



Sir Thomas Winsor ws
Her Majesty's Chief Inspector of Constabulary

Chief constables of
pilot forces, FMS design project
Director-General, National Crime Agency
Chair, Police Federation of England and Wales
President, Police Superintendents' Association of
England and Wales
Ben Priestley, Unison

6 September 2016

Dear colleagues

FORCE MANAGEMENT STATEMENTS – NEXT STEPS

This letter concerns progress on the design of force management statements and tells you what we propose to do in the next few months. It asks for your continued generous co-operation, which is greatly appreciated.

2. As you of course know, HMIC is developing a template force management statement as a valuable instrument for the efficient and effective management of each police force and the National Crime Agency. It will also have considerable utility in its uses by those who work with forces and who rely most closely on them, including local policing bodies, HMIC, the Home Office and other agencies such as those concerned with criminal justice (prosecution, prisons and probation), social services, health, education and housing.
3. Every well-managed enterprise – public sector and private sector – needs sound and reliable information about the demand it will face, the resources it will have, and the condition, capacity, capability, performance and serviceability of its assets. Safety-critical, asset-intensive, essential public services have the greatest need of this information; the police is probably the most essential of all public services because it is charged primarily with public safety. Its need is therefore no less.
4. We have been working with pilot forces and the NCA for several months on the design of force management statements, and, as I have said, your constructive assistance has been of great value.
5. This work is not easy, and of course it is creating something which has not been done before. That is why we need your help, and why we must all walk before we try to run.
6. The reliable measurement of demand on the police is something the service and others have tried hard to do for many years, and progress has been made. Most recently, the College of Policing and Lancashire Constabulary have done valuable work in this respect, and that work continues. It will have a material beneficial effect on what goes into each force management statement, and we are glad to have it. But it is not yet finished, and that must be recognised and accommodated.

7. It should also be borne in mind that we are interested in all demand on the police: latent and patent, crime and non-crime. The totality of demand is what must be understood and planned for. This is not something all forces do well.

8. Assessing the condition, capacity, capability, serviceability, performance and security of supply of complex assets – predominantly people (police officers and police staff) – is no less difficult. Forces do much of this already, but consistency is elusive or absent, and of course there are gaps and difficulties.

9. The greatest value of force management statements will of course be in determining how well each force understands its demand and assets and how it is planning to meet future demand, including by enhancing and replacing those assets with assets fit for the demand which they will have to face in years to come. It is inevitable that gaps will be revealed, but that is information which it is essential for the force and others to have, so that they may be remedied as far as possible with the resources which the public has voted for the purpose.

10. Force management statements may be regarded as a sophisticated instrument of self-assessment, prepared by and predominantly for the benefit of the force in question. But, as explained, others need them too.

11. They should not be regarded – and we detect no material notion that they are – as micro-managerial in nature. Taking the analogy of the human body, we are interested in the principal organs and major muscle groups, not the capillaries. And we are interested in how the body will be fit for the physical and mental challenges ahead. That will require a proper assessment of the threats of harm and the risks which the public face, and an explanation of how they will be properly tackled and met.

12. Rather than produce a template of considerable prescription as to how demand, assets and resources should be measured and assessed, the approach which is commended to us by the design work so far is that the first force management statements should be more descriptive than prescriptive. This means that the template should contain more general steers as to how particular matters should be assessed and reported, leaving it to forces to provide the information in the formats which in their views best meet that need. So there will be more freedom, in the first instance. Then, when we have the benefit of seeing how forces approach these matters, we will take and adapt the best, and develop the template – again, in close consultation with all forces prepared to co-operate – so that the next version is better.

13. In addition to the established design working group, I have also asked the Police Federation and the Superintendents' Association to contribute as fully as they wish to this design work. Both have enthusiastically said yes. I also anticipate my invitation will receive a favourable response from Unison.

14. Our intention is to have a well-developed template, meeting the criteria specified above, by April 2017, so that forces can then proceed to provide the first generation of force management statements by October 2017.

15. This design work will continue to be led in HMIC by Lawrence Morris and Peter Langmead-Jones. They will be in touch with pilot group members shortly.

16. In all of this, may I assure you that we will adhere as closely as possible to Peel's principles of policing, especially the first.

17. Copies of this letter go to the Home Secretary, the Minister of State for Policing, the Deputy Mayor of London (Policing and Crime), the City of London Corporation (as police authority), the chair and chief executive of the Association of Police and Crime Commissioners, the chair and chief executive of the College of Policing and the chair of the National Police Chiefs' Council.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sir Thomas Winsor', written in a cursive style.

SIR THOMAS WINSOR
Her Majesty's Chief Inspector of Constabulary