

## **POLICE COMMITTEE MEETING**

Date & Time of Meeting: Friday 25<sup>th</sup> October 2019

Venue: Liberation Room, Secretariat Building

### **AGENDA**

#### **Part 1 (Open Section)**

1. Apologies for absence
2. Declarations of Interest
3. Confirmation of the Open Minutes of the meeting held on 17<sup>th</sup> July 2019 (previously circulated)
4. Matters arising from the Open Minutes of the meeting held on 17<sup>th</sup> July 2019
5. Report of the Chief of Police (attached)
6. 2019/20 1<sup>st</sup> Quarter Crimes
7. Community Policing
8. Confirmation of Date of Next Meeting – to be established
9. Exclusion of Press and Public

The public are likely to be excluded from the meeting for this item of business by virtue of paragraph 1 relating to confidential information and paragraph 7 relating to information about individuals, of Schedule 3 of the Committees (Public Access) Ordinance 2012

#### **The Chairman to move as follows:**

*“I move that the press and public be now excluded on the grounds that the next items of business to be considered are likely to disclose exempt information under paragraphs 2 and 7 relating to national security, defence and other security matters and relating to information about individuals, of Schedule 3 of the Committees (Public Access) Ordinance 2012.”*

#### **Part 2 (Closed Section)**

10. Confirmation of the Exempt Minutes of the meeting held on 17<sup>th</sup> July 2019 (previously circulated)  
*(Not for publication by virtue of paragraph 7 of Schedule 3 of the Committees (Public Access) Ordinance 2012, relating to information about individuals)*
11. 2019/20 1<sup>st</sup> Quarter Report  
*(Not for publication by virtue of Paragraphs 2 and 7 of Schedule 3 of the Committees (Public Access) Ordinance 2012, relating to national security, defence and other security matters and relating to information about individuals)*

## OPEN MINUTES

**Police Committee Meeting**  
Held at the Liberation Room, Stanley  
At 1030 Hrs on 17 July 2019

*These minutes are draft minutes until confirmed by resolution at the next meeting of this Committee*

**Present:** Alex Mitham, His Excellency Deputy Governor (HE)  
Superintendent Jeff McMahon, Chief Police Officer (CPO)  
MLA Leona Roberts (LR)  
Matthew Jackson, Head of Legal Services (AG)  
Diane Simsovic, Acting Chief Executive (CE)  
Anton Livermore, Lay Member (AL)  
Derek Clarke, Lay Member (DC)

**In attendance:** Gavin Short, FIRS

**Minutes:** Cress Thomas, PA to Chief Police Officer

(Action)

|            |  |            |
|------------|--|------------|
|            | <b>Part I</b>  |            |
| <b>1.0</b> | <b>Apologies for Absence</b>   |            |
| 1.1        | Apologies for absence were received from Barry Rowland (Chief Executive), Simon Young (Attorney General) and His Excellency The Governor Nigel Phillips.   |            |
| <b>2.0</b> | <b>Declaration of Interest</b>   |            |
| 2.1        | There were no declarations of interest.  |            |
| <b>3.0</b> | <b>Confirmation of the Open Minutes of Meeting held on 18 April 2019</b>   |            |
| 3.1        | The word <i>meething</i> at the heading of the document must be corrected to <i>meeting</i> . Once this change is applied the minutes of the meeting were accepted as a true and accurate record of the meeting.   |            |
| <b>4.0</b> | <b>Matters Arising from the Open Minutes of Meeting held on 18 April 2019</b>  |            |
| 4.1        | There were no matters arising from the open minutes of the meeting held on 18 April 2019.  |            |
| <b>5.0</b> | <b>Report of the Chief of Police (4th Quarter 2018/19)</b>   |            |
| 5.1        | The CPO introduced his report which covered the period 01 April to 30 June 2019 (4 <sup>th</sup> Quarter 2018/19 Financial Year) which had previously been circulated to the Committee.  |            |
| 5.2        | The CPO stated that a bid to support the purchase of a new Command and Control System, the OTRICS-CIM (Overseas Territories Regional Criminal Intelligence System – Crime & Intelligence Manager) has been approved. Work is underway to introduce the system into the force in November 2019 and achieve complete implementation by March 2020.   |            |
| 5.3        | The CPO stated that the Domestic Abuse Campaign had been refreshed on 14 June 2019 (Liberation Day) and had good feedback from members of the public. External assessment and accreditation of the campaign will be discussed in detail with the Domestic Abuse Steering Committee which has been arranged for 30 August 2019. The CPO will provide further updates regarding this matter to the | <b>CPO</b> |

## OPEN MINUTES

|      |   |               |
|------|---|---------------|
|      | next Police Committee Meeting.  |               |
| 5.4  | <p>The CPO stated that CEOP (Child Exploitation and Online Protection Agency) training had been organised and funded via the FCO. RFIP officers along with various representatives from other FIG departments were trained. PST (Personal Safety Training) also took place and RFIP now has 2 in-house trainers that can maintain the force's PST qualifications in future. Both training elements were successful.</p> <p>The CPO also stated that firearms training will be organised by PS Smith in September – this would increase the force's response capability in any firearms incident. Once the training has been completed, a joint exercise with the military can be organised. Plans around this are still being drawn up. The CPO will provide further updates regarding this to the next Police Committee Meeting.</p>   | <b>CPO</b>    |
| 5.5  | <p>The CPO stated that following discussions with MLA Roberts regarding the situation of PSV licences and hire &amp; reward driving, a public meeting (public consultation) has now been arranged for Monday 22 July 2019. An EXCO paper would be finalised following the public meeting and will be submitted for approval with the aim of being in place for the new tourist season. The CPO stated that the public meeting will focus on the medical and criminal criteria.</p> <p>The Committee are very interested to see how this will progress over the next few months once the EXCO paper has been submitted for approval. LR stated that this has previously been discussed with the other MLA's and they are supportive of proposals (once the EXCO paper has been officially approved).</p>   | <b>CPO/LR</b> |
| 5.6  | The CPO stated that RFIP continues to police the weekly LATAM flights. Feedback is positive, especially from FSS. Planning is underway to provide a police presence at the up-coming second flight, commencing in November 2019.  |               |
| 5.7  | The CPO stated that great progress is being made in using social media platforms (currently a stand-alone police website and Facebook page). Over the last few months a great amount of feedback has been noted. New posts regularly reach up to 3,000 people. The <i>Reserve Police Constable</i> advert that was released recently was viewed by 27 different users over a weekend period. The posts on the Facebook page, especially with photographic content, are consistently reaching up to 1,000 users; with the photo for World Astronomy Day reaching over 9,000 people. The Domestic Abuse awareness campaign also reached around 3,000 and the crime information appeals that used to be largely ignored are now consistently reaching at least 1,000 users. The CPO also stated that in view of the very positive outcome of the 2 main social media platform, other options have been explored such as creating additional social media accounts in particular Instagram and Twitter; although this is still pending clarification from Rhian Burgees (Head of Communications). The CPO will chase this accordingly and provide an update to the next Police Committee Meeting. | <b>CPO</b>    |
| 5.8  | The CPO stated that a CSE Sub-Committee has now been established and will be reporting to the Child Safeguarding Board. This focuses on intelligence and information on various under-aged and/or vulnerable children who could potentially be victims of sexual crime. In addition to this, possible perpetrators are also identified. Other agencies represented on the sub-committee are Health, Education and SWD.  |               |
| 5.9  | The CPO stated that in terms of Community Policing – PC Thacker continues to produce great work as the FICS liaison officer and regularly interacts with pupils. PC Dalton and PC Browning also arranged for a group of scouts and cubs to visit the station in early July 2019. Additionally, DC Loftus left the Islands to join the World Police Games in China representing the Royal Falkland Islands Police.   |               |
| 5.10 | The CPO stated that the force inspection has been done and a police development plan has been drawn up. Both documents will be submitted to EXCO for approval.  | <b>CPO</b>    |

## OPEN MINUTES

|            |  |               |
|------------|--|---------------|
| 5.11       | The CPO stated that in terms of budget – a few shortfalls in particular budget lines were highlighted, however, all of these were covered from the 2018/19 budget and no major issues were noted. Carry-over requests were submitted accordingly.  |               |
| 5.12       | The CPO stated that some staffing changes occurred during the 4 <sup>th</sup> quarter of 2018/19. DS Barney Allcock left the force and was replaced by PC Andy Burdon. He commenced as DS on 10 June 2019. PC Graham Fairweather completed his contract. 4 new uniform staff are due to arrive in the next two months; while recruitment for a DC and an Inspector post are still ongoing. PC Jenkins also completed and passed his probationary period. The MASH Officer is due to arrive in October 2019.  |               |
| 5.13       | The CPO stated that officer training is still ongoing for student officers – PC Chapman, PC Thorsen and PC Davies. All 3 student officers are noted to be doing well and have shown high level of interest in learning. The CPO also stated that sickness levels during the 4 <sup>th</sup> quarter of 2018/19 are relatively low and do not raise any concern. Finally, 2 letters of appreciation were received during this quarter, with no complaints.  |               |
| 5.14       | The Committee expressed their gratitude to the CPO for all the work and providing very detailed information to the committee every quarter. A lot of changes have been noted and committee is looking forward to seeing and hearing more of the positive outcome on the coming changes.  |               |
| <b>6.0</b> | <b>2018/19 4<sup>th</sup> Quarter Crimes</b>   |               |
| 6.1        | <p>The CPO stated that during the 4<sup>th</sup> quarter of 2018/19 the detection rate is 43% which does not meet the SLO of 65.5%. However, the CPO explained that this is due to a number of crimes recorded that are hard to detect. For example, criminal damage and/or theft. Often there are no witnesses or evidence. Ethical crime recording has also been introduced and is being adhered to. RFIP are converting incidents to crimes in accordance with the UK Home Office Guidelines on crime recording. All other SLO's were achieved.</p> <p>Furthermore, the CPO stated that FPN's have been suspended in May 2019. An issue emerged with the manner in which appeals were being processed. The system as it stands means the AG is excluded from the decision to prosecute and this is not lawful. The process is being reviewed by crown counsel, Mr Stuart Walker (AG).</p>   |               |
| 6.2        | The Committee noted that a high number of false 999 calls are recorded. The CPO explained that this is most probably due to the technology. Often callers aren't aware that their mobile phone (or any other technology such as smart watch) dialled 999. Regular advice is announced on the radio regarding this matter.  |               |
| 6.3        | The CPO stated that complaints relating to speeding vehicles in town or along MPA road are received quite regularly from members of the public. RFIP conduct speeding checks on roads highlighted by members of the public. There is no clear road safety strategy and the road network in Stanley can be overcrowded. The potential for more vehicles is evident; given the anticipated increase in population. A general discussion ensued about the role of PWD in road design. AL also expressed his frustration at the lack of progress over the state of road traffic law, some of which had not changed since 1948. Reference was made to previous attempts to bring parity to the application of road traffic law to all publically maintained roads. Previous documentation is to be resurrected and LR will take this forward to seek views from fellow MLA's. The legislative timetable is full and to make any progress with road traffic law changes, something would have to be sacrificed that currently sits in the programme. | <b>CPO/LR</b> |
| <b>7.0</b> | <b>Date of Next Meeting</b>  |               |
| 7.1        | To be established – October / November.  |               |

## OPEN MINUTES

|             |  |  |
|-------------|--|--|
| <b>8.0</b>  | <b>Exclusion of Press and Public</b>   |  |
| 8.1         | The Committee resolved to exclude the press and public on the grounds that the next items of business to be considered were exempt within the terms of paragraph 7 of Schedule 3 of the Committees (Public Access) Ordinance 2012 relating to information about individuals. |  |
|             | <b>Part II</b>   |  |
| <b>9.0</b>  | <b>Confirmation of the Exempt Minutes of Meeting held on 18 April 2019</b><br><i>(Not for publication by virtue of paragraph 7 of Schedule 3 of the Committees (Public Access) Ordinance 2012, relating to information about individuals)</i>                                |  |
| <b>10.0</b> | <b>2018/19 4<sup>th</sup> Quarter Report</b><br><i>(Not for publication by virtue of paragraph 7 of Schedule 3 of the Committees (Public Access) Ordinance 2012, relating to information about individuals)</i>  |  |

**~Ends**

**REPORT OF CHIEF POLICE OFFICER TO THE POLICE COMMITTEE**  
**Q 1 October 2019 - OPEN SESSION**

The report contains statistical data for the following periods: July to October 2019

**General summary:** including notable incidents, arrests and events

- A bid has been approved to support the purchase of a new Command and Control system - ORTCIS. Contracts have been signed and the system is expected to be live from January 2020.
- The domestic abuse steering committee met in September and October and decided to continue to meet in the absence of an Adult Safeguarding Board. There is still a small amount of money left and this is to be used to carry out further campaign work on the anniversary of the original campaign held last November.
- CEOP produced a complementary report on safeguarding processes in place within RFIP and other agencies. Further progress is anticipated with the arrival of the MASH officer, who is now in post.
- A paper is to be submitted to Executive Council recommending legislation to ensure there is suitable set of criteria for anyone wishing to drive for hire and reward. Final public consultation saw little objection to the introduction of a barring scheme. There was a weight of opinion that the law must apply to everyone involved in driving for hire and reward, including the West.
- The force continues to support weekly policing commitment to the LATAM flight. Aviation policy has been uplifted, with reference to the many offences that can be committed at airports and on planes. There is now a properly designated restricted area which gives police greater power to deal with troublesome passengers.
- The Child Sexual Exploitation committee met and is making good progress in coordinating activity and arranging a series of inputs in both schools.
- There is a RFIP public meeting in Stanley on October 30.
- There have been a number of road traffic collisions in the previous quarter. Some of these on the MPA road have resulted in minor injuries. Speed enforcement work continues in an effort to persuade people that speed kills.
- 2 reports of drinks being spiked at The Globe public house. The licensee has responded to this by publishing his own safety advice to customers. RFIP had already sent out messages via TV and radio about taking care when leaving drinks unattended. Enquiries continue to discover the culprit. No further reports recorded since these two alleged incidents.

**Community Policing**

- Schools Programme – IJS –Cycle Safe/Peer pressure/self-esteem talk/Constables Cup/Police officer bingo/Regular patrolling within the school play ground
- FICS – Significant work undertaken by the schools liaison officer
- DC Loftus returned from the World Police games in Chengdu having raised the profile of both the Falkland Islands and RFIP.

See separate report containing more detail on the forces work linked to the previously circulated community policing strategy.

**Force Development Plan**

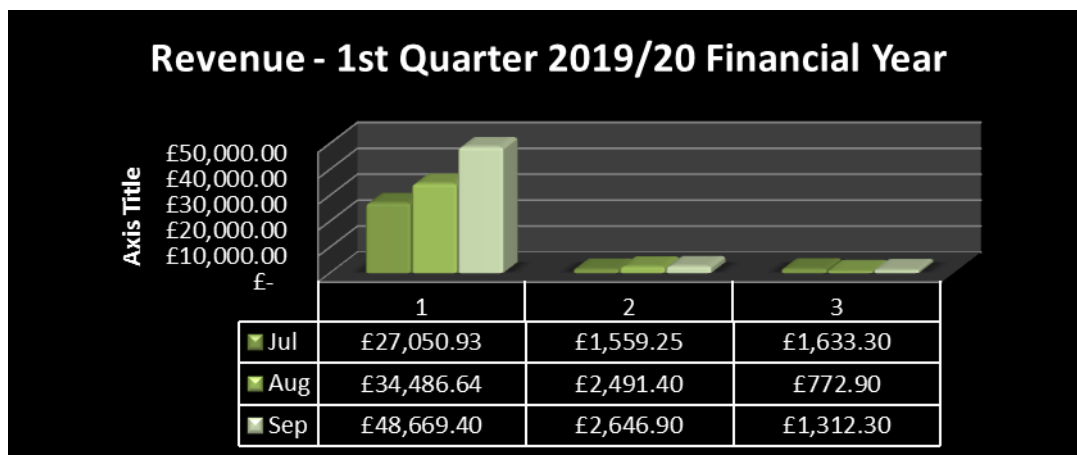
Following the force inspection development plan was been drawn up. Exco approved the report and work continues on 37 actions/recommendations that emerged out of the work of the inspectors. 15 of these actions have been completed. A copy of the report is included with this report for those members of the committee who have not seen it.

**FINANCE**

**2019/20 Financial Year – 1st Quarter Report**

**REVENUE**

Revenue income for the 1st quarter of the 2019/20 financial year shows the department has achieved 45% of its predicted annual income for vetting. A total of 164 vetting checks have been processed between 1<sup>st</sup> July 2019 and 30<sup>th</sup> September 2019, 123 of which were private and therefore paid requests whilst the other 40 are requests from HR / Charity / Early years which means no fees have been applied. The revenue for vehicle licences and sundry licences have achieved 28% and 26% consecutively of the annual predicted revenue which is in line with the 1<sup>st</sup> quarter of 2018/19 financial year.

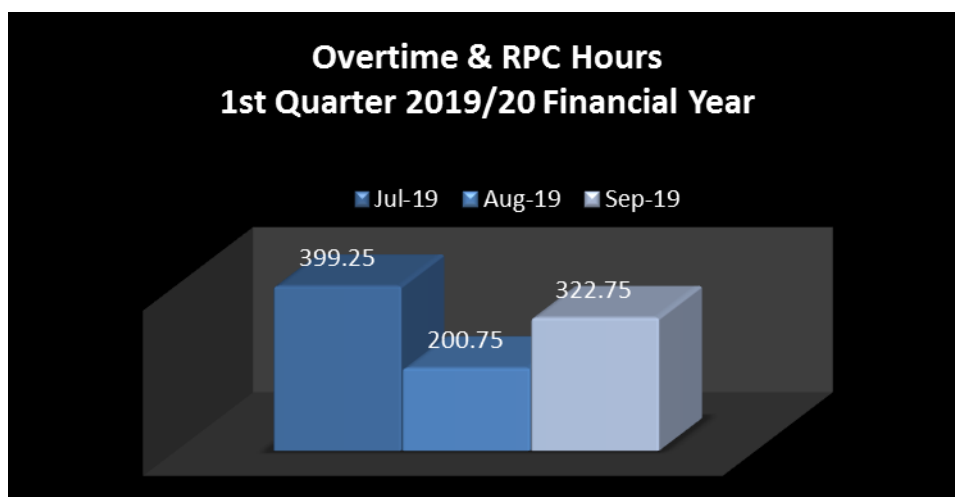


Licensing audit continues to be done regularly with no major issues emerging. Payment using SCB transfer slips have been made available to customers which has received good feedback. No major issues were noted during 1<sup>st</sup> quarter; minor issues were noted – all of which were resolved in a timely manner. There were also no cancelled tax discs during the 1<sup>st</sup> quarter.

A new Licensing Bureau till system was purchased following a recommendation from the Internal Auditor. However, to date it has not being configured. Various Skype sessions have been done without success to try and remedy the situation. Discussions are currently ongoing with the Licensing Bureau to assess the viability of moving services to Post Office and efforts are being made for this to be completed before the end of 2019. This means the till system will not be needed and can be sold off if necessary.

### EXPENDITURE

Staffing costs for the 1<sup>st</sup> quarter of 2019/20 financial year showed reasonable overtime claims. Between 4 and 6 officers were on annual leave during the first 3 months of the financial year. Due to this, officers on rest days were required to cover shifts.



Despite the challenges of staff shortages during the 1<sup>st</sup> quarter of this financial year, PST training was conducted for all officers with refresher courses. Additionally, both PC Morgan and PC Jenkins were successful in their PST instructor's course and are now able to conduct PST training when needed. Trauma Training was attended by PC Browning and PC Dalton. Firearms Training commenced in October.

Departmental operating costs for the 1<sup>st</sup> quarter of 2019/20 financial year showed reasonable spending on all budget lines although over £10,000 was spent on Investigation Expenses due to ongoing investigations. More forensic invoices are anticipated to arrive in the next few weeks. Vehicle repairs are up due to increased trips to MPC along the poor road. Orders for new uniform continue as planned. Recently acquired new uniforms have been issued to all full-time officers and staff members. More has been ordered for RPC's; which should be arriving in the Islands in 2020. Additionally, a West Patrol in December has been booked and planned – this will be conducted by PS Smith and PC Davies.

Department overheads costs for the 1<sup>st</sup> quarter of 2019/20 financial year showed reasonable spending on all budget lines although shortfalls are still expected with the Telephone Charges, Central Heating Costs and Incidental Expenses for which additional funding should be sourced within the current budget of RFIP. In view of this, it has been noted that warrants will be increased in the next budget proposal for 2020/21 financial year. All other budget lines within this category are within the expected limits.

Departmental transfers costs for the 1<sup>st</sup> quarter of 2019/20 financial year shows electricity charges of £5,606 for both Police and HMP. An AV has been arranged for this to be split in half with HMP which is waiting to be processed. Water charges are still awaited.

## **CAPITAL BUDGETS**

7105-0901 Computer Software 999 Recording System  
Installation of the system has been completed by SURE in June 2019.

7110-0901 OTRICS  
Memex licences and maintenance fee have been paid for recently. Installation process is due to begin on 1<sup>st</sup> November 2019 onwards.

## **Staffing**

During this reporting period the following staff changes are reported –

- PC Barry Thacker was successful at interview and takes over as inspector from Insp Roberts in Dec.
- PC Clayton Crowie joined RFIP from St Helena police
- PC Mark Dixon joined RFIP, having served 30 years with Humberside Police. He is the force's appointed vehicle examiner
- PC Martin Anstee joined RFIP from Hampshire Constabulary
- DC Helen Taylor is the MASH office – now in post
- SEO Wendy Van Rensburg
- 4 reserves recruited- total now 7
- SEO Douglas resigned from her role.

## **Training and development**

- Student officer training – on going
- SAR maritime training completed for all staff
- Firearms training on-going



- Interview training planned for early 2020
- Trauma training for 2 officers completed

### **Sickness**

July – 3

August – 13

September – 17

Sickness has increased. This is attributable to one officer with an underlying medical condition. This has been addressed and it is anticipated that the officer will return to work in the near future.

### **Complaints**

Complaints received in this quarter – one. Matter informally resolved

### **Appreciation**

There were 8 matters referred either by letter or email complimenting staff.

One Chief Officers Commendation issued.

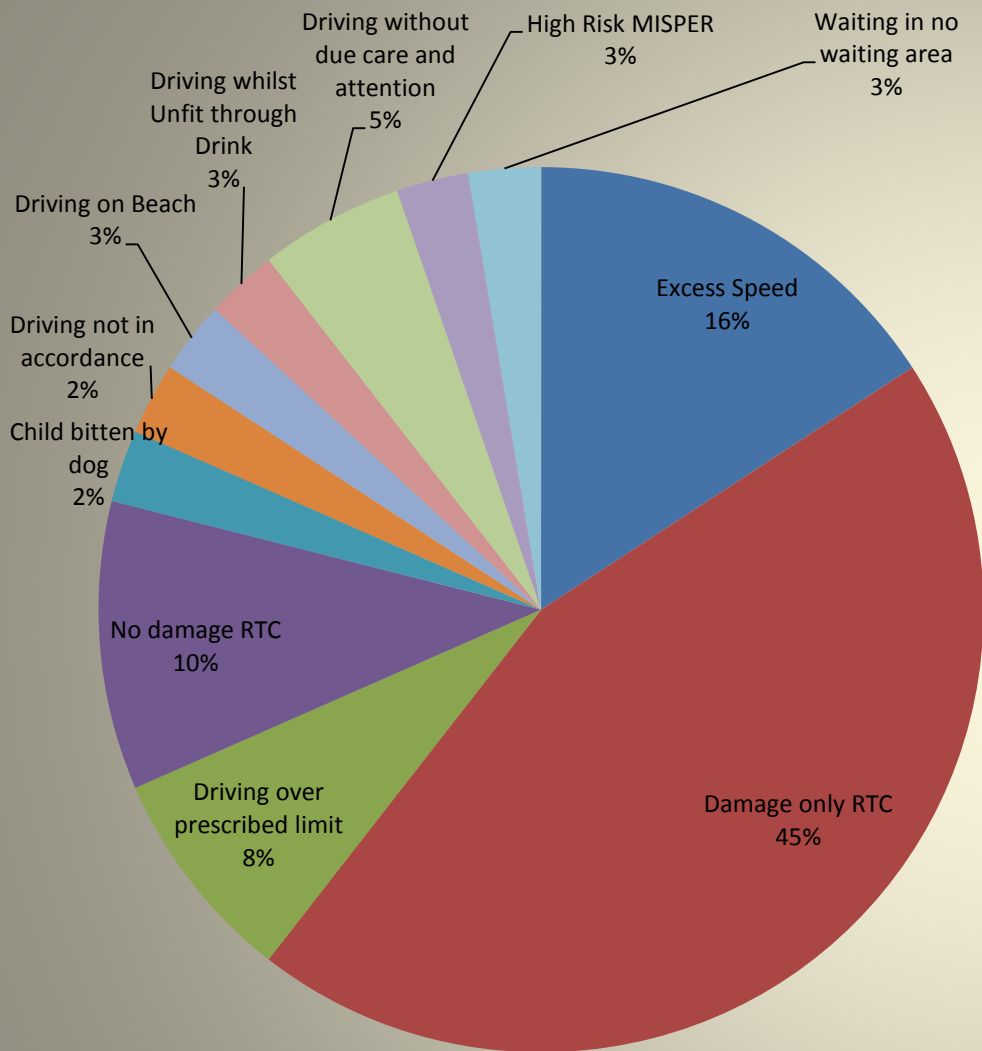
## Appendix 1

### RFIP BUSINESS PLAN 2019/20

| Number | Service Level Objectives - 16  | Target 2019/20   | Results   |
|--------|--|--|---|
| SLO1   | Answer all 999 calls within 10 seconds   | All calls answered within 10 seconds   | <b>All calls answered within target time. Objective achieved.</b>   |
| SLO2   | Police Officer to be on-site at any 999 emergency call in Stanley during normal working hours ( 8am – 5pm) within 10 minutes in 96% of cases   | Police Officer attends incident within 10 minutes.   | <b>100% of urgent calls were attended to within 10 minutes. Objective achieved</b>  |
| SLO3   | Police Officer to be onsite at any 999 emergency in Stanley out of normal working hours (5pm – 8am) within 15 minutes in 100% of cases   | Police Officer attends incident within 15 minutes  | <b>All calls were attended within the target time. Objective of 100% achieved.</b>  |
| SLO4   | Neighbourhood policing – number of community initiatives carried out per month – Defined as engagement with pre- arranged events or police led events  | Report each quarter on the number of community activities the police have engaged in.  | <b>RFIP engaged in 8 community activities.</b>  |
| SLO5   | Police Officers to conduct high visibility mobile patrol of Mount Pleasant Airport arrivals departures once per month to coincide with the departing Lan Chile flight that routes in via Argentina | Conduct one patrol per month. (Look to increase this as and when extra flights arrive). CID to perform SB function at the airport with an emphasis on assisting customs in detaining and questioning individual visiting the islands | <b>Objective achieved.</b>  |
| SLO6   | Report on the number of strategy meetings and other joint working investigations or initiatives by the MASH officer  | Each quarter provide data on the number of strategy meetings dealt with by the MASH officer and the number of joint investigations.  | <b>The MASH Officer was not in post for Q1. However, RFIP attended several strategy meetings chaired by SWD.</b>  |
| SLO7   | Monitor force performance via a suite of PI's.   | FPN<br>Process<br>Crime reports<br>Files to AG<br>Intelligence reports   | <b>0 – Under review<br/>38<br/>29<br/>40<br/>36</b>   |
| SLO8   | To achieve plus 2% detection rate for all crime based on 2017/18 detection rate of 66%   | Target is carried over from last year – set at 66%   | <b>Objective in progress. The detection rate for completed crimes in Q1 was 40% (compared to 38% in Q4 18/19). There were a large number of crimes recorded that are hard to detect as they have no witnesses or evidence or may not previously have been categorised as a crime.</b> |
| D1     | Implement recommendations that came out of the Feb 2019 force inspection.  | Provide quarterly updates to the police committee.   | This was referred to in the main update.  |
| D2     | Continue professional  | 1. Report on training events   | 1. This quarter saw 2   |

|    |  |   |   |
|----|--|---|---|
|    | development of officers and support staff to develop and maintain identified specialist skills through overseas and local training | <p>per quarter to the committee</p> <ol style="list-style-type: none"> <li>2. Report on development of new recruits</li> <li>3. Report on firearms training</li> <li>4. Report on detective training</li> <li>5. Report on CSI training</li> </ol>  | <p>officers undertake trauma training. All staff received training SAR maritime procedures.</p> <ol style="list-style-type: none"> <li>2. Two new recruits moved to independent patrol and are progressing well. A third was affected by an underling medical condition. This has been addressed and a return to duty and further development is forecast</li> <li>3. Firearms training has started with two officers working toward AFO accreditation.</li> <li>4. Field Intelligence Officer undertook further online qualifications in forensic retrieval of evidence from computers.</li> <li>5. JSPSU Crime Scene Investigator has offered to train all staff on crime scene management and exhibit handling.</li> </ol> |
| D3 | Replace the force IT system  | This budget round saw approval for capital bid to buy and install a new IT system. There is a project initiation document in place and the committee will be updated on progress regarding installation of the new system and management of a large amount of data housed on the existing Cardbox system. | As reported on in the main report, OTRICS contacts have now been signed off. There is a delay in the system going live due to the unavailability of the FCO trainer. He is engaged in migration of the existing system to a cloud based version for the Caribbean territories.  |

# Processes & Incidents



**Breakdown of Q1 Processes**

| 2019/20 Q1 (Q4 18/19)   | July   | Aug     | Sept   | Totals                     |
|---|--------|---------|--------|----------------------------|
| <b>Incidents Reported</b>   | 139    | 141     | 191    | <b>471 (425)</b>           |
| <b>Incident Response (average time in minutes day and night within Stanley)</b> | 3      | 3       | 4.5    | <b>3.5 (6)</b>             |
| <b>Process Reports</b>  | 13     | 13      | 12     | <b>38 (38)</b>             |
| <b>Number of Crimes reported</b>  | 14     | 7       | 8      | <b>29 (35)</b>             |
| <b>Persons Arrested: 1<sup>st</sup> Arrest Answer bail/charging</b>             | 7<br>2 | 11<br>6 | 8<br>2 | <b>26 (19)<br/>10 (14)</b> |
| <b>Open Crimes</b>  | 1      | 2       | 5      | <b>9 (14)</b>              |
| <b>Number of Investigations completed</b>                                       | 10     | 11      | 19     | <b>40</b>                  |
| <b>Completed Investigation Detection Rates (%)</b>                              | 10     | 27      | 63     | <b>40 (38)</b>             |

Following guidance from the AG's Office, the issue of FPNs was suspended in May and is still under review.

# Processes & Incidents Q4 2018/19

## 1st Quarter incidents log

| MONTH                    | July 19    | Aug 19     | Sept 19    |
|--------------------------|------------|------------|------------|
| 999 CALLS                | 6          | 10         | 8          |
| 999 FALSE CALLS          | 13         | 10         | 12         |
| RADIO                    | 2          | 4          | 1          |
| POLICE ROUTINE           | 43         | 43         | 74         |
| INFORMATION ONLY         | 51         | 61         | 59         |
| ALARM FIRE/INTRUDER      | 4          | 6          | 9          |
| PERSONAL VISIT           | 14         | 5          | 9          |
| HM FORCES                | 0          | 1          | 1          |
| FIRE /AMBULANCE          | 2          | 1          | 0          |
| MISC/SOCIAL SERVICES     | 2          | 0          | 0          |
| HM PRISON                | 1          | 0          | 18         |
| PUBLIC SERVICES (EG PWD) | 1          | 0          | 0          |
| <b>TOTAL</b>             | <b>139</b> | <b>141</b> | <b>191</b> |

### JULY 2019

- One medical emergency at MPC was responded to by the MOD Medical Centre

### Sept 2019

- One 999 call was responded to by the Fire Service only at Mount Kent
- One 999 minor medical emergency was responded to by KEMH only

### Road Safety Checks

#### July

- Seatbelts - 55
- Speed - 279

#### Aug

- Seatbelts -
- Speed - 196

#### Sept

- Seatbelts -
- Speed - 322

### Aug 2019

- One 999 call was received during the night from MPC and was responded to by JSPSU.
- One 999 call was downgraded on receipt .
- One 999 call was for an incident outside of Stanley and was responded to by RFIP within 13 minutes.

### July 2019

Two of the six 999 calls received in June were downgraded to Police Routine upon receipt of the calls

### Patrols Conducted

#### July

- Mobile - 100hrs
- Foot - 3hrs

#### Aug

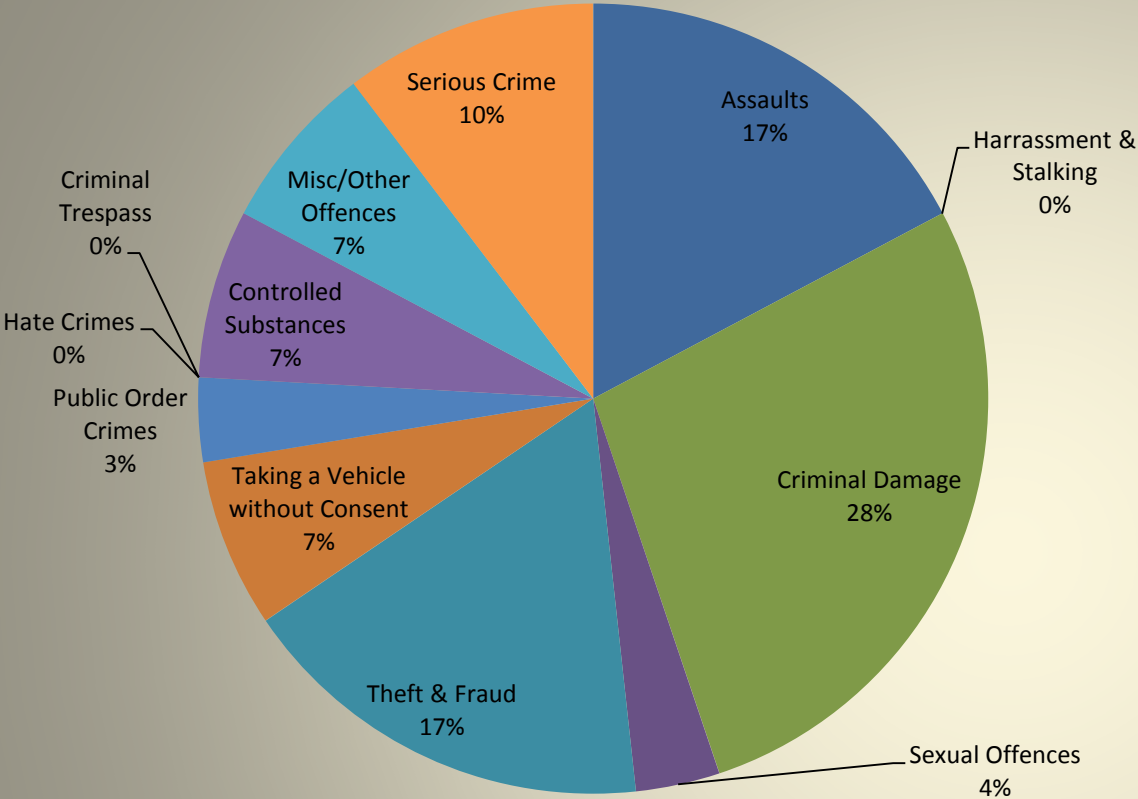
- Mobile - 87hrs
- Foot - 9hrs

#### Sept

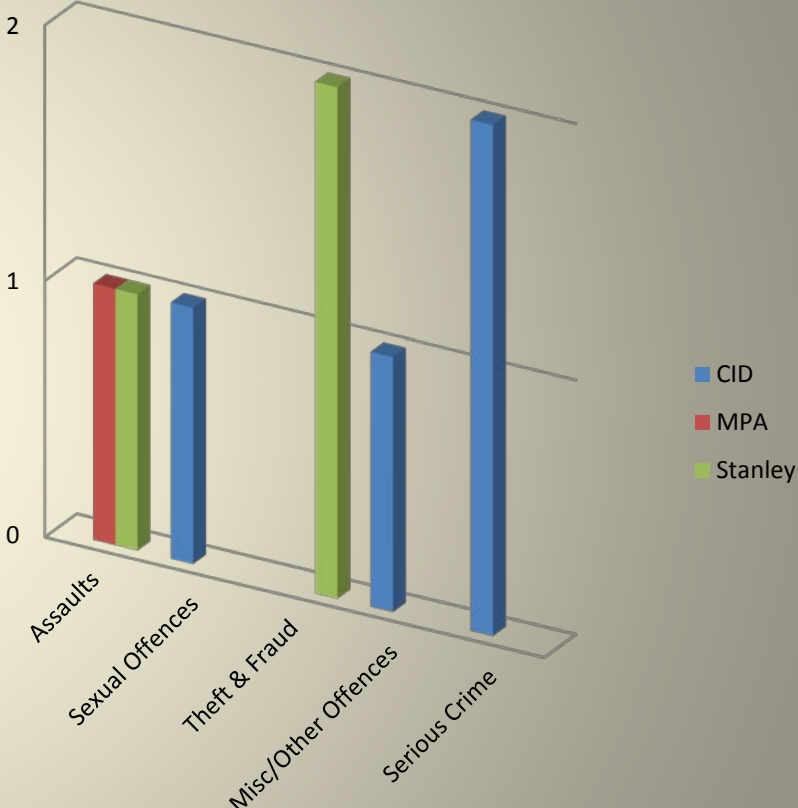
- Mobile - 119hrs
- Foot - 9hrs

# Crimes reported in Q1 2019/20

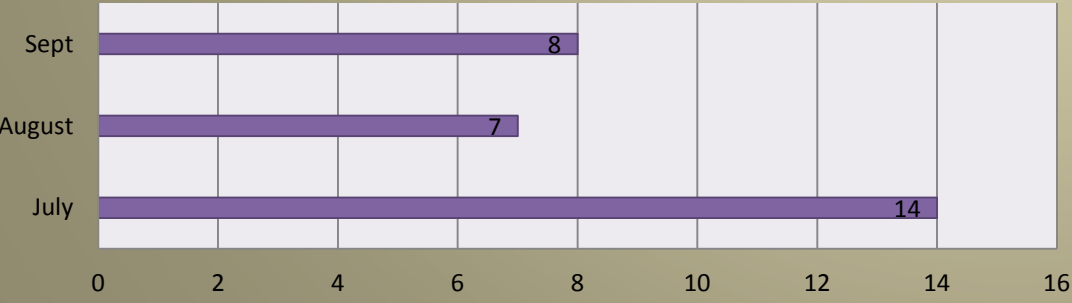
## Breakdown of 29 crimes in Q1 2019/20



## Open Crimes split by type & factoring location and CID investigation



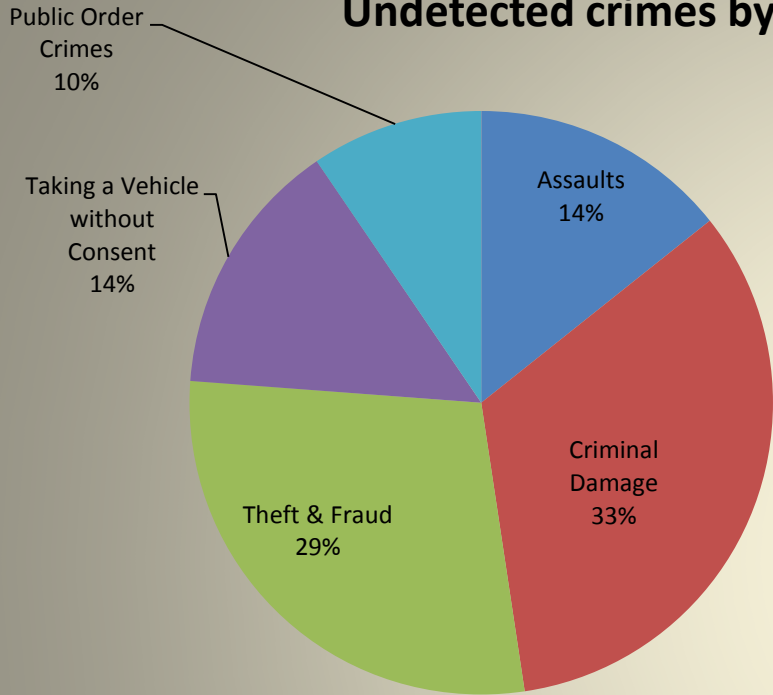
## Number of crimes by month



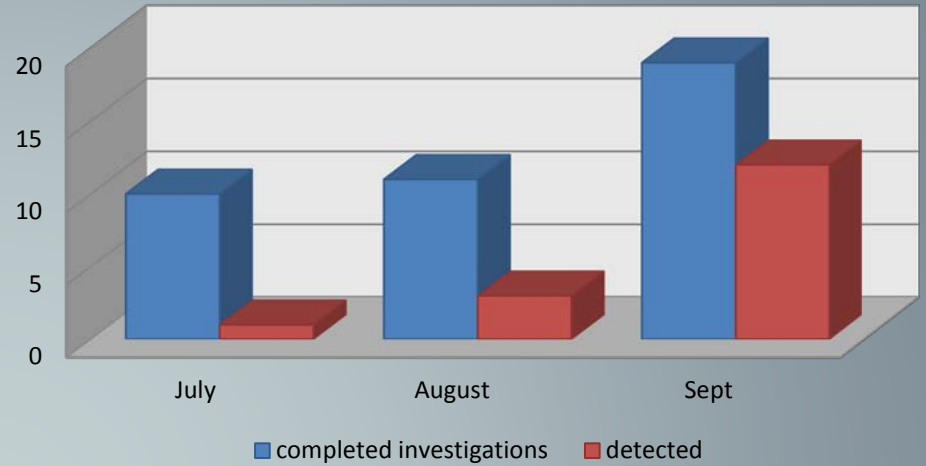
All reported serious crimes were sexual offences

# Investigations completed in Q1 2019/20

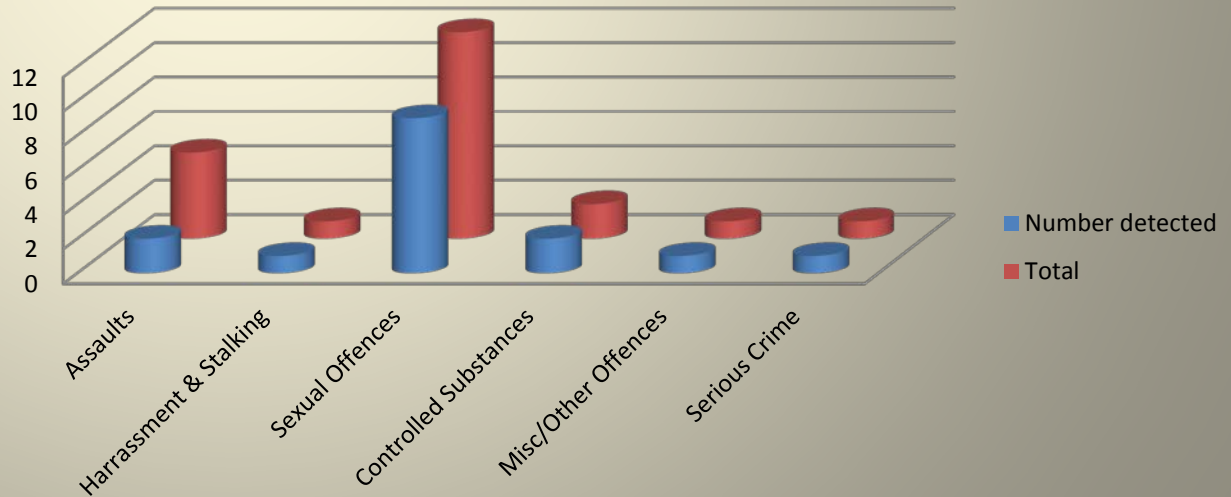
## Undetected crimes by type



## Investigations completed in Q1 by month



## Breakdown of detected crimes



There is one open crime from Q4 2018/19 and it is a CID investigation

The detection rate for Q4 2018/19 is 38%



## Report to the Police Committee on Community Policing

Date: 18 October 2019

Re: Community Policing

This report provides further clarity in relation to the work undertaken by RFIP, utilising the force's community policing strategy. This document, drawn from the UK College of Policing, has been previously circulated to members.

### Foot patrol

| Designated foot patrol zone          | Key Times  |
|--------------------------------------|--|
| Junior or senior school              | 8am – 9am/ 12pm-1pm/3.30pm   |
| Supermarkets (West Store/Chandlery)  | Week day evenings/ weekends  |
| High profile community events        | TBA – subject to forward planning  |
| Night time economy – pubs in Stanley | 9pm –midnight Friday/Saturday  |
| Camp/West                            | Pre-planned visits and attendance at community events  |
| MPC- in conjunction with JSPSU       | Policing civilian flights and increasing presence in areas occupied by contractors                                       |
| Tourist areas                        | Day time when bigger ships are visiting. To act as a deterrent to theft from shops and promote the islands as safe place |
| KEMH                                 | Acorns and during weekday opening times for out patients department  |

The table provides a framework to guide officers and supervisors when undertaking foot patrols.

The caveat to maintaining visibility relates to the fact that the force is small in number and the availability of staff to undertake foot patrol is affected by the requirement to staff the control room. Officers carrying out crime or other enquiries are also drawn away from high visibility patrolling.

### Mobile patrol

Utilised to good effect and helps to maintain an immediate response capability. Greater exposure to crimes at MPC and working at the airport has led to a significant increase in travel along the MPA road.

There is a planned visit to the West arranged for December 2019. The 2018 visit was well received and every effort will be made to ensure a police resource visits at least once a year.



## **Public Meetings**

The next Stanley public meeting is due to take place on October 30. These are generally not well attended, but are another way of allowing the public the opportunity to find out what the force is doing and ask questions of the COP.

Further meetings at Goose Green and North Arm will be arranged in due course. Meeting have been held there last year.

## **Social Media**

The force makes great use of social media. The force has a bespoke website and has access to Facebook. Efforts are also on-going to set up Instagram and Twitter accounts. The use of social media is an effective way for the police to show the community the many varied tasks carried out on their behalf.

The impact of various campaigns and crime appeals attracts an increasing number of visits to the platforms used by the force.

## **Schools**

Both IJS and FICs have a dedicated police liaison officer. There has been a significant amount of work undertaken in both schools. The IJS plan for the next quarter is referenced in the main report.

FICS activity is detailed below. The liaison officer was PC Tacker; his replacement is PC Scott Smith. The MASH officer will also add her experience in taking forward initiatives to tackle CSE.

- Work with Senior Management team to understand their ethos, values, and vision so as to tailor effective police contributions to meet whole school strategies.
- Work with middle managers to help develop and deliver input into curriculum delivery and support
- Work with individual teachers/teams to help develop and support their work within the classroom
- Work with students on specific issues that may get raised
- Getting known and provide a presence in school, make having a police officer in the common areas the norm, promote effective exchange of information, manage expectations and develop mutual understanding.

## **July - Oct 2019 activity**

Visits - 11 including Stanley House and IJS

SMT contact - 6

Staff - 11

Students - 16

Inputs - 1 Dangers of throwing rocks

- Information request on ex pupil re CSE sub group

- At schools request did an input to a number of students who had invented a game of throwing rocks at each other
- Update re found bicycle
- Posted a supportive message on Facebook in support of the Y11 students and their results. Attended the school to share in celebrations and met with Rachel Seddon, Director of Education and discussed next school year and expectations; as there are more students in Y7 than left in Y11 and even more in the current Y5 which will impact the next academic year.
- Presented consent input to pupils
- Welfare visit for the receptionist checking on his welfare after an incident with his vehicle
- Interacted with the staff there who were busy preparing for the start off the new term
- Interacted with students in common areas asking questions about the police

In addition the information to parent's booklet has been finalised and will be handed to PC Smith for roll out. In addition Facebook has been updated with information on a number of internet sites that parents should be aware of. Work with Synergy to promote the 'Gargoyle' monitoring unit has also taken place.

#### **Further ideas for development of the role include**

- Display/use of speed gun - which would tie in with efforts to reduce speeding
- Ride-a-along/on patrol with officers - let pupils experience what we do with community engagement
- Visit to the police station - there is always interest in the armoury and firearms and riot equipment.
- Provide the youth with a voice - Community policing and engagement strategy, youth feel valued, crime prevention and aid in breaking down barriers, building bridges thereby increasing confidence in the police

#### **Future planning**

- Assist RFIP to develop more effective and targeted strategies and plans to meet community needs
- Future proofing activities and RFIP development - next generation of community involvement and adding to and building upon current activities
- Opening avenues of intelligence and corporate memory - aid in the prevention and detection of crime and ASB
- Establish an effective model of engagement to evaluate and roll out to other hard to reach groups - effective communication lines, police/community engagement, equipping staff with an achievable model of Neighbourhood policing. For example use recently recruited officer from St Helena to uplift engagement with the St Helenian community.

#### **MPA**

The force has made significant progress in forging links with the contractor community at MPA. Monthly surgeries are held with management and an open surgery for all other contract staff. The responsibility for managing crimes and dealing with the contractor community falls to RFIP. The surgeries are run in conjunction with the CMLO and JSPSU.

There is a steady stream of crimes that draw the force into the MPA environment.

Policing the airport is another area where the police provide a highly visible presence and get to see a large number of the population as they transit through the airport.

### **Conclusion**

The force has made great strides in improving its reputation and demonstrating success through a range of criminal convictions. The make-up of the force has also moved in the right direction, with an increase in the number of female officers.

The addition of officers with significant experience will also add to the developing community policing model. PC Thacker is due to take up post as the new inspector on December 10. He has a wealth of experience in community policing from working in a UK force. He has already been asked to review the community policing strategy and bring fresh impetus to this keystone of policing in the Falkland Islands. Further updates will be presented to the committee in due course.

J McMahon - Superintendent



**ROYAL FALKLAND ISLANDS  
POLICE INSPECTION REPORT**

February 2019

**AUTHORS**

David Roberts and Neil Hunter

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## Executive Summary

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It was apparent from the evidence gathered during this inspection that in recent years the Force had not been operating as effectively and efficiently as it could do, with questions being raised about the degree to which policing had the trust and support of the community.

The Falklands Island Government (FIG) and Executive Committee had the insight to recognise there was an issue and acted by supporting the appointment of a new management team and some new members of staff over the course of early 2018.

It is against the background of the new team having to take on this challenge and striving to rebuild a police service of which the community can be proud that this inspection was conducted.

There is strong evidence that the force has taken a step in the right direction to significantly improve the policing service to the public.

Pleasingly, we consistently found individual police officers and police staff members at all levels who recognised the challenge, who were extremely enthusiastic about their work, and simply wanted to do a good job for the public.

The new senior management team have worked hard to enhance the integrity of the Royal Falkland Islands Police (RFIP), with many policies and procedures in place.

However, there are resilience issues when either of the senior police officers are off the islands.

From the evidence the inspectors examined, including that contained in case files and IT systems, interviewing staff and observing members of the public reporting incidents, the inspection team found that the RFIP strives to ensure that records are made, supervised and officers act.

However, in some areas they are only at the outset of their journey in relation to having effective policies and procedures due to the legacy they inherited.

With new leaders being appointed regularly due to turnover, it is vital that there should be a positive, ambitious and realistic future direction that is supported by a clearly defined vision.

The inspectors consider that this should be set out within a strategic 5-year plan that is reviewed on at least an annual basis.



Such a plan needs to be subject to wide consultation with the Falkland Islands communities and stakeholders, including the wider executive; it cannot be the sole responsibility of the police.

The development of this plan can best be achieved by the Chief of Police assessing the key emerging threats and risks for the force, and a Falkland wide community safety needs assessment. This will provide a clear understanding of the key issues and challenges that policing across the whole of the Falkland Islands faces and what is important to the communities.

With that understanding the force can then develop a service connected to the communities, and a police force fit for the future that is able to support victims, protect the vulnerable, and prevent crime and anti-social behaviour.

There has been a significant turnover in staff at all levels within the RFIP. This is a regular occurrence within the Falkland Islands for most posts. That makes the importance of long-term planning even more essential.

It is also the case when any new management team takes responsibility for an organisation there is an understandable urge to tackle all the problems at once. The inspection suggests that the approach should be set out in an annual delivery plan that drives internal activity in a structured and managed way. Much of the content of such a plan and the programming can be discerned from the inspectors' comments in this report, but it is for the Chief of Police to schedule the tasks.

It is clear that some targets have been established for the RFIP and it is suggested that these will need reviewing in light of the new planning process. When that takes place, the new targets should be specific, measurable, achievable, realistic and timely.

There are some good examples as to how the RFIP are striving to improve engagement with the various communities on the islands. However, the approach could be structured better as at present most of the knowledge about the communities is retained by individual staff. This is a risk that was also seen many years ago in England and Wales prior to the investment in neighbourhood policing.

The Inspectors recommend the introduction of community profiles for the various community groups and locations utilising them, to inform future engagement with that community. Where achievable this should be completed by police officers being allocated to work with specific communities.

The RFIP information technology is poor.

The report recognises that work is ongoing to replace these systems but encourages this to proceed as promptly as possible. The Inspectors understand that the RFIP alone cannot make this happen but recognises the importance of the new IT systems, particularly for recording 999 calls, incident recording,

intelligence management and crime reporting, and for these to be introduced at the earliest opportunity.

The inspectors found that there had been progress in the ethical recording of crime and of recording detention in custody. The community needs to be confident that when they report a matter that it is investigated or if they are detained, they are dealt with expeditiously and fairly.

All the evidence available to inspectors was positive in this regard.

Crime levels and incident levels remain low and there is no evidence that additional resources would be required to deal with every day crime or incidents. When more serious investigations are required, as in the recent historical sexual offences' investigation, the RFIP has risen to the challenge.

However, RFIP now needs to ensure that the experience gained during these investigations is maintained, and in this report the inspectors suggest the relevant authorities need to take care in reducing the current numbers of detectives to pre-operation Cinnamon levels.

Significant changes have recently been made to safeguarding across England and Wales, including to the local children's safeguarding boards. The FIG may want to monitor the new arrangements and once established then consider if there are clear benefits for the islands.

## Introduction

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### **The commission**

On 9 July 2018, Red Snapper Management Services (RSMS) was invited by the Royal Falkland Islands Police (RFIP) to submit a proposal to inspect policing.

On 29 August 2018, the Executive Council approved the commission of an independent inspection of the RFIP from RSMS with the comment: -

*“whilst the inspection team will rightly be reviewing the entirety of policing activity, community policing and safeguarding would receive special attention”.*<sup>1</sup>

The inspection was conducted between the 19 February 2019 and the 25 February 2019.

The inspection was undertaken by two senior RSMS consultants both of whom have extensive policing experience as senior police officers in England and Wales and as former senior members of Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services.

This report represents the independent views of the inspectors based on their strategic, operational and inspection experience.

### **Terms of reference**

The inspection team was asked to give particular attention to the direction of travel of RFIP, focusing upon whether or not the policing service was improving.

The detailed terms of reference were as follows: -

To conduct an inspection of: -

- **leadership and associated human resources working practices including the complaints procedure, provision for the wellbeing of staff and an ethical culture;**
- **crime prevention and investigation performance, an audit of crime recording and custody records, and an assessment of victim care and support; safeguarding and community policing; and**
- **an assessment of demand, of resource capacity and capability, and how resource is matched to meet demand.**

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<sup>1</sup> Minutes of the Executive Council meeting no 17, ref pol 1/1.

## **Overview**

The Falkland Islands is a British Overseas Territory in the South Atlantic Ocean and has a population of about 3,200<sup>2</sup> people. Most of the population reside in the Stanley area with isolated numbers residing in settlements throughout the islands. The British Forces South Atlantic Islands (BFSAI) have a base at Mount Pleasant that includes commitments from the British Army, Royal Air Force and Royal Navy, with supporting contractors. There are a further 2,500<sup>3</sup> people in this location.

The Royal Falkland Islands Police (RFIP) uphold Falkland Islands law and adopted English statute law governed by the Police Ordinance 2000, which is a stand-alone ordinance dealing with how policing is administered.

RFIP has an establishment of one Chief of Police of superintendent rank, an inspector, two uniformed sergeants, one detective sergeant, 14 police constables, four detective constables and 12 reserve police constables.

However, at the time of the inspection not all the police constable or reserve constable posts were filled. RFIP also has five police support staff, consisting of a senior clerk, a licensing officer, a full-time station enquiry officer and two part-time station enquiry officers. One of the two part-time posts was not filled at the time of the inspection.

All military police serving with the Joint Service Police and Security Unit (JSPSU) of BFSAI are sworn in as RFIP reserve constables and have civil as well as military police powers while deployed on the islands.

A police control room in the Islands' only police station maintains a listening watch on marine and civilian emergency radio frequencies and is where all "999" emergency calls are taken and processed. This islands-wide service is provided from the police station with 24-hour cover.

Crime levels and the number of incidents in the Falkland Islands are low.

However, RFIP must be ready to deal with more complex investigations and enquiries as evidenced in recent cases.

## **Inspection**

The importance of carrying out an independent inspection is recognised throughout the police service and other organisations.

Accordingly, the inspectors selected to conduct this piece of work did not know and had no previous knowledge or contact with the RFIP senior management team

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<sup>2</sup> Falklands Islands Government Policy and Economic Unit 2016 Census report

<sup>3</sup> RFIP Community Engagement Strategy

or supervisors and had not worked with them prior to the commission of this inspection.

The objective of an inspection, whether it is an operational, strategic or a thematic inspection, is to promote improvement by constructively, independently and fairly evaluating the available evidence with integrity and objectivity. In doing so, key areas for improvement and good practice can be identified.

Due to the unique policing challenge faced by the RFIP, a direct comparison with police forces in England and Wales is not appropriate. Equally, while there are similarities between other Overseas Territories and Government dependencies, many have not been inspected recently but where they have, and information can be shared, comparisons have been considered by the inspectors.

However, that is not to say that lessons cannot be learned from elsewhere.

At the various phases in this inspection where it was relevant and appropriate to do so, the RFIP were evaluated against the standards that are commonly applied to policing in England and Wales. This included the Home Office's counting rules for recorded crime and College of Policing authorised professional practice.

## **Methodology**

### Phase 1: Briefing

RFIP were asked at the outset to provide a briefing to the inspectors that included an introduction to the islands and the policing challenge. In addition, the briefing was to secure and preserve all relevant material required and to assist logistical preparation. This was covered in two meetings with the RFIP Chief of Police, one being in the UK on the 19 January 2019 and the second on the 19 February 2019, the first day of the inspection on the Falkland Islands.

### Phase 2: Document review

RFIP were asked to supply the inspectors with several key documents for review prior to the commencement of the inspection. This included relevant policies, procedures and data. Some documents that could not be removed from the police station were inspected in situ including incident records, crime files, custody records and case files.

These documents were read in conjunction with the terms of reference and enabled the inspectors to prepare a series of questions and lines of enquiry for each interview.

### Phase 3: On-site inspection

For most inspections of police forces only a representative number of staff can be interviewed. That is usually due to overall staff numbers.

However, due to the size of RFIP, inspectors were able to interview the majority of police and civilian staff apart from those not on the island at the time. This included two contracted police officers who had completed their contractual term and were due to leave the islands, and a member of staff under administration.

All the senior management team and supervisors were interviewed individually.

In addition, the Inspectors held meetings with the Member of the Legislative Assembly holding the portfolio that includes policing, the Provost Marshall JSPSU and his staff, officers from the Customs and Immigration Department, the Chief Prosecutor, the Human Resources Manager, the Director for Emergency Services and the Director of Health and Social Services.

The inspectors also met members of the community in Stanley and travelled to other parts of the island to engage with people who reside in 'Camp'.

Additionally, they went out on patrol with a constable. Inspectors were also pleased to be able to discuss their terms of reference with the Governor and Chief Executive of the FIG.

In addition, the inspection team inspected all offices in the police station including the cell block.

At all times the inspection team were made welcome and were provided with all the information that they requested.

The inspectors recognise the inconvenience that any inspection process can cause and are grateful for the full co-operation and support that was given to them by so many people.

### **The report structure**

The inspectors have fully considered the 2017 inspection report<sup>4</sup> that has helped set the improvement path and make further comment upon this later in this report. Much of the introductory context would still be applicable.

However, the inspectors aim to ensure that this report can be read as a self-standing document.

In the chapters that follow, the inspectors provide evidenced based information as set out in the terms of reference and their findings, analysis, conclusion and recommendations.

At this stage, an overarching observation is appropriate. While the inspectors have identified specific areas to help RFIP improve, they have also highlighted many areas where there has been progress. In doing so they do not want to detract from

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<sup>4</sup> An inspection of RFIP 2017 – Supt. Rogers

one simple conclusion; that the RFIP are heading in the right direction and have made significant progress since 2017.

The observations about areas for improvement in this report should be read in that context.

## Chapter One

# Leadership and associated human resources working practices including the complaints procedure, provision for the wellbeing of staff and an ethical culture.

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### **Overview**

Leadership, both as a way of thinking and as a skill is important at every level of policing and does not only apply at the most senior levels. During interviews and while conducting document reviews there were numerous positive examples of police leaders showing a commitment to organisational improvement.

A few of those interviewed were able to describe the change in policing over the last 18 months compared to the period previously. The 2017 inspection report stated that there was a need for “some significant changes to be able to say that they (the RFIP) are fit for purpose”. From the evidence the inspectors gathered during this inspection they concur that in many areas of policing the RFIP appeared to require significant improvement in early 2017.

The inspectors are pleased to find that a new RFIP senior management team has taken many positive steps to improve that policing service to the community.

These improvements are detailed in this report, but the inspectors acknowledge RFIP are on a journey. The senior management team are cognisant there is more work to be done.

It was notable that the leaders had been able to enjoin the workforce in this challenge. There was general recognition from both recently appointed and longer serving staff that they had a new-found confidence in being able to make suggestions for improvement, to approach the senior management team with their concerns, and in feeling they were working in a culture that cared for and supported them.

### **Workforce planning**

It is apparent that the RFIP experience significant staff turnover as do most government departments and organisations on the Falkland Islands. Most of the current RFIP officers were recruited on contract from England and Wales in the last 18 months. This includes all the senior management team and most of the sergeants.

It is understandable that there is consequently a focus by these individuals on doing the best job they can during their contractual term but less so upon longer term planning. The inspectors understand that many new staff only accept two-year contracts but that there is a FIG intent to encourage four-year contracts and to increase the number of locally appointed police officers and police staff.



In time, FIG intend to achieve a healthy balance between islanders and contractors working as police officers in the RFIP. It is an organisational aspiration to attain a 50/50 split of the workforce, as this would make the most of those police officers with local knowledge and those with the skills and experience from policing in the United Kingdom and beyond.

The inspectors would encourage this approach, which is subject to further comment later in the report.

With new leaders being appointed every two years it is vital that there should be a positive, ambitious and realistic direction that is supported by a clearly defined vision.

This should be set out within a strategic 5-year plan that is reviewed on at least an annual basis. Such a plan needs to be subject to wide consultation with the Falkland Islands' communities and stakeholders.

## **Planning**

The Legislative Assembly are responsible for the objectives and targets to be achieved by the police, the policing style, the priority to be given to types of crimes, the efficiency and effectiveness of the police, the annual budget and resources.

The FIG does have a corporate plan with a vision for policing to:

*“provide our community with front line emergency services that deliver high standards of protection and policing across the Falkland Islands”.*

There are at least three specific policing actions in that plan, to:

- implement the police improvement plan and to ensure that the RFIP is equipped to provide the best possible service for the community;
- improve recruitment and retention to create a contemporary police service which reflects the community; and
- develop ongoing programmes for crime prevention, intelligence gathering and community policing.

This helps provide a broad direction of travel for the RFIP that can be built upon to establish the new strategic plan.

The 2017 improvement plan referred to in the current FIG corporate plan was relevant at the time of publication and for a short working period following, but many of these recommendations have now been completed or are now not relevant.

Some have not been completed.

However, time has moved on and any recommendations that remain not met need to be prioritised and blended into day-to-day policing business or where there are longer term issues into annual or strategic policing plans. There are some recommendations detailed within the improvement plan, such as improving the police IT systems, that the inspectors endorse and refer to later in this report.

Any outstanding recommendations that the inspectors consider to be relevant are either detailed in this report as new recommendations or appear as matters for management consideration.

That being the case, the inspectors suggest that the FIG corporate plan for policing ceases using the 2017 improvement plan as a baseline. It is for the FIG to consider whether to use this report as the new baseline.

To enable the RFIP to have the future clarity required they should work together with FIG to develop the new strategic plan that sets the direction of travel for the future of policing. In this way, as the senior managers change in the RFIP, there is more certainty of continuity of progressive policing.

In developing this plan, it is vital to engage with and listen carefully to what is important to the communities of the Falkland Islands from a policing perspective as well as the Chief of Police assessing the emerging threats for the islands.

The aim should be for a police service that is 'fit for purpose'; that is connected with, based within and accessible to local communities both in Stanley and in Camp<sup>5</sup> — real community policing.

If this is achieved it should help bring RFIP, police committee, the wider executive, stakeholders, partners, and communities together, to ensure that the Falkland Islands has the most effective and efficient police service.

The new strategic plan should be reviewed annually.

## **Recommendation 1**

**That the RFIP work with the FIG to introduce a 5-year strategic plan that sets out a positive, ambitious and realistic future direction that is supported by a clearly defined vision.**

### **Strategic threat and risk assessment**

The senior management team are working on many fronts, as are other members of staff, to ensure improvement to the policing service. They have recently introduced a strategic threat and risk assessment (STRA) that examines the severity, likelihood and risk assessment for several policing problems. This is a positive development and is to be encouraged as the STRA, if completed and used

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<sup>5</sup> Camp is a term that is used for settlements that are outside Stanley.

correctly, will feed into the planning process for the RFIP and help the force to better predict medium to long term issues and allocate resources to provide the best possible service to the public.

This is the first time the RFIP have completed a STRA and it will need to be further refined but could usefully be monitored, reviewed and updated at least every 3 months to ensure the document remains relevant and central to organisational planning.

A new STRA should be introduced bi-annually.

While the introduction of the STRA is a positive step it has yet to materially influence the plans for the Force. The RFIP should ensure that the momentum for improvement of the STRA and the use of that document continues.

In order to manage and schedule the array of day-to-day improvement tasks within the Force, the Chief of Police has an 'issue list' to help address their allocation, progress and completion.

There is also an understandable will for staff not only to suggest, but to take their own action to improve policing. Sometimes this happens when new contracted staff introduce new forms or local guidance.

Overall, these are positive developments but gave the impression to the inspectors that some improvements could be ad hoc and not co-ordinated in the most effective and efficient way.

The senior management team could usefully co-ordinate the activity to ensure there is clear scheduling and certainty in a coherent plan. Prior to this the RFIP would need to have a clear understanding of the areas for development. This report aims to focus upon these issues.

With the introduction of a strategic plan, the STRA, and with the array of activities underway the RFIP could usefully create an annual delivery plan that effectively sets out the work and programme to be undertaken in the year ahead. In that way there will be a coherent path to ensure that the improvement is planned, resourced and fully considers the risks. This will make implementation more effective and efficient.

## **Recommendation 2**

**That the RFIP ensure that the co-ordination of improvement activity is enhanced by the introduction of an annual delivery plan that is regularly monitored and reviewed and that drives activity.**

## **Targets and performance indicators**

With the introduction of a strategic plan and STRA there may be some changes to the priorities and targets currently set for the RFIP. It is acknowledged that senior managers have made some progress on their introduction.

The senior management team had endeavoured to ensure staff were aware of the policing priorities and targets and were taking appropriate action in several ways. This included information and posters on internal notice boards and personal one-to-one discussions with supervisors and staff.

The inspectors tested the understanding of staff regarding the priorities and targets for 2018/19.

Overall, they found that more work needs to be done to ensure a consistent understanding of these priorities and targets, and how individuals and teams can successfully contribute to their achievement. There was too much confusion amongst some staff as to what these priorities and targets were and in some cases no knowledge about them.

This was disappointing.

If the RFIP is to gain the benefit of the recent improvements these priorities and targets must be commonly understood by all staff.

The RFIP has several targets. These include answering all 999 calls in 10 seconds, responding to Stanley emergencies in 10 minutes during the day and 15 minutes at night, increasing engagement with the community, improving crime recording and improving on last year's detection rates by 2%.

There are other targets.

One of the reasons that staff may not have been aware of many of these targets is there appeared no direct correlation between the target and their own activity. The next iteration of targets should be specific, measurable, achievable, realistic and time related (SMART), and allocated appropriately across individuals and teams.

Targets such as increasing the detection rate should be reconsidered, as it has proved to cause unintended consequences in England and Wales in managing and recording crime.

All targets should be periodically reviewed and supported by specific action plans.

### **Recommendation 3**

**The RFIP should review the target setting process consequent upon improvements to the force planning process and ensure that the targets set are (SMART)**

#### **Staff engagement**

A consistent message from staff was that communication from the senior management team could be improved. This was said to be both face-to-face and electronically. Generally, this was then perceived by staff as the senior managers not taking an interest in them once tasked.

However, from the interview with inspectors it was found that senior managers did have a good grasp of their staff and their activities. It may be that there is a difference in expectations.

But, to help communication with staff, including about priorities and targets, this is a matter to address. The new staff assessment process is another vehicle that can be used to ensure they are clearly understood, and staff held to account.

#### **Governance**

The responsibilities for the RFIP are set out in the constitution and in the Police Ordinance 2000. The agreed practice<sup>6</sup> is that it is the Legislative Assembly who are held to account by the people of the Falkland Islands for general policing in the territory; the Chief Executive, as head of the public service acting under the authority of the Governor and subject to his direction has line management for the Chief of Police; while the Governor has the overall responsibility for protecting against any attempt by any person or body to interfere with or influence the decision making of the police in relation to the investigation of particular cases and to maintain standards of integrity within the RFIP.

A recent post of Director of Emergency Services is now fulfilling the line management function for the RFIP Chief of Police.

There is a police committee that has oversight of the RFIP chaired by the Governor, with the Chief Executive, the Attorney General, two justices of the peace and two Legislative Assembly members. It is the case that the responsibilities for oversight of the RFIP are not straightforward and does not assist clarity for the policing service.

While not within the remit of the inspectors, they consider that the roles and responsibilities for the RFIP could usefully be clarified within the forthcoming

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<sup>6</sup> Falkland Islands Constitution 2009 – agreement that sets out the responsibilities for police as agreed in the constitutional talks 2008

review of the Falkland Islands constitution. This would assist the development of the policing service for the benefit of the community.

There is significant experience of major incidents in England and Wales that determines the joint emergency response setting out the gold, silver and bronze roles.

This generic command structure is recognised in England and Wales and accepted and used by the police and other emergency services and partner agencies, with the hierarchy of command being applied to the resolution of planned operations and spontaneous incidents. The command structure is role not rank specific.

However, the Falkland Islands appear to have decided to take a different approach that lessens the command responsibility of the police. This should be reviewed as it is through tried and tested major incidents and operations that the model has been introduced.

This may have arisen due to the varied oversight responsibilities for the RFIP and reinforces the importance of providing clarity.

### **Community engagement**

The RFIP has successfully introduced a community engagement plan but has yet to determine how that engagement is best undertaken. There is strong evidence<sup>7</sup> that where effective community engagement exists there is an increase in confidence and trust, and in the community perceptions of police.

However, there is not an agreed policing style originating from the Legislative Assembly in accord with the Falkland Islands Constitution.

At present, policing is concentrated on Stanley with investigative policing undertaken at Mount Pleasant and occasionally other isolated locations on the islands.

It is a challenge for the RFIP to deliver a policing service for the Islands while there is varied support for that policing service across the islands. It would be useful, as a starting point, for it to be strategically agreed that all communities are to be policed in a fair and equal way while recognising that the response must vary due to the remote locations.

Such a statement does not appear to have been expressed and in its absence leaves some confusion as to the policing style and hence the resources to be applied to community engagement.

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<sup>7</sup> College of Policing Authorised Professional Practice – Engagement and Communication.

## **Recommendation 4**

### **That the policing style for the RFIP is clarified to assist determination of the operational approach and resources to be applied to community policing**

There are some good, but only recent, examples of engagement with schools. However, with examples of islanders living in isolated locations seeking to self-police, contractors working in Mount Pleasant, a Chilean community and Zimbabwean community that are hard to reach, it is clear there are real and varied challenges in gaining their confidence.

The Force has a range of contacts and skills that are available to forge closer links with the community.

Currently, community officers have generic responsibilities and while there is some tasking, a more proactive approach to community engagement is required. This could be by using the officers with the right skills and experience to build confidence amongst those communities that are the hardest to engage with.

Consideration needs to be given by way of example to one such officer being a consistent contact with the contractors at Mount Pleasant, even perhaps having a local office for certain times and days. Currently this is often covered by staff overtime.

It is important to ensure that there is a comprehensive skills analysis of staff, and appropriate allocation of those skills to the right task. Inspectors identified individuals during interviews with good licensing skills, school liaison skills and with experience in engaging with minority communities.

In order to evidence the importance of a comprehensive skills analysis, one officer the inspectors identified has previous experience with the Royal Military Police and potentially in a position to also provide a good link with the JSPSU.

While recruitment of police constables is difficult nevertheless there could also be a focus on the requirement for specific community focused skills.

### **Community profiles**

In addition, with the high rate of turnover of contract staff there is a tendency for individual officers to personally retain knowledge about individuals or communities. This is a similar issue as was experienced in England and Wales many years ago. There were good local officers but while they were not on duty there was a knowledge gap for the organisation.

RFIP could usefully begin the process of preparing community profiles that will assist. This is part of the engagement process by individual officers and will help the RFIP to better understand the complexity of each community, key people in the community, how particular groups or individuals choose to communicate with the

RFIP and targeting engagement appropriately.

In addition, this could set out how, in a twelve-month period, the officers will engage with that community but needs to be flexible enough to change the approach as the communities' change. The advantage to policing is that with each community having a tailored approach, preferably by the same police officer, community confidence is more likely to improve.

Even as police officers leave and new ones appointed, the community profile can be continued and handed over— rather than as one interviewee described “*the community information leaving the Island with the officer*”.

### **Recommendation 5**

**That the RFIP establish community profiles for the various community groups and locations utilising them to inform future engagement with that community. Where achievable this should be completed by police officers being allocated to work with specific communities.**

### **Communication**

It would appear to have been several years since the RFIP undertook or used the findings from a public survey. Such surveys are invaluable in identifying the issues local communities are concerned about and an excellent tool to help improve engagement with the community, as well as establishing the levels of satisfaction. They will assist in the police delivering local services to meet local needs and better fit public expectations.

However, the RFIP have made positive steps by the introduction of a bespoke website. This will assist the accessibility of information about the police as will the continued investment in time updating social media about RFIP activities. Senior managers should ensure individuals are charged with maintenance of both and more importantly their proactive usage.

The inspectors consider that community policing is an important issue for the RFIP and that senior managers should ensure they have cognisance of the College of Policing authorised professional practice on engagement and communication (2019) when acting on community engagement. The key elements are detailed in this report.

### **Complaint procedure**

Recent events at the RFIP revealed that the complaints procedure was unclear and there was no police policy supporting the Police Ordinance 2000. The senior management team have invested time in preparing such a policy and now have a



clear complaints procedure, which at the time of the inspection the Chief of Police was about to sign off.

This included information to the public about how to complain on the RFIP website, a complaint leaflet, policy guidance for staff, and guidance on the handling of complaints against police officers and reserve officers. While these new policies have yet to be tested it is clear that this will assist the investigation of complaints by ensuring a consistent and fair approach.

It is apparent to the inspectors that the RFIP are now a close and committed team. There will be a challenge for senior managers in ensuring impartiality when internal investigations are undertaken.

In serious matters the inspectors consider that an independent investigator should be appointed that is not a member of RFIP. This avoids any suggestion of not acting impartially, as an investigator could then be selected for their specialist skills, enabling a more focused and timely investigation. This in turn assists in building community confidence in policing.

### **Code of ethics**

The RFIP do not have a specific code of ethics. Ethical behaviour comes from the values, beliefs, attitudes and knowledge that guides the judgement of each individual. The key points that such a code<sup>8</sup> would focus upon include; answering for your decisions, actions and omissions; treating people fairly; being truthful and trustworthy; leading by example; making choices on evidence; being open and transparent; treating people with respect and acting in the public interest.

It is effectively about doing the right thing, at the right time, every time.

The inspectors were fortunate to be able to spend more time interviewing individuals and groups of staff members than in most force inspections.

During an inspection of this type even with the evidence from such extensive interviews, through observing officers on patrol and by reviewing documentary evidence, it is of course evidentially difficult to say that all officers are acting in accordance with such principles at all times.

What the inspectors can say is that there were many officers that expressed the intent to act in an ethical way and from the evidence gained through our observations there was no reason to challenge that view.

Senior managers are striving to establish an ethical culture by being role models and fostering a no blame culture. They relied on offering an 'open door' policy to discuss difficult issues with staff. Most staff interviewed felt they could discuss ethical issues with senior managers.

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<sup>8</sup> Code of Ethics. A code of practice for the principles and standards of behaviour for the policing profession of England and Wales 2014

However, in relation to policies and procedures a good force also ensures there is an openness and accessibility for its policies and procedures and that they are all in line with the key ethical points above.

Ready access to such policies and procedures assists officers with their decision making. Senior managers inherited a system where there was no central electronic library or other ready accessibility, with many policies and procedures being hard to locate or that simply did not exist.

Significant progress has been made on introducing new policing policies and procedures and many are now available for staff to view at any time on the Force computer system.

The RFIP would acknowledge there is more to be done to complete this important task.

### **Recommendation 6**

**The RFIP could usefully consider a locally relevant code of ethics to make it absolutely clear to staff what is required of them.**

### **Occupational health**

In relation to well-being, RFIP have the advantage that senior managers know every member of staff personally. They are able to assist each member of staff and therefore intervene at the earliest opportunity.

There is no formal occupational health for police officers, but each case is dealt with on its own merits supported by the FIG Human Resources manager. There is a low level of sickness. The arrangements may just work but seem to the inspectors as being ad hoc.

There is no equivalent of the police federation but that is understandable. Support to those involved in misconduct investigations and grievances comes from peers. There was some evidence that supervisors did not always maintain contact with staff to monitor their wellbeing while away absent from the workplace. This should not be allowed to happen.

Staff need to know force leaders understand, prioritise and promote wellbeing, including mental health, and take account of good practice with the workforce valuing this focus.

In addition, a good force operates a range of preventative measures to improve force well-being. At present it is not clear this is happening with there being a limited understanding amongst staff of the support available. This could usefully be rectified.

## **Uniform**

In most cases the inspectors found that second-hand kit was being provided to staff. This caused them concern and does not encourage a belief that they are valued or an investment, rather that the expectation is that they will move on early.

A later interview revealed that these concerns were being dealt with by a senior manager who had also personally experienced being issued with second-hand kit and was acting to rectify this for all officers.

This could have been communicated to staff as it would have been a positive message.

Equally, the inspectors observed various policing garments being worn by the police when patrolling at all levels. A more consistent approach needs to be set out when undertaking uniform patrols.

## **Training**

There is not a trained trainer for personal safety training. One sergeant fulfils that function. Staff are being updated, but senior managers need to assure themselves that the training is providing at least the minimum requirement to enable them to safely deal with situations that staff might meet. This could be for example at minimum for handcuffs, but the RFIP will need to establish ongoing training to ensure officers have the requisite skills for their personal safety.

## **Overall**

The inspectors conclude RFIP do have positive leaders who are working on a number of fronts to improve the policing service, but clearly identify that further development is needed. This particularly includes planning and community engagement. Staff are being taken on the journey, but more could be done to stress the importance of an ethical approach and clarify how their well-being is supported.

## Chapter Two

# Crime prevention and investigation performance, an audit of crime recording and custody records, and an assessment of victim care and support, safeguarding and community policing.

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### **Crime incident/crime management**

Policing in the Falkland Islands deals with a low incident and crime demand. With 191 recorded crimes in 2019 and 154 recorded crimes for the previous year supervisors are generally able to monitor the progress of each crime.<sup>9</sup> Crime levels and incident levels are such that each can be scrutinised by senior managers and actioned daily. The RFIP senior managers have a good grip on matters that are reported.

It is useful at this stage to set out key elements of the crime recording process.

The RFIP have a control desk that also serves as the enquiry office desk for the police station. The police control desk officer maintains a listening watch on marine and civilian emergency radio frequencies and is where all “999” emergency calls are taken and processed.

This islands-wide service is provided from the police station with 24-hour cover. The 999 system has a call recording system, but this cannot easily be accessed. It is understood that a replacement call recording system is planned but has not yet been introduced. This will be vital to ensure effective auditing of crime and incidents to provide reassurance about the effectiveness of the policing service.

It is good practice to listen to the calls, check against the recorded incidents and against the appropriate recording of crime as occurs in all HMICFRS<sup>10</sup> crime data integrity inspections. The first audit stage cannot currently be achieved until the equipment is replaced.

The incidents are recorded on an Access database. The system is not sophisticated and is effectively a continuous list of events as they happen; be it a visitor to the police station or a 999 call.

The incident log can be viewed but proves difficult to search or to differentiate minor matters from more serious incidents. No live data can be produced and there is no link to the crime recording system as happens in other police forces.

This results in a far less efficient process and uses staff time to correct the deficiencies. Entries made on this system are timed but are reliant upon the single control desk operator not being otherwise engaged at the enquiry desk or on other

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<sup>9</sup> Figures supplied by RFIP

<sup>10</sup> Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service Crime Integrity inspection explanatory notes 2019

calls at the time of making the entry. It is understood that this system is also to be replaced.

The inspectors also make comment upon the IT systems used to record crime and other matters such as criminal records. The crime system is run on a database known as Cardbox.

The first version of that database originates from 1994.

This system neither supplies statistical data or live time tracking of crimes.

More concerning is that the database can be altered after an entry has been made. Equally entries are not timed. RFIP run investigation logs linked to the crime record to support the paper-based entries on the crime report. While most investigation logs are open for staff to record entries, they can be easily altered.

Confidential investigation logs have a restricted view to supervisors and detective officers. The investigation log is a work around to minimise the deficiencies of the crime system.

The system is outdated, and the inspectors understand a replacement system is currently being planned. This is to be encouraged.

It is vitally important for RFIP to have effective IT solutions in order to ensure the continued improvement of the management of incidents and crime.

## **Recommendation 7**

**That the RFIP should work with the FIG to ensure that the introduction of new IT systems, particularly for recording 999 calls, incident recording and crime reporting, are prioritised and introduced at the earliest opportunity.**

### **Ethical crime recording**

Notwithstanding the need for a new crime system, the RFIP has introduced an improved crime recording process to help ensure the ethical recording of crimes.

Central to this has been positive action by introducing a new process.

The new process means that each report is scrutinised with the person performing this role effectively acting as a crime registrar<sup>11</sup>, with the Chief of Police undertaking the final sign off.

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<sup>11</sup> A dedicated post in England and Wales police forces charged with ensuring compliance with HO Counting Rules for Recorded Crime.

Clearly this enables the Chief of Police to have a good oversight at the conclusion of crime cases, but the inspectors question the need for this sign off to be at his level.

### **Data management examination**

We examined the records of incidents recorded on the force computer system that fell into various categories, such as information only, alarms, 999 calls and other reported incidents.

From that system the inspectors reviewed about 25% of incidents from 2018 and 2019 to check if they should be recorded as crimes and whether that happened. We examined the investigations log and the recorded crime reports.

It was pleasing to find that they correlated and that every effort was being made to classify the crimes appropriately.

The RFIP could usefully introduce an independent audit to ensure that there is continued improvement.

The inspectors did not consider it necessary at this stage of the development of RFIP crime management to test the detailed sub-classifications of each crime. The RFIP have made significant progress in the ethical recording of crime. With only about one crime recorded every other day the expectation that RFIP fulfils detailed sub-classifications at this stage<sup>12</sup> is not realistic.

It is recognised that this is vital to policing in England and Wales where consistency of approach and the information gained is required by the 43 police forces, as numbers and types of crime are significantly higher.

However, as new crime systems are developed the RFIP could usefully progress to full classification in order to establish the discipline. This will be useful preparation as the population grows and crime types and numbers vary.

Repeat locations are generally identified first due to supervisors and officers' awareness of individual crimes and not through the crime systems or crime pattern analysis.

During the course of the inspection the inspectors observed how repeat offences of criminal damage were identified for example at the Stanley jetty, then discussed at a tasking and co-ordinating meeting. Officers were later seen on preventative patrol in that area.

From the perspective of acting upon individual crimes and taking preventative action the response is positive.

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<sup>12</sup> Home Office Counting Rules for recorded crime 2018

However, the identification of repeat crimes that occurred over time would be supported and enhanced with new systems and a more structured approach.

### **Crime prevention**

The relatively low numbers of crimes mean that it has not been a priority for the force to have a clear preventative strategy or approach.

However, as the population gradually increases, efforts will need to be made to keep recorded crime low. Setting out an intent to prevent crime and the ways that RFIP intend to achieve that will only assist in building public confidence in the policing service.

There are strong links between effective community engagement and preventing crime. The force should continue to develop a structured and collaborative approach to preventing crime based on evidence of what works, with involvement of other organisations and community members. Working together with other partners and the community to solve problems is central to a sound preventative approach.

Pleasingly, joint working has already been seen in some other areas of RFIP work.

For example, one RFIP supervisor was tasked with the operational delivery of a domestic abuse project on the island following a previous recommendation by the Lucy Faithful foundation. The RFIP worked together with other FIG departmental heads to deliver a comprehensive series of elements to ensure the island has a robust system in place to manage domestic abuse. The work included a policy for all government agencies in how to report abuse, guidance on holding a Multi-Agency Risk Assessment Conference (MARAC) to deal with a joint agency response, and the use of a theatre company to highlight the issues to staff. Work is ongoing to also establish a safe house.

### **File management**

The RFIP has relatively high detection rates. There is no crime screening in RFIP as all crimes reported are investigated by officers. This is rare in today's policing and a positive message for the public.

The inspectors examined several completed investigation files and from those inspected they identified that effective investigations were conducted and recorded on the investigation log.

It was equally pleasing to note from the Chief Prosecutor that police case file quality was usually at a high level.

## **Victim care and support**

There is no set policy in relation to updating victims but in practice there is strong evidence to suggest that this was occurring on a regular basis with only the occasional missed opportunity.

Police officers have a case load of one or two crimes so there should be an expectation that officers maintain regular contact with the victim.

However, the RFIP could usefully set out the minimum expectations in relation to keeping victims informed, recorded on the investigation log and checked by supervisors prior to submission of the closure of the crime record.

## **Supervision**

It is clear that supervisors could do more to supervise their officers on patrol across all shifts. Supervisory cover is only provided from 0830 to 1630 Monday to Friday and is usually office bound. There is seldom a late shift supervisory cover except for the duty manager rotation on Saturday evening.

At present there is a tendency for sergeants to be prioritising office bound projects.

Both patrol sergeants do have some significant commitments such as armed policing, firearms licencing and training new staff. It is recognised they are striving to deal with these important tasks diligently.

However, they are both new to RFIP sergeants' duties and need to ensure they allocate more time to their patrol officers. They should then be in a better position to direct and support their staff on criminal investigations and other matters.

This must be changed to provide a basic level of support and supervision for staff. The role description for the two patrol sergeants should be updated and adhered to.

Additionally, they should also be supported in their own personal development. Both are new to the role and this creates a resilience gap if either of the Chief of Police or inspector are absent from the islands and one of the other sergeants has to provide cover.

The inspectors consider this is a weakness within the RFIP hierarchy.

## **Management cover**

A duty manager rota system operates for seven days from each Monday. The senior managers and three sergeants are on that rota. A supervisory presence rather than on-call sometimes occurs on Saturday evenings as part of that duty.



However, the responsibilities and conduct of that duty week varies considerably dependent upon who is the duty officer. Therefore, clarity needs to be provided about the roles and responsibilities of the duty officer in order to support police officer patrol.

## **Security**

The islands have a small community where many people know each other well. There is trust amongst and between many in the community and not unexpectedly this is replicated in the police station.

It would be straightforward for a corrupt staff member to access systems, information, exhibits or any document with ease.

While the risk is low with the high turnover of contract staff and potential for any staff member to be compromised, there is a need for the RFIP to be more alive to the risk.

There is no anti-corruption strategy, approach or instructions about, for example, locking computer screens or what to do if offered gifts or hospitality from the public. The exhibits fridge which is situated in the main meeting room, was not secured at the time of the inspection and contains several live exhibits. Space is short but clearly this is unacceptable and should be secured, not least because investigations could be compromised. An anti-corruption strategy should be introduced.

## **Custody records**

The RFIP operate a paper-based system for custody records.

Records for 2018 and 2019 were examined and there was good evidence that they were being completed with sufficient information. In some cases, entries were comprehensive including those referring to checks on prisoners in the cell.

The custody provision would be unlikely to meet the standards of police custody achieved in England and Wales that are regularly examined jointly by HMIP and HMICFRS.<sup>13</sup>

This is more to do with the physical restrictions of the building than to the respect and treatment of detained persons. Indeed, the inspectors witnessed a few detained persons being processed and at all times they were treated with respect and given their legal rights.

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<sup>13</sup> Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service joint inspections with Her Majesty's Inspectorate of Prison. - Expectations for police custody Version 3 2016

Pleasingly though, there is no evidence to suggest that the police custody cells have been used for juvenile prisoners in recent years.

### **Operation Cinnamon**

RFIP has successfully and recently investigated serious historic sexual offences in Operation Cinnamon. This operation demonstrated the ability of RFIP to rise to the challenge when faced with such a complex investigation.

When the operation initially started, to ensure it was resourced effectively, the team comprised of a Detective Inspector, a Detective Sergeant, four Detective Constables, a Document Reader/Receiver and a Disclosure Officer.

That operation has now been closed.

The positive action taken to date can only contribute to greater confidence in policing.

Following the closure of Operation Cinnamon, the staff were reduced to a Detective Sergeant and four Detective Constables, who became what is commonly known as a traditional CID office.

The legacy work surrounding Operation Cinnamon is now business as usual for the force.

In March 2020, the detective resources are to be further reduced down to a Detective Sergeant and two Detective Constables.

Reducing the detective resource may be found to be a short-term approach that reduces the proactive capability of the RFIP.

Case files were reported to be of high quality and the Chief Prosecutor expressed no concerns about disclosure as is regularly the case in England and Wales.

This is to the credit of the team.

### **Safeguarding**

There are good strategic relations between RFIP and Social Services with regular operational contact. There is a Child Safeguarding Board but at present no legislation for adult safeguarding, although that is underway.

The Chief of Police is a key member of the Child Safeguarding Board. The Director of Health and Social Services is due to leave in the summer although the Inspectors understand that a replacement has already been identified for this critical post.

There is currently a vacancy for a Multi-Agency Safeguarding Hub (MASH) officer. Such a post operates as a single point of contact that handles safeguarding concerns, helps assess risk and share information. The inspectors encourage an

appointment to this position at the earliest opportunity. It is apparent that the close working relations to date have resulted in serious cases being dealt with positively.

Safeguarding in England and Wales is undergoing significant change following the Children and Social Work Act 2017. One of the major changes is the dissolution of the local safeguarding children's board. These will be replaced by 'Safeguarding Partners' made up of Chief of Police; Chief Executive of the local authority; and Chief Operating Officer of the Clinical Commissioning Group.

One of the new safeguarding arrangements is that Safeguarding Partners have to put in place the provision for an annual 'independent scrutiny' of their practice.

The second significant change is around serious case reviews. The Inspectors consider it prudent to mention these changes as safeguarding was given significant importance in the terms of reference. The FIG may want to monitor the new arrangements and once established then consider if there are clear benefits for the islands.

### **Mental health support**

RFIP have endeavoured to establish a continued professional approach to vulnerable victims and there are now six achieving best evidence (ABE) trained police officers and six social workers. However, there is no effective provision for mental health.

Professional psychological support to victims of serious criminality is reliant upon clinical nurse practitioners (CNP). Some victims have experienced significant traumatic events and been supported by police officers as would be expected.

The lack of any psychological support except for CNP has meant that ongoing reliance has been placed on other individuals, including police support to victims that continues long after the conclusion of the case.

The natural withdrawal of this support as police officers deal with other cases leads to these victims losing confidence in the criminal justice system.

It is understood that a bid has been made to the FIG by the Head of Health and Social Services for a trauma psychologist.

Such a post would be a positive step.

### **Vulnerability**

The potential for other serious offences also needs consideration. The islands may be vulnerable to cyber-attacks as it has a trusting community, an isolated communication network and potential hostility from Argentina.

The FIG lead on this issue, but the police could usefully anticipate the need for the RFIP to be prepared to assist complex cyber-crime investigations.

The RFIP should also check if the Foreign and Commonwealth Office consider that cyber-attacks are a particular threat to the Falkland Islands. If so, the threat needs to be included in the RFIP strategic threat and risk assessment and consideration given to how the police would contribute to the mitigation of the risk.

Drugs offences on the Falkland Islands are rare.

However, the level of offending may not be fully understood as there is limited intelligence on any drug activity. Where there is intelligence it is clear that RFIP take positive action and the threat is identified in the RFIP strategic threat and risk assessment.

### **Intelligence system**

The RFIP had no effective intelligence system two years ago but have worked hard to introduce a basic system. Officers now complete intelligence reports either on paper or electronically that are assessed by the detective sergeant and detective constable allocated responsibility for intelligence management.

The database is simplistic and effectively just a list. There is no access for officers to the system once submitted. There is no live time intelligence available, for example when an officer is attending a call to an address. Equally, the database cannot be checked out of hours.

The system is being used, but officers should be encouraged to submit intelligence by their supervisors. Intelligence is central to an effective police service.

The inspectors consider that the RFIP must continue to develop their intelligence capability. This is another example of a database that is in urgent need of an update.

### **Briefings**

Prior to patrols, officers self-brief with handovers from previous patrols. The system is ad-hoc and not formalised, relying upon the officer finding out information predominately by viewing e-mails.

There is benefit in introducing a briefing screen for officers when the IT systems are updated but, in the meantime, there needs to be continued focus on ensuring officers are fully briefed when on patrol, and their understanding of the issues regularly checked by supervisors.

## **Overall**

RFIP has made some positive progress in relation to crime recording and custody records, but the supporting information technology systems are poor and make what should be a simple easy function far more difficult. With relatively low crime it is expected that there should be regular contact with victims, but minimum expectations could usefully be set out.

Senior managers have a good grip on reported crime and investigation but need to develop a clear preventative approach.

There is evidence of effective joint work in relation to safeguarding with serious cases being dealt with successfully but with key posts that need to be maintained.

## Chapter Three

### Demand, resource capacity and capability, and how resource is matched to meet demand

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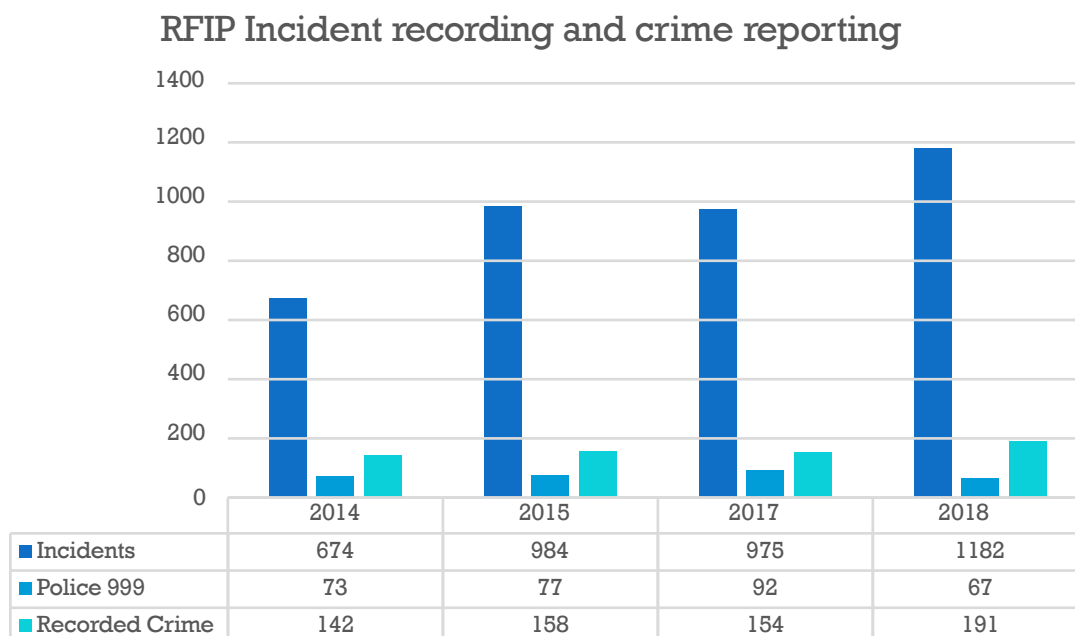
#### Demand levels

It has been commented upon previously in this report that policing in the Falkland Islands generally has a relatively low incident and crime demand.

During the course of this inspection the inspectors closely examined the emergency calls for service, incident and recorded crime levels. The low levels have been relatively unchanged since 2014.<sup>14</sup>

As can be seen from the illustration below, between 2017 and 2018 there was an increase in recorded crimes of 24% in 2018 (37 crimes) and a 21% rise in reported incidents (207 incidents). And, a 27% decrease in the number of 999 calls between that same period (25 calls).

Whilst the figures remain exceedingly low, the inspectors would encourage senior managers to make enquiries to establish the reasons for the increases and decrease.



<sup>14</sup> The data for 2016 was not available from RFIP at the time of the inspection.

## **Resource management**

During interviews with staff the inspectors asked about workloads and the distribution of work. Most staff members had one or two crime reports to investigate. While complex investigations can require significantly more time than routine criminal investigations this workloads at an acceptable level.

The inspectors take the view that the RFIP can manage the incident numbers and crime demands within their current resources. Where the RFIP resources are significantly tested is where more complex crimes require investigation such as those undertaken as part of Operation Cinnamon.

The inspectors have already expressed their view about retaining the detective capability established for Operation Cinnamon.

Several factors have an impact on resources, such as how RFIP tasks, recruit and train their staff and work with partners. The inspectors examined these issues.

## **Tasking and Co-ordinating**

To assist senior managers to make good resourcing decisions an effective tasking and co-ordinating process and meetings are essential.

Pleasingly, a tasking and co-ordinating meeting has been newly established, but it has yet to evolve to full effectiveness.

However, senior managers are to be congratulated on continuing to introduce elements of the National Intelligence Model.<sup>15</sup>

By continuing on this path, the RFIP will be better placed to make prioritised and defensible resourcing decisions, allocate resources intelligently, formulate tactical plans and manage the associated risks.

## **Partnership working**

There are good working relations between the Joint Service Police Support Unit (JSPSU) at Mount Pleasant and the RFIP. Weekend patrols and other activities are regularly discussed at meetings between the JSPSU and senior managers.

The RFIP also has strong links with the Customs and Immigration Department who also join those meetings.

In time, once the tasking and co-ordinating process has matured, the RFIP should consider inviting JSPSU and a Customs and Immigration Officer to be regular attendees at the tasking and co-ordinating meeting. This is additionally important as JSPSU staff are also reserve constables.

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<sup>15</sup> National Centre for Policing Excellence Code of Practice National Intelligence Model

Tasking sheets for staff have been only recently introduced and it is too early to assess their success.

The RFIP should build on their progress to date and continue to introduce the National Intelligence Model.

This is central to the RFIP becoming fully effective.

### **Recommendation 8**

**That the RFIP build upon the progress to date and continue the momentum to introduce the National Intelligence model.**

#### **Patrol time**

The RFIP have a challenge in maintaining a 24-hour patrol presence and policing remote areas of the islands. This is because the patrol officers consist of a maximum of 14 police constables spread over a 24-hour period. With vacancies due to turnover, training requirements, rest days and many other essential commitments it is often the case that patrols can fall below the minimum levels of two officers. For night patrols this is regularly the case. These night patrols are not assisted by one patrol officer having to fulfil the role of control desk operator.

In addition, as a consequence of a one-half post vacancy on the control desk, patrol officers have to cover staff break times during the day. This half post needs filling urgently, but the inspectors have been apprised of the difficulties in that regard.

Although confirming that additional resources are not supported, the inspectors are clear that there is no capacity to reduce resources that would further impact the patrol capability. This is particularly important at this time when the patrol officers need to engage with the community.

The inspectors noted one joint patrol that consisted of a probationer police officer from the Islands and a police constable contractor with 30 years' experience in England and Wales to inspector level. Such a combination presents the best of both worlds and not only enhances each other's development but assists in presenting the best policing service to the public.

The RFIP should be supported in resourcing such patrols.

#### **Probationer training**

It was pleasing to note that the RFIP had taken the initiative and introduced a probationer course for new recruits from the island. The feedback was positive and is an excellent development that has the possibility of encouraging other people



to join the service. Such training needs to be accompanied by exposure to operational incidents.

Senior Managers will need to determine if they should also seek opportunities for short term operational placements in forces in England and Wales to support their development.

A greater focus should also be given to the importance of investing in their future training and retaining islanders for the long term.

### **Reserve constables**

It was also reassuring to note that reserve constables are now supervised, and their development assisted.

However, as with other policing posts, vacancies are difficult to fill. Given that the inspectors are encouraging effective community engagement a key task for police officers working in the community is to identify and encourage suitable individuals to apply.

The reserve officers fulfil an important role in supporting policing and the momentum to recruit new members should be increased.

### **Firearms**

Other aspects of policing need also to be considered including that of armed policing.

While the likelihood of an armed incident has been assessed by the Force as low, the severity of such an incident could be high. The RFIP have therefore prepared a comprehensive strategic firearms risk and threat assessment (SFRTA).

The RFIP has a recently qualified Firearms Instructor and one AFO although there is equipment for six officers with a set ambition detailed in the SFTRA to train six officers.

At present there has been no firearms incidents in the last year.

A decision will need to be taken about the level of investment in the firearms response to mitigate potential risk. At present there is not even a minimum capability. The force authorised firearms officer recruitment ambition of six trained officers appears unachievable with the frequent turnover of staff.

If the Chief of Police is satisfied that there is an operational demand for six authorised firearms officers (AFOs) this could be taken forward by a staged increase of AFOs over the period of the 5-year plan.

## **Recruitment**

There is a significant recruitment issue in the Falkland Islands for all staff. This includes police officers and police staff and the inspectors are confident that this is an issue that frequently receives attention and is addressed by the FIG.

However, the inspectors met some police officers with excellent explanations of what working in the Falkland Islands means both in terms of challenge and lifestyle rewards. These staff would be good role models for recruitment campaigns. They could usefully appear on a clip, for example on the RFIP website, and used to inspire people into making enquiries.

Equally for contracted officers, it was frequently mentioned that one concern was the one flight home per year. While realising the implications on the rewards package this could usefully be reviewed to determine if this is conducive to encourage qualified people to contract to the service.

In addition, once contractors have returned to the United Kingdom, consideration could be given to retaining positive role models for a short term afterwards who have had Falkland Islands policing experience to encourage recruitment through United Kingdom based campaigns.

This may help provide first-hand information to applicants who may have an interest in joining the RFIP.

## **Induction and assessments**

Familiarisation briefings and introductions now take place for new contracted staff although this has yet to happen consistently. Such introductions are essential in making new contractors feel part of the team and have clarity about what is expected of them.

It is another positive development that such introductions and briefings have been introduced by senior managers.

It is surprising that there have not previously been assessments for staff. These have recently commenced with the Chief of Police undertaking a one-to-one interview at the end of the process. This action should be encouraged and is yet another example of a step in the right direction for the RFIP.

Some individual objectives are being set for staff in these assessments, but as the process matures a strong linkage needs to be established with the planning process for the RFIP.

## **Continuous professional development**

There is no continuous professional development for contract staff. To an extent that is understandable as the expectation must be that selected staff have the requisite skills.

However, this cannot be the case when a contractor is promoted to the next rank while serving in the Falkland Islands. Under those circumstances, at the very least, there should be an investment in the individual to ensure they gain the requisite additional skills to fulfil that new rank effectively.<sup>16</sup>

While there is some understanding of the range of skills in Force it is evident that those of constables are not being fully utilised. There is a need to have a documented skills analysis of the workforce readily available to the senior management team.

Some skills are used but, in an ad-hoc way. Strong links need to be developed between the strategic threat and risk assessment, the planning process and the skills requirement so RFIP can be better positioned to tackle the challenges that are presented to them.

Overall, it is vitally important for RFIP to maximise the opportunities to utilise staff to meet demand. A combination of the various approaches suggested by the inspectors may help the RFIP to ensure that the resources are maximised and more able to meet the current levels of demand

## **Overall**

The RFIP has consistently low demand for crime and incidents. While complex investigations can require significantly more time than routine criminal investigations, workload is at an acceptable level.

Senior managers have taken positive steps to introduce elements of the National Intelligence Model.<sup>17</sup>

By continuing on this path, they will be better placed to make prioritised and defensible resourcing decisions, allocate resources intelligently, formulate tactical plans and manage the associated risks.

Several factors have an impact on resources, such as how well RFIP works with partners, staff recruitment, training and the effectiveness of patrols.

By acting in these and other areas RFIP are helping to ensure they maximise their existing capability.

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<sup>16</sup> Unless they have previously performed the promoted role or a higher rank in the UK or elsewhere.

<sup>17</sup> National Centre for Policing Excellence Code of Practice National Intelligence Model

## Conclusion

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The RFIP has experienced difficult times in recent years but have now made progress and introduced a number of new approaches referred to in this report. This provides the inspectors with some confidence that senior managers are setting out to and succeeding in improving the policing service to the public.

Throughout this inspection the inspectors were made to feel welcome and allowed free access to all documents, staff and offices.

The inspectors commend this report to the RFIP having conducted the inspection independently and impartially.

They look forward to the RFIP further improving and, in particular, providing a police service of which the Falkland Islands Community can once again be proud.

## Summary of recommendations

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**That the RFIP: -**

- 1. Work with the FIG to introduce a 5-year strategic plan that sets out a positive, ambitious and realistic future direction that is supported by a clearly defined vision.**
- 2. Ensure that the co-ordination of improvement activity is enhanced by the introduction of an annual delivery plan that is regularly monitored and reviewed and that drives activity.**
- 3. Should review the target setting process consequent upon improvements to the force planning process and ensure that the targets set are (SMART)**
- 4. Policing style is clarified to assist determination of the operational approach and resources to be applied to community policing**
- 5. Establish community profiles for the various community groups and locations, utilising them to inform future engagement with that community. Where achievable this should be completed by police officers being allocated to work with specific communities.**
- 6. Should work with the FIG to ensure that the IT systems particularly for recording 999 calls, incident recording and crime reporting are prioritised and introduced at the earliest opportunity.**
- 7. Usefully consider a locally relevant code of ethics to make it absolutely clear to staff what is required of them.**
- 8. Build upon the progress to date and continue the momentum to introduce the National Intelligence model.**