

Chief constables, England and Wales
Commissioner, Deputy Commissioner
and Assistant Commissioners, Metropolitan Police
Director-General, National Crime Agency
Commissioner, City of London Police
Police and crime commissioners
Deputy Mayor of London
Common Council of the City of London (as police
authority for the City of London police area)
Chief Executive, College of Policing
President, National Police Chiefs' Council
Director of Policing, Home Office
President, Police Superintendents' Association of
England and Wales
Chairman, Police Federation of England and Wales

5 September 2017

Dear Colleagues

SINGLE INTEGRATED PEEL INSPECTION REGIME | 2018-19

This letter contains:

- (a) information about how HMICFRS will bring together - in a single annual inspection - the presently separate parts of the PEEL inspection regime, and the consequent cancellation of the spring 2018 inspection;
- (b) an explanation of how, in general, force management statements will be a central part of this; and
- (c) an invitation to attend events in the first week of October 2017 at which these things will be explained and discussed, and the beginning of our consultation of you in relation to force management statements.

Integrated inspections | Risk-assessments | FMSs

2. We began the PEEL inspection regime in 2014. It was always our intention to move to an integrated inspection regime. After three years of PEEL, we can now do this, beginning in the second half of 2018.

3. Integration of the PEEL inspection regime involves moving to a more risk-based approach, inspecting the aspects of policing in forces which we determine present the greatest risks of failure.

4. Making that risk assessment will involve the knowledge which we already have about each force, including from our liaison with and monitoring of forces, and information provided by forces in their force management statements as well as information provided by local policing bodies.

5. As you know, force management statements are to be instruments of self-assessment by forces, covering for each of the following four years the chief constable's evaluation and projection of:

- (a) the demand which the force is likely to face, crime and non-crime, latent and patent;
- (b) the condition, capacity, capability, serviceability, performance and security of supply of the force's workforce and other assets (such as ICT);
- (c) the force's plans to improve the efficiency with which the workforce and force assets are used; and
- (d) the force's financial income.

6. As we know, every well-managed enterprise, public and private sector, needs this information. It follows that in the production of force management statements we will not be asking forces to obtain and provide information which they should not already have, although of course moving to a standard and common format is new. As you know, force management statements are being modelled on network management statements used in other safety-critical, essential public services.

7. Once established, force management statements will simplify, strengthen and streamline the information which forces are asked to provide. They will, as explained, enable us to make decisions about where are a force's principal risk areas, and so design PEEL inspection fieldwork and analysis to focus on them. This will mean more focussed inspection fieldwork, and less of it. They will also provide local policing bodies – police and crime commissioners and their London equivalents – with information of great value, to enable them to assess the forces for which they are responsible and the extent to which the objectives of their police and crime plans will be successfully attained, and at what cost. In these and other respects, local accountability of forces will be enhanced and made more effective.

One inspection a year

8. Under this new regime, we will carry out PEEL inspection work once a year in each force. This will involve our inspecting in relation to all three PEEL pillars – efficiency, effectiveness and

legitimacy – simultaneously. Until now, as you know, PEEL inspections have been done at different times during the year.

9. The rescheduling of our PEEL inspection work will involve:

- (a) the fieldwork for the current inspection round finishing in or around November 2017, with the relevant reports being published in March 2018;
- (b) no spring 2018 PEEL inspection; and
- (c) the adoption of the new integrated PEEL inspection approach beginning in the second half of 2018.

10. I emphasise this concerns PEEL inspections. It does not affect our thematic inspections, the rolling programme of crime-recording (crime data integrity) inspections, or the inspections carried out with other criminal justice inspectorates, the Care Quality Commission or OFSTED. They are separate, and will continue on their present paths.

Data collection

11. As part of this new inspection regime, and to improve how we monitor forces, we are considering how we will collect routine data from forces. We will consult you about this later this year.

FMS assistance programme

12. With the cancellation of the spring 2018 PEEL inspection, HMICFRS staff will be able to provide forces with advice and assistance in relation to the working of force management statements and how to do them.

13. We have worked with 14 pilot forces and the National Crime Agency on the development of the template force management statement, and I again here express my gratitude to them for that work. By the beginning of October 2017, the template will be ready for consultation with all forces, local policing bodies and others. We intend to run that consultation in parallel with asking forces to work on their first force management statements, as that may be the best way for forces to test our proposals.

14. The template force management statement is HMICFRS' view of how it should best be structured and what it should contain. That is most certainly not a closed or final view. In this consultation with you, we proceed with an open mind, and we are sure that with your help these proposals can be improved and made the best they can be. We very much look forward to hearing from you before the structure and contents of the first template are decided.

15. We intend this to be an entirely collaborative process, taking in the best of your ideas to ensure that the stated objective of force management statements – and their parts in the risk-based integrated PEEL inspection regime – is met.

16. Once established, the template will be improved over time. The second generation of force management statements will be better than the first, and the third will be better still.

Risk-based inspection events | October 2017

17. To explain and discuss all of this, we will be holding two events. You are invited to whichever one suits you.

18. They will be in London on Monday 2 October 2017 and in Liverpool on Tuesday 3 October 2017. They will be afternoon events, not for the whole day. We will let you know more shortly.

19. I encourage you to come, and if possible to bring with you the people in your organisation who are most likely to be involved in this work (whether as a force producing a force management statement or a local policing body receiving one). Naturally, the Home Office, the NCA, the College, the NPCC and the PSAEW and PFEW are also invited.

20. If it is impractical for you to come yourself, please send your deputy or another senior person.

21. I look forward to seeing you in early October 2017.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Thomas Winsor".

Sir Thomas Winsor
Her Majesty's Chief Inspector of Constabulary