

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of	CHIEF CONSTABLE
Subject	Force Management Statement
Date	
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Purpose of Report

1. The purpose of this report is to present the Commissioner with an updated position on Leicestershire Police Force Management Statement (FMS) 9, covering the finalised products submitted to HMICFRS, the key findings from the 2025/26 assessment cycle and how these findings are being used to inform strategic planning, risk management, resource prioritisation and the force's wider operating model review.

Recommendations

2. The Commissioner is asked to note that the finalised FMS 9 products were submitted to HMICFRS via the portal following completion of the 2025/26 assessment cycle.
3. The FMS 9 submission comprises four core products: the Departmental Assessment slide deck, the FMS 9 Summary, the FMS 2025 Demand Data and a public-facing summary for publication on the external force website.
4. The Commissioner is asked to note that the FMS 9 findings are being embedded into strategic planning, the performance framework, Op Marshall, the Medium-Term Financial Plan and service-layer governance.

Background

5. HMICFRS require all forces to complete a Force Management Statement. It is an extensive internal self-assessment produced by the force and is used to inform PEEL inspection activity, strategic planning and assessment of emerging local, regional and national risks.
6. The FMS 9 cycle covered the period April 2025 to March 2026, with departmental assessments, evaluation, demand analysis and strategy review activity taking place between September 2025 and March 2026.

7. The finalised submission to HMICFRS comprised four core products: FMS 9 Departmental Assessment, FMS 9 Summary, FMS 2025 Demand Data and a public-facing summary.
8. Assessment combines quantitative data, demand forecasting, departmental professional judgement, MS Forms returns, interviews, moderation and analysis across the force.
9. The process utilises an Organisational Risk Assessment matrix aligned to MoRiLE principles and designed for FMS purposes. Departments are assessed against demand, supply, equipment, wellbeing, resilience, skills, resources and performance.
10. Each department assessment culminates in an overall priority rating of Balanced, Managed, Priority or High Priority.

BALANCED Score of 0-14	MANAGED Score of 15-21	PRIORITY Score of 22-28	HIGH PRIORITY Score of >29
An area that has balanced its service delivery against its demand with limited implications for Leicestershire Police and public confidence.	An area that is actively managing and prioritising both its service demand and resultant implications for Leicestershire Police and public confidence.	An area that unless addressed could have significant implications for Leicestershire Police and public confidence.	An area that unless addressed could have critical service implications for Leicestershire Police and public confidence.
Assessment has indicated demand and workload levels are balanced with current capacity and capability. Indication that plans are already in place to minimise harm to the public and/or organisation.	Assessment has indicated demand workload levels are being managed through departmental prioritisation. Further plans maybe on the horizon and if well-timed should support management of demand to mitigate any potential harm to the public and/or organisation.	Assessment has indicated an increase in demand and workload levels against current capacity and capability. Indication that plans should have a priority focus to maintain stability and mitigate any potential harm to the public and/or organisation.	Assessment has indicated a high increase in demand and workload levels against current capacity and capability. Reassurance these workstreams have interdependencies with transformational change and subsequent delivery plans to mitigate any potential harm to the public/and or organisation.

11. The updated assessment identifies a continued need to focus on demand growth, workforce resilience, technology-enabled efficiency, safeguarding capacity, investigative capability, information management, professional standards and financial sustainability.

➤ **Demand Growth and Service Sustainability**

FMS 9 confirms that demand continues to rise across several high-risk service areas, including Contact Management, safeguarding, investigations, sexual offence investigation, MOSOVO, professional standards and information management. Increasing complexity, higher expectations, channel shift and statutory requirements are placing pressure on existing capacity and creating risk where resources, processes or technology do not keep pace with future demand.

➤ **Workforce Resilience, Skills and Wellbeing**

A recurrent theme across FMS 9 is the need to strengthen resilience through the right people, with the right skills, in the right areas. Several departments report vacancies, restricted duties, abstractions, turnover, specialist accreditation requirements or limited deployability. The assessment highlights the need for targeted recruitment, protected training capacity, succession planning, wellbeing support and clearer workforce planning to sustain service delivery.

➤ **Technology, Data and Process Efficiency**

The updated FMS places strong emphasis on technology and data as enablers of improved productivity, service standards and decision-making. Key areas include continued stabilisation and optimisation of contact management systems, improved digital forensic capability, use of Power BI and performance dashboards, automation, AI-enabled workflow improvements, and better use of data to align demand, capacity, finance and risk.

➤ **Safeguarding, Vulnerability and Investigative Capability**

High-priority findings remain evident in areas that protect vulnerable people and support complex investigations, including the Adult Safeguarding Hub, Case Conferencing, CAIU/Non-Recent Team, Signal, Exploitation, Digital Forensics, Neighbourhood CID, Artemis and MOSOVO. These areas are affected by rising demand, complexity, specialist skills gaps, backlogs, statutory obligations and the need to maintain public confidence through timely, effective and victim-focused services.

➤ **Strategic Planning, Financial Sustainability and Op Marshall**

FMS 9 is being used to inform strategic decision-making, the Medium-Term Financial Plan and Op Marshall, the force's Target Operating Model review. The findings provide evidence of where demand, risk and capability gaps require prioritisation, and support the development of a financially sustainable operating model that aligns people, processes, technology and partnership activity to future service requirements.

12. FMS 9 identified a range of High Priority areas across service layers, including Contact Management, Neighbourhood Policing, Neighbourhood CID, Digital Forensics, Adult Safeguarding Hub, Case Conferencing, CAIU/Non-Recent Team, Signal, Exploitation Team, MOSOVO, Custody, Witness Care, Artemis, Information Management, Professional Standards, HR Operations and Vetting.
13. Priority-rated areas include functions where demand, workforce capability, process efficiency or resilience require active management and alignment through departmental delivery plans, service-layer governance and strategic decision-making.
14. Managed and Balanced areas continue to require monitoring to ensure emerging demand, vacancies, technology dependencies and financial pressures do not create future service delivery risks.
15. The FMS 9 findings are being used alongside demand data, the performance framework, financial planning and Op Marshall to support evidence-based prioritisation and continuous improvement.
16. An effective FMS is embedded into the force business planning cycle and supports strategic planning, performance management, risk alignment and financial prioritisation.
17. FMS 9 directly supports the force's strategic priorities: improving service and standards; finding efficiency and productivity through financial sustainability; investing in the right people with the right skills; maximising technology; and reducing demand through partnership.

18. The force intends to refresh the FMS in 2027 as part of the business cycle, while continuing to use live performance, demand and risk information throughout the year to support continuous improvement.
19. The FMS was submitted to HMICFRS and the Force are currently awaiting feedback on the documents.

Implications

Financial : FMS 9 supports alignment between demand, risk and the Medium-Term Financial Plan. The assessment identifies areas where financial sustainability, productivity, workforce planning and technology investment are required to manage future demand.

Legal : Compliance with HMICFRS requirements, statutory obligations and potential Freedom of Information requests.

Equality Impact Assessment : FMS 9 includes consideration of workforce, community, vulnerability and service impacts. Specific equality impacts should continue to be assessed through relevant delivery plans and change activity.

Risks and Impact : FMS 9 provides evidence for strategic risk assessment, service-layer governance, Op Marshall and prioritisation of high-risk demand, capability and resilience gaps.

Link to Police and Crime Plan : The findings support delivery of the Police and Crime Plan 2024-2029 by informing priorities around service standards, public confidence, financial sustainability, workforce capability, technology and partnership demand reduction.

Communications : A public-facing FMS summary has been prepared and published on the external force website.

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