

**OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE
DECISION RECORD**

Decision Record Number: **47/2017**

Title: **Force Management Statements – Analytical Support**

Executive Summary: The Force will have to complete a Force Management Statement by May 2018 as a new HMICFRS requirement. These statements will be used by HMICFRS to inform their decisions in relation to future PEEL inspections.

Force Management Statements will be self-assessments and they will need to be published externally from May 2019 onwards.

The guidance on Force Management Statements is currently out to consultation but it is clear that the Force will be required to deliver a substantial self-assessment document within a very short timescale.

The Force has identified the need for an additional resource in terms of an analyst, at a cost of £33,890, to support the internal working group that is being established to carry out this work and have requested that the this cost should be met from reserves.

Decision: That proposal to employ an additional analyst for an initial period of 12 months to support the team developing the Force Management Statement be approved and it is agreed that the cost should be met from reserves.


Background Report: Submission attached.

Police and Crime Commissioner for Humberside

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct. Any such interests are recorded below.

The above request has my approval.

Signature



Date 15.12.17

POLICE AND CRIME COMMISSIONER

FOR HUMBERSIDE

SUBMISSION FOR:

DECISION

OPEN

Title: FORCE MANAGEMENT STATEMENTS: Analytical Support

Author: Justin Partridge

Date: 16th November 2017

Chief Officer Sponsor: DCC Rowley

1. Executive Summary

The Force Management Statement (FMS) is an annual statement designed to improve and streamline the information which police forces produce. It is a mandatory requirement from HMIC.

A draft template for the FMS is currently under consultation to December 22nd ([link](#)), with the first version of FMS due for submission to HMIC in May 2018. External publication is required from May 2019 onwards.

The Force Management Statement will be used by HMICFRS to make decisions on where Force's face the greatest risk. This will inform the PEEL 2018 inspection. It is expected that the FMS will complement the Police and Crime Plan and assist the assurance mechanisms of the Police and Crime Commissioner.

2. Recommendation

It is recommended that an additional Analyst at Scale 6 is recruited to support this work at a cost of £33,980.

3. Detail

The level of detail required to complete a Force Management Statement, as currently detailed in the guidance, is considerable. Whilst there is a possibility that the guidance may be amended following the ongoing consultation, the force needs to plan to deliver a substantial document in a relatively short timescale.

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There is no expectation that the first FMS (due by May 2018) will be made public, but it should be noted that some forces are considering publication, and the document itself will be at least partially available through Freedom of Information requests if these are received.

The document will form the self-assessment for future Integrated Peel Assessments from HMICFRS. It is also intended as a key document to drive force planning and resourcing decisions.

It is therefore imperative that this first version is as accurate and comprehensive as possible.

Despite the contention from HMICFRS that Force Management Statements will require nothing that the Chief Constable should not already know, there are practical issues in gathering and analysing all the data required. The change to CONNECT will increase the complexities for Humberside as the force is still getting used to the system and how to access data from it.

The review of Corporate Development Branch is ongoing, and includes an analyst and police officer post in recognition of the work required to deliver FMS. The police officer post will coordinate the work in each Command, whilst the analyst will be used to ensure accuracy of demand and resourcing data.

HMICFRS recommend that most of the assessment and planning for the FMS should take place within the Commands which manage the different types of demand. The consultation document states *'the selection of staff to lead the process is vital, especially because much of their work will involve coordinating others. The most successful pilot forces generally involved a senior member of police staff and a senior police officer, both working closely with the Chief Constable and Deputy. Only a couple of senior corporate staff are needed as their main role will be to coordinate and manage others to produce high quality assessments. It is essential that the Force Management self-assessment and planning process is seen to be supported by the Chief Constable and is taken seriously.'*

In some areas the force has taken considerable strides towards understanding of demand, and the new shift pattern proposals and force target operating model are designed to better match that demand with appropriate resources. In many areas however the demand work to date has been limited. With the addition of a second analyst the force will be better able to extract, analyse and report on current and future demand across all Commands, provide support to Commanders who are struggling to access and understand the data, and provide resilience to this work.

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4. Plan for delivery of FMS

Stage 1 November to December 2017:

1. Thoroughly review the guidance document from HMICFRS to identify gaps/issues and draft feedback for the force
2. Make contact with other regional forces to establish any opportunities to conduct some of the work regionally (Chiefs have already tentatively discussed this in Yath).
3. Conduct a 'first cut' review of demand data and levels of demand across the entire force using a high level questionnaire to managers, coordinated by the Demand Team and Business Change
4. Chose 6-10 areas to conduct a 'trial run' on from the guidance – selection should include some that we expect to be straightforward, some difficult.
5. Using the HMICFRS 4 Step approach (establish the gap between current and forecast demand / establish asset status / identify ways to address gaps / prioritise and provide options for actions to address highest priority areas) prepare a 'mini FMS' for those areas
6. Using the lessons learned from this approach identify:
 - a. Resources and skills from across the force needed for the full FMS (e.g. numbers of workshops required for each area, length of those workshops, number of attendees etc.).
 - b. Key gaps in our knowledge/data, divided into those that can be addressed in the short term, and those that will not be addressed in time for the first FMS in May 2108
 - c. A structured and scheduled approach to the full FMS, using HMICFRS' guidance as a starting point
7. Prepare a report on progress to COG by mid-December, including draft feedback on the FMS process and recommendations for the next stage.

Stage 2 January to May 2018

1. Develop the full FMS, or as much of it as we can develop in the timescale. (HMIC have accepted that the first version may contain some gaps).
2. Consideration of any communication issues regarding external publication.

5. Financial Implications

Current demand analysts are graded as a Scale 6; it is proposed that the additional post would be the same grade, for an initial period of 12 months. Total cost (mid-scale) would therefore be £33,980.

6. People Implications

There are no direct people implications from this report.

7. Risk

As the content and quality of the Force Management Statement will inform future inspection activity, it is necessary for the FMS to be robustly managed to ensure that a quality, fit for purpose document is produced to ensure that inspection activity from HMICFRS is proportionate.

The statements are to be public (from 2019, although some forces are possibly going to publish in 2018). The public version can be redacted to remove sensitive information, but the approach to publication will need to be carefully considered.

8. Consultation

DCC Rowley, Justin Partridge, Paul Wainwright and Rachel Cook are well sighted on the proposals for the FMS, having all been in attendance at the launch event in London on 2nd October, along with the Staff Officer (HMIC Liaison).

9. Communication

The key communication messages will be addressed as the FMS process progresses.

10. Equality & Diversity Impact Assessment

An EIA should be undertaken on completion of the FMS as initially it is only a self-assessment, albeit a very detailed one.

Appendix A - A brief overview of FMS

The FMS is an annual document which should contain;

- The financial resources which the Force expects to have in each of the next 3-5 years
- The demand – latent and patent, crime and non-crime which the Force expects to face in each of those 3-5 years
- The capacity and capability of the workforce and other assets
- The serviceability and wellbeing of the workforce and other assets
- Workforce performance
- Security of supply

The template identifies 7 principal categories of demand and the areas which should be included under each heading.

Responding to the public	Prevention and deterrence.	Investigations	Protecting vulnerable people	Monitoring dangerous and repeat offenders	Disrupting organised crime	Responding to major events
Current demand	Current demand	Current demand	Current demand	Current demand	Current demand	Current demand
Projected demand	Projected demand	Projected demand	Projected demand	Projected demand	Projected demand	Projected demand
Performance	Performance	Performance	Performance	Performance	Performance	Performance
Capacity	Capacity	Capacity	Capacity	Capacity	Capacity	Capacity
Capability	Capability	Capability	Capability	Capability	Capability	Capability
Gaps	Gaps	Gaps	Gaps	Gaps	Gaps	Gaps
Serviceability of assets						
Wellbeing						
ICT and Information Management						
Estates						
Fleet						
HR & Workforce planning	Learning & development	Professional standards	Finance function	Programme, project & change management	Other	Specials & volunteers
Financial resources						

A four step approach is advised.

- *Step 1:* Establish, from an analysis of the environment, the gap between current demand and the forecast of future demand;
- *Step 2:* Establish the current status of the force's assets: their performance, condition, capacity, capability, well-being and serviceability;
- *Step 3:* Identify the gaps within each category of demand (i.e. the difference between demand which can be met and demand which cannot be met) and what changes in the workforce and other assets should be made to close them;
- *Step 4:* Identify those gaps in the categories which are of greatest importance to the chief constable and the police and crime commissioner, then make a decision about what will be done to close them in the light of competing priorities and available resources.

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The below diagram shows how the FMS cycle could fit with the financial planning cycle in a Force. This is an integrated planning cycle, the distinguishing features of which are;

- Planning is focused on change in demand over the next three to four years
- It helps the command team to focus on the principal changes with long lead times
- Policies and priorities over the next three to four years set the budget and the medium term financial plan, rather than the other way around

