



Creating a safer
Cambridgeshire

TO: Business Coordination Board

FROM: Chief Constable

DATE: 19 July 2018

FORCE MANAGEMENT STATEMENT

1. Purpose of Paper

1.1 The purpose of this paper is to provide Business Co-ordination Board (the 'Board') with an update on the Force Management Statement which was submitted to HMICFRS on 15 June 2018.

2. Recommendations

2.1 The board to note the contents of this report.

3. Background

3.1 As part of Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) inspection programme, all police forces in England and Wales are required to prepare and submit a Force Management Statement (FMS).

3.2 The FMS is intended to be an 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 its efficiency to

make sure the gap between future demand and future capability is as small as it can reasonably be; and the money the force expects to have to do all this.

- 3.3 The FMS should focus on the areas of the force's activities that pose the greatest risk to the public.
- 3.4 The FMS will be used by HMICFRS in risk assessment (to decide the scope and scale of inspection fieldwork), as evidence for pre-inspection work and in force inspections, to highlight good practice, and to reduce the quantity of data the force needs to supply.
- 3.5 The FMS does not replace the Police and Crime Plan, Strategic Policing Requirement, Chief Constable's Annual Report, Strategic Assessment, Governance Statements or the Annual Data Requirement.

4. Approach to Producing the FMS

- 4.1 Different forces have taken different approaches to the production of the FMS, with documents varying in length, and with some produced by a single author and others asking departmental leads to draft sections.
- 4.2 Given the level of available resources in force, and the need to minimise bureaucracy for senior managers and collaborated units, a single author approach has been taken in Cambridgeshire.
- 4.3 The force has drawn heavily on existing business planning material, including departmental business plans drafted by heads of department, the Constabulary's Workforce Plan, Medium Term Financial Strategy and Strategic Assessment, Local Policing Review Business Cases, Process Evolution Reports, and Delivery Plans and Performance Dashboards for collaborated functions.
- 4.4 The force has been working with Bedfordshire Police and Hertfordshire Constabulary to consider approaches and ensure collaborated units are consistently represented. Cambridgeshire Constabulary has chosen to follow the 'Strategic Demand Assessment' approach developed by Dr Edward Major in Bedfordshire. This was felt to be user friendly and appropriate for the task, and makes use of existing risk methodologies that senior managers are used to.
- 4.5 The FMS is not intended to be a 'compendium of everything for everyone', but rather to focus attention on areas of risk that really matter to the public of Cambridgeshire. The FMS has been informed by a business planning session with senior managers at which future capacity, capability and condition issues were debated, and where consideration was given to how the Strategic Demand Assessment could be used to prioritise the deployment of resources through governance processes. The OPCC were included in this meeting. A factual accuracy check has been completed with heads of department and with the OPCC.
- 4.6 The introduction of the force's new operating model on 30 April 2018 has caused some challenges with completing the Strategic Demand Assessment, which ideally would have been completed several months before go live. This means that in some areas of Local Policing, it has been difficult to assess capacity, as the model has not

yet been fully embedded. The new operating model, with its ‘one team’ approach and removal of geographic boundaries and central functions is also challenging to align to the HMICFRS taxonomy. This makes the FMS less user friendly for the public than we would like.

5. Risk Tolerance

5.1 As part of the Strategic Demand Assessment, it was necessary for the force to set its risk tolerance for operational policing demand. This was set at the same level used for organisational risk (a score of 13 – moderate).

5.2 For functions facing a substantial or higher demand risk, activities will focus on

- Improving capacity and/or capability;
- Improving efficiency through business change;
- Reducing current and/or future demand;
- Transferring current and/or future demand to functions or agencies that are better able to manage it;
- Accepting and documenting the risk.

5.3 For functions facing a low or moderate demand risk, activities should focus on:

- Maintaining capacity and capability to manage current and future demand.

5.4 In the May 2018 Strategic Demand Assessment, there were no areas of critical demand risk (Table 1). There was one area of severe demand risk – the Authorities Bureau. There were six areas of substantial demand risk – JPS Roads Policing, Victim and Witness Hub, BCH Scientific Services, Partnerships and Operational Support (Mental Health), Geographic (Domestic Abuse), and Geographic Policing (Response).

5.5 The activity currently planned in 2018/19 to address these risks is shown in Table 2.

Table 1: Strategic Demand Assessment – Areas that Exceed Tolerance

Demand risk	Demand risk score	Function
Critical demand risk		NIL
Severe demand risk	20	C3 Authorities and Standards (Authorities Bureau)
Substantial demand risk	17	E6 JPS Roads Policing
	17	I3 Victim and Witness Hub
	16	I5 BCH Scientific Services
	16	R5 Partnerships and Operational Support (Mental Health)
	16	S3 Geographic (Domestic Abuse)
	13	R4 Geographic (Response)

Table 2: Strategic Demand Assessment – Managing Priority Demands

Critical demand risk	NIL
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Severe demand risk	C3 Authorities and Standards (Authorities)	Work is planned in 2018/19 to baseline demand within the Authorities Bureau, to understand the required capacity and capability. This will inform decision making about future resourcing. Work is ongoing to revise and streamline processes where possible. Work is also underway as part of 7 force collaboration to consider how resilience can be developed across the region.
Substantial demand risk	E6 JPS Roads Policing	A review of roads policing services was completed as part of the JPS2020 change programme, with recommendations due to be considered by chief officers in summer 2018.
	I3 Victim and Witness Hub	A review of the service was completed in 2017, with appropriate recommendations implemented. The review will be revisited following Athena implementation to identify further improvement opportunities. The introduction of a new case management system, and improvements through embedding of the collaborated Administration of Justice function in BCH are expected to reduce demand, and the force continues to work with criminal justice partners to find more efficient ways of working together.
	I5 BCH Scientific Services	BCH continues to manage increasing accreditation requirements, which are outside of its control. Some realignment of services to assist with meeting accreditation requirements will help. Much of the increased demand relates to digital evidence – improved triage and training will be needed to manage this.
	R5 Partnerships and Operational Support (Mental Health)	The risk relates predominantly to the short term nature of the funding for the Integrated Mental Health Team in the Demand Hub, combined with increasing awareness of mental health issues and a focus on vulnerability impacting on levels of demand. The force will continue to advocate via the Police and Crime Commissioner longer term funding via the Clinical Commissioning Group.
	S3 Geographic (Domestic Abuse)	The introduction of the new force operating model has moved the investigation of domestic abuse investigations away from a central unit to investigation teams based geographically. The impact of this change on victim care and investigative outcomes will be closely monitored as part of the post-implementation review over the next six months. Support is in place from the Head of Public Protection as head of profession, and work is ongoing to ensure all officers completing domestic abuse investigations are appropriately trained and supported. A 'readiness review' of the force's approach to domestic abuse will be completed in Autumn 2018 to ensure any improvements that are necessary are actioned quickly. The force will continue to draw on the results of the domestic abuse victim survey to understand where improvement is needed.
	R4 Geographic (Response)	Challenges relate predominantly to the force's response to prompt calls for attendance (priority calls, within 1 hour). In the new operating model, the shift pattern and resource levels are better aligned to the demand baseline, and it is expected that the new model will improve the force's performance in this area. The move to North and South policing areas has already improved the force's ability to move resources around the force area to meet demand, and it is expected that new officers joining the force following the increase in the council tax precept will also help to relieve the pressure on the frontline response function.

6. Governance

6.1 Consideration is being given as to how the FMS can be best used to inform financial and workforce planning, and accountability and planning processes for collaborated functions.

7. Next Steps

7.1 It is the Chief Constable's intention to publish a redacted version of the FMS. Discussions are currently continuing with other Chief Officers about how this might be done.

7.2 The annual FMS cycle begins again in June 2018. The force will refresh the Strategic Demand Assessment in October 2018, prior to the development of the medium term financial strategy and workforce plan for 2019/20. This will enable an assessment to be made of the demand risks that remain following the implementation of the force's new operating model.

8. Recommendations

8.1 BCB members to note the contents of this report.

BIBLIOGRAPHY

Source Document(s)	
Contact Officer(s)	Chief Inspector Chris Savage, Cambridgeshire Constabulary