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question]

Force Management Statement Template

Version 2.6

29/09/2017

This is a consultation draft. Consultees in and outside the police service are asked for their reasoned opinions on the structure and contents of this document.

The consultation period is 12 weeks, and ends on **22 December 2017**.

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Force management statement

Consultation

This is the draft template of the force management statement for all police forces in England and Wales. A separate template will be developed for the National Crime Agency.

It is a draft for consultation with:

- police and crime commissioners and other local policing bodies;
- chief constables and the Director-General of the National Crime Agency;
- the Home Office;
- the heads of other policing institutions (including the National Police Chiefs' Council and the College of Policing);
- staff associations, namely the Chief Police Officers' Staff Association, the Police Superintendents' Association of England and Wales, the Police Federation of England and Wales, Unison, Unite and the Public and Commercial Services Union; and
- the public.

We want to know what you think of it, and how it can be improved most effectively to meet its intended purpose, explained below. No decision on its final form will be taken until we have heard from everyone who wants to contribute. We believe the best way of assessing the suitability of the template is to try using it. For that reason we have cancelled the spring 2018 PEEL inspection, and instead we are asking forces to work with us on their first force management statements.

HMICFRS staff will be available to help forces understand what is required in force management statements and how to prepare them. Force management statements will of course remain the responsibility of the chief constable. Although the products of this work will be used by HMICFRS to make decisions on where forces face the greatest risk, and therefore for the purposes of inspection, HMICFRS will not expect forces to publish their first force management statements.

What are force management statements?

Overall objectives

Force management statements are annual statements designed to improve and streamline the information which police forces produce for:

- their own management purposes, to ensure the highest practicable levels of efficiency and effectiveness; and
- their accountability to local policing bodies (police and crime commissioners and their London equivalents), the Home Office, HMICFRS (for the purposes of inspection) and other public institutions and, of course, the public.

Principal contents

A force management statement is an annual statement published by the chief constable (and London equivalents) (with necessary redactions on security grounds) of:

- the financial resources which the force expects to have in each of the succeeding three to five years;
- the demand – latent and patent, crime and non-crime – which the force expects to face in each of those years; and
- the assets (predominantly people) which the force has to meet that demand, specifically:
 - the **capacity** of the workforce and other assets – how much work can they do;
 - their **capability** – what is it they can do: their skills (e.g., 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 which the force faces and will face in future;

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- the **serviceability and well-being** of the workforce and other assets – what does it take – in money, time and effort – to look after the workforce and other assets, to ensure they are in their best practicable condition (physical and mental) and operate at their best (e.g., training and professional development, improvements in skills and resilience, and improvements in supervision, efficiency and effectiveness). The **condition** – matters such as physical fitness and impairments, professional attainments, and seniority – are also considered in this section;
- workforce **performance** – how well do they perform; what measure of productivity can reasonably be expected from them, and how should and will that productivity change over time; and
- **security of supply** – how resilient is the overall capacity of the force in terms of meeting surges in demand.

As an alternative to publication with redactions, the chief constable may decide to publish a summary of the force management statement containing its material non-sensitive information, whilst of course providing the full force management statement to local policing bodies, the Home Office, HMICFRS and other secure public institutions.

Efficiency and effectiveness

The force management statement also contains and explains the chief constable's plans for improving the efficiency and effectiveness of the force in the period covered by the statement.

Past performance

It should also contain a report, with reasons, on the force's performance in the last year against projections made for that year in the last force management statement.

Why are they necessary?

The needs of the force

All well-managed enterprises – public sector and private – need sound information about their resources, workforce and other assets, and what they are required to do. Information of this kind is vital to efficiency and effectiveness; it is also vital to accountability.

That information needs to be as good as it can be made to be. Deficiencies in the coverage of the information and its quality impede sound decision-making, and that will lead to mistakes, inefficiency and ineffectiveness. As is well known, in the work of the police – which is public safety – the consequences of poor decision-making can be severe.

Network management statements: other safety-critical essential services

Force management statements are the police version of network management statements.

Network management statements were invented in Britain at the time of the restructuring of public assets and the design of their corresponding accountability systems. They apply to a substantial proportion of safety-critical, asset-intensive, monopoly, essential public services. They require of the providers of those public services what private sector enterprises have always had to do, to survive in a competitive environment. They provide a necessary substitute for the disciplines of the private sector.

Crucially, they also provide essential information to a reliable standard to others who have a substantial and legitimate need to know about the state of the network and the network operator's plans in relation to that network, so that they can make their own plans and decisions in reliance on that network and how its performance, capability and other characteristics are likely to change over time.

Network management statements for such enterprises are now required in European law in industries such as transport, energy and water supply. As stated, European law follows the British blueprint.

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The police are one of, if not the, most safety-critical operations in the country; public safety is the most important reason for their existence. Their efficiency and effectiveness is therefore of the highest public importance.

Policing is complex and different

It is of course fully understood and acknowledged that:

- in policing, a high proportion of day-to-day and longer-term decisions have to be made on the basis of incomplete and often incorrect information;
- demand analysis and projection are hard to do; and
- the most complex assets are people.

Sound information essential

However, public safety is so important that the needs for the best practicable standards in how it is to be assured and protected are commensurately great. It is not seriously questioned that efficiency and effectiveness in policing are essential, and that they require sound information used to the best advantage.

Data demands from other bodies

It is often objected that the demands on forces for data are already high. Forces are required to provide information about their activities and their plans to a number of bodies, including local policing bodies, the Home Office, local authorities, other law enforcement agencies, the College of Policing, the Information Commissioner, the Independent Police Complaints Commission, the National Audit Office, the Ministry of Justice, the National Offender Management Service and other public service providers, the Care Quality Commission, the Office for Standards in Education, Children's Services and Skills, as well as HMICFRS, HMI Prisons, HMCPSI and HMI Probation.

Accountability framework

While it may well presently be considerable, there can be no argument that public accountability for what the police do is unnecessary. Police and crime commissioners and their London equivalents have been established to secure that. HMICFRS is part of that accountability system, providing the public and their elected representatives with information about the efficiency and effectiveness of forces, as it is required to do by Parliament.

It is necessary that the accountability framework which applies to forces itself works as efficiently and effectively as possible. That is a critical part of the reason for developing force management statements.

Force management statements will not increase the data demand on forces which are already well-managed. When they are fully established, they will reduce those demands, in some cases considerably. This is because they will require the production of information – in a common, standard format – which should already be possessed by every well-managed force. They will require nothing which a chief constable should not already know, and which he or she undoubtedly needs to know.

When force management statements have become part of the routine of the management of police forces, in almost every instance of a chief constable being asked for information – by anyone with a legitimate interest – about the force's resources, demand and assets, he or she should be able to refer to the last force management statement, and his or her current information which will already be in existence or in preparation for the next one. In this way, the work forces have to do to meet data requirements should be reduced very considerably.

Use by local policing bodies

In following a common and standard template, force management statements will greatly assist forces and their police and crime commissioners in making valid and valuable comparisons over time, both in respect of his or her force, and between one force and one or more others. They should also very

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considerably assist with, reduce and streamline the information requirements made of forces by HMICFRS and others.

Relationship with police and crime plans etc.

It is important to emphasise that in the design of force management statements, full account has been and will be taken of the existence and purposes of police and crime plans, the Strategic Policing Requirement, chief constables' annual reports, force strategic assessments, governance statements, the Home Office's annual data requirement and other instruments which are used to provide information about the police. With the obvious exception of those which are required by statute and which have other purposes, force management statements may considerably reduce the need for some or all of these instruments; some may become entirely redundant.

In relation to police and crime plans, force management statements should make a very material contribution to them, and enable police and crime commissioners to assure themselves – as they are required to do by the Police Reform and Social Responsibility Act 2011 – of the respects in which their forces are and are not being efficient and effective.

It is emphasised that force management statements are instruments which will considerably increase the efficiency and effectiveness with which local policing bodies can assess the plans and performance of the forces which they oversee. Accountability will be enhanced.

Force management statements should not be misunderstood; they are not substitutes for police and crime plans, and they do not compete with them. Rather, they enable a local policing body to assess in which respects and to what extent the objectives of the police and crime plan are likely to be met, how quickly and at what cost. Local policing bodies will find them of considerable use.

As far as the Strategic Policing Requirement is concerned, it may be that force management statements will fulfil all or substantially all of its requirements.

Of course, force management statements must respect and be fully sensitive to local conditions. They do.

Implementation timetable

We expect the first set of force management statements to be submitted to HMICFRS by May 2018 at the latest. The timetable below also sets out the milestones for consultation and the publication of revised guidance in April 2018.

22 December 2017	End of consultation period for the force management statement template and guidance
January 2018	Consultation on methodology for integrated PEEL assessments (IPA) begins
February/March 2018	Force management statement template and guidance revised in light of consultation responses
March 2018	Non-fieldwork elements of IPA evidence-gathering (e.g. force insight, file reviews) begin
April 2018	Revised force management statement template established
May 2018	Forces send their first force management statements to HMICFRS; publication is at the discretion of the force
May 2018	Process for second year force management statements begins

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May – August 2018	Risk assessment of forces prior to Integrated PEEL Assessment (IPA) including force management statement
September 2018	IPA fieldwork begins
November 2018	Publication of first IPA reports
March 2019	Publication of second year force management statements

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Assessing changing demand

A rigorous self-assessment is an essential part of a force’s planning process. It is the foundation of good planning aimed at altering the supply of assets to changing demands over the medium term. Those decisions depend on being able to distinguish between different types of demand and associated police activity. Without classification of demand – a way of organising demand into similar categories – it is difficult to have a meaningful discussion about how resources should most efficiently and effectively be invested between competing types of demand, for example between safeguarding vulnerable people and monitoring dangerous sex offenders.

HMICFRS has reviewed various approaches to demand adopted by others. These include the way HMICFRS inspects forces and the methods developed by the National Police Chiefs’ Council and the College of Policing. At the heart of these different approaches, however, the 14 pilot forces with which HMICFRS developed the proposals in this document identified seven principal categories of demand which are cover all police activities (see Table 1).

These categories include latent and patent demand. Patent demand is that which is known to police forces, such as incidents or crimes; most is included in the categories ‘Responding to the public’ and ‘Investigation’. Latent demand includes the needs of victims who may not yet be known to the force, such as victims of child abuse, domestic violence, modern slavery, female genital mutilation, forced marriage and so-called honour-based violence. These are included in the categories ‘Prevention and deterrence’ and ‘Protecting vulnerable people’. A brief definition of which activities are included in each category is set out in the box below, whilst the detailed self-assessment questions for each activity are in the relevant appendices.

Table 1: Force management statement classification

Responding to the public	Prevention and deterrence.	Investigations	Protecting vulnerable people	Monitoring dangerous and repeat offenders	Disrupting organised crime	Responding to major events
Current demand	Current demand	Current demand	Current demand	Current demand	Current demand	Current demand
Projected demand	Projected demand	Projected demand	Projected demand	Projected demand	Projected demand	Projected demand
Performance	Performance	Performance	Performance	Performance	Performance	Performance
Capacity	Capacity	Capacity	Capacity	Capacity	Capacity	Capacity
Capability	Capability	Capability	Capability	Capability	Capability	Capability
Gaps	Gaps	Gaps	Gaps	Gaps	Gaps	Gaps
Serviceability of assets						
Wellbeing						
ICT and Information Management						
Estates						
Fleet						
HR & Workforce planning	Learning & development	Professional standards	Finance function	Programme, project & change management	Other	Specials & volunteers
Financial resources						

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Responding to the public. This focuses on demand related to handling calls for service (phone calls and other means of public contact) and responding to incidents recorded on the force's command and control system (whether through deployment or other means of resolution).

Prevention and deterrence. This focuses mainly on these activities at a community or neighbourhood level. Prevention and deterrence may involve activities that reduce patent (or known) demand, such as specific crime or incident types. It may also involve activities focused on tackling latent demand, for example in cases where victims find it impossible or difficult to report their crimes to police.

Of course, prevention and deterrence activity takes place in relation to other types of crime and community problems. The force management statement includes specific elements within the sections on 'Protecting vulnerable people', 'Monitoring dangerous and repeat offenders' and 'Disrupting organised crime'.

Investigation. This covers demand from recorded crime, allegations of an offence or referrals from other agencies, including:

- Volume crime investigation, such as burglaries, vehicle crimes, violent crimes, robbery and theft offences;
- Serious crime investigation – those crimes requiring specialist investigative resources or skills due to their serious or complex nature;
- Major crime investigation – major crimes such as homicide and other large or complex investigations;
- Custody;
- Prosecution;
- Forensic services.

The investigation of crimes such as domestic abuse, serious sexual offences, child sexual exploitation and modern slavery are covered in 'Protecting vulnerable people'. 'Disrupting organised crime' also covers relevant investigations.

Protecting vulnerable victims. This category includes the investigation of offences and the identification and safeguarding of vulnerable victims, as follows:

- Domestic abuse and domestic violence, including domestic-related stalking and harassment;
- Child safeguarding;
- Adult safeguarding;
- Sexual offences, including child sexual exploitation;
- Hate crime;
- Modern slavery and human trafficking;
- Honour-based violence, forced marriage and female genital mutilation;
- Missing persons;
- Mental ill-health;
- Cyber-bullying and stalking and harassment.

Monitoring dangerous offenders is concerned with the management of persons who are known to present a risk to others having been convicted of crimes, have a history of repeat offending, or may otherwise present a risk to the public. These include:

- Registered sex offenders;
- Offenders included in integrated offender management programmes;
- Multi-agency public protection arrangements (MAPPAs), where the police work alongside probation and prison services to manage the risk.

Disrupting organised crime is concerned with the threats and demands from organised crime identified by force and regional assessments. This area is also covered by HMICFRS Effectiveness inspections which may have identified areas for improvement. Forces should also take account of the new national performance framework for serious and organised crime. The section also includes street gangs, as well as organised crime groups.

Major events. This category will be guided by the relevant Strategic Threat and Risk Assessments, the Strategic Policing Requirement and other risk assessments. It includes:

- Public order;
- Civil contingencies;
- Counter-terrorism (where there is a material effect on force planning);
- Armed policing (including Taser);
- Roads policing, and other specialist capabilities which are required, whether to address particular risks or to meet policing obligations;
- Assessing force-wide assets and resources.

While most assets and resources are specific to the seven different categories of demand, some are more general and are better assessed separately. These include:

- The well-being of the workforce, and the serviceability and condition of resources;
- The capacity and capability of the force's information assets: technology and information;
- The financial resources which the force expects to have over each of the succeeding three to four years.

These assets are assessed differently, because they are not directly related to specific types of demand. Three questions are applied: What is the current position? What improvements are planned? What gaps in performance are identified by the force management statement assessment of demands?

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The four-step approach

The pilot forces determined that each of the seven categories of demand could be assessed using the following steps:

- *Step 1:* Establish, from an analysis of the environment, the gap between current demand and the forecast of future demand;
- *Step 2:* Establish the current status of the force's assets: their performance, condition, capacity, capability, well-being and serviceability;
- *Step 3:* Identify the gaps within each category of demand (i.e. the difference between demand which can be met and demand which cannot be met) and what changes in the workforce and other assets should be made to close them;
- *Step 4:* Identify those gaps in the categories which are of greatest importance to the chief constable and the police and crime commissioner, then make a decision about what will be done to close them in the light of competing priorities and available resources.

The guidance below shows how the four-step approach is applied to each category. This detailed guidance draws on the learning from the pilot forces, which made three suggestions on how efficiency could be improved substantially. Their recommendations are as follows.

Apply an overview assessment. Time would be saved if the self-assessment adopted a two-stage approach:

- An overview stage in which information is collected to identify problems in each category;
- For the most important problems, a more in-depth assessment.

The overview would use steps 1 to 3. The most successful pilot forces asked their heads of departments to collect enough information to identify the existence and seriousness of a problem.

Focus on the problems of greatest importance. The more successful pilot forces then adopted a filtering approach at corporate level, which assessed the relative importance of the problems or gaps identified by the force management statement. These could include:

- Problems which affect the whole force, such as changes in one department affecting work elsewhere in the force (e.g., changes to custody services affecting the availability of response teams);
- Reputational risks, such as problems with the response to critical incidents;
- Significant risk of harm, such as whether rape investigations are being carried out to a high standard; and
- Organisational or financial risks (e.g. the replacement of computer systems).

Avoid bureaucracy. Rather than create a large central team to carry out the self-assessment, some pilot forces, particularly the larger urban forces, found it more efficient for a small central team to co-ordinate and quality assure the operational departments' force management statement self-assessments. The central force management statement lead staff distributed standard templates to the relevant lead officers for completion. At the end of the self-assessment process these results, with suitable redactions, could be summarised to produce a public document.

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Developing an integrated decision-making system

The most valuable output of a more integrated planning process is the set of tasks it causes to be implemented. These tasks will have been prompted by decisions based on rigorous thinking which should have taken place throughout the force. How forces go about linking these decisions with their existing systems will vary. To help forces evaluate whether their current systems should be adapted, we describe the main features of a good system. This guidance is not prescriptive. We expect the first year of using the force management statement will provide opportunities to learn and improve.

Setting up and running the system

The force management statement self-assessment process will identify the main problems facing the force over the next few years, and thereby facilitate their proper evaluation and resolution. A good decision-making system involves an organised dialogue between interested parties and practitioners informed by good data and analysis.

It is critical that bureaucracy is avoided. Most of the assessment and planning should take place within lead operational departments which manage the different types of demand. For this reason, the selection of staff to lead the process is vital, especially because much of their work will involve co-ordinating others. The more successful pilot forces generally involved a senior member of police staff and a senior police officer, both working closely with the chief constable and deputy. Only a couple of senior corporate staff are needed as their main role will be to co-ordinate and manage others to produce high-quality assessments. It is essential that the force management statement self-assessment and planning process is seen to be supported by the chief constable and is taken seriously; it should not be a purely technical exercise or involve a cut-and-paste of existing documents.

HMICFRS envisages a dialogue between the HQ staff and operational departments as follows:

1. The chief constable and the police and crime commissioner set the context. This means setting out and communicating the force's general aims and objectives over the following three to four years, alongside the main changes to expenditure guidelines. The PCC's police and crime plan and the force's medium-term financial plans are at the heart of this. The chief constable also specifies the processes to be used in producing the force management statement.
2. The relevant leads in operational departments carry out an overview assessment to identify the main problems facing the force over the next three to four years, using steps 1 to 3 as described above. This should involve workshops to get views from frontline staff as well as external challenge.
3. The chief officer team and police and crime commissioner assess and agree the most substantial problems. The proposals to address these problems are then developed.
4. The chief officer team and police and crime commissioner (as appropriate) then review and approve all or some of these proposals. The first year's plans are then built into the budget and the medium-term financial plan. Any problems that will not be addressed centrally should be addressed locally within the operational department.

How the force management statement process is likely to fit with force planning cycles

The diagram below shows how the force management statement cycle could fit with the financial planning cycle in a force. The distinguishing features of this integrated planning cycle are:

- Planning is focused on changes in demand over the next three to four years.
- It helps the command team to focus on the principal changes with long lead times.
- Policies and priorities over the next three to four years set the budget and the medium-term financial plan, rather than the other way around.

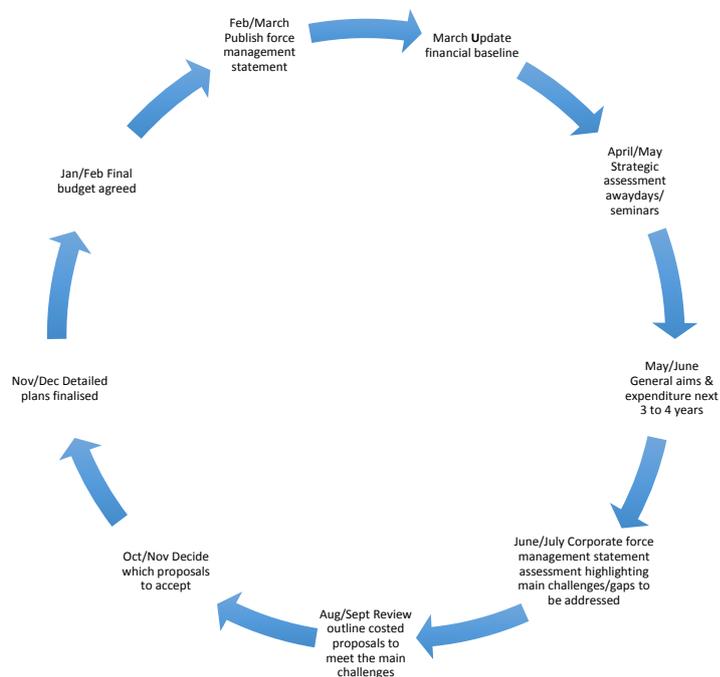
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- Starting early allows more time collectively to:
 - consider longer-term changes, such as those described in the strategic assessment;
 - gain a greater understanding of material changes in those aspects of demand where the force has insufficient knowledge (e.g. modern slavery and violence against women and girls);
 - agree general aims and values for the force because these will inform choices later in the planning cycle.
- It helps fit together political and managerial decision-making when difficult trade-offs between competing priorities need to be resolved.

There are two parts within this cycle. The first part is concerned with the management of the internal processes of decision-making. This will involve short standard, internal management documents with the main issues, facts, figures and commentary for each area to be assessed covering the following three to four-year period. These internal documents – from those used to inform the force’s overview assessment, through to the command team agreeing costed proposals for making the changes, plus any other necessary supporting documentation - should be managed and maintained by the corporate force management statement leads. These documents represent an audit trail of decision-making by the force and will be used by HMICFRS to decide the extent and focus of risk-based inspections. These documents should not be redacted. This first stage should be completed by 31 December or soon after, when most of the main decisions should have been taken by the command team and the police and crime commissioner (as appropriate).

The second part of the process is the production and publication of the force management statement suitable for the public. This could be produced once the budget has been formally established and may be redacted by the force. It should be a summary of the main changes, and an example summary force management template is set out below.

Exhibit 2: How the force management statement planning cycle fits with the financial planning cycle



During the early part of the financial year the force will have prepared the groundwork, including tasks such as updating the force’s strategic assessment. It also provides an opportunity to engage with the police and crime commissioner and his or her staff. The purpose of these discussions is to help establish general aims over the next three years alongside the revised medium-term financial plan.

These general aims set the framework for the force management statement assessment process during June and July, when lead managers are informed of expenditure assumptions over the

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medium term and asked to carry out an overview assessment. This overview assessment is stage 1 of the two-stage approach suggested by the pilot forces.

The overview self-assessment

Using the self-assessment templates, the lead operational managers for each category of demand should review:

- The seven categories of demand by applying steps 1 to 3 only: the gap between current demand and the forecast of future demand; the adequacy of current performance and, linked to this, a short description of the state of the workforce and other assets (condition, capacity, capability, etc.);
- Four general aspects of the force, covered by appendices 8 to 11. These include the well-being of the workforce, the serviceability of the force's information and technology, the serviceability of other assets and a section on finance and resources including efficiency improvements planned over the coming period. These categories are included to avoid repeating information within each assessment of demand and because they affect the whole force.

All forces should carry out this overview assessment to identify the main risks. As a minimum, this should include an assessment of changing demand over the following four years and an assessment of current performance, using a rounded set of indicators as described in the summary template. The extent of this self-assessment will depend on the chief constable's perceptions of the quality of management and the challenges facing the force. It will bring together the best available management information, including results from HMICFRS inspections, surveys (e.g. surveys of public opinion and staff well-being surveys), and set these against forecast demand and expenditure over the period.

This will enable the command team to form an opinion about the scale and importance of the future problems before moving to step 3, namely identifying the changes that are required in and of its workforce and other assets to meet future demand.

This process – which should take place around June to July – will produce a list of problems. These should be assessed relative to each other, possibly using MoRiLE (Management of Risk in Law Enforcement) or other similar scoring systems (see suggestion in Appendix 12).

Identifying areas for in-depth review

During August and September the force's command team may establish a shortlist from the scored self-assessments. The shortlist may be based on their judgment of which areas represent the most substantial problems. Every force will determine its own set of selection criteria, but broadly they should include problems which:

- are consistent with the force's general aims established at the start of the year;
- represent the greatest harm and risk to the public (using MoRiLE or another similar system for scoring harm and risk);
- have a longer time horizon; and
- need to be managed force-wide.

During October and November, the proposals to deal with the major problems short-listed by the command team should be costed, based on a pre-set range of expenditure limits, including force-wide savings assumptions to match the increases in spend. Final decisions about which proposals should be funded may be made before 31 December, when detailed plans are likely to be finalised.

Publishing the force management statement

HMICFRS do not expect forces to publish their first force management for the period 2018/19 to 2021/22. Individual forces may choose to publish them, or a summary report covering the same period. The following paragraphs provide a description of what a force management statement for 2019/20 might contain and when it might be completed.

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While there may be some last-minute changes during January and the end of February, when the budget is formally established, the main decisions would have been made before 31 December. In early January, the management documents used throughout the new planning cycle can be gathered to produce the public version of the force management statement. Since most of the work will already have been completed and any sensitive issues resolved, the job of writing an interesting and informative document for the public should be straightforward.

The document should include a section on each of the seven aspects of demand, as well as separate sections on well-being (this includes the condition of the workforce – matters such as physical fitness and impairments) and other assets, including how the force is developing its information technology. Lastly, a short section should be included showing:

- how the new priorities are reflected in changes in expenditure over the following three to four-year period;
- the contribution that the efficiency savings will be expected to make over that period; and
- the funding assumptions which underpin expenditure.

More guidance is given in Appendix 12.

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Force management statement template

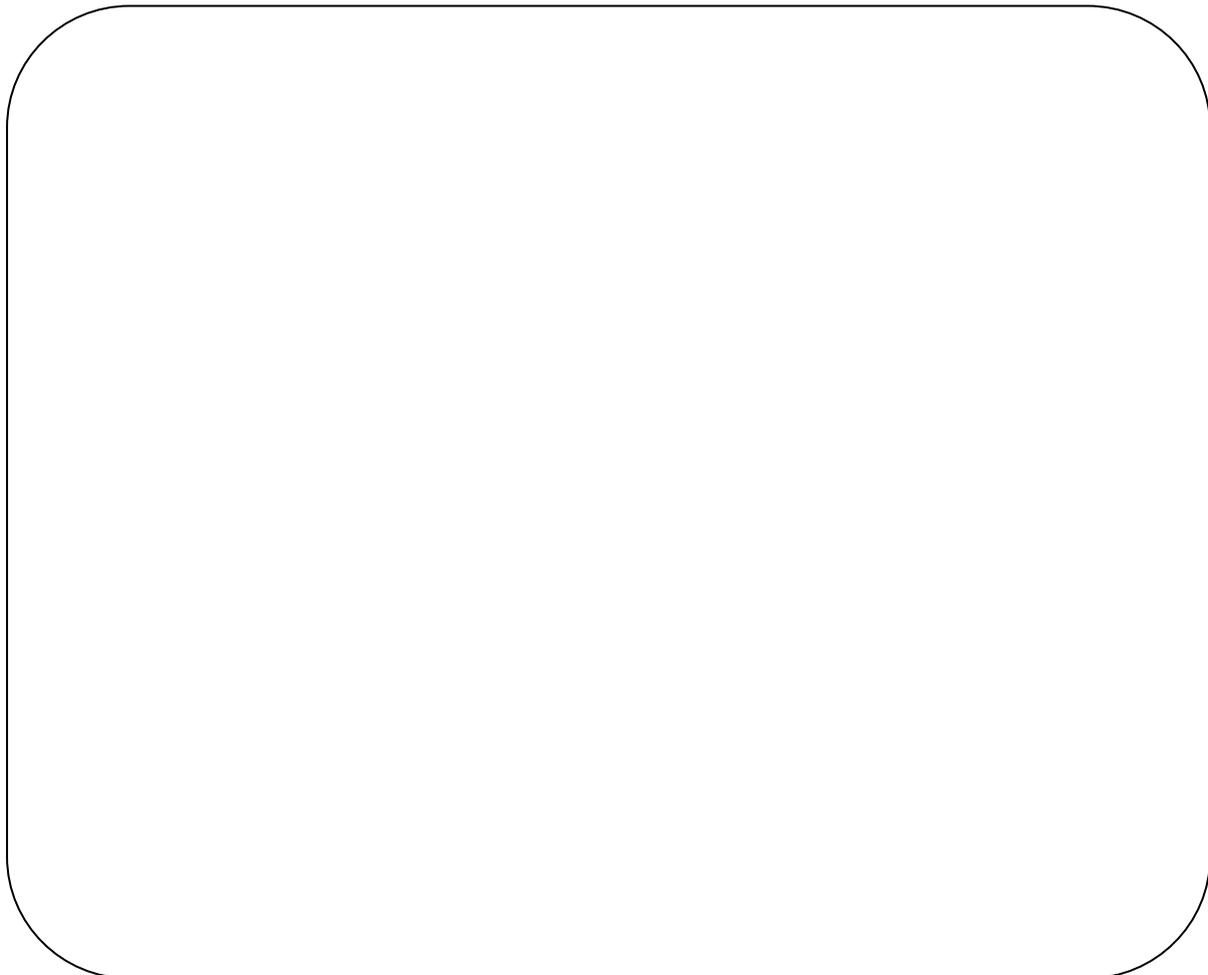
For the first force management statement, forces are invited to consider and comment on the structure which follows, using the guidance in the appendices.

At this stage, it is proposed that forces have considerable freedom to report their self-assessments of the things which the force management statement covers.

We ask that forces explain how they measure and evaluate demand, the state of their workforce and other assets, and their projected income. Forces are also invited to say how these things may be done better, so that we can establish what is national best practice, having the benefit of 45 forces' approaches. In time, that will facilitate conformity in reporting of essentials, whilst of course respecting and accommodating special circumstances and local conditions.

In all this, forces must pay close attention to the applicable police and crime plan, and explain at every stage the relationship between what they say in their force management statement and the relevant parts of the police and crime plan. If forces believe there are material risks or undue pressures which may jeopardise the efficient and timely achievement of the objectives of the police and crime plan, this fact should be conspicuously stated and explained.

Demand expected in each of the next four years, by classification, and explaining the changes projected



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Current state of workforce and other assets

A large, empty rounded rectangular box with a thin black border, occupying most of the page below the section header. It is intended for providing input or consultation on the current state of workforce and other assets.

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Planned changes in workforce and other assets to meet expected demand over the period to 2021/22

A large, empty rounded rectangular box with a thin black border, occupying most of the page below the title. It is intended for providing input or feedback on the planned changes mentioned in the title.

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Force's priorities of demand to be met, in order of importance, with reasons

A large, empty rounded rectangular box with a thin black border, intended for providing the force's priorities of demand to be met, in order of importance, with reasons.

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Efficiency improvements

A large, empty rounded rectangular box with a thin black border, intended for providing input or feedback on efficiency improvements.

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Template for each section of a force management statement

Below is a description of the type of information which should be included in each section of your force management statement – responding to the public, the wellbeing of the workforce, finance, etc.

Forces with mature systems for assessment and planning will be familiar with the decision-making processes described above and the information required to make those decisions described below.

Demand expected in each of the next four years, by classification, and explaining the changes projected

In this section your assessment should establish the gap between current and future demand for the period 2018/19 until 2021/22 (each of four years ahead). Each of the seven types of demand should be assessed. The effect of increased demand caused by a major event, such as a terrorist attack, on the force's ability to meet other demand should be considered in the section 'Responding to major events'.

The aim is to identify the main changes in demand compared with the current period, in some detail for next year, with years two to four focused on broader categories, and updated each year. For example, next year's plans may include specific demands for major operations against known offenders carrying out child sexual abuse, while intelligence points to less well-defined, but larger-scale problems which will create further demands in subsequent years. Estimates of demand for years two onwards should be included and updated as better intelligence provides a clearer picture.

In a changing environment, the past is a less reliable guide to the future. Rather than simply extrapolating from past trends, you should consider other information about the changes in your environment – such as changing demographic trends, changes in other public services (social services, health, education, housing etc) or intelligence drawn from the force's strategic risk assessment – which will help you to improve your estimates about future demand. The London School of Economics' analysis of the socio-demographic factors most associated with the volume of incidents managed by the police should also be considered. (Consultees should contact HMICFRS for further information about the LSE model on demand on the police.)

You should include any known or likely changes already planned by the force which will or are likely to take effect during the period. Examples include: decisions to reduce police attendance at vehicle crimes, reductions in the numbers of crimes selected for further investigation, otherwise known as crime-screening policies, or raising thresholds to concentrate attention on higher-risk cases.

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Current performance of workforce and other assets

How well you have performed in meeting your current demand across each category of demand should be covered in this section.

This section should include an explanation of how you measure performance, and why that method (or those methods) have been chosen.

In your assessment of performance, it is suggested that you start with the victims and the public and include information from partners (i.e. other public sector bodies concerned with matters such as health, social services, housing and education). How well are you satisfying users' expectations of your service? This could include results from surveys, such as victim satisfaction surveys, and these results should be reported to reflect the demographics of the local area, particularly if questions concerning equity of treatment of specific groups have been raised. How satisfied are your partners, such as children's services, with your service? Is there a common theme?

You should state *current performance and compare this with the expected performance, for as many of the categories of demand as possible*. Use the latest 12-month rolling quarterly information reported to your command team as a starting point. If you find important gaps, please acknowledge them and briefly state when and how they will be addressed.

Your force management statement should include a rounded assessment of performance. Alongside routine monitoring information, such as response times or abandonment rates, please also state how well your force is complying with the main local or national policies or requirements; e.g., how well you are complying with the force's policy on domestic abuse; to what extent you are meeting important standards set by the College of Policing.

The results and recommendations from relevant audits and inspections should be included here. For example, please include areas identified by HMICFRS or other inspection bodies as examples of good practice or areas which should be improved. In particular, you should report on the reliability of your crime data, based on HMICFRS' crime data integrity audits.

The force management statement is not a barrier to innovation. If your force plans to adopt new approaches based on solid research, having consulted the College of Policing, it is important that this is clearly stated in your force management statement and the expected performance benefits are made explicit – what are they and when will these benefits appear?

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Capacity and capability of your current assets

Performance depends on the condition, capacity, capability and serviceability of the workforce and other assets. Consequently, lower than expected performance can also serve as a useful barometer for identifying underlying problems of capacity and/or capability.

Your force management statement should set out total capacity and capability related to each of the categories of demand. However, while detailed assessments may be possible for some areas of demand, there are practical problems in other, more complex areas.

In some categories of demand, capacity and capability can be related to workload. For the investigation of common crimes, for example, it is possible to establish information about capacity and capability – the caseload, the types of offences, the types of outcomes – and relate these to the relevant numbers of officers and police staff.

For other areas of demand, such as protecting vulnerable people or disrupting organised crime, detailed measurement of capacity is harder to do.

Furthermore, whilst some larger forces with separate specialist units for safeguarding children and adults may be able easily to establish capacity in respect of these different demands, other forces with integrated units may find it difficult to disaggregate information between the two groups.

Forces' value for money profiles are a good starting point in assessing capacity because they group costs and staffing by defined functions, such as public protection units and serious organised crime units. A comparison of costs between your force and the most similar forces gives some indication of whether capacity is high or low. (The latest value for money profiles for each force will be published in early November 2017.)

Your force management statement could present overall capacity and resources for each demand category, alongside local management information such as the main trends and the changing risk profile. These could be supplemented by information showing whether performance is slipping due to inadequate capacity; e.g., routine tasks are taking significantly longer to complete, lower risk victims are getting less or no attention, or outcomes are being compromised in some way, such as inappropriate use of informal outcomes. Taken together with local performance information, the force should be able to satisfy itself whether capacity is adequate.

Your force management statement should also identify the proportion of staff with the relevant skills and qualifications for the demands they are managing and are likely to face in the next four years. The appendices set these requirements out in more detail.

For forces involved in collaborations, the force management statement should make clear the expected benefits to the force for the capacity it is devoting to the collaboration.

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The wellbeing (condition) of the workforce

The main indicators of the wellbeing of your workforce: police officers, community officers and police staff should be reported in your force management statement. These are listed in the technical appendices and include indicators concerning the mental health as well as the physical health of the workforce.

If your force is using well-being surveys which are comparable over time or with other similar forces, then your force management statement should draw attention to the most important differences in well-being compared with last year and between your force and others.

Where a problem is identified, it must explain the causes of the problem, showing what will be done to improve the situation, when it will be done and when the expected improvements are to likely to materialise over the force management statement period.

If your wellbeing survey reveals problems in the workforce dealing with particular types of demand, such as managing vulnerable people, then these issues are best covered in more detail in the relevant section of your force management statement where they can be considered with other relevant factors such as performance, capacity and capability.

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HR, learning and development and workforce planning

The gaps in demand identified by the process of producing your force management statement will have highlighted the need for changes in capacity and capability over the planning period. At the end of the decision-making process (we expect the bulk of major decisions to be completed before 31 December), the learning and development department will have a good idea of expected demands.

However, senior managers of human resources and learning and development departments will need to be closely involved at all stages of the force management statement planning process so that they can assess the changes and have sufficient time to make any adjustments to their existing plans. In particular, they may need to place more emphasis on general management and leadership skills, revealed by the appraisal systems, in addition to operational training.

People are the force's most flexible and most complex assets. Appraisal systems have an essential part to play in developing people progressively so that they can deal with changing demand. Forces need to know their available skills and that they will have the skills they need to meet the demand of the future. In that, they need to ensure they are assessing their workforce efficiently and well, so as to develop and improve in good time. Appraisals of people's performance and abilities are also among the most difficult things managers have to do, and how well they are done can have a material effect (positive or negative) on the motivation of employees.

Your force management statement should state the proportion of the workforce who have had a formal annual appraisal. It should also include information on the proportion of supervisors and managers trained in the skills necessary to carry out an effective appraisal, whether the process has improved the motivation of employees, and which skills shortages are being corrected to meet future demand.

Serviceability of other assets

Appendix 10 includes a range of other assets which serve to support the force. They have some questions in common. First, to what extent is their performance enabling the efficient and effective operational management of the force now? Second, what plans are they making to support the main changes over the next three to four years? Third, are they ensuring that the force is using the latest technology, especially information technology, to improve the efficient and effective running of the force? Other more detailed assessments are covered in Appendices 9, 10 and 11.

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Changes

The identification of the principal changes to the force's workforce and other assets starts with an overview assessment of risk represented by the gap in demand between now and 2021/22. This is followed by an assessment of which changes to the workforce and other assets are necessary to make sure that the force is well placed to meet that future demand.

Risks to the public are determined by assessing the size of the gap in demand between 2018 and 2022 across the seven categories of demand, taking into account current performance and projected efficiency improvements. Major changes in demand, especially in areas where performance is already poor, are probably the main risk factors.

To compare different types of risk, such as those associated with protecting vulnerable people and the risks associated with monitoring dangerous offenders, the force should apply its own weightings to reflect different levels of harm. For instance, large increases in low-harm incidents may not attract as high a priority as fewer, high-harm incidents.

Financial resources – linking force management statement planning decisions with budgeting

The distinguishing feature of the decision-making process is that it encourages forces to look ahead to anticipate the changes in demand and to respond effectively to the changing policing environment. In doing so, forces should be able to ensure that their plans and changes in policy are built into the baseline budget for next year and into the medium term financial plan.

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Efficiency improvements

Please specify here the steps which the force will take in each of the next four years to improve its efficiency, the reasons why those steps have been decided upon, and the expected effects of those efficiency improvements.

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Appendix 1

Responding to the public

FOR CONSULTATION

1 Responding to the public

This section is focused on your initial response to the public. Please distinguish between the demand, performance, capacity and capability in relation to handling calls for service (traditional calls and other means) and deployment to incidents recorded on the force's command and control system.

This appendix is also concerned with how you identify individuals with vulnerability or repeat needs at the first point of contact.

Step 1 – Establish current and future demand

Question		Description
1	How many calls for service do you receive and from which sources?	<p>State the volume of calls for service and how they are received (e.g., 999, 101, digital contact). Section 2.1 of the PEEL Effectiveness inspection sets out the number of calls and contacts you have received. You may wish to use the data collected during the inspection.</p> <p>Although telephone calls will be your biggest source of demand, please include calls for service from other sources where they create significant demand (e.g., self-service reporting, web chat, front counter attendances).</p>
2	What types of calls do you receive?	<p>Please categorise the calls for service received (e.g., incident report, crime report, information request, non-police matter) and the percentage of demand each category accounts for.</p> <p>This information should focus on calls for service, not the incidents created. If this information is not systematically collected, please provide your best estimate.</p>
3	How many incidents do you create by type and grade?	<p>State the volume of incidents by type (e.g., burglary) and by grade (e.g., grade 1, grade 2). Section 2.1 of the PEEL Effectiveness inspection sets out the number and grading of incidents.</p>
4	How many calls are from vulnerable callers and repeat callers?	<p>This relates to the PEEL vulnerability inspection (Q.14). Please see suggested categories listed in appendix 4 (protecting vulnerable people). State the volume of calls for service from vulnerable callers by:</p> <ul style="list-style-type: none"> • Type of vulnerable caller. • Priority assigned to each type of caller (closing code): priority 1, 2, 3, etc. <p>Please state the number of repeat callers and the number of calls received from repeat callers (use your own definitions of 'repeat').</p> <p>NB If you are unable to identify vulnerability and repeat callers, describe how you identify vulnerable and repeat victims through your incident-recording.</p>
5	How do you expect demand to change next year and over the next 3–4 years?	<p>State your forecast changes in calls for service demand and your rationale.</p> <p>State your forecast changes in incident demand and your rationale (e.g., we expect to experience a reduction in priority 3 incidents requiring deployment as we aim to resolve more by telephone).</p>

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Step 2 – Assess performance, capacity and capability

Question		Description
6	How quickly does your force answer calls?	<p>Provide a summary of your performance in answering calls for service against your service expectations. For example:</p> <ul style="list-style-type: none"> • Percentage of 999 calls answered within time. • Percentage of 101 calls answered within time. • Call abandonment rates for both 999 and 101 calls. • Performance against standards for online requests for service. <p>Provide a comparison of performance against the previous year.</p>
7	How well do you manage demand at the initial point of contact?	<p>State how you manage and triage call for service demand (e.g., resolution desk, enquiry bureau, dealing with vulnerable people).</p> <p>State the percentage of calls for service that you resolve at initial point of contact (in line with any local policy guidance).</p> <p>State the percentage of calls that result in an incident record being created.</p> <p>State the percentage of incidents that you resolve without deploying a resource.</p>
8	How quickly are you able to respond to incidents?	<p>Using your local grading categories state:</p> <ul style="list-style-type: none"> • Percentage of incidents attended within time (as determined by local policy). • Median response times, broken down by grade of call. <p>State how long it takes to respond to the 90th decile of grade 1 and 2 calls (e.g., the worst 10 percent take 60 minutes for emergency calls and 90 minutes for priority calls).</p>
9	How well is force policy being implemented?	<p>State how well staff currently comply with policies concerning:</p> <ul style="list-style-type: none"> • Critical incidents. • Initial safeguarding action (e.g., recognition of vulnerability). • Compliance with domestic abuse/mental health policies and procedures. • Initial investigation standards (e.g., advice on preserving forensic evidence). • Internal audit of flagging of incidents and crimes for vulnerability. • Working with other agencies (e.g., where mental health support is required).
10	Are your service users satisfied with the service provided?	<p>In relation to handling calls for service and incident deployment, state the main findings from surveys or follow-up calls, including the main causes of dissatisfaction (e.g., timeliness of response).</p>
11	What is the current capacity and capability of resources allocated to handling calls for service?	<p>State the actual and established full-time equivalent (FTE) posts allocated to handling calls for service. Please provide a breakdown of officers, PCSO and staff by function/unit (e.g., call handling centre, enquiry counters).</p> <p>State the proportions who have received general customer service training.</p> <p>State the proportions who have received specific training by type such as identifying and dealing with vulnerable people, dealing with mental health problems.</p> <p>State the workload of these resources (e.g., calls for service handled per FTE).</p> <p>State the assets that support these resources and the capabilities of those assets. For example, you may have invested in customer relationship management systems which support better decision-making.</p>

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Question		Description
12	What is the current capacity and capability of resources allocated to responding to incidents?	<p>State the actual and established FTE posts allocated to responding to and dealing with incidents. Please provide a breakdown of officers, PCSOs and staff by function/unit (e.g., response, neighbourhood).</p> <p>State the percentage of these resources with appropriate training (e.g., advanced driver, specially trained officers).</p> <p>State the workload of these resources (e.g., incidents attended per FTE).</p> <p>State the assets that support these resources and the capabilities of those assets. For example, ICT that enables mobile incident or crime-recording, body-worn video cameras.</p>

Step 3 – Identify future problems

Question		Description
13	Based on your analysis of demand, performance, capacity and capability, what are the main problems you face in handling calls for service and responding to incidents over the next 3–4 years?	State the main problems and the rationale.

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Appendix 2

Prevention and deterrence

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2 Prevention and deterrence

This section is focused on prevention and deterrence at a community or neighbourhood level. Prevention and deterrence may involve activities that reduce patent (or known) demand, such as specific crime or incident types. It may also involve activities focused on tackling latent demand, for example cases where victims find it difficult to report their crimes to police, such as victims of modern slavery.

Other aspects of prevention and deterrence are also covered in appendix 4 (protecting vulnerable people), appendix 5 (monitoring dangerous and repeat offenders) and appendix 6 (disrupting organised crime).

Forces should also consider their activity against radicalisation (under Prevent initiatives) and organised crime. This should specifically include awareness of radicalisation and organised crime risks and threats among local police teams, the demand at the local level, and the effectiveness of preventative activity at the local level. Where this involves safeguarding, then it should be dealt with following appendix 4 (protecting vulnerable people).

Steps 1 – Establish current and future demand

Question		Description
1	What demands do you take into account when deciding the allocation of resources to your community or neighbourhood teams?	<p>State how you identify the demand that will be addressed by prevention and deterrence activities. Considerations should include:</p> <ul style="list-style-type: none"> • How your force assesses threat, harm and risk and how you prioritise those risks. • How your force approaches hard-to-reach communities and potential victims. • How the force deals with families and other sections of communities which generate the highest demand. • Use of indices (crime, social, harm). Please explain the basis of any indices used. • Number of vulnerable people. • Number of offenders in a locality. • Presence of certain premises in a locality (e.g., hospitals, licensed premises). • Presence, reassurance and problem-solving. • Public perceptions or satisfaction with policing services in a locality.
2	How is this demand distributed across your neighbourhood areas?	<p>Show how demand is distributed across your force area, identifying your high demand and harm areas. You may wish to provide maps to illustrate this.</p> <p>Provide a commentary on the distribution of demand (e.g., 20 percent of demand is experienced in 5 percent of neighbourhood areas).</p>
3	The London School of Economics provides predictions of expected demand, based on the demographics of your area. How does this compare with your actual demand?	<p>Present the most recent analysis of expected vs. actual demand by type (crime, anti-social behaviour and other incidents).</p>
4	How do you expect demand to change next year and over the next 3–4 years?	<p>State your forecast of demand for local prevention and deterrence activities. Please state the rationale.</p> <p>State how the London School of Economics analysis has informed your prioritisation and decision-making.</p>

Step 2 – Assess current performance, capacity and capability

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Question		Description
5	How effective is your force at prevention and deterrence?	<p>Provide a narrative assessment about how demand has changed and if possible provide evidence of the effect of your activity.</p> <p>Please consider the trends in levels of crime and anti-social behaviour, effect on hotspots and levels of re-offending.</p> <p>You may also wish to refer to your force's most recent HMICFRS value for money profile which shows crime trends for your force compared with other similar forces.</p> <p>Please consider the effectiveness of any work with other public and private bodies to prevent anti-social behaviour, crime and disorder.</p> <p>Please consider how effectively you treat the public with fairness and respect, including:</p> <ul style="list-style-type: none"> • Use of force. • Use of stop and search. • Complaints and management of complaints.
6	Are local communities confident and satisfied with local policing?	<p>In relation to prevention and deterrence at a local level, state the main findings from local/neighbourhood surveys or follow-up calls, including findings from digital media and those communities which do not often engage with the police.</p> <p>State the confidence in local policing as identified through the Crime Survey for England and Wales.</p> <p>State the main points of dissatisfaction in relation to local policing.</p> <p>Summarise how communities, including hard-to-reach groups, influence local priorities. Please also consider how effectively the force is able to use social media to communicate with communities.</p>
7	What is the current capacity and capability of resources allocated to prevention and deterrence?	<p>In relation to local policing, please set out your neighbourhood policing resourcing and any other resources that you use for prevention and deterrence work (actual and established full-time equivalents). Please provide a breakdown of officers, PCSOs, staff and specials by function/unit. Include expected vs. actual rate of abstraction of neighbourhood resources from their prevention and deterrence roles.</p> <p>Describe the present system by which your force decides the capacity of staff involved in prevention and deterrence and how the work is allocated and managed.</p> <p>State the percentage of these resources with appropriate training (e.g., percentage trained in problem-solving).</p> <p>State how you have matched your resources to your demand profile using your rostering and shift patterns.</p> <p>Provide a narrative assessment of your capacity and capability in relation to prevention and deterrence resources. Consider use of technologies, e.g., CCTV and number plate recognition (ANPR).</p> <p>State how well neighbourhood and community staff involved in prevention and deterrence are supported by systems/assets in their role. For example, do they have access to information about problems in their area from local partners such as children's services? Are they aware of dangerous and sex offenders? Are they able to input intelligence?</p>

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Question		Description
8	What is the current capacity and capability of partnership resources allocated to prevention and deterrence?	Provide a narrative assessment of the capacity and capability of the partnership resources allocated to prevention and deterrence. If you are able to identify the actual resources (e.g., full-time equivalent staff), please do so.

Step 3 – Identify future problems

Question		Description
9	Based on your analysis of demand, performance, capacity and capability, what are the main problems you face in prevention and deterrence over the next 3–4 years?	State the main problems and the rationale.

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Appendix 3 Investigations

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3 Investigations

This section is focused on investigation within your force. It covers the demand (from recorded crime, allegations of an offence or referrals from other agencies), performance, capacity and capability related to:

- Volume crime investigation.
- Serious crime investigation – those crimes requiring specialist investigative resources or skills due to their serious or complex nature.
- Major crime investigation – major crimes and investigation teams such as homicide or other particularly complex crimes.
- Custody.
- Criminal justice.
- Forensics.

The investigation of offences related to domestic abuse, child abuse, sexual crimes and child sexual exploitation, modern slavery and offences associate with cultural trends are covered within appendix 4 (protecting vulnerable people).

Activities related to organised crime are covered within appendix 6 (disrupting organised crime).

Volume, serious and major crime investigation

Step 1 – Establish current and future demand

Question	Description
1	<p>What is your investigation demand?</p> <p>Use your force definitions and crime allocation policies to set out the investigation demand. If some of your capability is provided through collaborative or regional arrangements, please set out the demand related to your force area.</p> <p>Volume crime</p> <ul style="list-style-type: none"> • Number of recorded volume crimes by type. • Number/percentage of crimes allocated for further investigation (crimes screened in), broken down by the main crime types. <p>Serious crime</p> <ul style="list-style-type: none"> • Number of recorded serious crimes by crime type. • Number/percentage of crimes allocated for further investigation, by crime type. <p>Major crime</p> <ul style="list-style-type: none"> • Number of recorded major crimes, by crime type. • Number of major enquiries where a crime has yet to be recorded. <p>Please ensure you specifically set out demand related to computer-enabled crimes and demand relating to fraud investigations (such as the number of packages referred from and returned to Action Fraud, and the percentage of fraud crimes that are allocated for investigation).</p>
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in investigation demand and your rationale (e.g., increase in fraud investigation demand as the public become more aware of this issue).</p>

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Step 2 – Assess performance, capacity and capability

Question	Description
<p>3 How effective are you at investigating crime?</p>	<p>State how you perform, using actual and comparative data and any recommendations or assessments from past reviews. Comparative outcomes to other forces are provided on pages 78–85 of your value for money profile.</p> <p>Volume crime</p> <ul style="list-style-type: none"> • Outcome rates for volume crimes, by crime type. • Comparative outcome rates to other forces. <p>Serious crime</p> <ul style="list-style-type: none"> • Outcome rates for serious crimes, by crime type. • Comparative outcome rates to other forces. <p>Major crime</p> <ul style="list-style-type: none"> • Outcome rates for major crimes, by crime type. • Comparative outcome rates to other forces. <p>Please also include information on the number of crimes with outstanding suspects, the number of persons wanted on bail and the number of forensic hits awaiting action.</p>
<p>4 Are victims satisfied with the investigation?</p>	<p>In relation to investigations, state the main findings from surveys/follow-up calls.</p> <p>State your level of compliance with the Victims' Code of Practice.</p>
<p>5 To whom is the investigation demand allocated?</p>	<p>It is recognised each force will have different organisational structures and allocation policies. Please summarise how investigations are recorded, assessed and allocated in your force:</p> <ul style="list-style-type: none"> • Arrangements for crime-recording, assessment, allocation and management. • Information on your crime allocation policy. • Number of crimes allocated to which units/roles (e.g., resolution hubs, neighbourhood teams, CID, response, specialist teams).
<p>6 What is the capacity and capability for crime investigation?</p>	<p>Volume crime</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to volume crime investigation. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources qualified to PIP2, 3, 4 and 5.</p> <p>State the workload of these resources (e.g., investigations handled per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State collaboration arrangements with other forces and other agencies.</p> <p>Serious crime</p> <p>State the actual and established FTE posts allocated to serious crime investigation. Please provide a breakdown of staffing by function/unit.</p> <p>Consider how effectively you have matched your resources to your demand profile using your rostering and shift patterns.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., PIP2, 3, 4, 5 trained officers, specialist fraud investigators, video-interviewing training).</p> <p>State the workload of these resources (e.g., investigations handled per FTE).</p> <p>State the supervisory ratios in place to support these resources and the</p>

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Question	Description
	<p>percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State collaboration arrangements with other forces and other agencies.</p> <p>Major crime</p> <p>State the actual and established FTE posts allocated to major crime investigation. Please provide a breakdown of staffing by function/unit.</p> <p>Consider how effectively you have matched your resources to your demand profile using your rostering and shift patterns.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., PIP2, 3, 4, 5 Holmes training, family liaison).</p> <p>State the workload of these resources (e.g., investigations handled per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State collaboration arrangements with other forces and other agencies.</p> <p>Covering volume, serious and major investigations, state the assets that support investigation resources and the capabilities of those assets (e.g., the use of mobile data solutions, digital evidence repositories, integrated crime and case systems).</p>

Step 3 – Identify future problems

Question	Description	
7	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p>	<p>State the main problems and the rationale (e.g., 20 percent of our experienced detectives retire over the next three years. Despite an accelerated recruitment and training programme, our investigative capability will reduce in the short to medium term).</p>

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Custody

Step 1 – Establish current and future demand

Forces may have difficulty obtaining reliable data in relation to some of these questions, depending on the capability of the custody IT systems. Where this applies, please comment on the quality of data available and the current plans to improve information gaps.

Question	Description
1 What is the demand on police custody?	<p>State the overall demand relating to custody:</p> <ul style="list-style-type: none"> • Total number of detainees. • Total number of voluntary attendances. • Total number of detainees identified with mental health and/or substance misuse problems (mental health risk assessments completed). • Total number of detentions in police custody facilities under section 136 of the Mental Health Act 2007. • Number of detainees arrested for an offence where Mental Health Act 2007 assessment has subsequently been required. • Total number of detainees requiring appropriate adults. • Total number of children (under 18) detained. • Actual cost of detainees requiring an interpreter (if possible, please also divide this by your number of detainees to provide the average cost per detainee). • Actual cost of detainees requiring medical examination (if possible, please also divide this by your number of detainees to provide the average cost per detainee).
2 How do you expect demand to change next year and over the next 3–4 years?	<p>State your forecast changes in custody demand and your rationale (e.g., increase in alternative disposals is likely to reduce the number of detainees in custody).</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3 How effective is custody within your force?	<p>State relevant measures of custody performance, to include:</p> <ul style="list-style-type: none"> • Number and percentage of custodial and non-custodial outcomes by type. • Timeliness of custody processes (e.g., processing time from arrest to arrival to booking in). • Average detention time. • Use of bail: number of detainees charged and bailed/bail denied. Numbers of detainees not charged and released on conditional bail/released under investigation. Other disposals from custody (e.g., summons no further action). • Compliance with legal requirements and minimum standards. • Use of force within custody. • Deaths in custody/following custody, within last three years. • Areas of concern identified through inspections. • Any concerns identified (e.g., by HM Coroner or the Independent Police Complaints Commission). • Number of children (under 18) who are charged with bail denied, but then detained overnight because suitable alternative accommodation is not available. Please state the number of requests made, and how many of these requests have been met (showing whether secure/non-secure accommodation). <p>What is the healthcare provision within custody suites, including access to</p>

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		<p>mental health care?</p> <p>Please comment on the availability of mental health assessments out of police custody (e.g., health-based place of safety provision). Has the Mental Health Concordat been signed and implemented locally?</p>
4	<p>What is the capacity and capability in custody?</p>	<p>State the actual and established full-time equivalent posts allocated to custody-related activities. Please provide a breakdown of staffing by function/unit, including detention officers, custody trained sergeants, custody trained inspectors.</p> <p>Consider how effectively you have matched your resources to your demand profile using your rostering and shift patterns, including availability of custody/PACE trained personnel.</p> <p>State the supervisory ratios in place to support these resources.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., cell monitoring technology).</p> <p>State the number of custody suites and cells, average cell utilisation and the number of times maximum capacity was exceeded.</p> <p>Summarise any outsourced or collaborated capacity and capabilities.</p>

Step 3 – Identify future problems

Question	Description	
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p>	<p>State the main problems and the rationale (e.g., the effect of changes on pre-charge bail, availability of local authority accommodation and health-based places of safety).</p>

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Criminal justice

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand for criminal justice activities?</p> <p>Please describe your demand as it relates to your own organisational structure, including:</p> <p>File build and preparation for court</p> <ul style="list-style-type: none"> • Number of files completed by type • Number of case file requests received from Crown Prosecution Service. <p>Central ticketing</p> <ul style="list-style-type: none"> • Number of traffic offences processed, number of penalty notices processed, by type (e.g., summons, penalty notice for disorder). <p>Other demand</p> <ul style="list-style-type: none"> • Number of Domestic Violence Protection Orders for issue.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in criminal justice demand and your rationale (e.g., electronic case file transfer will reduce the need to build paper files and reduce the resources we need).</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective are your activities related to criminal justice?</p> <p>With reference to the demands you have outlined in step 1, please state measures of your performance. These include:</p> <ul style="list-style-type: none"> • National Case File Quality performance. • Internal measures of file quality (e.g., timeliness of file submission). • Issues identified by Local Criminal Justice Board performance reports. • Outstanding court warrants.
4	<p>What is the capacity and capability related to criminal justice activities?</p> <p>State how you organise your criminal justice activities.</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to criminal justice activities. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>Consider how effectively you have matched your resources to your demand profile using your rostering and shift patterns.</p> <p>State the workload of these resources (e.g., files completed per FTE).</p> <p>State the supervisory ratios in place to support these resources.</p> <p>State the assets that support criminal justice resources and the capabilities of those assets (e.g., digital interview recording or electronic file transfer).</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

FOR CONSULTATION

Forensic services

Step 1 – Establish current and future demand

Question	Description
1 What is the demand for forensic services?	<p>State the overall demand relating to forensic services:</p> <ul style="list-style-type: none"> • Percentage and type of scenes attended by crime scene investigators. • Number of items submitted for analysis by type (e.g., DNA, fingerprints, mobile phones, computers). • Actual spend on forensic analysis.
2 How do you expect demand to change next year and over the next 3–4 years?	<p>State your forecast changes in forensic services demand and your rationale (e.g., policy changes which will triage forensic submissions, and we expect to experience a reduction in items analysed).</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3 How effective are your activities related to forensic services?	<p>With reference to the demands you have outlined in step 1, please state measures of your performance. These are likely to include:</p> <ul style="list-style-type: none"> • Percentage of identifications by submission type. • Timeliness of analysis. • Analysis of backlogs by type.
4 What is the capacity and capability related to forensic services activities?	<p>State how forensic analysis is provided or procured (e.g., in collaboration, external contracts).</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to forensic activities. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>Consider how effectively you have matched your resources to your demand profile using your rostering and shift patterns.</p> <p>State the workload of these resources (e.g., scenes attended per FTE).</p> <p>State the assets that support forensic resources and the capabilities of those assets (e.g., Livescan, self-service telephony analysis kiosks).</p>

Step 3 – Identify future problems

Question	Description
5 Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?	<p>State the main problems and the rationale.</p>

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Appendix 4

Protecting vulnerable people

FOR CONSULTATION

4 Protecting vulnerable people

Vulnerable people appear across almost every aspect of demand, from the prevention of vulnerable people becoming victims (e.g., children caught up in a domestic violence incident) through to investigation of crimes. There is also a broad range of vulnerability and forces' classifications about who is vulnerable can vary.

The importance of vulnerable people as a group who require special and more sensitive treatment such as safeguarding, alongside the scale of resources forces devote to them, justifies a separate appendix in the force management statement.

This necessarily involves some overlaps between demand categories and this guidance identifies where these occur. However, the detailed assessment of vulnerable victims, from the investigation of crimes and safeguarding of vulnerable victims, should be included in this appendix.

Together with the safeguarding of children and adults, this section includes victims of:

- domestic abuse and domestic violence, including domestic related stalking and harassment;
- sexual offences, including child sexual exploitation;
- hate crime;
- modern slavery and human trafficking;
- honour-based violence, forced marriage and female genital mutilation;
- missing persons;
- mental health; and
- harassment, stalking and cyber-bullying.

Forces with specialist victim support units, or other teams dealing with specific vulnerability themes, should include their assessment of these units in this appendix.

Safeguarding responsibilities in relation to radicalisation and organised crime should also be considered through this appendix (e.g., children or adults at risk).

Domestic abuse and domestic violence, including domestic related stalking and harassment

Step 1 – Establish current and future demand

Question		Description
1	What is the demand from domestic abuse/domestic violence and related stalking and harassment?	<p>Please state your main demands, to include:</p> <ul style="list-style-type: none"> • Number of domestic abuse/domestic violence incidents and crimes, by type. • Number of risk assessments completed, by risk grading (e.g., Domestic Abuse, Stalking and Harassment (DASH) assessment). • Repeat victimisation levels. • Number of referrals made from your multi-agency safeguarding hubs or equivalent arrangement. • Number of multi-agency risk assessment conferences attended. • Number of Domestic Violence Disclosures requested or proactively made. • Number of Police Information Notices issued.
2	How do you expect demand to change next year and over the next 3–4 years?	State your forecast changes in domestic abuse/domestic violence demand and your rationale.

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Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is your response to domestic abuse and violence?</p> <p>State your performance in relation to domestic abuse/domestic violence and stalking and harassment.</p> <ul style="list-style-type: none"> • Victim feedback, including through partners to improve services. • Arrest and voluntary attendance rates. • All outcome rates by crime type, including victim does not support police action. • Changes in repeat victimisation levels. • Use and management of safety plans after risk assessment • Number of Domestic Violence Protection Orders issued and percentage breached. • Number of restraining orders requested, number of breaches pursued • Number and type of civil orders obtained (e.g., harassment order or injunctions sought and granted). • Proportion of victims informed, suspect charged or when pre-charge bail conditions have expired (as described in chapter 1, part 4 of the Policing and Crime Act 2017). • Outstanding actions from inspections or case reviews – their duration and risk (e.g., a cause for concern by HMICFRS and/or risk assigned to case using local assessment criteria).
4	<p>What is your capacity and capability to tackle domestic abuse and violence?</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to domestic abuse/domestic violence, stalking and harassment. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., specialist domestic abuse investigators).</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., domestic abuse victim centres).</p> <p>How effectively do your IT systems support the identification and management of risk?</p> <p>State the extent and usefulness of additional dedicated multi-agency teams (or hubs) and any force resources working to the partnership. This could include the voluntary sector, such as independent domestic violence advisers.</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Child safeguarding

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand from offences against children and child safeguarding?</p> <p>When outlining demand, please consider both your reported demand, and the work arising from unreported demand (where it can be estimated).</p> <p>Reported demand may include:</p> <ul style="list-style-type: none"> • Number of incidents by type involving children. • Number of crimes by type involving children. • Sexual/violent offences against children, whether familial/non-familial. • Number of referrals received from and made to other agencies. • Number of children and young people in households where a parent/carer misuses substances, suffers mental health problems, or where there is domestic abuse. <p>Unreported demand may include work to identify potential or unidentified victims, for example.</p>
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance and identify gaps or issues

Question	Description
3	<p>How effective is the investigation and safeguarding of children?</p> <p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Outcome rates by crime type. • Timeliness of investigations. • Changes in repeat victimisation levels. • Quality of investigations and compliance with force policy. • Themes from serious case reviews or other reviews/inspections.
4	<p>What is the capacity and capability for investigation and safeguarding of children?</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to the investigation of offences against children and safeguarding children. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate accreditation or training (e.g., specialist child abuse investigation development programme).</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., shared intelligence with partners).</p> <p>How effectively do your IT systems support the identification and management of risk?</p> <p>State the additional capacity and capability provided through multi-agency arrangements. Please comment on the effectiveness of those arrangements (e.g., timeliness of risk meetings and levels of participation).</p> <p>How well are you able to support children and young people through the investigation and prosecution process (e.g., provision of advocates)?</p>

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Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

Adult safeguarding

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand from offences against vulnerable adults and adult safeguarding?</p> <p>When outlining demand, please consider both your reported demand and the work arising from unreported demand (where it can be estimated).</p> <p>Reported demand may include numbers of:</p> <ul style="list-style-type: none"> • Concerns for welfare incidents and/or safe and well checks. • Incidents by type involving vulnerable adults. • Crimes by type involving vulnerable adults. • Repeat victims. • Referrals received and made to other agencies. • Vulnerable Adult Strategy Discussions (in line with the Care Act 2014) or similar.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the safeguarding of vulnerable adults?</p> <p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Outcome rates by crime type. • Changes in repeat victimisation levels. • Compliance with force policy. • Themes from serious case reviews or other reviews/inspections.
4	<p>What is the capacity and capability for the safeguarding of vulnerable adults?</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to the investigation of offences against, and the safeguarding of, vulnerable adults. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., specialist adult abuse investigation development programme).</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate training.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., shared intelligence with partners).</p> <p>How effectively do your IT systems support the identification and management</p>

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Question		Description
		of risk? State the additional capacity and capability provided through multi-agency arrangements.

Step 3 – Identify future problems

Question		Description
5	Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?	State the main problems and the rationale.

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Serious sexual offences, including child sexual exploitation

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand from the investigation and safeguarding related to serious sexual offences (including child sexual exploitation)?</p> <p>When outlining demand, please consider both your reported demand and the work arising from unreported demand (where it can be estimated).</p> <p>Known demand may include:</p> <ul style="list-style-type: none"> • Number of serious sexual crimes by type. Please state additional factors such as familial/non-familial and recent/non-recent. • Number of repeat victims. • Number of referrals received and made to other agencies (such as sexual assault referral centres). • Number of referrals from the National Crime Agency related to online child sexual exploitation.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the investigation of sexual offences and the safeguarding of victims?</p> <p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Outcome rates by crime type. • Changes in repeat victimisation levels. • Compliance with force policy and your service expectations. • Themes from serious case reviews or other reviews/inspections. <p>Please consider also the effectiveness of initial response and investigation (e.g., availability of chaperones/support, access to referral centres and examination suites).</p> <p>Please also consider the effectiveness of sexual offence investigations both within and outside any specialist investigation units you may have.</p>
4	<p>What is the capacity and capability for investigation and safeguarding related to sexual offences?</p> <p>State how your force allocates the investigation and safeguarding related to sexual offences. State the percentage of sexual crimes investigated by specialist functions/units.</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to the investigation of sexual offences and safeguarding of victims. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., chaperone officers, use of early evidence kits).</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State how well these resources are supported (e.g., by sexual assault referral centres).</p> <p>State the additional capacity and capability provided through multi-agency arrangements.</p>

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Step 3 – Identify future problems

Question		Description
5	Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?	State the main problems and the rationale.

Hate crime

Step 1 – Establish current and future demand

Question		Description
1	What is the demand from hate crime?	Please state your main demands, to include: <ul style="list-style-type: none"> • Number of hate crimes/incidents, by type, number committed online • Repeat victimisation levels.
2	How do you expect demand to change next year and over the next 3–4 years?	State your forecast changes in hate crime demand and your rationale.

Step 2 – Assess performance, capacity and capability

Question		Description
3	How effective is your response to hate crime?	State your performance in relation to hate crime. <ul style="list-style-type: none"> • Victim feedback, including through partners to improve services. • Arrest and voluntary attendance rates. • Outcome rates by crime type; including victim does not support police action. • Changes in repeat victimisation levels. • Proportion of victims updated. • Outstanding actions from inspections or case reviews, duration and risk. • Compliance with your local policies and expectations.
4	What is your capacity and capability to tackle hate crime?	State the actual and established full-time equivalent posts allocated to hate crime, where this applies. State any specialist resources to support tackling hate crime.

Step 3 – Identify future problems

Question		Description
5	Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?	State the main problems and the rationale.

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Modern slavery and human trafficking

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand from the investigation and safeguarding related to modern slavery and human trafficking?</p> <p>When outlining demand, please consider your known demands and the hidden demand you may be proactively allocating resources to. Demand may include:</p> <ul style="list-style-type: none"> • Number and types of crimes as defined by the Modern Slavery Act, 2015. • Threats identified in your intelligence assessments.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the investigation of modern slavery and human trafficking offences and the safeguarding of victims?</p> <p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Outcome rates by crime type. • Number of Slavery and Trafficking Prevention Orders and Risk Orders. • Themes from serious case reviews or other reviews/inspections.
4	<p>What is the capacity and capability for investigation and safeguarding related to modern slavery and human trafficking offences?</p> <p>State the training given to the workforce to identify the risk of modern slavery and human trafficking.</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to the investigation of modern slavery and human trafficking and the safeguarding of victims. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State the assets that support these resources and the capabilities of those assets.</p> <p>State the additional capacity and capability provided through multi-agency arrangements.</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Honour-based violence, female genital mutilation and forced marriage

Step 1 – Establish current and future demand

Question		Description
1	What is the demand from the investigation and safeguarding related to honour-based violence, female genital mutilation and forced marriage?	<p>When outlining demand, please consider your known demands and the hidden demand you may be proactively allocating resources to. Demand may include:</p> <ul style="list-style-type: none"> • Number of crimes under relevant legislation, by type. • Threats identified in your intelligence assessments.
2	How do you expect demand to change next year and over the next 3–4 years?	State your forecast changes in demand and your rationale.

Step 2 – Assess performance, capacity and capability

Question		Description
3	How effective is the investigation and safeguarding of honour-based violence, female genital mutilation and forced marriage offences/victims?	<p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Outcome rates by crime type. • Number of Forced Marriage Prevention Orders. • Themes from serious case reviews or other reviews/inspections.
4	What is the capacity and capability for investigation and safeguarding related to honour-based violence, female genital mutilation and forced marriage offences?	<p>State the training given to the workforce to identify the risk of honour-based violence, female genital mutilation and forced marriage.</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to the investigation of honour-based violence, female genital mutilation and forced marriage and safeguarding of victims. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate training.</p> <p>State the assets that support these resources and the capabilities of those assets.</p> <p>State the additional capacity and capability provided through multi-agency arrangements.</p>

Step 3 – Identify future problems

Question		Description
5	Based on your analysis of demand, performance, capacity and capability, what are the main problems	State the main problems and the rationale.

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Question	Description
you face over the next 3-4 years?	

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Missing persons

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand from missing persons investigations?</p> <p>State your demand, including:</p> <ul style="list-style-type: none"> • Number of missing/absent children in the year. • Number of missing/absent looked after children from out of your force area. • Percentage of missing/absent children who are looked after. • Number of repeat missing/absent children. • Number of missing/absent adults in the year. • Percentage of missing/absent adults from care facilities. • Number of repeat missing/absent adults.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the investigation of missing persons?</p> <p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Repeat missing person rates. • Compliance with local policies and statutory guidance (e.g., notification by homes to owning local authority). • Completion rates of return-to-home interviews. • Themes from serious case reviews or other reviews/inspections.
4	<p>What is the capacity and capability for missing persons investigation?</p> <p>State how your force allocates the investigation of missing persons.</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to the investigation of missing persons. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., investigations per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate training.</p> <p>State the assets that support these resources and the capabilities of those assets.</p> <p>How effectively do your IT systems support the identification and management of risk?</p> <p>State the additional capacity and capability provided through multi-agency arrangements.</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what</p> <p>State the main problems and the rationale.</p>

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Question	Description
are the main problems you face over the next 3–4 years?	

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Mental health

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand arising from people with mental health problems?</p> <p>State your demand, including:</p> <ul style="list-style-type: none"> • Number of incidents linked to a victim or offender where mental health is flagged or identified as a factor. • Number of crimes linked to a victim or offender where mental health is flagged or identified as a factor. • Number of Mental Health Act absconder (people who have been detained under the Act but have absconded from the unit). <p>Please consider the demand arising through custody, as recorded in appendix 3 above.</p>
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the response to incidents/crimes involving people with mental health problems?</p> <p>Please provide your own assessment of performance. Your assessment may include:</p> <ul style="list-style-type: none"> • Changes in incidents/crimes linked to mental health problems. • Compliance with local policies. • Changes in repeat demands. • Themes from serious case reviews or other reviews/inspections.
4	<p>What is the capacity and capability for dealing with incidents/crimes involving people with mental health problems?</p> <p>State the training given to the workforce to identify mental health problems.</p> <p>State any specialist mental health resources in the force (e.g., triage in contact centre).</p> <p>State the actual and established full-time equivalent (FTE) posts allocated to dealing with people with mental health problems.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., assessments per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate training.</p> <p>State the assets that support these resources and their capabilities.</p> <p>State the additional capacity provided through multi-agency arrangements.</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Harassment, stalking and cyber-bullying

Step 1 – Establish current and future demand

Question	Description	
1	<p>What is the demand arising from harassment, stalking and cyber-bullying?</p>	<p>State your demand. Please include:</p> <ul style="list-style-type: none">• Number of incidents/crimes, by type, by motivation (domestic related offences are covered at page 27)• Number of online incidents/crimes• Number of Police Information Notices issued.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p>	<p>State your forecast changes in demand and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description	
3	<p>How effective is the response to incidents/crimes involving harassment, stalking and cyber-bullying?</p>	<p>Please provide your own assessment of performance supported by relevant evidence.</p>
4	<p>What is the capacity and capability for dealing with incidents/crimes involving harassment, stalking and cyber-bullying?</p>	<p>State how incidents/crimes involving harassment, stalking and cyber-bullying are handled by your force, including any dedicated resources.</p>

Step 3 – Identify future problems

Question	Description	
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p>	<p>State the main problems and the rationale.</p>

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Appendix 5

Monitoring dangerous and repeat offenders

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5 Monitoring dangerous and repeat offenders

This appendix is concerned with the management of people who are known to present a particular risk to others having been convicted of particular crimes (including registered sex offenders) and have a history of repeat offending. For the purposes of the force management statement, this is broken down into:

- Registered sex offender management.
- Integrated offender management.
- Multi-agency public protection arrangements (MAPPA).

Step 1 – Establish current and future demand

Question		Description
1	What is the demand in your force area created by registered sex offenders?	Please state your registered sex offender demand, to specifically include: <ul style="list-style-type: none"> • Total number of registered sex offenders, by risk level. • Volume of visits/checks undertaken.
2	How do you expect demand to change next year and over the next 3–4 years?	State your forecast changes in sex offender management demand and your rationale.
3	What is your integrated offender management (IOM) demand?	Please state your total IOM offender numbers, by offence type, to specifically include: <ul style="list-style-type: none"> • Number of domestic violence/abuse offenders. • Number of violent offenders. • Number of acquisitive crime offenders. • Number of mapped organised crime group members.
4	How do you expect demand to change next year and over the next 3–4 years?	State your forecast changes in integrated offender management demand and your rationale.
5	What is your multi-agency public protection arrangements (MAPPA) demand?	Please state your MAPPA demand, to specifically include: <ul style="list-style-type: none"> • A snapshot of MAPPA nominals (a nominal is a record of a person known to the offender). • Percentage that is the responsibility of the police.
6	How do you expect demand to change next year and over the next 3–4 years?	State your forecast changes in MAPPA demand and your rationale.

Step 2 – Assess performance, capacity and capability

Question		Description
7	How effective is the management of registered sex offenders?	State your performance in relation to registered sex offender management: <ul style="list-style-type: none"> • Active risk management (ARMS) completion rates. • Any delays/backlogs relating to ARMS assessments or visits/checks. • Number of registered sex offender breaches of conditions. • Number of Sexual Harm Prevention Orders/Sexual Offences Prevention Orders sought/obtained/breaches.
8	How effective is	Using your locally determined indicators, please state your performance in

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Question		Description
	integrated offender management?	<p>relation to integrated offender management:</p> <ul style="list-style-type: none"> • Reoffending rates against expectations. • Number of breaches of conditions.
9	How effective are your MAPPA?	State your assessment of performance in relation to MAPPA using your locally determined indicators.
10	What is the capacity and capability for registered sex offender management?	<p>State the actual and established full-time equivalent (FTE) posts allocated to registered sex offender management. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., number of registered sex offenders per FTE or visits conducted per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State the assets that support these resources (e.g., mobile ARMS assessment tool).</p> <p>State force's use of child protection system software to identify those exchanging indecent images.</p>
11	What is the capacity and capability for integrated offender management?	<p>State the actual and established FTE posts allocated to integrated offender management. Please provide a breakdown of staffing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., number of offenders per FTE or visits conducted per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., tagging or exchanging data with partners).</p>
12	What is the capacity and capability for supporting the MAPPA?	<p>Summarise how MAPPA are supported within force, including any actual and established FTE posts allocated to MAPPA.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training.</p> <p>State the workload of these resources (e.g., number of offenders per FTE).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate training.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., tagging or exchanging data with partners).</p>

Step 3 – Identify future problems

Question		Description
13	Based on your analysis of demand, performance, capacity and capability, what are	<p>State the main problems and the rationale.</p> <p>Please consider also any monitoring responsibilities with regard to radicalisation risks.</p>

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Question	Description
the main problems you face over the next 3–4 years?	

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Appendix 6

Disrupting serious and organised crime

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6 Disrupting serious and organised crime

Serious and organised crime spans many different threats, which have been broadly categorised at the national level as:

- Prosperity – such as cyber or economic crime.
- Commodity – such as drugs and firearms.
- Vulnerability – such as child sexual exploitation and abuse, immigration crime, modern slavery and human trafficking.

The revised national performance framework for serious and organised crime will cover a range of activities across government, including by police. The performance framework will be based on the approaches of Prevent, Protect, Prepare and Pursue. This will help inform you of the effectiveness of disruption activity. Reporting using this framework will begin in autumn 2017.

Your force and regional strategic assessments should outline the threats. HMICFRS Effectiveness reports will also provide an assessment of the force's position and identify any areas for improvement.

In addition, this appendix will also consider the demand and threat from street gangs.

Step 1 – Establish current and future demand

Question		Description
1	What is the demand from serious and organised crime?	<p>State your assessment of patent demand due to serious and organised crime in your force area, including:</p> <ul style="list-style-type: none"> • Number of crimes identified as serious and organised crime (within the national performance framework categories; e.g., drugs trafficking, modern slavery offences). • Number of homicides (excluding category C). • Number of firearm discharges and gun crimes. • Number of kidnap incidents. • Number of threats to life notices. • Number of Suspicious Activity Reports. <p>Using the guidance in your force, please also state the number of crimes linked to street gangs.</p>
2	What is the level of serious and organised crime threat in your force area?	<p>Outline the latent indicators of serious and organised crime demand in your force area, such as:</p> <ul style="list-style-type: none"> • Threats identified through the force and regional strategic assessments. • Important threats identified through the MoRiLE process. • Number of mapped organised crime groups by category/primary activity and level of threat/harm. • Organised crime groups that are active/inactive/archived. • Levels, trends and patterns in organised crime group activity. <p>Please consider threats identified nationally and regionally, such as county lines (criminal supply routes from urban or port distribution centres), modern slavery, fraud, cybercrime, and how they apply in your force. Please also state the number of street gangs identified.</p>
3	What is the demand managed through your regional organised crime unit (ROCU)?	<p>Outline the demand managed within your ROCU that relates to your force area, including:</p> <ul style="list-style-type: none"> • ROCU-led operations in force area, by crime type, in past year. • Operations accepted by ROCU from force in past year. • Operations accepted by/passed to force from ROCU in past year.
4	How do you expect demand to change next year and over the next 3–4 years?	<p>Outline your forecast changes in serious and organised crime demand and threat, and your rationale. Please also include any changes within your force as a result of your ROCU development/action plan (e.g., increase in online</p>

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Question	Description
	crimes due to new capability).

Step 2 – Assess performance, capacity and capability

Question	Description
5	<p>How effective is your activity against organised crime?</p> <p>Provide an assessment of your force's position against the national performance framework for serious and organised crime</p> <p>The national framework will set its own information requirement, but in the interim your evidence may include:</p> <ul style="list-style-type: none"> • Your capacity and capability to understand serious and organised crime demand and threats. • Changes in the number of crimes and threats associated with serious and organised crime. • Disruption activity and results. • Gang injunctions sought and obtained. • Number of offenders under Lifetime Offender Management. • Number of Serious Crime Prevention Orders sought and obtained. • Number of Travel Restriction Orders sought and obtained. • Number and value of cash seizures and asset confiscation. • Percentage of organised crime groups with local profiles completed. • Regional and inter-force operations and results. • Types of serious and organised crime threats that have been disrupted. <p>Please assess your level of understanding of threats identified at regional and national levels, how they apply in your force, and how you contribute to disrupting them.</p> <p>Please also consider any areas for improvement identified in the HMICFRS Effectiveness inspection.</p> <p>Please also assess the effectiveness of street gang disruption.</p>
6	<p>How effective is your multi-agency work to disrupt organised crime?</p> <p>Please provide a narrative assessment of the contributions made to your performance by other agencies. Please use the Prevent, Protect, Prepare, Pursue framework. Supporting evidence may include:</p> <ul style="list-style-type: none"> • Information-sharing arrangements and use made. • Multi-agency operations conducted. • Use of non-police powers/interventions to disrupt organised crime groups. • Street gang disruption through multi-agency actions.
7	<p>What is your capacity and capability for disrupting organised crime?</p> <p>Outline the actual and established full-time equivalent (FTE) posts allocated to organised crime work. Please provide a breakdown of officers and staff and the function/unit. Relevant resources may include, for example, intelligence; prison intelligence; surveillance; source handling; covert units.</p> <p>Please also consider the capacity and capability available through your ROCU and other collaborative arrangements in relation to serious and organised crime.</p> <p>Outline the assets that support these resources and the capabilities of those assets (e.g., technical support, protected persons).</p>
8	<p>What is the capacity and capability provided by multi-agency arrangements?</p> <p>Summarise any multi-agency arrangements you have in place to disrupt organised crime.</p> <p>Outline the additional capacity provided through multi-agency arrangements. Please provide a breakdown of FTE and contributing organisation.</p>

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Step 3 – Identify future problems

Question		Description
9	Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?	Outline the main problems and the rationale.

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Appendix 7

Responding to major events

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7 Responding to major events

This appendix covers the demand, performance, capacity and capabilities required to meet the Strategic Policing Requirement. Your Strategic Risk Assessments should provide the starting point to complete this appendix.

This appendix covers:

- Public order.
- Civil contingencies.
- Counter terrorism (where there is a material effect on force planning).
- Armed policing capabilities.
- Roads policing, and other specialist capabilities which are required to address sizeable demand in your force areas or on which you spend significant amounts.

Public order

Step 1 – Establish current and future demand

Question	Description
1 What is your public order demand?	State the demand created by major events, including: <ul style="list-style-type: none">• Policing of football.• Other major events (sporting, entertainment, other).• Protests.• Mutual aid (requested/supplied). State: <ul style="list-style-type: none">• The number of events by type and scale.• Notable crime or safety concerns.• The volume of incidents/crimes associated with these events, including football offences and enforcement actions required (e.g., banning orders).
2 How do you expect demand to change next year and over the next 3–4 years?	State how you expect the demand for public order policing to change and your rationale.

Step 2 – Assess performance, capacity and capability

Question	Description
3 How effective is the force in undertaking public order policing?	Please provide a narrative assessment of your performance supported by relevant evidence.

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Question	Description
4	<p>What is the capacity and capability for public order policing?</p> <p>State how you provide public order policing (e.g., do you have dedicated capabilities or do you mobilise those capabilities from throughout your force when required?).</p> <p>State the actual and established full-time equivalent posts allocated to public order roles. Please provide a breakdown of officers and staff by function/unit. Please include information such as the number of Police Support Units (PSUs) that are available and their respective levels.</p> <p>Consider how effectively you have matched your resources to your demand profile using your rostering and shift patterns.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (PSU trained officers, officers/staff with specialist skills; e.g., tactical advice, command, control, search advice, security co-ordination, evidence-gathering, police liaison).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., air support, specialist equipment).</p> <p>State the collaboration arrangements with other forces and other agencies.</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Civil contingencies

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand in relation to civil contingencies?</p> <p>Your Strategic Risk Assessments and Local Resilience Action Plan will describe the main threats and risks. State:</p> <ul style="list-style-type: none"> • The known risks that may cause demand, such as high-risk locations. • The actual demand experienced, using measures such as the number of Strategic Coordination Centre activations.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State how you expect the demand for civil contingencies policing to change and your rationale.</p>

Step 2 – Assess performance and identify gaps or issues

Question	Description
3	<p>How effective is the force in undertaking its civil contingency duties?</p> <p>Please provide a narrative assessment of your performance supported by relevant evidence.</p>
4	<p>What is the capacity and capability for civil contingency duties?</p> <p>State the actual and established full-time equivalent posts allocated to civil contingency and emergency planning. Please provide a breakdown of officers and staff by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (Joint Emergency Services Interoperability Programme training, command and specialist skills).</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., mobile command centres, specialist equipment).</p> <p>State particular capabilities that need to be provided by other forces or organisations.</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Counter terrorism

This section is not intended to cover the resources within Counter Terrorism Units. It is focused on the demands placed on your own force assets as a result of counter terrorism threats, for example community officers engaged in PREVENT activities.

Step 1 – Establish current and future demand

Question	Description
1	<p>What is the demand for counter terrorism policing in your force?</p> <p>State the threat/risk your force faces in relation counter terrorism, including:</p> <ul style="list-style-type: none"> • Counter terrorism operations completed within your force area. • Notable threats and changes in your counter terrorism threat assessment.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State how you expect the demand for counter terrorism policing to change and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the force in undertaking its counter terrorism duties?</p> <p>Please provide a narrative assessment of your performance supported by relevant evidence.</p>
4	<p>What is the capacity and capability for counter terrorism duties?</p> <p>State the actual and established full-time equivalent posts allocated to counter terrorism duties (e.g., Special Branch).</p> <p>State the generalist and specialist capabilities you possess, including:</p> <ul style="list-style-type: none"> • Approach taken to ensure frontline officers can recognise counter terrorism risks. • The percentage of resources with appropriate qualifications, accreditation or training. <p>State the assets that support these resources and the capabilities of those assets.</p>

Step 3 – Assess capacity and capability and identify gaps

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Armed policing (including Taser)

Step 1 – Establish current and future demand

Question	Description
1	<p>What is your demand in relation to armed policing?</p> <p>State the demand for armed policing, e.g.:</p> <ul style="list-style-type: none"> • Threats identified through your firearms strategic threat and risk assessment. • The number of armed deployments and firearm incidents, both pre-planned and spontaneous. • The number of Taser deployments.
2	<p>How do you expect demand to change next year and over the next 3–4 years?</p> <p>State how you expect the demand for armed policing to change and your rationale.</p>

Step 2 – Assess performance, capacity and capability

Question	Description
3	<p>How effective is the force in undertaking its armed policing duties?</p> <p>Please provide a narrative assessment of your performance supported by relevant evidence.</p>
4	<p>What is the capacity and capability for armed policing?</p> <p>State how you provide armed policing (e.g., do you have dedicated armed capabilities, are you in collaborative arrangements?).</p> <p>State the actual and established full-time equivalent posts allocated to armed policing by function/unit.</p> <p>State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., number of authorised firearms officers, number of Taser-trained officers).</p> <p>State the supervisory ratios in place to support these resources and the percentage of supervisors with appropriate qualifications, accreditation or training.</p> <p>State how you utilise armed policing capacity/capability when not deployed to firearms incidents.</p> <p>State the assets that support these resources and the capabilities of those assets (e.g., Post Incident Management availability, training ranges).</p>

Step 3 – Identify future problems

Question	Description
5	<p>Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?</p> <p>State the main problems and the rationale.</p>

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Roads policing, other specialist capabilities

This section considers roads policing. The section also provides you with the opportunity to highlight any other specialist capabilities which are required to address specific demands in your force area and which account for significant expenditure. Examples include marine, underwater search, dogs, mounted, casualty bureau, disaster victim identification, and CBRN (chemical, biological, radioactive and nuclear).

Step 1 – Establish current and future demand

Question	Description
1 What is the demand for roads policing in your force?	<ul style="list-style-type: none"> Number of road traffic collisions recorded, by type (injury, damage only) Number of killed or seriously injured casualties Number of road traffic related incidents, by type (e.g., parking, collisions)
2 What is the demand for other specialist capabilities?	Please provide a narrative response. For example, a coastline which requires you to invest in marine capacity.
3 How do you expect demand to change next year and over the next 3–4 years?	State how you expect the demand for roads policing and other specialist capabilities to change and your rationale.

Step 2 – Assess performance, capacity and capability

Question	Description
4 How effective is the force in undertaking roads policing?	State your performance, including: <ul style="list-style-type: none"> Trends in collisions and casualties Levels of enforcement by offence type (e.g., drink drive offences, fixed penalty notices) Please also consider the effectiveness of other initiatives you may be undertaking (e.g., safety cameras, community schemes, online reporting).
5 How effective is the force's specialist capabilities?	Please provide a narrative response. Please consider whether there are important gaps in capability judged against threats and risks, or where obtaining specialist support from elsewhere may be in doubt.
6 What is the capacity and capability for roads policing?	State how you provide roads policing (e.g., dedicated units, collaborations). State the actual and established full-time equivalent posts allocated to roads policing. State the percentage of these resources with appropriate qualifications, accreditation or training (e.g., motorcyclists, collision investigation).
7 What is the other specialist capacity and capability?	State the actual and established full-time equivalent posts allocated to other specialist capabilities by function/unit, and the percentage with appropriate qualifications, accreditation or training (e.g., search and rescue training). State the assets that support these resources and the capabilities of those assets (e.g., specialist equipment).

Step 3 – Identify future problems

Question	Description
8 Based on your analysis of demand, performance, capacity and capability, what are the main problems you face over the next 3–4 years?	State the main problems and the rationale.

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Appendix 8

Well-being

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8 Well-being

Due to the complex nature of the work that police employees undertake, the physical and mental well-being of officers and staff is critically important in the management and leadership of police forces. This appendix considers what you do to ensure the well-being of your workforce.

Physical well-being

Question	Description
1 How would you assess the physical well-being of your workforce?	<p>State your assessment of your workforce with reference to supporting evidence. Please include:</p> <ul style="list-style-type: none"> • An overview of any vision or strategic intentions you have regarding employee well-being. • Levels of sickness absence (by type). • Results of officer fitness tests (e.g., number of officers not meeting required levels). • Number of referrals to occupational health (by type of referral). • Number of health and safety incidents (by type). • Employee engagement survey results, including fairness at work. <p>Please state:</p> <ul style="list-style-type: none"> • Time off in lieu (TOIL) balances. • Total number of rest days cancelled, median cancelled rest days per officer. • Number of rest days outstanding, by rank. <p>Please also include specific information on the risks your employees face, including:</p> <ul style="list-style-type: none"> • Number of injuries on duty and the nature of these injuries. • Number of assaults on your employees and the nature of the assaults.
2 How do you monitor the physical well-being of your workforce?	<p>State the mechanisms in place to actively monitor physical well-being.</p> <p>State the governance in place to ensure physical well-being is addressed at a corporate level.</p>
3 What do you offer to employees requiring physical well-being support?	<p>State the support services that are available to employees (e.g., well-being helplines or resources, flexible working policies).</p> <p>State any specific support provided to employees in particular roles (e.g., preventative sports science).</p> <p>State the mechanisms in place to increase awareness of physical health and the support services available.</p>
4 How do you expect the physical well-being of your workforce to change over the next 3–4 years?	<p>State the expected changes and supporting rationale, based on the problems identified from answering the above questions. For example, what does the force propose to do to improve perceptions of fairness?</p>

Mental well-being

Question	Description
1 How would you assess the mental well-being of your workforce?	<p>State your assessment of your workforce with reference to supporting evidence. Please include:</p> <ul style="list-style-type: none"> • Trends in sickness absence, with reference to mental health and well-being. • Staff surveys. • Internal grievances.

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Question		Description
2	How do you monitor the mental well-being of your workforce?	<p>State the mechanisms in place to actively monitor mental well-being.</p> <p>What training is provided to the workforce to recognise signs of mental health problems?</p> <p>State the governance in place to ensure well-being is addressed at a corporate level.</p>
3	What do you offer to employees requiring mental well-being support?	<p>State the support services that are available to employees (e.g., well-being helplines or resources, flexible working policies).</p> <p>State any specific support provided to employees in particular roles (e.g., emotional support to employees required to view indecent images of children, post-incident counselling).</p> <p>State the mechanisms in place to increase awareness of mental health problems and the support services available.</p>
4	How do you expect the mental well-being of your workforce to change over the next 3–4 years?	<p>State the expected changes and supporting rationale.</p>

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Appendix 9

Information and communications technology and information management

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9 Information and communications technology and information management

This appendix sets out how your information and communications technology (ICT) supports you. It also includes the management of information and intelligence, and how you use information and intelligence to best effect.

Please consider ICT from the following perspectives:

- Devices and channels.
- Applications.
- Integration.
- Data and information management.
- Infrastructure.
- System management.
- Security.
- The people or third parties that create and maintain your ICT.

Questions 1 to 4 are focused on the current state of your assets and your existing plans to improve these. Question 5 asks whether anything identified in other sections of the force management statement creates further gaps that you now need to address.

Information and communications technology

Current performance, capacity and capability

Question	Description
1	<p>What is the current provision of ICT to support the force?</p> <p>Please provide a narrative assessment of your current ICT provision supported by relevant evidence. The assessment should include:</p> <ul style="list-style-type: none"> • Overview of ICT spend by category. • Identification of planned vs. unplanned expenditure. • Overview of current performance, including: <ul style="list-style-type: none"> ○ Number and types of ICT incidents over past 12 months. ○ Unplanned downtime of critical systems and number of times those systems were down (and your definition of what is critical). • Identification of significant risks, such as systems no longer supported and the business processes supported. • Overview of your ICT support and the capacity and capabilities provided. • Overview of significant third-party arrangements in place for ICT support or transformation. • Movement towards adoption of cloud-based systems.
2	<p>What is the effectiveness of current ICT provision?</p> <p>Please provide a narrative assessment of the effectiveness of current ICT. The assessment should include:</p> <ul style="list-style-type: none"> • Effectiveness of main operating systems to support operational activity (e.g., usability, capability). • Mobile access. • Integration of systems. • Overview of interoperability with other forces, blue light agencies and public sector partners. • Ability to support the force's priorities or provide important information (e.g., identification and management of risk).

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Future plans and investments

Question		Description
3	What future ICT capacity and capability do you have planned?	<p>What plans and investments are set out in your ICT strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
4	How do your future plans achieve interoperability?	Interoperability relates specifically here to the exchange of and access to information between forces and agencies.

Identified gaps

Question		Description
5	Does the information in the force management statement expose further gaps?	<p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing ICT strategy and plans.</p>

Information, intelligence and performance management

Current performance, capacity and capability

Question		Description
1	What is the current provision of information and management support to the force?	<p>Please provide a narrative assessment of how the force manages information and intelligence to enable it to make effective decisions. The assessment should include:</p> <ul style="list-style-type: none"> • Overview of data standards in place. • Overview of data security, including access, and identify management you have in place. • Overview of Management of Police Information (MOPI) compliance or most recent similar audits. • Compliance with data-recording policies such as Crime Data Integrity or stop and search. • Overview of how relevant information is presented for users, and how accessible information is to users. • Overview of your capability to record and highlight essential data (e.g., vulnerability, repeats demand). • Overview of how easily policy and guidance is accessed. • Overview of information governance. Please state who is accountable for information management in the force and people resources allocated to information management, including the crime registrar.
2	What is the current provision of intelligence and performance information support to the force?	<p>Please provide a narrative assessment of your current intelligence provision supported by relevant evidence. The assessment should include:</p> <ul style="list-style-type: none"> • How you organise intelligence operations and management. • How operational intelligence, organisational intelligence (i.e., business intelligence/performance) and learning from evidence-based practice are managed in your force. • The actual and established full-time equivalent posts allocated to intelligence by function/unit (split by operational and organisational/business intelligence). • The percentage of these resources with appropriate qualifications, accreditation or training (e.g., National Intelligence Analysis, i2/iBase, Police National Database). • The ability to access other intelligence databases (e.g., Police National

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Question		Description
		Database, public protection, firearms licensing). <ul style="list-style-type: none"> An overview of the use of data (including big data and predictive technologies).

Future plans and investments

Question		Description
3	What future information management or intelligence capacity and capability do you have planned?	What plans and investments are set out in your information management strategy? When do you expect the additional capacity/capabilities to become operational? Are plans reflected in the medium-term financial plan?

Identified gaps

Question		Description
4	Does the information in the force management statement create further gaps?	Step 3 of each appendix highlights the future problems the force faces. Please highlight problems that are not currently covered by your existing information management strategy and plans.

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Appendix 10

Serviceability of other assets

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10 Serviceability of other assets

This appendix of the force management statement focuses on the serviceability of your assets. By serviceability we mean what does it take – in money, time and effort – to look after these assets to ensure they are in their best practicable condition and able to operate at their best.

The assets covered in this appendix are:

- Support services, such as Human Resources, which need to be provided to a good standard to support the provision of frontline policing services.
- Physical assets, such as estate or fleet, which need to be in good condition to enable the provision of policing services.

Other appendices of the force management statement specifically cover ICT and information assets, and the physical and mental well-being of the workforce. The financial resources available to the force are covered in appendix 11.

For each asset, the first questions are focused on the current state of your assets and your existing plans to improve them. The final question asks whether anything identified in other sections of the force management statement creates further gaps that you now need to address.

Human resources and workforce planning

Question	Description
1	<p>What is the current capacity, capability and performance of your human resources (HR) function?</p> <p>Provide a narrative assessment of your current HR services, supported by evidence. The assessment should:</p> <ul style="list-style-type: none"> • State how HR services are provided (e.g., in-house, collaborated). • State the capacity (full-time equivalent) available for each HR service (e.g., recruitment, workforce planning). • State the principal measures used to assess your appraisal system. <p>Provide a narrative assessment of how you are recruiting, retaining and developing a workforce that is:</p> <ul style="list-style-type: none"> • Diverse. • Addressing skills requirements. • Professional (e.g., authorised practice, qualifications). <p>State how effectively HR policy and activity reflects the demands on the force and gaps identified in capacity and capability (e.g., anticipated gaps in availability of investigators).</p> <p>Provide a breakdown of your staff profile, including:</p> <ul style="list-style-type: none"> • Diversity. • Age profiles and service bands. • Wastage and turnover rates (including trends).
2	<p>What future HR capacity and capability do you have planned?</p> <p>What plans and investments are set out in your HR strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	<p>Does the above information identify further gaps?</p> <p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing HR strategy and plans.</p>

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Learning and development, including personal and professional development

Question	Description
1	<p>What is the current capacity, capability and performance of your learning and development (L&D) function?</p> <p>Provide a narrative assessment of your current L&D services, supported by evidence. The assessment should:</p> <ul style="list-style-type: none"> • State how L&D services are provided (e.g., in-house, collaborated). • State the capacity (full-time equivalent) available for L&D. • State the spending on L&D by category (e.g., skills refresh, role-specific qualifications, leadership development). • Provide a breakdown of spend on L&D provided within force, in collaboration with other forces, and through external provision. • State the number of learning days provided and average learning days per employee. • State the percentage of mandatory training currently not completed. • State particular risks L&D are focused on (e.g., training new officer intake, commissioning police apprenticeships). <p>State how effectively L&D is able to meet the needs for training, as identified through your assessment of the demands and gaps in capacity and capability (e.g., critical gaps in skills provision), and trends in performance (e.g., use of force, disproportionality).</p>
2	<p>What future L&D capacity and capability do you have planned?</p> <p>What plans and investments are set out in your L&D strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	<p>How effective is your current management of personal and professional development?</p> <p>Provide a narrative assessment of how you manage and develop the performance of your staff. The assessment should:</p> <ul style="list-style-type: none"> • State the appraisal and professional development process. • State how this process identifies talent and high potential, outstanding performance and the development needs of employees. • State how this process links to L&D provision. • State how this process links to succession and workforce planning (including progression and promotion). • State the use of monetary and non-monetary incentives for police officers and staff. <p>Please describe any important initiatives to promote fairness and address disproportionality.</p>
4	<p>Does the above information identify further gaps?</p> <p>Step 3 of each appendix highlights the future problems the force faces. Please highlight problems that are not currently covered by your existing L&D strategy and plans.</p>

Special constables and volunteers

Question	Description
1	<p>What is the current capacity, capability and performance of your special constables and volunteers?</p> <p>Provide a narrative assessment of your special constables and volunteers, supported by evidence. The assessment should:</p> <ul style="list-style-type: none"> • State how special constables and volunteers are provided and the services they support within the force. • State the capacity (full-time equivalent) available for special constables and volunteers. <p>Please state:</p> <ul style="list-style-type: none"> • Total hours worked, median hours worked.

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Question		Description
		<ul style="list-style-type: none"> Number meeting your expected minimum hours, considered active/inactive. Retention and turnover rates.
2	What future capacity and capability do you have planned?	What plans are set out in your strategy?
3	Does the above information identify further gaps?	Step 3 of each appendix highlights the future problems the force faces. Please highlight problems that are not currently covered by your existing strategy and plans.

Professional standards

Question		Description
1	What is the current capacity, capability and performance of your professional standards function?	<p>Provide a narrative assessment of your current professional standards function, supported by evidence. The assessment should:</p> <ul style="list-style-type: none"> State how professional standards is organised and the capacity (full-time equivalent) available for each service (e.g., complaints, counter corruption). State the number of complaints received last year, by type of complaint (e.g., incivility, sexual predation). State the number of investigations last year and number of officers/staff subject to investigation. State the number of officers/staff who received a discipline sanction last year, by sanction type (e.g., written warning). State the number of cases referred to the Independent Police Complaints Commission. State particular risks professional standards are focused on.
2	What threats have you identified relating to corruption?	<p>What is your assessment of the threats identified to the force from corruption?</p> <p>How do you expect these threats to change over the next three to four years?</p>
3	What future professional standards capacity and capability do you have planned?	<p>What plans and investments are set out in your strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
4	Does the above information identify further gaps?	Step 3 of each appendix highlights the future problems the force faces. Please highlight problems that are not currently covered by your existing strategy and plans.

Finance function

Question		Description
1	What is the current capacity, capability and performance of your finance function?	<p>Provide a narrative assessment of your current finance capabilities, supported by evidence. The assessment should:</p> <ul style="list-style-type: none"> State how finance is organised and the capacity (full-time equivalent) available for each service (e.g., accounts payable, payroll). State performance against expectations.

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Question		Description
2	What future finance capacity and capability do you have planned?	<p>What plans and investments are set out in your finance strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	Does the above information identify further gaps?	<p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing finance strategy and plans.</p>

Programme, project and change management

Question		Description
1	What is the current capacity, capability and performance of your programme, project and change management function?	<p>Provide a narrative assessment of your current programme, project and change management capabilities, supported by evidence. The assessment should:</p> <ul style="list-style-type: none"> • State how programme, project and change management is organised and the capacity (full-time equivalent) available for each service (e.g., programme managers, benefits management and change management). • State performance against expectations (e.g., projects completed on time/budget, benefits realised against plan).
2	What future capacity and capability do you have planned?	<p>What plans and investments do you intend to make in programme, project and change management and why?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	Does the above information identify further gaps?	<p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing strategy and plans.</p>

Physical assets – estates

Question		Description
1	What is the current capacity, capability and performance of your estate?	<p>Provide a narrative assessment of your current estate, supported by evidence. The assessment should include:</p> <ul style="list-style-type: none"> • Number of sites (owned and leased). • Budgeted and actual revenue and capital spend on estate. • Value of the maintenance backlog. <p>Please consider its fitness for purpose, including constraints on operational performance.</p>
2	What future estates capacity and capability do you have planned?	<p>What plans and investments are set out in your estates strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	Does the information in the force management statement create further gaps?	<p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing estates strategy and plans.</p>

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Physical assets – fleet

Question		Description
1	What is the current capacity, capability and performance of your fleet?	<p>Provide a narrative assessment of your current fleet, supported by evidence. The assessment should include:</p> <ul style="list-style-type: none"> • Number of vehicles by type (owned and leased). • Budgeted and actual revenue and capital spend on fleet. • Percentage of time fleet was unavailable. • Average fleet utilisation. <p>Please consider its fitness for purpose, including constraints on operational performance.</p>
2	What future fleet capacity and capability do you have planned?	<p>What plans and investments are set out in your fleet strategy?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	Does the information in the force management statement create further gaps?	<p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing fleet strategy and plans.</p>

Other supporting capabilities

This section provides you with the opportunity to highlight any other supporting capabilities which:

- are required to service the wider provision of policing and
- account for significant expenditure.

Examples may include vetting, media or corporate communications, firearms licensing or similar capabilities.

Question		Description
1	What is the current capacity, capability and performance of your other supporting capabilities?	<p>Provide a narrative assessment of your other supporting capabilities, and include evidence.</p>
2	What future capacity and capability do you have planned?	<p>What plans and investments do you intend to make in other supporting capabilities and why?</p> <p>When do you expect the additional capacity/capabilities to become operational?</p> <p>Are plans reflected in the medium-term financial plan?</p>
3	Does the above information identify further gaps?	<p>Step 3 of each appendix highlights the future problems the force faces.</p> <p>Please highlight problems that are not currently covered by your existing strategy and plans.</p>

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Appendix 11

Finance

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11 Finance

This appendix is concerned with the current financial position of your force, the projected changes in income and expenditure and the gaps in your plans to meet these changes. Your medium-term financial plan (MTFP) should provide the majority of the required information.

Question		Description
1	State your financial position according to your MTFP.	<p>Summarise your force's MTFP, setting out the projected changes in income and expenditure.</p> <p>Summarise the planned capital expenditure over the MTFP period.</p> <p>Summarise the planned major changes to next year's reserves.</p>
2	Do you have plans in place to fully meet your MTFP?	State your plans to meet the MTFP, with particular focus on aspects where plans are not well developed and your assessment of the risk these gaps present. You may wish to include learning from PEEL efficiency inspections.
3	Are there any opportunities to generate additional commercial income?	State any income sources you have identified that are currently not included within your MTFP.
4	How critical are third-party arrangements in providing your main services or savings in your MTFP?	<p>State the current outsourcing arrangements and/or strategic partnerships you have in place that:</p> <ul style="list-style-type: none"> • provide elements of your main policing service; • are critical to providing savings in your MTFP. <p>Please comment on the effectiveness of these arrangements and state any plans to change your outsourcing/partnership arrangements.</p>

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Appendix 12

Identification of changes

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12 Identification of strategic changes

The force management statement is designed to provide a framework to assist the chief constable and the police and crime commissioner to assess demand, performance, capacity and capability. In appendices 1–7 of the force management statement, you will have completed steps 1 to 3 for the seven categories of demand. In appendices 8–10, you will have considered the condition and serviceability of the resources and assets, and how well they are helping you address those demands. Appendix 11 sets out the financial resources and budget requirements for the next three to four years.

The information related to these steps should be included in your force management statement submission to HMICFRS. More importantly, through the process of developing the force management statement, the force will have identified problems and threats to performance as well as gaps between future demand and supply.

This section outlines a method for forces to determine the relative priority between the different gaps identified across the seven types of demand. By necessity, this appendix can only be completed once you have identified and agreed the gaps which you consider the most important and thought about the plans you have in place to address them.

The gaps of most importance to consider might involve:

- Risk of harm, where a gap is likely to increase the risk to victims and the public.
- System-wide effect, where a gap in one area causes problems elsewhere – including work with partners.
- Reputational risk, where there is a risk of damage to public confidence in the service.
- Financial risk, where your budget is under severe pressure.

An example of this type of approach is:

Gap	Risk of harm	System-wide impact	Reputation	Cost	Overall assessment
Thirty percent of detective capacity/capability will be lost over next three years. We will find it difficult to identify and train new detectives to fully replace the lost capacity	High – investigation timeliness and standards could reduce putting victim service at risk. Particular concerns regarding most serious and complex crimes. Growing workloads of CID units	Medium – delays and errors in completing investigations are likely to affect Criminal Justice Units and could increase workload on Crown Prosecution Service.	High – criticism of investigation quality and damage to confidence.	Medium – recruitment and training will require additional funding. The main factors affecting recruitment are not financial, however.	High – growing risk to our ability to provide critical services and wider impact on well-being and morale.

Many forces are familiar with MoRiLE as a means of weighting demand to reflect differences in harm. We suggest that you use the approach with which you are most familiar locally, adopting the following steps:

Step 1 – Using your preferred method for taking account of harm, such as MoRiLE, weight the gaps in demand for year one, as these are most certain, to identify those representing the greatest threat of harm to your force and communities.

Step 2 – Summarise the plans you have (or will put in place) to close those gaps. These plans may require additional resources, changes to existing resources or changes in the way work is done, including work with partners. There may be critical interdependencies, such as the successful implementation of new technology. Where additional resources are required, budgets will need to be planned. Consequently, there should be a clear link between the gaps you have identified as strategically important so that these are included in the baseline of your medium-term plan and are reflected in more detail in your annual budget-setting process.

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Step 3 – Summarise any residual risks that will not be addressed by specific plans. Some gaps will not be addressed. It is important that the residual risk is recognised. The risk may result in a different level of service and performance in those areas or the force may be willing to accept a higher level of risk.

Identify the most important strategic gaps

Question		Description
1	After reviewing the gaps identified in appendices 1–10, identify the most important gaps that you should address.	<p>State those gaps in demand, performance, capacity and capability which are considered important.</p> <p>You may wish to include a brief explanation of the rationale why those gaps have been identified as important.</p>

Decide which plans to address those gaps will be supported

Question		Description
2	After considering the proposals to address the important gaps, which will be supported?	<p>The proposals to address gaps will have been prepared and considered by the chief constable. State which of these will be supported. You may wish to explain the rationale used to support these decisions, such as the effect on efficiency and effectiveness.</p> <p>Please describe, in brief, the main elements of those plans.</p> <p>Please state the budget implications of each plan, and how these are reflected in the medium-term financial plan.</p>

Identify residual risks

Question		Description
3	<p>Of the plans to address the important gaps identified above, which will not be supported?</p> <p>How will this affect service and performance?</p>	<p>Having decided which plans will be supported, state which important gaps will not be addressed.</p> <p>Please explain what actions you are taking to manage the risks that remain. This may include accepting higher levels of risk, or lower levels of service and performance.</p>

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