynamic financial obligations and legislative changes.**

Reporting entities play a critical role in the fight against economic crime. However, in order to be more efficient, they require the latest news to keep up to date with the ever changing legislation and international obligations.

Our engagement with the private sector as part of Project Nexus has been pivotal and represents a milestone in the GFIU's work, providing a strong framework for a continued relationship. It also acts as a bridge with other stakeholders, such as the Royal Gibraltar Police and HM Customs, in a proactive and efficient manner.

Providing access to law enforcement and supervisory bodies will allow the private sector to have access to factual and accurate information on current trends of criminality and regulatory issues.

We will maintain and upload through a number of channels available to the GFIU the latest information through notices and key messages. Maintaining a sustainable collaboration supported by a two-way communication approach with the private sector, will be an important step to also ensure that the public sector are also updated with the most current information.

Communication in this regards is a strategic function that requires planning. We are committed to this and have a responsibility to obtain and share the information to those that we require it from us.

## **Measure of progress:**

- Number of updates, including guidance shared with the private sector
- Statistical analysis data obtained through our digital platform





# Objective 5

**Broaden the general public's understanding of the role and responsibility of the GFIU to fight economic crime.**

Any individual can assist to tackle economic crime. It is therefore important for the GFIU to ensure that the general public is made aware of our role and responsibilities to fight economic crime. As a small community, we must make it into a collective responsibility to raise awareness, particularly related to terrorist financing or the financing of human trafficking, which may help detect and prevent this type of criminal activity.

Consequently, we will ensure that we push out key messages through our communication channels and where possible, engage with specific target audiences, such as schools, charities and non-profit organisations.

## **Measure of progress:**

- Number of key messages issued related to economic crime
- Number of engagements with specific target audiences



# Objective 6

## **Build and maintain our corporate image and branding.**

We strongly believe in the value of corporate image and branding in all our communications. Our government logo, colours, typography and design is at the root of what we stand for. For us it is much more than logos and graphics, through their use we aim to create a positive impression of the work that we do. Our corporate image will promote our professional reputation locally and internationally. Maintaining a consistent corporate identity will reflect the nature and identity of the unit in a positive way.

Our new website represents the transformational change that we have experienced in the last year. Our communication solutions and social media present new approaches using technology to share our key messages. Building on these will require us to maintain a high level of quality and presentation.

### **Measure of progress:**

- Development of new communication solutions maintaining our corporate image
- Number of infographics, images, videos and other multimedia content



# Our Tools

The GFIU will explore all methods to communicate. In today's interconnected world, digital systems offer the widest reach to our audiences. Our recently launched website is central to all other forms of digital media. Whilst we shall ensure that we continue with more traditional ways of engagement with the private sector, social media platforms provide an excellent opportunity for collaboration, interactivity and engagement.

We will be making use of a combination of traditional and contemporary ways of communicating, linking up our communications effort strategically.

## Website

The GFIU has redesigned its external website ([www.gfiu.gov.gi](http://www.gfiu.gov.gi)) used to share information publicly in a clean and easy to follow site. We will manage the website ensuring that we offer high level information such as guidance and other GFIU publications. We will continue to enhance its functionality by conducting regular updates. It will be the main communication vehicle of the GFIU and the main central repository for information and guidance. The website will also contain links to our local and international partners.

## Social Media

Social media platforms enable the GFIU to share timely information capturing a wide range of followers. It is particularly important in today's demanding environment that social media is used as an interactive communication channel. Equally, it can become a useful system to receive feedback from the private sector.

The GFIU has a corporate Twitter account (@gibfiu) and a corporate LinkedIn page (<https://www.linkedin.com/company/gibraltar-financial-intelligence-unit>) that are updated regularly. Although both sites are managed by GFIU it is not monitored 24/7. For direct contact, email ([admin@gfiu.gov.gi](mailto:admin@gfiu.gov.gi)) is a more appropriate form of communication.



# Our Tools

## Engagement Clinics



As part of our outreach program, and in line with *Priority 4* of our Strategic Plan 2020-23, we will develop a new form of engagement with reporters by conducting 'face-to-face' (physical or virtual) to discuss issues related to the submission of suspicious activity reports. This new platform will provide a chance to reporters to speak to our team every month, allowing them to ask questions or make suggestions to the GFIU.

Physical meetings may sometimes prove challenging, so arrangements will be made to hold these clinics through the use of technology making them more accessible to a wider audience. It is not designed to provide legal advice but rather provide reporters with an extra avenue in order to address issues that they may be encountering with submitting disclosures.

Clinics will be advertised via social media, GFIU website, THEMIS and through our partners. We will also be working with our partners when required.

## Media Relations



Management of press releases and media relations will be done through HMGoG's media unit.

## Surveys



Using a surveys and feedback will assist in making improvements to the service we provide, including user experience for our online reporting system. It will also help us measure the degree of success in how we approach our fight against economic crime. Information from surveys and the data from feedback will be crucial to make improvements. Results will be analysed and published through the appropriate channels.

## Promotional Materials



Develop and prepare creative GFIU promotional materials including brochures, publications, etc. and digital design including web, video, social media graphics and infographics.



# Our Internal Communication

Whilst there is a need to engage with the industry professionals and the general public, there is also a need to enhance communication internally and between our partners in the public sector.

We are a small organisation but internal communication is an important factor of our staff engagement. We will ensure that they are aware of the need to have consistent messages through our various channels of communication. Internal communication mechanisms are well established and we will continue to keep them informed ahead of external communication.

To ensure that all staff are aware of developments of other working groups, we will discuss the salient points during our weekly briefings. During challenging periods of restricted physical meetings, we will continue to use virtual communication systems. We will also determine clear and streamlined policies that will establish best practices to articulate the GFIU's systems, processes, values and culture.

We are committed to provide our partners with accurate and factual information as well as continuing to support our range of platforms and forums designed for the exchange of information.

Internal communications tools are varied but will be heavily reliant on emails (our primary method of communication), our online reporting system (internal portal), meetings, and our bespoke intranet system. Through internal surveys we will be able to measure our success.



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