



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 16 May 2019

FORCE MANAGEMENT STATEMENT (FMS2) UPDATE

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on progress with the preparation of Cambridgeshire Constabulary’s Force Management Statement (FMS2).

2. Recommendation

2.1 The Commissioner is recommended to note the report.

3. Background

3.1 The Force Management Statement (FMS) is a self-assessment completed by police forces for Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). It is the chief constable’s explanation of:

- The demand the force expects to face in the next four years;
- How the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand;
- How the force will improve to make sure the gap between future demand and future capability is as small as it can be; and
- The money the force expects to have to do all this.

The FMS supports and guides the integrated PEEL assessment, thematic inspections and monitoring of force performance.

- 3.2 The first Cambridgeshire Constabulary FMS (FMS1) was published in June 2018. This was well received by HMICFRS, and was used to inform activity in force to address areas of high priority risk identified through a strategic demand assessment.
- 3.3 Business planning and FMS1 were the subject of an internal audit in Q4 2018/19. The internal audit opinion given was 'reasonable assurance', with two medium priority actions. The first action related to an absence of formal documentation about the process for producing the FMS. The second related to the absence of an audit trail for the data analysis within the FMS. Both of these actions will be addressed by the agreed implementation date of September 2019.

4. Structure of FMS2

4.1 The Constabulary is due to submit FMS2 to HMICFRS on 31 May 2019. The production of FMS2 has coincided with preparation for the integrated PEEL inspection w/c 3 June 2018, which has presented substantial resourcing challenges for Corporate Development in delivering both HMICFRS requirements in the same time period. The resourcing model used for FMS production in Cambridgeshire remains very lean compared to other forces.

4.2 HMICFRS expect to see incremental progression in the development and content of FMS2. In this regard, the Constabulary has prioritised the following improvements for FMS2:

- Application of the strategic demand assessment to enabling (back office) functions as well as operational delivery functions.
- The inclusion of structured case studies.
- The introduction of forecasting for key crime types to inform the assessment of future demand.

4.3 FMS2 is structured around 4 steps, as per the HMICFRS guidance:

Step 1: Establish the gap between current demand and demand you expect in the next four years.

Step 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Step 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

Step 4: State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

5. Timeline for FMS2 Completion

- 5.1 Data collection for FMS2 is ongoing until 13 May 2019, following which there will be a period of consolidation, editing and risk assessment.
- 5.2 The force will hold a planning event on 21 May 2019 for senior leaders to consider and agree the risk assessment, and agree the areas of continuous improvement focus for the next 12 months.
- 5.3 The force will share FMS2 with HMICFRS on 31 May 2019. A final copy will also be provided to the PCC and OPCC on this date.
- 5.4 The force aims to publish FMS2 on its website no later than 30 July 2019.

6. Use of FMS2 in Business Planning Processes

- 6.1 FMS2 will be used to underpin strategic planning and decision making through the force's Business Planning Board, chaired by the Chief Constable. This forum is responsible for a consistent and coordinated approach to setting force priorities and the Medium Term Financial Strategy, and in maintaining an overview of the force's contribution to delivery of the Police and Crime Plan. The Business Planning Board will meet three times a year.

7. FMS3

- 7.1 Clarification is awaited from HMICFRS on the timing of FMS3. It is expected that the deadline for the third iteration will align appropriately with the existing force planning cycle, so no substantial changes are expected to be required to existing financial planning timelines. The Constabulary continues to engage with national processes to review and improve the FMS methodology.

BIBLIOGRAPHY

Source Document(s)	
Contact Officer(s)	Dr Natalie Benton, Head of Corporate Development, Cambridgeshire Constabulary