



Creating a safer
Cambridgeshire

TO: Business Co-ordination Board

From: Chief Constable

DATE: 29 March 2018

External scrutiny – HMICFRS requirements for Force Management Statements

1.0 Purpose of paper

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on progress with the introduction of the first Force Management Statement in 2018. This supplements the last update provided in October 2017.

2.0 Introduction

- 2.1 A Force Management Statement is a self-assessment that chief constables prepare and provide to Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) each year. It is a statement and explanation of:
- a) The demand the force expects to face in the next four years;
 - b) How the force will change and improve the condition, capacity, serviceability, performance and security of supply of its workforce and other assets to cope with that demand;
 - c) How the force will improve its efficiency to make sure the gap between future demand and future capability is as small as it can reasonably be; and
 - d) The money the force expects to have to do all this.
- 2.2 The Force Management Statement is part of the integrated PEEL assessment (iPA). HMICFRS may also make use of the document in monitoring performance and in thematic inspections.
- 2.3 It is recognised that there are limits to the ability of forces to assess future demand and the capability of their assets accurately.

- 2.4 HMICFRS have not mandated the publication of the Force Management Statement as it is not within their statutory powers, but it will be subject to Freedom of Information requests. Some level of redaction may therefore be necessary.
- 2.5 The Force Management Statement is not a substitute for a Police and Crime Plan, but will help the Police and Crime Commissioner assess whether the objectives of the Police and Crime Plan are likely to be met, how quickly and at what cost.

3.0 Consultation

- 3.1 Since the last update in October 2017, HMICFRS has completed a national consultation on draft proposals for the Force Management Statement. The force has contributed to this consultation through membership of various HMICFRS advisory bodies (including the HMICFRS Reference Group, Technical Advisory Group, and Force Management Statement pilot user group), through the National Police Chiefs' Council (NPCC), by attendance at stakeholder events, and directly in correspondence with Sir Thomas Windsor.
- 3.2 Substantial changes have been made to the Force Management Statement guidance template following consultation. The Force Management Statement will now be used in four main ways by HMICFRS:
- In risk assessment, to decide the scope and scale of inspection fieldwork.
 - To provide information and evidence for pre-inspection work and in-force inspections.
 - To highlight good practice. [new]
 - To reduce how much data they ask for. [amended]
- 3.3 The ability to highlight good practice is a welcome development that will enable forces who are not assessed against key questions in the risk based PEEL methodology to provide evidence of progress from good towards outstanding.
- 3.4 HMICFRS have removed the requirement for a large data collection, and instead will ask for a PEEL data collection to be completed as normal as part of the iPA. This data return is expected in early June 2018, and therefore is likely to not be affected by the introduction of Athena. Work is ongoing with forces to develop a data catalogue and more efficient reporting mechanisms, supported by CapGemini.

4.0 Progress with the Preparation of the Force Management Statement

- 4.1 HMICFRS issued the final guidance for the first Force Management Statement on 13 March 2018, two weeks after it was expected, with an expectation that forces complete their first Force Management Statement for submission by the end of May 2018.
- 4.2 A series of material changes were made to the guidance following consultation, simplifying some areas and increasing complexity in others.
- 4.3 Provision was made within the guidance for forces that were affected by the delay in guidance being issued to apply for a two week extension on a case-by-case basis. The Chief Constable has requested an extension on behalf of Cambridgeshire until 16 June 2018.

4.4 To date, the force has drafted departmental business plans for all areas of business, aligned to the new operating model. These explain, for each department:

- Who they are? [owner]
- Why are they here? [purpose/vision]
- What do they do? [demand/objectives/priorities]
- What does success look like? [performance indicators]
- Why do they do it? [current risk/future risk]
- What do they need? [finance/resources/governance/strategy/policy]
- How do they get better? [continuous improvement plans].

These are being produced as interactive pdfs by Corporate Communications, and could not be finalised until full departmental cost information was available. This was provided at the end of March 2018. An example of a departmental business plan will be made available to the Finance Sub-Group of the Board for their interest.

- 4.5 The departmental business plans will be aggregated into a force business plan which will form the basis of the Force Management Statement. This work is currently being completed by the Head of Corporate Development.
- 4.6 Consultation is ongoing across Bedfordshire, Cambridgeshire and Hertfordshire to ensure that the Force Management Statement accurately reflects collaborated units, and also with ERSOU and 7 force collaboration. Force Management Statement Leads are meeting regularly to share good practice and ideas and reduce duplication of effort. The work following the Concerto Review to enhance governance and reporting for collaborated departments is being used as the evidence base for Organisational Support, Operational Support and Joint Protective Services functions, alongside any existing strategic planning documents. This approach will evolve in future years.
- 4.7 The latest Force Strategic Assessment is currently being prepared by the Central Intelligence Bureau, which will be used alongside the Medium Term Financial Strategy and Workforce Plan to enhance the content of the Force Management Statement. This is due for completion by the end of April 2018.
- 4.8 The force is hoping to produce a version of the Force Management Statement that can be published on the force website for transparency. There will be a need to redact some sensitive information.

5.0 Force Management Statement 2019

- 5.1 Following completion of the first Force Management Statement, the force will immediately commence preparation of the second for 2019. This is to ensure alignment with the financial planning cycle.

6.0 Sign Off Processes

- 6.1 The Force Management Statement is owned by the Chief Constable and is therefore signed off by the Force Executive Board. This is intended for completion on 4 June 2018. A draft will be supplied to the Office of the Police and Crime Commissioner for awareness and factual accuracy checks as part of consultation on the final document.

7.0 Recommendation

7.1 The Board are asked to note the contents of this report.

BIBLIOGRAPHY

Source Document(s)	Force Management Statement Guidance Template https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/force-management-statements-guidance-and-template.pdf
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