

MOPAC MPS Oversight Board 21 May 2018

Force Management Statement

Report by: Director Strategy and Governance, MPS

1. Purpose of this Paper

The purpose of this paper is to update the Oversight Board on progress towards the production of a Force Management Statement for HMICFRS. This is the first year all forces have been required to produce a Force Management Statement.

2. Recommendations –Oversight Board to:

- a) note the progress made to date and the forthcoming timescale and actions

3. Overview

- 3.1. The Force Management Statement is a Force document which HMICFRS highlight needs to be signed by the Chief Constable.
- 3.2. It is the assessment of the force in terms of its current and future demand; how we intend to make best use of workforce and assets, now and in the future, and how we improve our workforce and assets to meet projected demand, improve efficiency and plan in the context of our expected future resources. It also needs to articulate how delivery of the Police and Crime Plan influences resource prioritisation.

4. Performance

- 4.1. HMI are looking to Forces to articulate, based on evidence, how we are assessing demand in various areas, what is our forecast of future demand and how we are making sure our people and assets best address this, now and in the medium term, including plans to improve efficiency and effectiveness. HMICFRS will use the FMS to steer their inspection programme (in a limited way this year, but increasingly so in the future).
- 4.2. Twelve sections were given a Met lead who coordinated input. Rather than commission and produce new data (particularly given the delivery timeframe), we asked them to use, and provide, the data they already use to manage and performance monitor their area.
- 4.3. Whilst HMICFRS emphasised reports should not be too long, and we suggested a maximum of 5-6 pages of narrative per section, the breadth of policing in London means it has been difficult to provide meaningful coverage without length. The report exceeds 150 pages.
- 4.4. Local context is highly relevant to understanding how and why a force operates, performs and may adapt in a particular way. Whilst the FMS may encourage comparisons across regions, we aim to explain why and how, in each area, London is different and more complex to police. It also provides a good platform to explain how Transformation supports us to the need to close the gap between demand and resources (BCUs, mobility etc).

5. Next steps

- 5.1. We are currently developing a 13th section (Executive Summary) which will pull out the main Met narrative. Indeed, whilst the HMI methodology may identify needs and gaps in provision in most areas of policing, not all such gaps are equal: we will make clear what we are prioritising and why. It is envisaged the document will provide a good basis from which to build a more robust funding case for policing in London.
- 5.2. Whilst contributions have come from operational and HQ leads, we are checking the cross-cutting areas (Transformation in particular) with relevant leads. We are also reviewing the draft in light of future Spending Review bids.
- 5.3. MPS Data and Insight are checking data provided to ensure it is quality assured.
- 5.4. The draft is being circulated internally to Management Board and Performance Group members to further improve the narrative, pull out the salient points and agree the articulation of the important issues.

- 5.5. Work is taking place in parallel on the Business Plan refresh, which covers the same areas, in order to ensure complete consistency of approach. Both documents will be ready at the same time.