

**To: Office of Police and Crime Commissioner – Management Meeting**

**Date: 19 December 2016**

**By: Damon McCarthy**

**Title: HMIC Force Management Statements - Update**

---

**Purpose of Report/Issue:**

To brief the meeting on the development of Force Management Statements and actions underway in Surrey Police to prepare for their production.

---

**Introduction/Background:**

As part of the Windsor Review, recommendation #49 stated that:

“HMIC, in consultation...should establish a national template for a force management statement [FMS] which should be published by each police force annually.”

HMIC is developing a national template for each force to provide and, with exceptions, publish its assessment of the demand it faces, the plans and resources it has to meet that demand, including its financial plans, and, in relation to its assets, their condition, capacity, capability, serviceability, performance and security of supply.

---

**Report Detail:**

The FMS should contain consistently presented, reliable data about the projected demands on the force, the force’s plans for meeting those demands, including its financial plans, and the steps it intends to take to improve the efficiency and economy with which it will maintain and develop its workforce and other assets, and discharge its obligations to the public.

The force management statement is for each chief constable to set out their assessment of the forthcoming 48 months. It will place particular emphasis on:

- The anticipated demands for services
- The provision of services

- The operating and strategic planning assumptions

The statements are therefore intended to contain the following information:

- A report, with reasons on the force's performance against the demands that were anticipated.
- Costed plans to improve the efficiency, effectiveness and legitimacy of discharging obligations to the public and to service the anticipated demands in the short, medium and long-terms.
- Plans to maintain and develop the workforce and other assets

The statements will be published by the chief constable in response to the annual PEEL Assessment and will necessitate a detailed understanding of the operating context, the demands for service and how well attuned the force is with it.

In producing an annual FMS, chief constables will set out what their force can be relied on to contribute to public safety. Taken together, 43 management statements will provide a detailed national picture of the co-production and maintenance of public safety.

### **Structure of FMS**

The FMS will be structured in six parts

Part 1 – Force overview (general introduction to police force and the area it polices)

Part 2 – Financial resources (financial resources available and financial expenditure)

Part 3 – Demand for services (anticipated demands and the peaks and surges in those demands)

Part 4 – Workforce and assets (current and future workforce assets including a one-day snapshot taken on a 'census' day)

Part 5 – Identification of gaps (comparing future demand with future workforce / assets)

Part 6 – Organisational development (range of services to be developed and provided and development of workforce to improve efficiency and effectiveness)

FMS are currently being piloted in 14 forces including TVP. Intell gathering from TVP is underway. All six elements of the FMS will be piloted with each force piloting one or two of the parts. Particular emphasis will be given to parts 1 to 5.

Indications are that HMIC are going to be less prescriptive than planned about what information will be included and this is in the process of being reviewed by HMIC with the pilot forces.

### **Current Timeline**

2016/17: Pilot force expected to produce FMS examples by end of March 2017

2017/18: All forces expected to commence production of FMS from Autumn of 2017

---

### **Recommendation(s)/Future Activity:**

Activity is agreed and planned as follows:

1. Given the timelines described there is little to be gained from trying to anticipate the detailed requirements, so no specific work will be initiated until the guidance has been issued and assessed. Indications from a workshop held by HMIC on 28 November with pilot forces is that the MoRiLE framework (Management of Risk in Law Enforcement), an initiative sponsored by the NPCC, potentially acts as a useful starting point in the production of FMS.
2. However a small working group across both Surrey and Sussex will be convened and led by Corporate Development / Strategic Planning with representation from People Services and Finance to begin scoping information sources and potential gaps. This approach will ensure there is a consistent and joined up response in relation to collaborated functions whilst also reducing potential duplication of effort.
3. Having had an opportunity to consider recent developments, the working group will report back to both DCCs via ORB (Sussex) / SRALG (Surrey) in February to propose and agree ownership and governance.

---

**Risks:**

None identified at this stage – dependent on HMIC plans and timescales

---

**Attachments/ Background Papers:** None

---

**Contact details -**

**Name:** Damon McCarthy

**Job Title:** People Services Head of Performance and Reporting

**Telephone number:** 01483 638739

**Email address:** [damon.mccarthy@surrey.pnn.police.uk](mailto:damon.mccarthy@surrey.pnn.police.uk)