

Force Executive



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Title	FMS and Strategic Planning Cycle		
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Chief Officer / Layer Board sponsoring	DCC KERR	Date Briefed	28 th July 2025
Date	Produced 1 st August 2025		
Version	1		

Noting This paper is for information only	<input type="checkbox"/>
Consultation This paper is for discussion	<input type="checkbox"/>
Decision This paper requires the following decisions: Decide whether to adopt the new FMS process Decide whether to adopt the new proposed timelines in respect of the strategic planning cycle	<input checked="" type="checkbox"/>
Stakeholders Engagement	<input checked="" type="checkbox"/>
Diversity, Equality and Inclusivity Considerations	<input type="checkbox"/>

1. Executive Summary

1.1 This paper seeks a decision in respect of changes to the force FMS process, as well as refining the key components of the Force strategic planning cycle.

2. Context

2.1 The Force Management Statement (FMS) is a self-assessment prepared annually by the Chief Constable for submission to HMICFRS.

2.2 There are 4 key components to the FMS that forces need to address being:

Current and projected demand

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Workforce assessment

Prioritisation and planning

Risk management

2.3 Whilst these broad areas have remained consistent, HMICFRS now require forces to submit a 4 year demand forecast. They have also recently released new guidance to forces about mandated changes within specific sections for inclusion.

2.4 The force also received an AFI in our 23-25 PEEL inspection requiring us to have, “The right structures, resources and processes in place to meet its demand”.

2.5 A review of our Force approach to the FMS has therefore been undertaken to ensure we meet all HMICFRS requirements and assist with the contribution towards closure of the AFI.

3. Key Information

3.1 The current core components of the strategic planning cycle were last laid before the Force Executive in March 2024 as follows:

Department / Function	Planning Starts	Delivery Commences
Force STRA	Aug / Sep	April Financial year
Force Management Statement	Aug / Sep	April Financial year
Organisational Risk Assessment	Aug / Sep	April Financial year
Finance	Oct / Nov	April Financial year

3.2 Having followed this structure for the current planning cycle, it became apparent there was ambiguity regarding the place in the cycle of the strategic tasking and co-ordination group (STCG) and how the FMS aligns to this.

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There was also no mention of enabling strategies or delivery plans and their role in the process.

3.3 The other practical issue identified is that HMICFRS require submission of the FMS by the end of May, whereas our force financial year commences in April. Whilst the above graphic showed the proposed force approach, due to the methodology involved in the FMS creation, we didn't meet the deadline and without a change in the process, this remained a future risk.

3.4 Consultation has taken place primarily through SCOT regarding the FMS, where all views were gathered and taken into account as part of this review. The core themes and issues identified can be summarised as follows:

Timeline	Comments from Consultation/ Review
Scoring and Risk Assessment	Request for department lead input into overall risk score—HODs often have a broader risk perspective than managers. Concerns about independence and lack of moderation in scoring.
Process Transparency and Engagement	More exposure to the process is needed to build understanding and trust. Too easy to push items into the red, which can force resource allocation unnecessarily.
Focus and Prioritisation	Emphasis should be on what <i>has</i> changed, not what hasn't—avoid repetition. Inconsistent use and reliance on data within throughout the year
Structure and Alignment	Presentation is inconsistent in appearance Some areas are amalgamated and they shouldn't be e.g response and NHP is one section in the document It can be very hard to read as there are lengthy narratives that can be repetitive.
Governance and Oversight	Doesn't align to the rest of the core components of the planning cycle (in particular the STRA and STCG); is out of date come submission time

3.5 The option below provides a solution to the issues identified with the FMS, subject to Executive agreement.

4. Options

4.1- Option 1- Keep the process the same. The force strategic planning cycle will remain as outlined in section 3. In respect of the FMS the methodology and timeline will remain as follows:

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Timeline	Current process
1st September- 30th September	PMO conduct research across Keto, Power BI for latest demand & performance statistics & last FMS slide.
1st October- Mid November	Teams meetings conducted with FMS SPOCs by PMO to gather information and RAG position against the FMS questions.
Mid November- End of November	Moderation takes place within PMO & Principal Analyst for STRA scoring.
1st December- 19th December	Moderation continuation/ commence draft. Control strategy agreed
January- March	FMS Summary section & Public facing summary drafted.
April- May	COT sign off and submission to HMIC and of internal public facing documents

4.2-Option 2- The timeline will remain broadly the same, with the most significant changes being in respect of:

- A phased consultation approach
- Less time on face-to-face interviews
- Greater departmental involvement and ownership around demand understanding
- The presentation and simplification of the document
- Change in question set to introduce section on productivity and demand efficiency ideas
- A refresh of the accuracy of the information prior to submission
- Earlier submission to align all elements of the planning cycle

The proposed changes and benefits are presented as follows:

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Timeline	Proposed changes	Benefits
1st September- 30th September	Departmental SPOCS (Insp and above) asked to RAG against FMS questions via a MS Forms questionnaire, last FMS slide and demand document shared. Targeted follow up interviews by PMO.	More planning time, increased expectation on departments to understand their own demand and drivers rather than reliance on PMO. More focussed use of time
1st October- Mid November	Teams meetings conducted with Heads of Depts by PMO to ratify and bolster information already supplied in Forms questionnaire and interviews. Feedback will be recorded within structured thematic groups. Structure around Futures Wheel methodology to be adopted	Allows HOD early sight of assessments, brings consistency across the interviews despite the number of PMO staff involved. Better identification of cross cutting factors, and drive towards solution identification
Mid November- End of November	Moderation to expand from PMO and include Corp Services (Supt, Chief Inspector, Principal Analyst). Will consider transformational change plans, AFIs/RECs, Performance Reports and other existing sources of information.	Addresses concerns regarding balance in the moderation process by enabling broader consideration and inclusion of external factors.
1st December- 19th December	DCC to scrutinise by exception where necessary, final amendments to take place. Draft control strategy is agreed with STCG.	Gives earlier assurance to DCC re risk levels. Accepting in draft form allows time to test
January- March	STRA data refresh, control strategy final sign off via further STCG. Documents drafted. COT sign off and submission of internal public facing documents	Both the FMS and control strategy are more up to date by the time they go live Earlier submission aligns FMS with the rest of the planning cycle. Allows closure and setting of enabling strategies in line with new financial year
April	Enabling Strategy refresh following the completion of the above.	

4.3 In order to align the above with the key elements of the planning cycle, it will be necessary to agree a draft control strategy in December via an STCG, followed by a confirmed version in March.

4.4 One of the most common areas of feedback was around the content and presentation of the document, so this specific change is also included in the paper to give advance awareness of how this will look. This new model will mean:

4.5 A reduction in narrative context – only pertinent context is pulled across (all other detailed info is held in a MS Form/spreadsheet for reference)

4.6 Alignment to terminology already used within performance reporting (Key Judgments, Key Findings, Confidence)

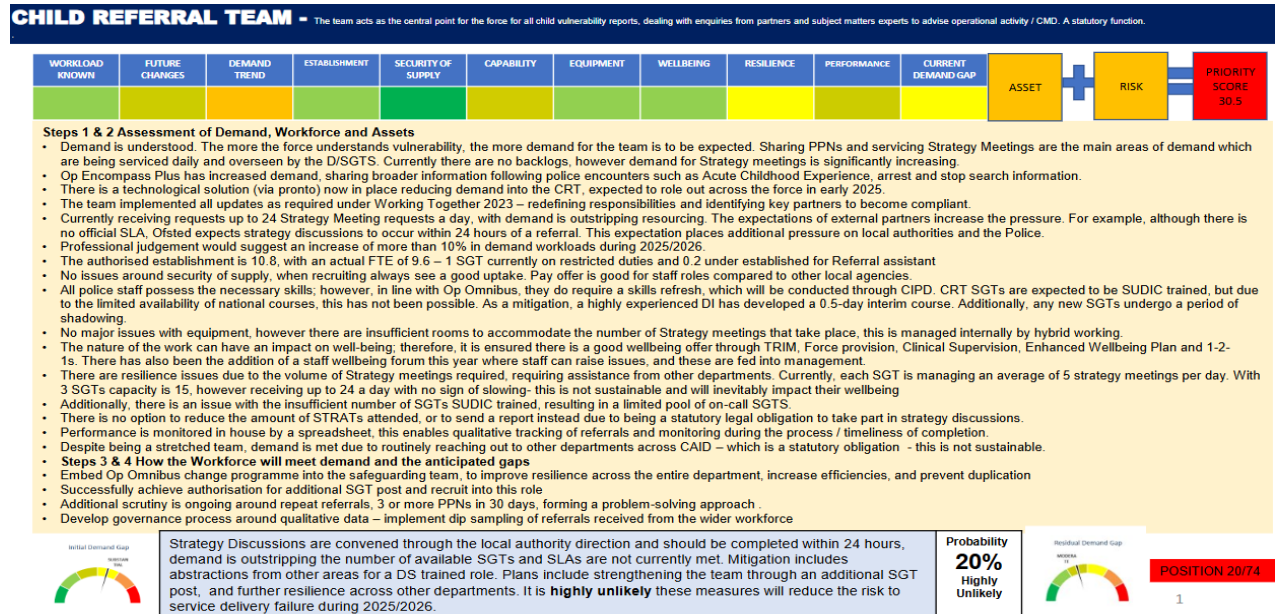
4.7 Improved efficiency as less time to compile and less time spent approving/rewriting narrative

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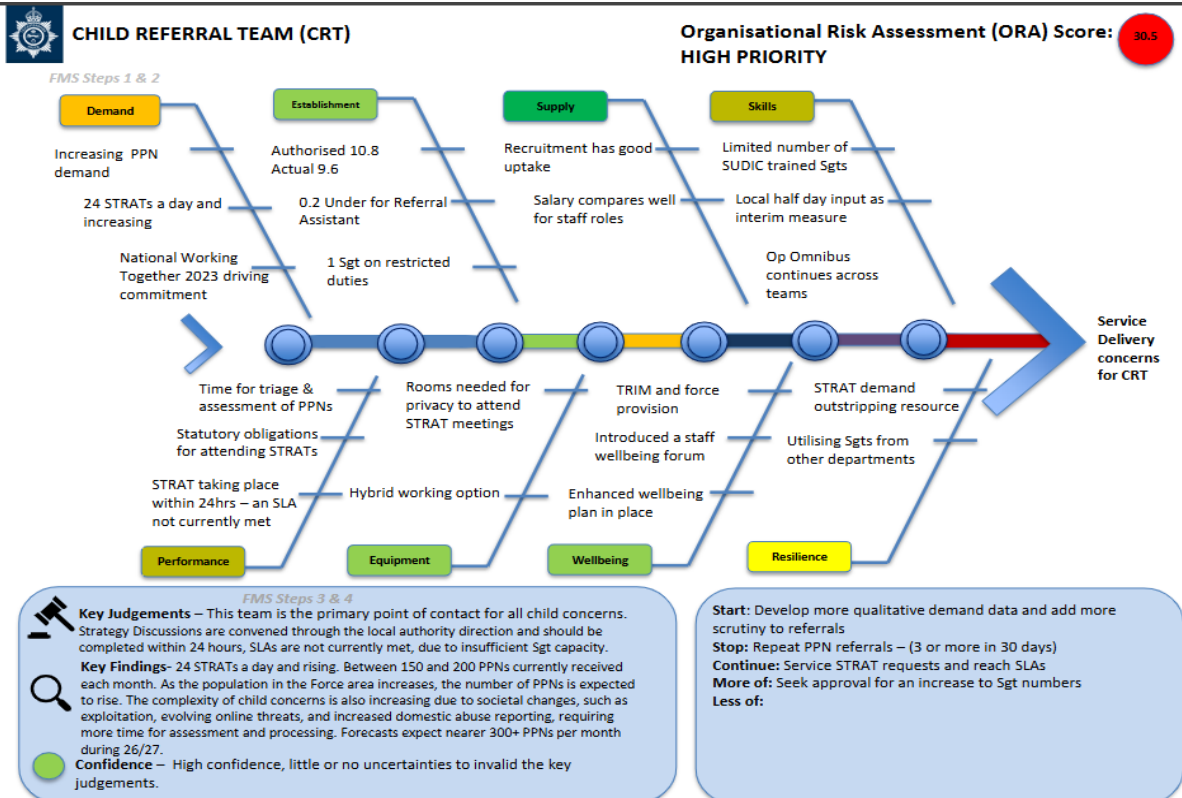


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4.8 Current FMS presentation



4.9 Proposed new FMS presentation (with the exact same data for illustration)



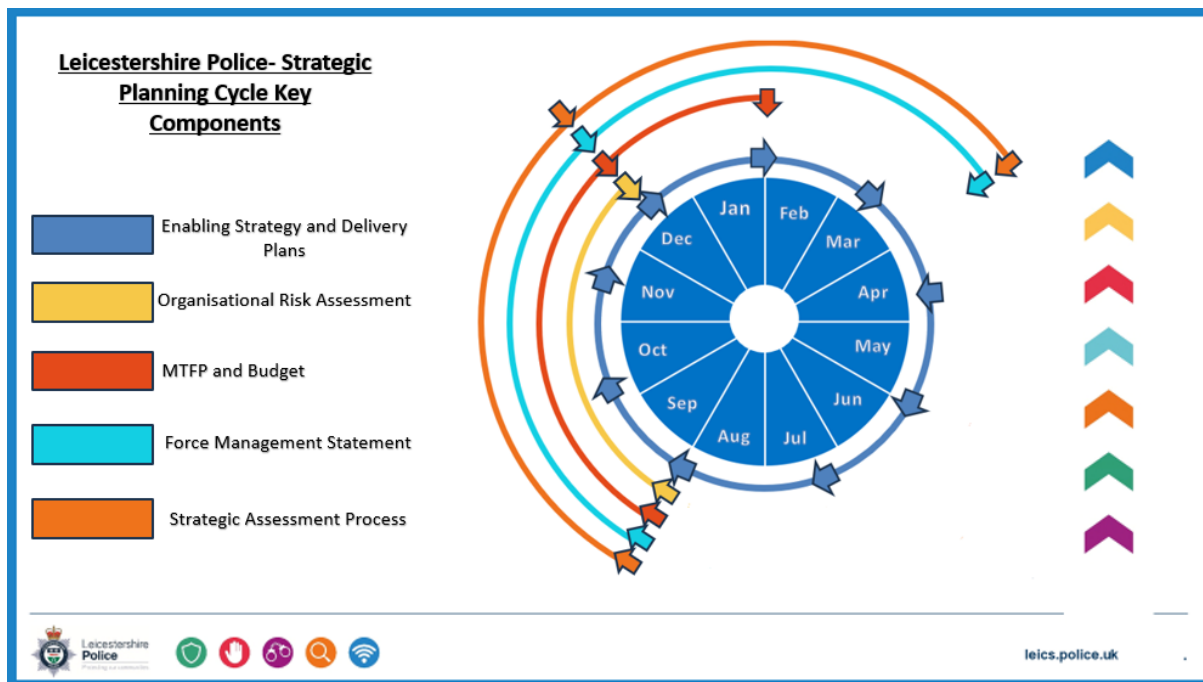
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5. Conclusion and Recommendations

5.1- Option 2 should be adopted. It deals with all feedback gathered as part of the consultation phase, shows positive progress towards our AFI, and enables us to maintain compliance with the updated HMICFRS FMS requirements. There is additional work for corporate services and the PMO given the condensed timeframe, but as with all new processes these will be kept under review.

5.2- If agreed the updated key components of the planning cycle with present as follows:



5.3- The new FMS process will begin on the 1st September, either via interviews (if option 1 is retained) or through MS Forms consultation (for option 2)