

**Sir Thomas Winsor ws**

Her Majesty's Chief Inspector of Constabulary

All chief constables  
Commissioner, Metropolitan Police  
Commissioner, City of London Police

28 June 2018

Dear Chief Officer,

#### **FORCE MANAGEMENT STATEMENT**

This letter thanks you for your force management statement and tells you what will happen next with it and the others.

2. First, may I express the thanks of the inspectorate to you and your colleagues for the timely production of your force management statement and for the work which went into it? Every force has clearly devoted proper attention to the completion of its FMS, and that is very much appreciated.
3. Given the latitude which the first-year FMS template provided to forces, there is a fairly wide variation in the ways in which demand and asset condition, capacity and capability have been measured and projected. As you know, that is as we expected.
4. We are now going through all 43 FMSs to determine two principal things.
5. The first is what each FMS tells us about the condition of the force in question, and the areas which may merit a relief or relaxation of inspection activity, and the areas which point in the other direction. This is, as you know, an important part of our risk-based integrated inspection regime.
6. The second is how the second-year FMS (FMS 2) should be designed. With 43 statements of demand and asset stewardship assessment, we will be in a very good position to make comparative judgments about which may be the better methods and how we should encourage forces to improve how things are done in these respects, to adopt best practice insofar as can, at this stage, be determined.

7. In this work, we wish to continue to work with you, the NPCC, the College, the Home Office and local policing bodies. I believe they have a great deal to contribute to the design of FMS 2, and we are eager to ensure that we involve them and you as much as possible. I have asked Mike Cunningham and Sara Thornton to let me know how best this can be done, bringing in those chief officers and others who can make this a success. I will also invite the Home Office and the APCC to nominate people to help.
8. I will write to you again when I have had those discussions. In the meantime, my thanks again for what you have given us. With the quality of many of the first-generation FMSs we have received, I am certain that FMS 2 and FMS 3 will even further serve the public interest and promote our common objective, which is the continuous improvement of the efficiency and effectiveness of all police forces.
9. Copies of this letter go to the Home Secretary, the Minister for Policing and Fire, all local policing bodies, the chair of the Home Affairs Select Committee, the permanent secretary and senior officials at the Home Office, Mike Cunningham at the College of Policing and Sara Thornton at the NPCC.

Yours sincerely,

**Sir Thomas Winsor**

Her Majesty's Chief Inspector of Constabulary