

EXECUTIVE COUNCIL

PUBLIC

Title:	Approve an Inspection of the Royal Falkland Islands Police – February 2019
Paper Number:	129/18
Date:	29 August 2018
Responsible Director:	Director of Emergency Services and Island Security
Report Author:	Chief Police Officer
Portfolio Holder:	MLA Leona Roberts
Reason for paper:	This paper is submitted to Executive Council: To seek approval for Red Snapper Managed Services Ltd to undertake an inspection of RFIP.
Publication:	Yes
Previous papers:	No
List of Documents:	Appendix A: Draft terms of reference from Red Snapper Manager Services.

1. Recommendations

Honourable Members are recommended to approve:

- (a) The appointment of Red Snapper Managed Services to undertake a full inspection of the Royal Falkland Islands Police in February 2019 (Para 5.2).
- (b) To establish a regular cycle of inspections every 2 years.

2. Additional Budgetary Implications

- 2.1 The estimated cost of the proposed inspection is £28,850. This will be met from existing funds within FIG or through a separate paper submitted to SFC.
- 2.2 There will be a recurring cost every two years to facilitate the establishment of regular independent inspections of the force. Funding for this will be drawn into future RFIP budget bids as part of established budgeting practise.

3. Executive Summary

- 3.1 The force was last subjected to a review by Superintendent Mike Rogers of Dorset Police. His report contained a series of recommendations that were converted into a policing improvement plan. The Chief of Police has worked through this report. In addition he has implemented a range of other changes aimed at improving force performance.
- 3.2 By February 2019, the Chief of Police will have been in post over 12 months. An inspection of the force would help to produce a benchmark for progress made to-date and also assist in setting up a plan to continue the momentum of continuous improvement that is being embedded in the force.
- 3.3 While the Royal Falkland Islands Police has a proud history of independent policing, it has maintained close links to UK forces and UK policing doctrine. This means that established inspection models applicable to UK forces can be easily converted for use in the Falklands.
- 3.4 The importance of carrying out independent inspections is recognised throughout the police service. The objective of any inspection, whether it is an operational, strategic or a thematic inspection, is to constructively evaluate the conduct and processes to ensure it:
 - conforms to nationally approved Falkland Islands standards;
 - is thorough;
 - has been conducted with integrity and objectivity; and
 - that good practice is identified.

Set against this objective is the fundamental need for the inspection to be carried out in a spirit of co-operation. The inspection should always be regarded as being of assistance and support to the Force, and should never be seen as a threat. Every inspection should be seen as an opportunity to improve future working practices by identifying lessons learned and good practice. The proposed inspection will work to agreed Terms of Reference.

Establishing a regular inspection regime also offers the benefit of effective risk management and corporate governance as well as guarding against corruption and other improper practises.

4. Background and Links to Islands Plan and Directorate Business Plan/s

- 4.1 The force has been inspected a number of times in recent years. Inspections can assist in providing reassurance to FIG, HE the Governor and more importantly the islands taxpayers that the force is performing well.
- 4.2 Recent investment in the force and the establishment of a criminal investigation department (CID) has added extra capacity. An inspection can assess how the CID is functioning and provide clarity and insight into the progress of other improvements.
- 4.3 The force has invested in additional uniform and support staff. As these additional resources begin to impact on the forces operational capacity, the inspection will offer

further insight into how effective the use of these resources is and make recommendation for further improvements.

- 4.4 Any inspection will be undertaken against agreed terms of reference. Draft terms of reference from the preferred bidder are included with this paper.
- 4.5 The inspection links to the island plan under public safety and protection. An efficient and effective police force will help to provide our communities with front line emergency services that deliver high standards of protection and policing across the Falkland Islands. In addition an efficient and effective police force ensures that the Falkland Island is a safe and secure place for our people.

5. Options and Reasons for Recommending Relevant Option

5.1 Option A - Do nothing – there is an option to defer any inspection until later. RFIP does carry out internal audits on the management of lost/found and other property/cash handling/crime recording and checks relating to the vehicle fleet. However, these internal checks lack independence and the oversight that the preferred option at B offers.

5.2 Option B- Approve the inspection and agree that Red Snapper Managed Services Ltd can carry out the inspection. The company provides outcome based investigation and enforcement support services, including inspection work, interviewing witnesses, providing operational and strategic reviews. The company has conducted over 60 independent reviews across policing and the wider law enforcement community and operates in 15 counties worldwide. Red Snapper uses an inspection framework based on the UK's Her Majesty's Inspector of Constabulary and Fire and Rescue Service (HMICFRS) methodology.

The managed services option provides a complete inspection and reporting package supported by the use of the HMICFRS PEEL methodology. (PEEL stands for the police effectiveness, efficiency and legitimacy programme). In essence this is an inspection done on the same lines as applied to forces in England and Wales. The reporting structure and assessment model is the same as that used by HMICFRS, but done by a private sector provider. This is a specialised field and while there may be other providers in the market there is no guarantee that they will use the same inspection methodology. This is important given the need for any inspection to be credible and provide a meaningful report to take the force forward.

The managed service option places responsibility on Red Snapper to select properly qualified staff. Under the terms of the draft terms of reference RFIP retains the right to review the CV's of the proposed inspectors and reject them if necessary.

If this option is approved, I would ask that a waiver be granted to allow the arrangements to undertake the inspection to proceed. From initial negotiation, the company reduced their initial view of staff required and time needed to arrive at the figure within the draft proposal. It is submitted that the current proposal is extremely competitive and offers value for money.

5.3 Option C – Appoint another provider to undertake the inspection. This option does not provide the HMICFRS methodology and therefore could lack credibility. Red Snapper and other recruitment agencies can offer 'agency staff' to undertake the required work. The hourly rate quoted by Red Snapper was £490 per day. Choosing this option means the force

would be engaging with individual contactors and negotiating the component parts of any inspection. Other large UK outsourcing companies for example Capita supply a range of support services to police, but there is nothing to indicate they perform an inspection role along the lines offered by Red Snapper.

5.4 – Exco are also asked to approve inspections every 2 years. The costs of this can be included in future RFIP budget bids. This does not constrain the force to using Red Snapper Managed Services for future inspections. Other provider could be considered to ensure value of money, if a viable alternative is identified.

6. Resource Implications

6.1 Financial Implications

7 Role	Days required	Day Rate (£)	Estimated Project Rate (£)
1 x Senior Inspection Consultant	20	£500	£10,000
1 x Lead Inspection Consultant	20	£450	£9,000
1 x Project Manager	5	£500	£2,500
Total	45 Consultancy Days		£21,500

Activity	Cost
Travel to the airport x 2 (£250.00 per person)	£500
Two return flights to the Falkland Islands x 2	£3,500
Accommodation in the Falkland Islands x 2 (6 x £175.00 per night)	£2,100
Subsistence in the Falkland Islands x 2 (6 days x £25.00 per day)	£250
Ancillary expenses for travel and subsistence in the UK	£1,000
Total	£7,350

Total Project Price

Total Number of Days	£21,500
Total Expenses	£7,350
Total	£28,850

6.2 Human Resource Implications

None

6.3 Other Resource Implications

None

7 Legal Implications

7.1 Nothing in this paper impacts on the fundamental rights and freedoms provided under the Constitution.

8 Environmental & Sustainability Implications

8.1 None

9 Significant Risks

9.1 The risk in not carrying out an independent inspection leaves a range of stakeholders and the public not knowing how the force is performing and whether it is being managed in an efficient and effective way; as required by the Police Ordinance 2000.

10 Consultation

10.1 Consultation has taken place with the Hon Leona Roberts, HE the Governor, members of the Police Committee and the Chief Executive.

11 Communication

11.1 A communication strategy can be developed to brief internal stakeholders and staff and later on to inform the public of the outcome of the inspection.

Red Snapper Managed Services Ltd

Royal Falkland Islands Police: An inspection of leadership, crime management, demand and resources

Royal Falkland Island Police

This document sets out the terms of reference for the Royal Falkland Islands Police to engage with the Red Snapper Managed Services Ltd to provide an independent inspection of leadership, crime management, demand and resources.

30 July 2018

Protective Marking	OFFICIAL
Title	Red Snapper Managed Services Ltd - to provide an independent inspection of leadership, crime management, demand and resources.
Relevant To	Royal Falkland Islands Police and the Red Snapper Managed Services Ltd.
Purpose	Terms of reference to provide an inspection of leadership, crime management, demand and resources, for commercial purposes.
Author	Neil Hunter
Date	Monday 30 July 2018
Version Control	V1
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Draft



1. Business Overview

The Red Snapper Group (RSG) is the market leading Investigation and Enforcement managed services, recruitment, media and training services provider dedicated to the law enforcement sector.

RSG provides four distinct areas of business:

- **Red Snapper Managed Services Ltd**

Outcome based investigation & enforcement support services: including inspection work, interviewing witnesses, providing operational and strategic reviews, amongst other investigative support services.¹

- **Red Snapper Learning Ltd**

Training based investigation support services: Providing traditional training, immersive learning, and e-learning to over two thousand law enforcement delegates each year.

- **Red Snapper Media Ltd**

News media, comment, views and recruitment services with a combined monthly audience of over 250,000 law enforcement professionals.

- **Red Snapper Recruitment Ltd**

Recruitment based investigation support services: Over a thousand contingent labour workers (agency workers) deployed in investigative roles across UK policing and law enforcement agencies.

2. Key Business Facts and Statistics

RSG has:

- A financial annual turnover of £38m;
- 110 directly employed staff based across three main offices: Central London, Birmingham and Barnsley;
- Provides end-to-end investigation and enforcement support services to 25+ public sector customers;
- Conducted over 60 independent reviews across policing and the wider law enforcement community, including reviews of murders, safeguarding and misconduct offences; and
- Operate in over 15 countries, globally.

¹ Red Snapper Managed Services Ltd support can include: statement-taking; achieving best evidence interviews; house-to-house enquiries; CCTV viewing; cold case reviews, intelligence led mouth swabbing; homicide reviews; safeguarding reviews, risk assessments and much more.

3. The Business Model Rationale and our Mission Statement

The RSG business model is a deliberate structure created to produce positive outcomes for our clients.

Our media division provides market-leading police news, views and commentary to allow the business to engage with and harvest the contact details of UK and international policing professionals.

Our training division has become the number one service provider to UK policing for the provision of investigation based training competencies.

Our media and training divisions are leveraged to support our managed services and staffing services divisions.

Our media business ensures we can attract and identify highly skilled and experienced practitioners. This allows RSG to deploy a small team as well as much larger teams ensuring they achieve the right quality.

Our training business ensures we can provide our fully managed deployed teams with pre-deployment and on-deployment training support to guarantee high quality outcomes.

The business mission statement is: *‘to provide UK policing with a range of cost effective, highly agile investigative support services of the highest quality’.*

4. Red Snapper Managed Services Ltd (RSMS)

RSMS delivers investigative support managed services to authorities working within the criminal investigation, enforcement, criminal justice and offender management sectors. Our service has been developed to support a part, and in limited circumstances all, of the responsibilities and functions from our client’s investigation workflow, and to provide this within an agreed timescale and cost, also known as a ‘project’, think of this as an ‘outcome-based service’.

The project scope is agreed in advance, in a detailed consultation with the end-user, which includes the set time, deliverables, scope and cost.

RSMS will deliver the project within the agreed deliverables (Unit of Work (UoW)), which forms the complete scope of work. For example; to provide an inspection of leadership, crime management, demand and resources within the Royal Falkland Islands Police (RFIP).

It is incumbent upon RSMS to ensure it’s staff meets the required standard to conduct the work that is referred to them.

RSMS will provide a fully transparent service supplying regular management information to the end-user detailing quality and performance management items, including regular updates to the single point of contact (SPOC) within RFIP.

The RSMS is made up of nationally registered and accredited workers drawn from operational policing backgrounds, who are highly experienced and skilled practitioners; they have an unblemished record.

RSMS maintains the continuous professional development (CPD) of its entire staff and makes available to our end-user these CPD records for scrutiny. We ensure our staff are 'fit for purpose' with highly contemporary skills and expertise across law enforcement.

RSMS provides pre-deployment training sessions to ensure our staff understand the local issues specific to each project. RSMS can supply its services using cutting edge technology to achieve efficiencies and cost savings.

5. Key Features and Benefits

Features

- The provision of increased investigation capability of the highest standard;
- Services can be delivered off site using the RSG estate creating additional capacity.
- Quality control and management provided by the service provider
- Light touch management required from the end-user management team;
- Continuous management and performance based information provided to the end-user project management team;
- An outcomes based service paid for only when the customer is fully satisfied (the customer has the right to reject and/or request work is repeated without incurring additional fees)
- The provision of pre-deployment training for selected investigative practitioners to ensure they have key 'local knowledge' (systems, policies etc.) and are fully up-to-date in terms of expertise and knowledge, where necessary;
- Provide ongoing monitoring of current and emerging business needs to identify additional areas of support.
- The provision of technology platforms for outsource ordering and management; and

Benefits

- Provide a completely independent product;
- Flexible and fast response;
- Cost efficient and predictable spend;
- Highly skilled and experienced service;
- Evidence-based quality outputs achieved;
- Risk based approach; and
- Innovative ideas and working practices.

6. Terms of Reference

Introduction

The Falkland Islands is an archipelago in the South Atlantic Ocean on the Patagonian Shelf. It has a population of approximately 3150 people.

RFIP is a British Overseas Territory police force with law enforcement responsibility within the Falkland Islands.

The police have an establishment of 23 sworn members, 4 support staff, and 4 reserve constables.

All military police serving with the Joint Service Police & Security Unit of British Forces South Atlantic are sworn in as RFIP reserve constables.

The Chief of Police is Superintendent Jeff McMahon.

On 9 July 2018, RSMS was invited by the Royal Falkland Islands Police to submit a proposal to inspect the force.

On 30 July 2018, the draft terms of reference were put together.

Purpose of Project:

To provide an inspection of the leadership, crime management, demand and resources within RFIP.

This project will be carried out on behalf of the Falkland Islands Government.

Areas for Inspection

The terms of reference will specify the areas for inspection, as follows:

- 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.

Terms of Reference

The terms of reference will be agreed between RFIP and RSMS following consultation.

They will be relevant and focused, primarily aimed at establishing efficiency and effectiveness of the RFIP, particularly in respect of issues, such as: 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.

Upon completion of the inspection, the inspectors will prepare a report and submit it to the Chief of Police of the RFIP.

The report will be a balanced evidence-based document that will support any future scrutiny around the approach that RFIP adopt toward the effectiveness and efficiency of the areas inspected, and the way in which RFIP go about the business of managing this demand.

The findings, analysis, conclusions and recommendations will be set out and benchmarked against the agreed terms of reference. The outcome will focus on the things that are working well, and the recommendations will include and highlight any areas for improvement and lessons learned.

Resources required

For the purpose of delivering a successful inspection, the right practitioners need to be carefully selected. The practitioners will be highly skilled and experienced consultants.

The team should comprise staff with a blend of skills, who have extensive operational, strategic and inspection experience.

If one of the principal objectives of the inspection is to support and assist, the inspection team should have a career profile which includes recent and relevant experience. Only by appointing staff with such experience will the RFIP and the wider Falkland Islands Government have confidence in the opinions of the inspection team, and whether they will actually add value to the process.

Where practicable, the inspection team staff should be completely independent and have had no previous connections to RFIP. Ideally, to demonstrate total independence, in cases involving high profile, complex or sensitive issues, consideration should be given to appointing inspectors who have recent connections within law enforcement.

Also, it is advantageous if the inspection team have held a senior position within law enforcement, for example a senior manager role, and has subject matter knowledge, but in some circumstances this may not always be possible.

The overall determining factors in selecting the inspectors should be based on them being independent, relevant and with credible experience.

Therefore, the resources required to conduct this inspection is;

- **Senior Inspection Consultant** - an experienced former senior police officer, who has had recent inspection experience.
- **Lead Inspection Consultant** - an experienced former police officer, who has had recent inspection experience.

Senior Inspection Consultant

Name	Availability	Cover Note	Embedded CV
Dave ROBERTS	Yes	Dave is a vastly experienced former senior police officer, who has extensive background in volume, serious, major and organised crime operations. He has previously been a Chief Officer on the Executive Command of a police force and he was Chief of Staff at HMICFRS for several years. He has a comprehensive understanding of operational (investigative, intelligence and security), strategic, major incident and gold group matters and had led small and large teams throughout his career working across high risk business areas. In addition, he is available in February 2019 and committed to the entire assignment.	Available upon request

Lead Inspection Consultant

Steve STRONG	Yes	Steve is an experienced former senior police officer, who has extensive background in volume, serious, major and organised crime operations. He has review experience and has produced high quality written reports. He is a nationally accredited PIP level 3 senior investigating officer and has successfully completed the major crime course. He has a comprehensive understanding of operational (investigative, intelligence and security), strategic, major incident and gold group matters and had led small and large teams throughout his career working across high risk business areas. He is security cleared with the EU and forces within the UK. He is available in February 2019 and committed to the entire assignment.	Available upon request
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Project Manager

Neil HUNTER	Yes	Neil is an experienced former senior police officer, who has extensive background in volume, serious, major and organised crime operations. He has review experience and has produced high quality written reports. He is a nationally accredited PIP level 3 and PIP level 4 senior investigating officer and has successfully completed the major crime course. However, his primary role in this inspection is to manage end-to-end project, which encompasses time, deliverables, budget, quality, risk, change, progress, scope and benefits (project management).	Available upon request
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Upon completion of the inspection, the team will conduct an analysis of the evidence and prepare a comprehensive report on the emerging findings; conclusions, including any necessary recommendations.

Project Plan and Timescales

It is important when conducting an inspection not to set or accept unrealistic deadlines.

Project plan, timescales and deliverables:

In January 2019, an in-depth presentation will be provided to the inspection team by the Chief of Police.²

² This briefing will occur in the UK, as there is a window of opportunity when the RFIP Chief of Police attends a training event at Ryton-on-Dunsmore.

Schedule of activity and a timeline containing key milestones has been identified, as follows:

Activity	Responsibility	Deadline
Invitation to submit proposal	RFIP	9 July 2018
Prepare proposal	RSMS	July 2018
Proposal deadline		16 July 2018
Proposal process being considered	RFIP	July 2018
RSMS notified that the draft proposal has been accepted by RFIP.	RFIP/RSMS	20 July 2018
Post-proposal conference call	RFIP/RSMS	25 July 2018
Prepare terms of reference	RSMS/RFIP	August/September 2018
Initial gateway briefing at Ryton-on-Dunsmore	RFIP/RSMS	January 2019
Inspection starting date	RFIP/RSMS	February 2019 - the inspection can start when the vetting and security clearance has been approved and the terms of reference agreed.
Phase 1: Assessment, planning and preparation	RSMS	February 2019 - week 1
Phase 2: Data/document review/examination	RSMS	February 2019 - week 2
Briefing to RFIP by Project Manager and Senior Inspector to head of RFIP police by conference call.	RSMS/RFIP	
Phase 3: fieldwork, including interviews with key stakeholders and interested parties.	RSMS	February 2019 - week 3
Hot de-brief and direct feedback to RFIP by Senior Inspector - share emerging findings	RSMS/RFIP	
Phase 4: report writing, including emerging findings, analysis, conclusion and recommendations; factual accuracy, and proof read the report	RSMS	February 2019 - week 4
Report finalisation and handover to RFIP for sign off	RSMS/RFIP	February 2019 - week 4
Project de-brief	RSMS/RFIP	Conference call
Fine tune final report	RSMS	
Report to RFIP	RSMS/RFIP	End of February/beginning of March 2019

As can be seen, the preparation, planning, methodology, fieldwork and report writing will take approximately 4 weeks.

This can be further broken down, as follows:

Week 1: Preparation, Planning and Methodology:

- 1 week - Confirm the terms of reference are still relevant, including receiving a briefing to include an initial scoping exercise to fully establish the extent of the inspection, familiarisation with: the Island environment; Force information management systems; formulate a review criteria/methodology; secure and preserve all relevant material required; and logistical preparation;

Week 2: Data/Document review:

- 1 week - review and examine all relevant material, including: policies, procedures, case files, incident reports, other relevant documents; evidence-gathering by undertaking an examination of data provided by the RFIP;

Week 3: Fieldwork

- 1 week - fieldwork, including travel to Royal Falkland Islands to gathering evidence by carrying out one-to-one interviews and/or focus groups with key stakeholders and interested parties including police, non-police and the public.

Draft

Provisional schedule of activity in week 3:

Scheduled activity week 3	Role	Person	Duration	Type of interview
Travel to Falkland Islands				
Day 1	Chief of Police	Jeff McMahon	2 hours	1-2-1
	Inspector		1 hour	1-2-1
	Sergeant (uniform)		1 hour	1-2-1
	Environment familiarisation on island			
Day 2	Document review - annual policing plan, control strategy, complaints procedure, other policies and procedures.		All day	
Day 3	Case study review - audit of crime reports, custody records, supervision of investigations, care of victims and witnesses, extent of partnership working and other checks.		All day	
Day 4	Constables (uniform)		1.5 hours	Focus group
	Sergeant (detective)		1 hour	1-2-1
	Constables (detective)		1.5 hours	Focus group
	Constables (reserve)		1.5 hours	Focus group
	Human Resource Manager		1 hour	1-2-1
Day 5	Police and Communities Together (PACT) meeting with community		2 hours	Focus group
	Support staff		1.5 hours	Focus group
	Chief Prosecutor		1 hour	1-2-1
	Direct oral feedback and hot de-brief with senior management	Jeff McMahon	1 hour	1-2-1
Travel back to UK				

Because of the unique policing challenge faced by the RFIP, a direct comparison with police forces in England and Wales is not appropriate. However, that is not to say that lessons cannot be learned from elsewhere. Consequently, at the various phases in this inspection where it was relevant and

appropriate to do so, the RFIP will be evaluated against the standards that are commonly applied to policing in England and Wales. To do so, the Home Office's 'crime counting rules' and 'authorised professional practice', which are provided by the College of Policing, will be used.

Week 4: Report Writing

- 1 week - report writing and proof reading (prepare evidence-based draft report including findings, conclusion and any necessary recommendations); and
- Brief to RFIP and sign off report.

The reputation of a law enforcement agency is often at stake when commissioning an inspection. It is often difficult to recover from a poorly commissioned inspection where unrealistic deadlines and expectations have been set.

Out of Scope

The RSMS consultants will conduct the inspection without fear or favour of any party political policy. If any offences emerge, or issues of misconduct by RFIP staff are identified, the Chief of Police will immediately be briefed on these issues.

Pricing

The service would be provided on a day rate basis as set out in the below table.

Our estimated price to complete the inspection is based on a senior inspection consultant supported by a lead inspection consultant, and an RSMS project manager.

Set out below is a table which shows the amount and cost of each consultancy day for the inspection. A preferred two person inspection team, with light touch support from a RSMS project manager will be formed to facilitate the inspection, which will comprise of one senior inspector, a lead inspector, and a project manager.

Daily Consultancy for Review

Role	Days required	Day Rate (£)	Estimated Project Rate (£)
1 x Senior Inspection Consultant	20	£500.00	£10,000.00
1 x Lead Inspection Consultant	20	£450.00	£9000.00
1 x Project Manager	5	£500.00	£2,500.00
Total	45 Consultancy Days		£21,500.00

Project Expenses and Subsistence

Over the anticipated 4 week inspection, the following indicative expenses will be made available to the consultants for the purposes of travel to and from the Falkland Islands, inclusive of overnight accommodation and subsistence, where required.

Terms of reference – Royal Falkland Islands
Police
Red Snapper Managed Services Ltd



Whilst working on the inspection in the UK the cost of travel, accommodation and subsistence can be mitigated if remote working is allowed.

Come what may, there will still be some travel and expenses required during the fieldwork in the Falkland Islands during the evidence gathering phase.

This agreement will match RSMS's internal travel policy to ensure the travel arrangements are cost effective and efficient. The expenses displayed are for the full project expenses which encompasses all the consultants assigned to the conduct the inspection.

Activity	Cost
Travel to the airport x 2 (£250.00 per person)	£500.00
Two return flights to the Falkland Islands x 2	£3,500.00
Accommodation in the Falkland Islands x 2 (6 x £175.00 per night)	£2,100.00
Subsistence in the Falkland Islands x 2 (6 days x £25.00 per day)	£250.00
Ancillary expenses for travel and subsistence in the UK	£1,000.00
Total	£7,350.00

Total Project Price

Total Number of Days	£21,500.00
Total Expenses	£7,350.00
Total	£28,850.00

Estimated inspection completion fee £28,850.00 (inclusive of expenses and overheads).

7. Conclusion

This project requires an inspection team with the appropriate skills and abilities, which includes, leadership, decision-making, good communication, attention-to-detail, organisation, and excellence in report writing.

The fee levied on a day rate basis.

Clear terms of reference will be implemented prior to the commencement of the project to determine the expected outcomes.

The inspection will be managed and quality assured by a RSMS project manager.

The senior inspector and the RSMS project manager will engage in an initial gateway briefing with the Chief of Police; at this meeting a project plan will be finalised with associated milestones.

The project will be led by an experienced former senior police officer, with appropriate vetting, who has recent inspection expertise, who will work independently of the RFIP supervision. However, he/she will liaise closely with the RFIP Chief of Police to fully understand the nature and complexity of the inspection, and assess the progress of the inspection against agreed milestones.

A time line would be agreed for the completion of the work at the start of the project.

Terms of reference – Royal Falkland Islands
Police
Red Snapper Managed Services Ltd



After a comprehensive briefing from Chief of Police, RSMS would propose lines for the completion of the work in line with the schedule of activity identified in the terms of reference. This will be agreed following consultation with the Chief of Police.

At the close of the project the senior inspector will supply the RFIP with a detailed project report.

RSMS is confident that it can successfully deliver a quality inspection within the agreed budget in compliance with the Police Code of Ethics.

Agreement

RSMS conform to policies set by the police authorities to undertake the agreed projects. We therefore comply to the policies and protocols as set out in each of the terms and conditions. It is mandatory for each of our Consultants to pass our internal policy awareness and training documents for example, Consultants will undertake our Preventing Corruption and Bribery module, understanding Information and Cyber Security, Equality and Diversity modules and others which forms our internal continuous professional development and standards methodology.

Authorisation

Signature of authorising person		Signature of authorising person	
Signed on behalf of Chief of Police, Royal Falkland Islands Police.		Signed on behalf of Red Snapper Group of; Octavia House, 50 Banner Street, London EC1Y 8ST	
Signed by	Jeff McMahon	Signed by	Neil Hunter
Position within organisation	Superintendent	Position within organisation	Principal Consultant
Date		Date	