



Promoting improvements
in policing and fire & rescue
services to make everyone safer

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

Chief constables, England and Wales
Commissioner, Metropolitan Police
Commissioner, City of London Police

13 March 2018

Dear Chief Constable / Commissioner

FORCE MANAGEMENT STATEMENT – YEAR 1 TEMPLATE

Enclosed with this letter is the template force management statement, and associated guidance, which you are asked to complete and send to the inspectorate by 31 May 2018. The FMS is needed for the purposes of inspection.

2. We had intended to send this to you at the end of February, and so there has been a two-week delay. If you need another two weeks as a result, please tell us. (We think few forces will need that extra time.)

Changes following consultation

3. The responses we received in and after last year's 12-week FMS consultation were of very great value to us, and you and all other consultees have our thanks for what you said. You will see that we have listened very carefully to you, local policing bodies and others. We haven't accepted everything that was put to us, but we have made many changes. A document responding in some detail to what consultees told us will be ready very shortly, and I will send it to you.

Elimination of prescription

4. The principal concern forces and others raised with us was the practicability of producing a full FMS – in the detail of the version consulted upon – in the first year. The argument was that the template was too prescriptive. That template was not what we proposed for year one, but your examination of it and what you said told us a lot about what is and is not practicable in the first two years. As a result, you will see that in FMS1 (that is, the FMS template for year one) we have removed almost all the prescription. This year, we ask you to tell us how you measure demand and assess capability etc, and what that process tells you about the next four years. We ask you

to tell us how you do it now, and what are the results of that work. Within the broad parameters of the FMS1 template, it is up to you to explain how things are and will be in your force, and how you have arrived at those conclusions.

FMS forward-looking

5. The principal point we have not accepted is that the FMS should be focused largely on the present rather than the future. The FMS is all about the future, starting from the present. We know forecasting demand is not easy. But no well-managed enterprise can efficiently and effectively prepare for the future – through recruitment, developing or changing the skills of its workers, acquiring and developing new ways of working and technology, improving efficiency – without a view of what lies ahead, imperfect as that view will undoubtedly be.

Demand modelling - its future development

6. The chief executive of the College has readily agreed that, in future, the College will lead the service's work to improve its future demand modelling expertise. Some progress has been made, but as consultees have said, there is more to be done. For FMS1, we need you to use the future demand modelling techniques you have now. The College's work will help in future years; the inspectorate will of course contribute to that work where it can.

PEEL separate from FMS in year 1

7. For this first year, we have also separated the FMS from our annual PEEL data requirement. This is explained on page 3 of the FMS guidance.

Learning from other forces' FMSs

8. In the consultation, some chiefs asked whether they would be able to see the FMSs of other forces so that they may learn better practice where it is available. There is every good reason why forces should see all other FMSs; the exceptions, if any, will be very small. Although no force has to publish its FMS, the dissemination of FMSs within the police service can be facilitated and secured by the College and the NPCC, as well as chiefs simply sending them to one another. As we have said many times before, police forces are not competitors of one another, and the public need forces to pool their expertise to achieve the highest practicable levels of efficiency and effectiveness.

Continuous development of the FMS model

9. As we have explained, the development of FMSs with the police service is a three-year project. This is the first year. We ask you, local policing bodies, the College, the NCA, the Home Office and all other interested parties to continue to work with us as we develop the FMS template for the second and third years, in the light of experience. The consultation isn't over until we get to

the final version two years or so from now. And even then, we would like you to work with us as FMSs are improved after that.

Summary

10. You asked us to slim the FMS template down, and that is what we have done. It still covers the essentials and it is still a document of importance about the future, not only the present. We have given you a great deal of freedom to explain things in your own way, although you do need to cover the stated territory and give us your best assessments.

Next steps

11. We look forward to receiving your FMSs. If you have any questions in the meantime, please raise them with your FLLs, your regional HMI or with me. We will help you as much as we properly can.

12. Copies of this letter and the FMS1 template go to all local policing bodies, the Home Secretary and the Minister for Policing and Fire, the Director-General of the National Crime Agency, the Chief Executive of the College of Policing, and the President 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