



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 11 June 2019

### **Publication of Force Management Statement (FMS2)**

#### **1. Purpose**

1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with Cambridgeshire Constabulary’s 2019/20 Force Management Statement (FMS2).

#### **2. Recommendation**

2.1 The Board 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, future capability and future services is diminished; and
- The budget 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.

#### 4. Publication of FMS2

- 4.1 The Constabulary submitted FMS2 to HMICFRS on 31 May 2019, as well as providing a copy marked Official – Sensitive to the Police and Crime Commissioner.
- 4.2 The Constabulary intends to publish an Official (redacted) version of FMS2 on its website no later than 31 July 2019.

#### 5. Strategic Demand Assessment

- 5.1 The force has used a strategic demand assessment methodology to assess and compare the force’s effectiveness at meeting current and future demand across all functions. This informs ongoing budget and workforce decisions as part of business planning.
- 5.2 In FMS1 in 2018/19, there were seven areas identified above the force’s risk tolerance (13). Good progress has been made in the last 12 months in mitigating these risks, as evidenced in FMS2, with risk scores reducing in all cases.

Function	Risk 2018/19	Risk 2019/20
Authorities and Standards (Authorities)	Severe (20)	Moderate (7)
JPS Roads Policing	Substantial (17)	Moderate (12)
Victim and Witness Hub	Substantial (17)	Moderate (12)
BCH Scientific Services	Substantial (16)	Moderate (12)
Partnerships and Operational Support (Mental Health)	Substantial (16)	Moderate (7)
Geographic (Domestic Abuse)	Substantial (16)	Substantial (13)
Geographic (Response)	Substantial (13)	Moderate (8)

- 5.2 FMS2 (2019/20) identifies 12 areas above the force’s risk tolerance (13).

Function	Risk 2019/20
Continuous Improvement	Critical (25)
Geographic Policing (Rape Investigation Team)	Severe (21)
Performance	Severe (20)
Health and Wellbeing	Substantial (18)
JPS CT Protect and Prepare	Substantial (17)

Governance and Inspection	Substantial (17)
Vetting and Access Control	Substantial (17)
Learning and Development	Substantial (17)
Procurement	Substantial (17)
Geographic Policing (Neighbourhoods (High Harm Functions - OCG Management))	Substantial (16)
BCH Major Crime Unit	Substantial (13)
Domestic Abuse/Stalking and Harassment	Substantial (13)

5.3 A force business planning event was held on 21 May 2019 to discuss strategic mitigation for the risks in 5.2. This mitigation is documented in FMS2. A summary from FMS2 is presented below.

Critical demand risk	F1.7 Continuous Improvement	A review of Corporate Development will be completed in 2019/20, SRO'd by the Deputy Chief Constable. A particular focus will be consideration of additional resources required to support Local Change and future national change projects.  OWNER: DCC
Severe demand risk	S3 Geographic Policing (Rape Investigation Team)	A review of the RIT has been completed, including analysis of crime queues, supervisory gaps, and vacancies. Consideration is being given to the target operating model, the re-introduction of Specially Trained Officer (STO) roles and more efficient ways to manage safeguarding. There is a recommended resource uplift included. Improvements to supervision and changes to shift patterns are also being considered. Work is ongoing with the CPS to develop an agreed Early Investigative Advice process.  OWNER: ACC
	F1.5 Performance	A review of Corporate Development will be completed in 2019/20, SRO'd by the Deputy Chief Constable. A particular focus will be consideration of the structure of analytical functions in force to bolster resilience.  OWNER: DCC
Substantial demand risk	T4.3 Health and Wellbeing	Recognising the combination of reduced health and wellbeing services post-collaboration, and the ongoing increases in demand, BCH chief officers commissioned a review of occupational health and wellbeing service provision. BCH chief officers will seek to make decisions on future wellbeing services over the coming months.  OWNER: DIRECTOR OF BCH HR

E7 JPS CT Protect and Prepare	[Redaction (Official – Sensitive Organisational)] OWNER: ACC JPS
F1.2 Governance and Inspection	A review of Corporate Development will be completed in 2019/20, SRO'd by the Deputy Chief Constable. A particular focus will be consideration of force governance arrangements and resourcing to support scrutiny processes.  OWNER: DCC
T3.3 Vetting and Access Control	The Vetting Unit is working through a compliance delivery plan, including additional Vetting Unit staffing, to meet the anticipated needs to achieve APP compliance. Structural changes are planned which aim to ensure that re-vetting is prioritised alongside continuing high demand for new vetting applications. 7 Force Vetting collaboration is being scoped.  OWNER: DCC
T4.2 Learning and Development	A baseline review of Learning and Development Services is underway to gather data on demand, use of resources, and levels of activity to inform recommendations on how best to meet demand and our future operating model.  OWNER: DIRECTOR OF BCH HR
T6 Procurement	The 7 Force Regional Procurement service is being launched during 2019. OWNER: 7 FORCE STRATEGIC COLLABORATION CC
C4 Geographic Policing (Neighbourhoods (High Harm Functions - OCG Management))	Increased frontline officer numbers as a result of increases in the Council Tax precept will result in more neighbourhood officers who can support work around organised crime groups. OWNER: ACC
P1 Geographic (Neighbourhoods)	A review was completed in May 2019 which identified a need for greater resource investment to deliver a new, stretching neighbourhood policing strategy. A performance framework focused on achievement of national guidelines has been put in place. Using the increased precept funds, 50 new frontline posts have been funded, with 30 of these allocated to neighbourhood roles in September 2019 and a further 20 in January 2020. A peer review is scheduled for the summer of 2019. OWNER: ACC
I4 BCH Major Crime Unit	MCU was reviewed in Bedfordshire's Priority Based Budgeting programme in phase 1, between October 2018 and January 2019. Service changes and efficiency changes were identified to manage future demand, including removal of vacant posts and some workforce modernisation. Service levels have been reduced to an 'intermediate' level. [Redaction (Official Sensitive – Organisational)]; 2 sentences].  A business case is being progressed to future proof archiving and storage.  OWNER: ACC JPS

	S1 Domestic Abuse/Stalking and Harassment	<p>The quality of all investigations should improve with the introduction of the Case File Standards and Support Unit in early June 2019. A safeguarding sergeant has recently been appointed into the Protecting Vulnerable People Department to support the domestic abuse agenda.</p> <p>Work to better understand demand has been completed to inform resourcing decisions and ensure consistency of approaches across North and South areas. More resilient governance and supervision through Detective Inspectors has been introduced.</p> <p>OWNER: ACC</p>
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5.4 The force has recently introduced a new governance structure. It is intended that FMS2 will be used to inform decision making in a variety of Boards, with the risks above tolerance tracked through Force Executive Board and each allocated a chief officer owner.

## 6. Recommendation

6.1 The Board is recommended to note the report.

## BIBLIOGRAPHY

<b>Source Document(s)</b>	
<b>Contact Officer(s)</b>	C/Insp Chris Savage, Corporate Development Department