

Force management statement

Template and guidance for forces

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Introduction

What is an FMS?

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.

It is the chief constable's statement and explanation of:

- the demand the force expects to face in the foreseeable future;
- the performance, condition, composition, capacity, capability, serviceability and security of supply of the force's workforce; and the extent to which current force assets will be able to meet expected future demand;
- how the force will change and improve its workforce, policies, practices and other assets to cope with future demand;
- the effect the force expects those changes to have and the effect of any residual risk of service failure; and
- the money the force expects to have to do all this.

Why HMICFRS needs the FMS

HMICFRS needs the information in the FMS:

- to inform our inspections of forces' efficiency, effectiveness and legitimacy;
- to inform our thematic inspections; and
- to supplement our monitoring of forces' performance.

FMSs contain evidence that we use to support other purposes. It includes:

- evidence of what forces are doing to achieve national priorities;
- evidence about police performance against national priorities identified by the Crime and Policing Performance Board and the National Policing Board or other opportunities to influence national policy and strategy;
- identifying emerging national trends in demand and resources;
- identifying emerging national risks and challenges; and
- collected evidence of innovative practices.

All forces need to have accessible information on current demand, assets (especially asset condition and capability) and resources. They should use that information in their decision making, including decisions about improving efficiency and effectiveness. FMSs should also explain how forces are acting on the priorities set

out in the police and crime plan of their local policing body (police and crime commissioners and their London and Manchester mayoral equivalents).

We recognise that there are of course limits to forces' ability to precisely assess future demand and, in some respects, the condition, etc of their assets. But they should have good methods of assessing a range of possible and likely future needs and how they will meet them. FMSs will help forces explain how these are influencing forces' planning processes and decision making.

The FMS will help establish which areas of a force's activities present the greatest risks to the standard and resilience of the service it provides. This will, in turn, inform the focus and depth of inspections undertaken by us.

Purpose of this guidance document

This document will help your force produce its FMS. It will assist force practitioners who are leading or involved in the FMS production process.

It describes our requirements and makes clear any changes from previous guidance and templates. We intend this guidance:

- to help forces produce an FMS that supports inspections;
- to be useful to the force and the wider police service; and
- to maximise the organisational benefits to forces from the process of producing their FMSs.

This guidance builds on the 2020 guidance. After wide consultation with police service FMS practitioners, we have kept the four-step approach. We have also provided guidance about what you should say in each of the four steps. These and other changes aim to improve the quality of both the FMSs forces produce and the different sections that constitute an FMS.

Your FMS must be with us by **Friday 27 May 2022**. If it is complete before this date, you can send it to us sooner.

Guidance for FMS 2022

Overall, the FMSs submitted in 2019 were of a higher standard and contained more useful information than those submitted in 2018. The FMSs forces have sent us in 2020/21 are better again. Most forces are producing an FMS that has real value to the inspection programme. Many forces report that the process of producing an FMS is useful in informing planning and decision making. We welcome this and are keen to build on this progress to maximise the benefits of FMSs to inspections and forces' planning processes.

Focus on priorities

It is important that your force can identify and prioritise the problems that represent the greatest risks to the standard and resilience of the service you provide. For sections or subsections that you assess to be low risk, we require only limited information. For FMS 2022, we are asking you to provide more detailed analysis in the FMS sections you assess to be at greatest risk. These priorities should be informed by a strategic risk assessment (see below).

Emphasis on futures thinking and planning

Our previous guidance asked you to provide a quantitative four-year forecast of demand. Some of the better FMSs include qualitative assessments of how forces expect future environmental change to affect both demand and assets. We are asking forces to adopt and expand this approach in FMS 2022.

We are asking you to consider where possible and likely future environmental changes could affect your estimation of future demand and resources, what the effects could be, and how this has affected your decision making and planning. We do not expect you to include detailed environmental scanning. Instead, we are asking you to demonstrate an awareness of the range of local changes and the ways they may affect your future planning.

Greater depth of analysis

Previous FMSs contained large amounts of descriptive information, including inventories of assets and resources. We do not require this in FMS 2022. We want you to provide:

- an informed analysis of the future demands for your services;
- an estimation of the extent to which you will meet those demands; and
- an assessment of the expected effect of any planned changes.

You should demonstrate the difference between changes in demand and changes in workload. This should include information from local partners that provides insight into areas of multi-agency service provision and hidden demand. By 'partners', we mean other organisations, principally public sector bodies, concerned with the prevention of crime and disorder, the apprehension and handling of suspects and offenders, and the protection of vulnerable people.

Stronger link between financial planning and operational decision making

Previous FMSs described forces' medium-term financial planning in detail. But the link between operational decisions and financial planning has not always been clear. We are asking you to include a summary of the estimated financial costs associated with the operational decisions specified in the sections of the FMS.

Changes to the 'Major events' section

The greatest number of changes are in the 'Major events' section. This is to reflect the effect of the pandemic and our reports on policing protests and roads policing.

You will need to include an assessment of how you responded to the pandemic. You should include any lessons learned and how the pandemic has affected your planning and preparation for future civil emergencies.

You will need to consider your response to the findings from our inspection into the policing of protests, [*Getting the balance right? An inspection of how effectively the police deal with protests*](#), published on 11 March 2021.

This year, we are asking you to assess the effectiveness of your roads policing in the following respects:

- How effective are your local strategies?
- How well do capacity and capability meet demand?
- How effective is your engagement with the public and partner organisations?

You should include any roads policing initiatives and tell us how effective they have been.

The four steps

We have not changed the four steps from the previous FMS template.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can efficiently and effectively meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and achieved efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Guidance

Principles for completing the template

Please focus on giving us a clear, concise, focused analysis of your main concerns in each section. If you want to provide supporting material, that's fine: you can provide this in a separate appendix. The FMS should be a single self-contained document.

The FMS should contain an assessment that is candid and as accurate as possible. If you think the guidance or template limits your ability to produce an FMS, is too restrictive or causes you to duplicate information or effort, please speak to our FMS team and your force liaison lead as soon as possible. We would prefer you to include the information you think is relevant, rather than leave it out.

When you're giving us sensitive information (for example, about counter-terrorism or firearms policing), please mark it clearly with the appropriate security classification and handling requirements. Ideally, this should go in a separate, detachable appendix.

Our data requirements

We don't require any specific data in this FMS. But you may need to refer to some of the relevant data from your PEEL data return, value for money profiles, your annual data requirement, the data held in our digital analysis packs, the National Police Chiefs' Council's (NPCC's) Data Pack, or the incident response and neighbourhood pack. You may use inventories of demands, resources and assets to inform your assessment. You do not need to include these in your FMS, but any data you have used should be available to us if required.

To help us compare the information we receive, please follow these conventions when presenting data in your FMS:

- You should present all historical data for the most recent full year as the starting point for planning. This could be calendar year, financial year, school year, etc. But to ensure that forecasts for future years are consistent and interested parties can aggregate them, the forecast must be in financial years and, on four-year projections, broken down by financial year.
- All financial data should be in millions of pounds rounded to a single decimal place (for example, £3.4m, not £3,400,000).
- Please include the periods and volumes that percentage changes apply to. For example, "demand is predicted to increase by 19 percent" doesn't give us enough detail. "Demand is predicted to increase by 19 percent between 2021 and 2024, from 32,000 to 38,000" is better.

- We don't need full base-level data, just your analysis of it. But the base data should be available in Excel format if we need it.

Strategic risk assessment

Last year, we asked you to carry out a red, amber, green (RAG) risk-rating assessment for each section of the FMS and to include a summary of this in the template.

Forces use a range of different strategic risk assessment models in their FMSs. Some forces have developed their thinking and are using the strategic risk assessment process to summarise current and future demands, asset capacity, capability, wellbeing and performance. Other forces have adopted Management of Risks in Law Enforcement (MoRiLE) methodology.

This year, we are asking you once again to provide a strategic risk assessment of each section and to produce a consolidated summary of this in the template. We are asking you to assess the risk to the standard and resilience of the service you provide. Your risk assessment should consider both your demand and the status of your workforce and other assets. It should include an assessment of the risk of harm to the public due to service failure or inadequacy, and you may provide this as a qualitative narrative accompanying the strategic risk assessment. The risk assessment should be colour-coded in the consolidated summary to provide a visual summary of the risks identified in your FMS.

We are aware that tolerance for risk needs to be locally determined based on the local operating context and through consultation with local policing bodies, the public and other partner organisations. This means that we will not mandate a single method of strategic risk assessment for FMS 2022.

Structure of an FMS

There are two parts to an FMS:

1. A summary. This should include not only the main findings from the information in the rest of the FMS but also the decisions you are making based on those findings. It should also contain a summary of the risk assessments for each section.
2. A series of 12 sections that cover different aspects of demand, financial planning and organisational wellbeing. The financial section should state the force's expected financial position and how this is informing operational decision making. The wellbeing section should state how the force is supporting the wellbeing of its employees. It should identify any gaps there may be in providing the best wellbeing provision for employees. You might consider how your force is using the [Blue Light Wellbeing Framework](#) in this section. The remaining ten sections must consider and include the four steps we specify from page eight, which will draw out how your force is preparing itself to meet future demand.

Both parts make up the FMS. There is a declaration box that covers the whole FMS at the end of the summary part. The chief constable must sign this.

You must use all the section headings. If you have other sections, please put these at the end of your FMS.

Some forces used subsections in some sections of their FMSs in 2019. The protecting vulnerable people (PVP) section is made up of several subsections that cover every type of PVP demand. We need you to go through the four steps for each subsection. But you may present this information all together, separately for each subsection or using a combination of the two approaches.

For example, if your force has a combined team leading on safeguarding adults and children, you might choose to combine those subsections but present domestic abuse separately. You can adjust how you use the template to reflect local circumstances. But you must cover all the subsections one way or another. You may include subsections in other sections of the FMS.

The sections in the template can't be self-contained divisions of police work: there will be some overlap. If one section asks for information that might also appear in another, please just cross-refer us to the relevant section to avoid repetition.

You must fill in each section. If you have any reservations about the completeness or quality of the information you are giving us, please tell us in the relevant section and explain why. This will help us as we continue to develop the FMS.

The four steps

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Identify the principal changes in your operating environment that are most likely to significantly affect your future demand

You should provide statistical projections for the next full four financial years, shown as year-on-year projections for each financial year. We understand that data will be more meaningful over the shorter term. It would be helpful if forces could provide an indication of the confidence they have in the projected data. This might be by showing statistical confidence intervals or worst and best-case scenario projections.

We recognise that forecasting and futures thinking will be at various levels of maturity in different sections, but in each section you are expected to explain your planning.

You will need caution when choosing the base data to project from and the method of projection. The most appropriate period to project from should be determined from the historic trend and it might be appropriate to consider two periods, such as the long-term trend against more recent trends (three to five years). When examining historic data trends, it is important to be aware of and explain any significant changes in the trends, such as those due to coronavirus, those that have resulted from changes in the Home Office Counting Rules, or your force's crime-recording practices.

As a result of the variation in base data and trends, it follows that there is no single common approach to demand projection. Some forces are developing more sophisticated approaches to projection than others. We are keen to allow this to continue and to help those forces assess the accuracy of their projections in future. We will not mandate a single method of statistical projection.

Some forces improved their forecasts based on adjustments by subject matter experts, such as domestic abuse experts. They found that their input produced consistently more accurate forecasts than when taking a purely statistical approach.

You will improve your forecast further by considering the anticipated changes to the operating environment identified by futures scanning. By environment, we mean all bodies or individuals that can make a substantial difference to your force and your assessment of demand. Some forces refer to this as 'horizon scanning', adopting the PESTELO (political, economic, social, technological, environmental, legal and organisational) approach, or others.

This could include information from the National Crime Agency, the National Fraud Investigation Bureau, and local strategic assessments and intelligence. These will help inform you about the major changes in the criminal environment.

You should also include information from agencies that are likely to be aware of hidden demand that your force does not formally record. This might include information from Joint Strategic Needs Assessments. It will also include information from your local hospitals or ambulance service(s), children's homes or mental health agencies and local authority plans – for example, for large, new housing estates or shopping centres.

Please note:

You are not making a detailed analysis of each of these different sources of information. Instead, you are looking for the major changes that could significantly affect the demand on your force, and making a judgment on the likelihood of them occurring and their likely effects.

You should include the method(s) of projection applied, and any underlying assumptions, in a technical appendix. The College of Policing's (COP's) Futures Analysis team has offered to assist forces with futures thinking techniques.

You will need to include an assessment of the effect of the pandemic on your demand and how you expect COVID-19 to affect future demand.

Identify the difference between current and future demand

Once you have established your expected demand for the foreseeable future, you will need to identify the difference between current and future demand.

We only expect you to include charts and tables for areas that show the most significant expected change, or are priorities or higher risk. Please do not include charts that show little change or are not useful to your planning processes. We want you to focus on describing the evidence that you are using to inform decision making. We need:

- a graph and table showing past trends (three to four years), your four-year statistical projection and your assessment of the foreseeable future within the four-year horizon, together with your assessment of how confident you are in your assessment of the foreseeable future;
- a short and clear explanation of what the graph is showing, what is causing the underlying trend, and why and how it might change in the future; and

- a statement of the difference between current and future demand for the foreseeable future. We also want you to tell us if the period referred to is shorter than the four-year statistical projection.

Where relevant, you should describe the effect of socio-demographic issues on current and future demand including:

- people with mental health conditions or mental illness;
- the role of alcohol and substance abuse;
- deprivation and poverty; and
- homelessness.

It is worth spending more time on a few areas where your assessment suggests that there will be a major effect on future demand.

Step 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

We require you to provide an assessment of how effectively, efficiently and legitimately your current workforce and other assets can manage the demands that your force faces now and in the future.

An assessment of how your force can effectively, efficiently and legitimately manage current and future demand depends on:

- the state of your current workforce and other assets, considering their condition, capacity, capability, serviceability, wellbeing and security of supply; and
- whether you are achieving your current expected performance. Are you providing users, and especially victims, with a satisfactory level of service? You should state this in your FMS.

Performance is the principal factor to consider at Step 2, because satisfactory performance depends on your capacity, capability, wellbeing, etc. If you are not achieving your expected performance, then you should factor this shortfall into Step 3. For instance, if you are achieving the expected performance, but it is not sustainable because of wellbeing problems, then the changes you propose should foster improvements to wellbeing.

You should tell us what you consider to be an acceptable level of performance and how you have established this. You should also tell us how you are monitoring your performance. You should refer to our inspection findings to support your assessment of your force's performance. These might be from thematic inspections or from your integrated PEEL assessment.

For FMS 2022, we are asking you to assess your performance against the National Crime and Policing Measures as part of Step 2. You should write your assessment of each measure in the relevant sections. You should tell us how you are monitoring your performance and what factors are affecting your local performance.

In some previous FMSs, Step 2 generated many pages of descriptive information about the workforce and inventories of other assets. This is not necessary for FMS 2022.

For FMS 2022, we are asking you to assess your performance against the national Police Uplift Programme (PUP) as part of Step 2. You should tell us how many officers you have recruited and how you are planning to meet the requirement for additional officers in future years. You should tell us how you are planning to use the officers in the relevant sections.

Step 3: Explain what you will do to make sure that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

In Step 3, we are asking you to set out what you will do differently with your current workforce and other assets to manage the difference between the current and future demand identified in Step 1.

In Step 3, we are asking you to state:

- the decisions you have taken to manage the difference between current and future demand across the force as a whole; and
- the set of actions the force will take, how those actions will close the gap and by when.

What can you do within your existing budgets over the next few years to improve your operation by doing things differently or more efficiently?

This could involve a range of measures, such as avoiding wasted effort, streamlining processes, upgrading the skills and capabilities of your staff, changing the mix of staff, introducing changes to shift patterns, single crewing, introducing new technology or taking more effective preventative action. What do you plan to do to maintain or improve performance and service provision?

Another way of trying to manage the difference between what your current assets and activities will yield, compared with your anticipated demand, is to implement a change in policy. Often this means introducing triage-type measures that can involve reducing some activities, such as not attending certain types of incidents or only dealing with more serious cases.

Or you may change responsibilities for tasks between different teams: for example, requiring neighbourhood teams to take on more response or offender management responsibilities.

You should state any major changes in policy proposed under Step 3. There may be interdependencies to consider – for instance, the risk of costs reduced in one area creating higher costs elsewhere, or conflicts with corporate policies or the police and crime commissioner's priorities.

If you have already implemented changes that have yet to influence demand, please show how you expect these changes to close the gap and by when. If there are activities that are currently taking place but it is not clear whether they are reducing

the gap, this is an opportunity to review their value for money or expected effectiveness.

Please note:

We are expecting to see more in this section than in past FMSs. You must show how the new activities and projects you are putting in place will address the forecast demand for services over the planning period. You should say when you are carrying out these activities, what effect they will have and by when.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Step 4 requires you to state how much of the gap you expect to remain for each FMS category after you have made the changes in Step 3.

In Step 4, we are asking you to state:

- the demands you will meet because of the changes identified in Step 3;
- the demands that will remain unmet;
- the decisions your chief officer group has made to tolerate or mitigate the effect of unmet demands; and
- the expected effects of those decisions.

You should identify any demands that you cannot meet or plan to tolerate. You should state what they are and what steps you are taking to minimise the associated risks.

For example, in 2019, many forces described establishing triage teams to resolve incidents remotely without officers attending the scene. But few provided evidence about how the triage teams affected the quality of service provided to the public.

Integrating your FMS with the financial planning process

In each section of your FMS, you should provide a clear description of the major changes that you are planning to make to meet your expected future demand. You should also provide an estimate of the costs associated with implementing the changes, and the benefits that you expect.

In the finance section of your FMS, include a summary of changes or decisions made by the force and their estimated resource implications.

FMS template

Part 1: Summary

Please provide one or more paragraphs covering the main topics highlighted in each of the sections of the FMS. These should summarise what you consider to be your force's principal points for each one, building a picture of the greatest risks to your force and the expected consequences of addressing or tolerating them. Then, please provide an overall statement on the force's findings in the FMS. This should draw together cross-cutting themes and summarise the highest priorities.

There is no need to provide a force or chief officer history or generic descriptions of force-specific issues (such as seasonal variation). You don't need to include sections of the police and crime plan, maps, photographs or infographics.

You should include an assessment of how effective your force is at cutting crime. It should, in particular, assess each of the following building blocks that underpin effective crime reduction:

- bringing offenders to justice;
- reducing repeat victimisation and offending;
- preventing harm;
- preventing crime;
- performance management;
- community support; and
- workforce capacity and capability.

Please provide a statement about your force's overall performance in reducing crime in each of these areas.

Declaration

Declaration (to be signed by chief constable/Commissioner of the Metropolitan Police/Commissioner of the City of London Police):

This is the force management statement for **[name of police force]**. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed:

Strategic risk assessment summary

This year, we would like your strategic risk assessment to be an assessment of the risk to the standard and resilience of the service you provide. You will need to consider both your demand and the status of your workforce and other assets (their performance, condition, capacity, capability, serviceability, wellbeing and security of supply). As before, this should cover every subsection of the FMS that is relevant to your force.

As with previous FMSs, we are happy for you to use whichever risk assessment techniques, scoring and visual presentation you believe works best for your force, within these criteria. You should present a consolidated summary of the strategic risk assessments for each section of the FMS here.

Part 2: Section 1: Finance

This section is about your force's current financial position, the projected changes in income and expenditure, any financial gaps to fund the changes proposed in the FMS and how you propose to fill them. You don't need to follow the four steps for this section.

Your medium-term financial plan should give you most of the relevant information. Please consider the revenue plans and where you will make investments or savings. Please also consider the capital plans and any critical interdependencies that apply and may affect the force's plans.

When discussing how you are using reserves, you may need to refer to your PEEL data for the outturn reserves for the end of 2020/21 as a proportion of your net revenue expenditure, and how this compares with your previous forecast of that position.

Wherever you can, please set the financial assessment against each category of the current and future demand your force faces. You should try to describe the following four main aspects:

- The extent to which your force is making best use of its financial resources.
- Your assessment of the financial implications of future demand. Please compare these with the budget you expect to get and the resources that budget will make available. (For example, increases in pay could mean reductions in staff numbers.) We have designed the FMS to help you show what you have done and will do to make efficiency savings, and the extent to which these will help close any gap between demand and financial resources.
- How you propose to mitigate or manage any major financial risks.
- An organisation-wide financial assessment. This should include an assessment of your force's current and future financial needs, alongside any changes in how much income you think your force will get.

Lastly, your financial statement should include the main findings from your most recent external audit report. You must include any references by the external auditor about the financial resilience of the force.

Section 2: Wellbeing

This section is about your force's overall approach to the wellbeing of the people who work in it. You don't need to follow the four steps for this section.

Please tell us how well your force understands wellbeing and tracks progress in this area. You need to give us an overall assessment of your force's wellbeing and how you expect it to change. You should also give an assessment of the units, resources or departments dedicated to wellbeing, such as a force occupational health unit.

For the wellbeing assessment, please also include an assessment of the number of officers (by rank) and staff who exceed the limits specified in the [Working Time Regulations 1998](#).

You might consider how your force is using the Blue Light Wellbeing Framework in this section.

We are also asking you to assess the current composition of your workforce. For example, you may want to reflect on the profile of diversity within your force or expected changes in the age or length-of-service profile of officers.

Section 3a: Responding to the public – requests for service

This section is about how you deal with those who request a service from the police, especially emergency or urgent responses. It also includes how the public contact you through other means, such as emails or the front desk.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Section 3b: Responding to the public – incident response

This section is about how you respond to incidents, including when you do not deploy a resource.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Section 4: Prevention and deterrence (neighbourhood policing)

This section is about your force's prevention, deterrence and community-based activities to reduce demand and make the community more confident in the police. Please describe your force's activities at a community or neighbourhood level. This section should include an assessment of demand associated with alcohol and the evening and night-time economy.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Section 5: Investigations

This section is about investigations and the demand arising from crime. It includes digital and online crime investigation, intelligence, custody, forensic services and your criminal justice department. We also ask you to include demand from volume crime that you haven't written about elsewhere in your FMS.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Section 6: Protecting vulnerable people

This section is about how your force identifies and safeguards vulnerable people and investigates offences against them. It does not include the demand met as an initial response in Section 3.

Please cover the main categories as they are organised in your force. These should include but not be confined to:

- domestic abuse;
- child and adult safeguarding;
- child abuse, sexual offences;
- hate crime;
- so-called 'honour-based violence';
- female genital mutilation and forced marriage;
- human trafficking and forced labour;
- missing persons; and
- harassment, stalking and cyber bullying.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Section 7: Managing offenders

This category is about the demand that arises from managing people who have been convicted of offences and/or who present a risk to others. These include registered sex offenders, repeat offenders and anyone else the force is managing because of its own assessment and analysis.

Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

Step 2: Establish the current status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Section 8: Managing serious and organised crime

Serious and organised crime (SOC) breaks down at a national level into:

- prosperity (for example, cyber or economic crime);
- commodity (for example, drugs or firearms); and
- vulnerability (for example, child sexual exploitation, immigration crime and human trafficking).

Please refer to the National Strategic Assessment and your force and regional strategic intelligence assessments to consider your force's capacity and capability in respect of these threats.

You are free to categorise demand and assets using these definitions or give details about how you categorise different aspects of SOC. The categories of SOC should include but not be confined to:

- child sexual abuse and exploitation;
- modern slavery, human trafficking and organised immigration crime;
- firearms;
- drugs, including county lines activity;
- organised theft, robbery or burglary;
- money laundering;
- fraud and other economic crime;
- bribery and corruption;
- cyber crime; and
- serious violence, gang and knife crime.

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Section 9: Major events

This section covers civil emergencies, public order, armed policing, roads policing and the Strategic Policing Requirement (SPR).

You should include an assessment of how you responded to the pandemic. You should also include any lessons learned and how the pandemic affects your planning and preparation for future civil emergencies.

You may want to consider your response to the findings from our inspection into the policing of protests, [*Getting the balance right? An inspection of how effectively the police deal with protests*](#), published on 11 March 2021.

This year, we are also asking you to assess the effectiveness of your roads policing. You should tell us how effective your local strategies are, how well capacity and capability meet demand, and how effective your work with the public and partner organisations is. You should analyse roads policing initiatives and tell us how effective they have been.

You should include relevant information and analysis contained in your strategic firearms threat assessment.

The Home Office reviewed the SPR in 2021. It states the policing requirement to counter threats that are of such gravity as to be of national importance, or which you can only counter effectively or efficiently through national policing capabilities.

Where you have stated your response to the SPR in other sections, you do not need to repeat that information here. Under terrorism, please consider demands that will affect decisions made by your force, such as Prevent and armed policing. We do not require you to assess your regional counter-terrorism unit.

Your FMS should frame your response on the policing capabilities required to counter the SPR threats. We understand that the risk from SPR threats varies and your response may need to be based on preparedness to respond to SPR threats.

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Section 10: Knowledge management and information & communications technology (ICT)

This section is about how your intelligence, information, and communications technology assets make (and will make) your force more efficient and effective, now and in the future. It includes how useful, accurate, timely and secure your data and information are, and the systems and processes used to gather, store, process, analyse and use information in your force. This section should include but not be confined to:

- intelligence functions;
- performance management and the provision of management information;
- an assessment of your analytical capability;
- your plans to improve the efficiency and effectiveness of your force's use of information technology;
- any information technology and business intelligence programmes you are implementing, including advanced data science techniques, such as machine learning, artificial intelligence and data mining;
- how these will improve value for money for the force; and
- when you expect to achieve these improvements.

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Section 11: Force-wide functions

This section is about the functions of your force that you have not covered in other sections. It should include but not be confined to:

- human resources functions;
- learning and development functions;
- professional standards functions; and
- planning to reduce environmental impacts.

You can either present this section as an overall assessment or tell us about each function separately.

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Section 12: Collaboration

Following the first FMSs, some forces asked us to include a section on collaboration. Some collaborations may generate their own demand or have resources allocated to making the collaboration work. This section is for you to use, if you need it, to tell us about the demand and resources that come with working in collaboration. You don't need to tell us about the work your units carry out through collaboration because you will have covered that elsewhere.

Step 1: Establish the gap between current demand and demand you expect in the foreseeable future or the next four years.

Step 2: Establish the current and future status of your 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 that your workforce and other assets can meet the demand you are anticipating. Describe the expected effects of the planned changes and how these will be monitored.

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Stewardship of assets

Step 2 of an FMS requires you to assess the status of your current workforce and other assets. It asks you to do so according to the following:

- Workforce **performance** – how well do members of your workforce perform? What measure of productivity can you reasonably expect from them? How should and will that productivity change over time? This should be the central assessment you make about both your workforce and other assets.
- The **capacity** of the workforce and other assets – how much work can they do?
- The **composition** of the workforce – what is the profile of diversity and experience within your workforce?
- The **capability** of the workforce – what can members of your workforce do: their skills (such as response, investigation, roads policing, public order, firearms, child protection, neighbourhood, crime scene investigation, intelligence and analysis, leadership, management and supervision, business planning, and financial and commercial acuity) and the extent to which those skills are likely to meet the demands the force faces and will face in future?
- The **wellbeing** and **serviceability** of the workforce and other assets – what does it take in money, time and effort to look after your workforce and other assets to ensure that they are in their best practicable condition (physical and mental) and operate at their best (for example, training and professional development, and improvements in skills and resilience, supervision, efficiency and effectiveness)?
- The **condition** of the workforce – matters such as physical fitness and impairments, professional attainments and seniority.
- **Security of supply** – how resilient is the overall capacity of the force in terms of meeting demand?

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