



**Strategic Policing and Crime Board**

**Date of meeting: 23<sup>rd</sup> July 2019**

**Police and Crime Plan Priority: N/A**

**Title: Force Management Statement 2019**

**Presented by: ACC Sue Southern & Supt Andy Hill**

**Purpose of paper**

1. The purpose of this report is to provide an overview of the second Force Management Statement (FMS) submitted to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in June 2019. This report is for discussion.

**Introduction**

2. The FMS is a self-assessment that chief constables provide to HMICFRS each year. It is the Chief Constable's statement and explanation of:
  - the demand the force expects to face in the next four years;
  - how the force will change and improve 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. The force received positive feedback for FMS 1 from the West Midlands HMICFRS Force Liaison Lead in terms of the level of detail included, the RAG assessment, Executive Summary and the level of predictive analysis.
4. HMICFRS have reviewed their approach and subsequently made the following changes to the guidance for 2019:
  - Revised template structure; A four-step approach for each area (Inc. gap between current and future demand, current status of workforce and assets, approach to meeting anticipated demand and future demand the force is not expecting to meet).
  - The requirement for the entire FMS to be between 130 -170 pages.

- Formal requirement for a RAG rating with an explanation of the methodology utilised.
  - Requirement to predict and assess future demand using thorough predictive analysis.
5. For FMS2, HMICFRS will be providing forces with individual feedback, albeit the mechanism to do this is still to be confirmed.

### **Production of FMS 2 - 2019**

6. The production of FMS2 was coordinated by the Strategic Intelligence Team which included plan development, data refresh, template production and collation. This involved 11 Full Time Equivalent staff covering a total of 456 hours during the production period. In addition to the core team, a Superintendent from Force Intelligence and the Staff Office Manager supported the process of collation and final sign off of the document, which equated to an additional 80 hours.
7. The estimated cost of the total team involved in producing FMS 2 was approximately £15,500.
8. As part of FMS2, each core section was produced by the relevant Head of Department and overseen by the respective Force Executive Team lead. These sections were then collated by the Strategic Intelligence Team. The above costings do not take into account this Senior Management/ Executive resource input.

### **Key findings**

9. WMP concluded each section with an overall assessment according to the following criteria:
- **Green:** The force is confident in the asset state and expects it to match current and future demand with minimal change.
  - **Amber:** The force is confident in the asset state but expects challenges to meet current and / or future demand and will require more strategic action.
  - **Red:** The force has either concerns over the asset state, its ability to meet current and / or future demand or its ability to mitigate these challenges

10. The overall assessment for each section is as follows:

Section 1 Finance	Section 2 Responding to the Public	Section 3 Prevention and Deterrence	Section 4 Investigations	Section 5 Protecting vulnerable People	Section 6 Managing Offenders
Section 7 Serious and Organised Crime	Section 8 Major Events	Section 9 Force Wide Wellbeing	Section 10 IT&D Information Management	Section 11 Force Wide Functions	Section 12 Collaborations

11. The RAG ratings have remained consistent for each section since 2018.
12. The RAG rating for Protecting Vulnerable People has remained RED. WMP continues to deal with elevated levels of vulnerability when compared to many other forces, primarily as result of the socio-demographics of the force. Despite these high levels of vulnerability, the force is funded per capita below the national average. This, alongside stretched service provision from partner agencies in critical areas such as mental health, drug and alcohol addiction services, children's services and adult social care, has made the task of responding to vulnerability challenging.
13. Nevertheless, WMP has invested substantial resource to manage and reduce vulnerability throughout the West Midlands, including a departmental restructure of the Public Protection Unit and changes to the operating model to better prioritise our response. Whilst these changes have enabled us to better respond to increasing demand, analysis indicates demand will continue to increase. This risk cannot be eliminated with current and anticipated future resources, hence the red grading.
14. The overall conclusion of the FMS determined the WMP financial position as Amber with the rationale detailed as follows: 'the force continues to have a strong track record of delivery, however recognises that financial challenges are increasing due to an increase in volume and complexity of criminal activity. The medium term financial plan is under constant review to provide greater clarity on assumptions, opportunities, risk and pressures. The MTFP outlines how we will meet the known real-terms reduction in funding, recognising depleting reserves'.

### Next Steps

15. WMP continues to review the methodology used to produce the force FMS with a view to ensuring FMS production becomes part of business as usual processes and is incorporated fully into force governance structures.
16. The board is asked to note this report.

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