



WEST YORKSHIRE POLICE AND CRIME PANEL

1 MARCH 2019

Force Management Statement Update

1. Purpose

- 1.1 To provide Panel members with an understanding of the Force Management Statement that is produced by West Yorkshire Police.

2. Background

- 2.1 A Force Management Statement (FMS) is a self-assessment that chief constables (and London equivalents) prepare and give to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) each year.
- 2.2 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.
- 2.3 For detailed guidance about force management statements, see the [HMICFRS website](#), this includes:
 - the template that HMICFRS asked forces to use when preparing their FMSs for 2018 and some guidelines to help them;
 - the letter from HM Chief Inspector of Constabulary (HMCIC) to all chief constables (and their London equivalents) explaining the principal results of the consultation conducted and sending them the template FMS for 2018; and
 - previous correspondence from HMCIC about FMSs.
- 2.4 Developing the FMS is a three-year process. This first year of FMSs is a pilot year. The HMICFRS are working with the police service and others on the development of a full FMS (for the third year, 2020). There will be a mid-way FMS for the second year (2019).

2.5 The template for the first pilot year included the following steps

- Step 1: Establish the gap between current demand and demand you expect in the next four years.
- Step 2: Establish the current status of the force's workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.
- Step 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.
- Step 4: State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

2.6 All forces have now submitted their first year FMSs. These submissions have been reviewed and will inform the Integrated PEEL Assessment inspections which will start in West Yorkshire in May 2019.

2.7 The review of FMSs will also help HMICFRS to develop the approach for the mid-way FMS in 2019 – making changes to the process, template and guidance where necessary.

3.0 Why the HMICFRS needs the FMS

3.1 The information in the FMS is required by the HMICFRS for the purposes of their inspections of forces' efficiency and effectiveness

3.2 The information is also to ensure that all forces have reliable and accessible information on current and future demand, assets (especially asset condition and capability) and resources. They will use that information in their decision-making, including decisions about improving efficiency and effectiveness, and how they will duly observe the police and crime plan of their local policing body (police and crime commissioners and their London and Manchester mayoral equivalents).

3.3 The HMIC recognises that there may be limits to forces' ability to assess future demand and the capability of their assets accurately. Hardly any prediction is perfect. But forces should have good methods of assessing future needs and how they will meet them. As they develop, FMSs will help a great deal with this.

3.4 In each year, it is necessary that chief constables provide the best available information in their FMSs. If they have reservations about the completeness or quality of the information provided, they have been asked to say so.

3.5 The FMS will help identify which areas of a force's activities present the greatest risks to the public. This will in turn inform what inspections HMICFRS needs to do in the future and how intensive they will need to be.

4.0 How the PCC / OPCC will use the FMS

4.1 Inform Police and Crime Plans

The guidance from HMICFRS is clear that the Police and Crime Plans should be referenced in the full FMS document. The HMICFRS has aspirations that the FMS will help in assessing whether the objectives of the police and crime plan are likely to be met and how quickly.

Also, the information from the document will be informative for future Police and Crime Plans.

4.2 Discuss key issues with Chief Constables

The FMS will look at all the key issues and how the force will deal with them. It will also give an indication of where there may be future demand which the force do not expect to meet with the current structure. This will inform any discussions with the Chief Constable

4.3 Inform longer term thinking

HMICFRS have acknowledged that their current regime of PEEL and other inspections assesses the efficiency and effectiveness of the force but doesn't comprehensively assess future demand and how forces will meet it. The FMS is designed to inform this longer term thinking.

4.4. Areas for scrutiny

The comprehensive nature of the FMS will ensure that areas for scrutiny will be highlighted at an early stage and effective communication can take place to ensure that these areas are understood and developed.

5. Next Steps / Future Work

- 5.1 The 2018 pilot FMS has been produced by West Yorkshire Police. The executive summary will be available for panel members.
- 5.2 The full 2018 FMS will be published by West Yorkshire Police on their website after the Police and Crime Panel meeting in March.
- 5.3 The executive summary and the full FMS will be on the agenda for the next Police and Crime Panel meeting in April.
- 5.4 As each FMS is produced there will be an update to the Panel with regard to the document and how it links with the national picture of demand.