

For Information	
Public	
Report to:	Strategic Resources and Performance Meeting / Police and Crime Panel
Date of Meeting:	8th October 2018
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Force Management Statement – Next Steps and Lessons Learned

1. Purpose of the Report

- 1.1 To formally communicate the Force Management Statement (FMS) to the Police and Crime Commissioner and Police and Crime Panel for information.
- 1.2 To outline the next steps, including;
 - How the Force plans to respond to areas for improvement identified through completion of the FMS;
 - Identification of lessons learned following the production of the FMS.

2. Recommendations

- 2.1 It is recommended that the Police and Crime Commissioner and the Police and Crime Panel note the contents of this report.

3. Reasons for Recommendations

- 3.1 To ensure the Panel are briefed on the content of the FMS, the Force's response to areas for improvement highlighted in the FMS and identification of lessons learned.

4. Summary of Key Points

4.1 Response to FMS Outcomes

Nottinghamshire Police prepared its first FMS in May 2018. It provides an overview of the demand that is currently experienced, how its resources are currently deployed in response to demand, the future anticipated demand and the force's plans to meet that demand, and finally, any future demand the force feels it will be unable to meet.

The Force has carefully assessed where current and future demands lie and will continue to re-assess how we align resource to existing and emerging

threats. Recent structural changes are specifically aligned with local public and partner needs and they are all costed over the medium term with a 5 year MTFP which sees no intended use of reserves other than for planned infrastructure investments. A capability based policing model has been built which is both flexible and adaptive to present and future challenges.

The most recent PEEL inspection assessments in 2017 from HMICFRS grades the Force as GOOD: an improvement from assessments made in previous years which recognises the dedication, focus and hard work of all officers and staff. However, the Force recognises the need for continuous improvement and to remain responsive to existing and emerging demands.

For an overview of key points highlighted in the FMS, please refer to the FMS Executive Summary at Appendix A.

4.1.1 FMS and the Annual Planning Cycle

The Priority Plan Programme was launched in April 2016, to enable a renewed approach to business planning and business change. A key tool in this process is the Annual Departmental Assessments (ADA), which provide heads of department an opportunity to undertake an evaluation of their area of business and make proposals for improvement which seek to address identified risk and opportunity.

These proposals are presented to an Extraordinary Force Executive Board, chaired by the Chief Constable and attended by key internal and external stakeholders, who approve and direct activity, informing a programme of change for the forthcoming financial year.

Proposals in the 2018/19 ADAs will respond directly to areas for improvement identified in the FMS, as undertaking this has enabled an enhanced assessment of current and future demand to enhance and enrich the force's existing planning process.

Planning Cycle 2018/19:

- **June** – FMS finalised and submitted to HMICFRS.
- **July / August** – Departmental Heads produce ADA's to include proposals which respond to areas for improvement in the FMS.
- **September** - E-FEB takes place to approve and prioritise proposals and inform the Force's programme of change for 2019/20
- **October** – Departmental budget meetings; where sufficient information is available proposals will be costed and built into budgets for 2019/20. Where further scoping or review is required, business cases will be developed which will be subject to the Force's established governance process.
- **November** - Report to Strategic Resources and Performance Meeting to outline outcomes from ADA process, including how these respond to areas for improvement in the FMS.
- **Production of FMS 2019/20** - The template and specific timings of the FMS for next year are still to be confirmed by HMICFRS following review of this

year statements, however it is anticipated that these will continue to be in line with the Force's annual planning cycle.

4.2 **Lessons Learned from the 2018 FMS Process**

Understanding demand

The ability to adequately forecast demand and to establish a common language and understanding between departments was highlighted as an area for development for a number of Forces. Whilst the Force is making headway in its ability to predict and analyse current and future demand, maturity in understanding is critical in ensuring that policing can remain dynamic and responsive to on-going challenges.

In order to understand demand more thoroughly, now and in the future, the force will continue to review its provision for predictive analysis and also available data sources to ensure that the best possible information is utilised. Furthermore, the forthcoming review of Corporate Development, commissioned as part of the ADA process in 2017, will be cognisant of the capacity and capability required to build a greater understanding of demand.

Governance

The continued oversight of the FMS production at Chief Officer Team level is crucial in ensuring adequate resourcing and the required engagement from departmental and operational leads. The new Futures Board, chaired by DCC Barber, will provide strategic oversight for the production of the FMS going forward. Furthermore, following approval of proposals at the E-FEB in September, the Board will oversee the implementation of activity designed to resolve areas for improvement identified in the FMS.

Structure / Approach

This year's FMS was conducted as a pilot, with no grading or formal feedback however it is expected to inform the Integrated PEEL Assessment (IPA).

The guidance which accompanied the template allowed for wide variation in approach. It is not yet known whether the guidance and template is likely to become more prescriptive in future years. A briefing by HMICFRS will take place at the end of September to outline key lessons learned from a national perspective at which point it is expected that the Force will know more in this regard.

In respect of the local approach however, a number of submissions collated by one individual led to a variation in approach, content and analysis. A revised method will be explored next year to enable greater corporacy, not only in respect of commonality of language, but also the balance of strategic and operational detail included by each department head. This will include a greater degree of facilitation by those producing the FMS and the use of focus groups to increase collective knowledge and understanding.

Analytical provision

The degree of analytical provision required to service the requirements of the FMS were potentially underestimated this year. Next year the force will look to agree the scope of analytical data to be included at an early stage to ensure that sufficient insight is included. This will be supported by an improved approach to demand forecasting.

Wellbeing Data

Whilst the Force's strategic approach to wellbeing has improved greatly in recent years, the production of the FMS highlighted a varying degree of understanding of officer and staff wellbeing by departmental heads. Sickness data cannot always be relied upon to give an accurate understanding of wellbeing due to potential presenteeism, therefore further use of perception surveys and other approaches will be explored. This is supported by the launch of a new Health and Wellbeing Strategy in September.

Celebrate successes

As the FMS is intended in future to be a public facing document, it is important that the individual department heads learn to celebrate successes in their respective areas. Whilst the FMS encourages the Force to identify areas for focus and improvement, it is important that it provides a balanced perspective and celebrates what officers and staff already do well.

Overall assessment

It is anticipated that the learning from this year's FMS coupled with a greater level of understanding and buy in from the across the Force, should lead to a smoother, less intensive process in future years. Overall the FMS provided valuable strategic insight and there are clear business benefits to be gained in driving cultural change through the need for improved strategic thinking, planning processes and demand management.

5. Financial Implications and Budget Provision

- 5.1 No direct Financial Implications are raised with regard to this report.
- 5.2 Budgetary provision for business change initiatives required to address key issues highlighted by the FMS will be considered on a case by case basis as part of the financial planning process.

6. Human Resources Implications

- 6.1 There are no direct HR implications with regard to this report.

7. Equality Implications

- 7.1 There are no direct equality implications with regard to this report.

8. Risk Management

8.1 Any Force risks identified in the production of the Force Management Statement have been included in departmental or the Force risk register.

9. Policy Implications and links to the Police and Crime Plan Priorities

9.1 There are not direct policy implications as a result of this report.

9.2 Any planning undertaken as a result of the lessons identified in this report, will be undertaken in line with Police and Crime Plan priorities.

10. Changes in Legislation or other Legal Considerations

10.1 There are not direct legal considerations with regard to this report.

11. Details of outcome of consultation

11.1 There has been no consultation carried out in relation to this report.

12. Appendices

12.1 Appendix A - Force Management Statement Executive Summary

Background paper: Force Management Statement.