



SIR RONNIE FLANAGAN GBE QPM
HER MAJESTY'S CHIEF INSPECTOR OF CONSTABULARY

Ashley House, 2 Monck Street, London SW1P 2BQ
Tel: 020 7035 2175 Fax: 020 7035 2176
ronnie.flanagan@homeoffice.gsi.gov.uk

The Rt.Hon Dr John Reid MP
The Home Secretary
Home Office
2 Marsham Street
London SW1P 4DF

26 April 2007

Dear Home Secretary,

Thank you for your letter of 26 April appointing me to lead a review of policing in England and Wales. While I fully appreciate the importance of the four strands you outline (reducing bureaucracy; 'mainstreaming' neighbourhood policing; making best use of resources; and enhancing local accountability), you can of course be assured that these workstreams will be set in the context of other ongoing high priority work in such areas as counter-terrorism and dealing with serious criminality.

I agree that the timescales you set are extremely challenging but I will do everything humanly possible to meet them. In the course of the work, should issues arise which could lead to a need for a short extension of the time required, I will immediately draw this to your attention. My intention will be to provide you with an analysis of the relevant issues; targeted actions for early implementation; and solutions for longer term action.

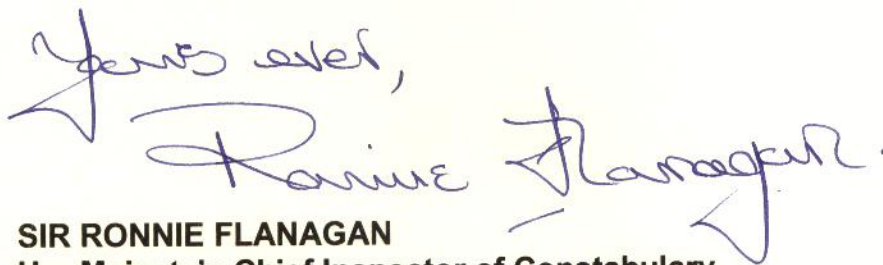
Where work is already underway locally or nationally, this must of course carry on while the review is in progress. This is a point I shall stress with colleagues in the police service; my fellow HM Inspectors of Constabulary; and in the Home Office so that there can be no doubt that my review is no reason to pause in activity or planning.

In conducting this review, I shall seek to engage the widest range of expertise and advice. I shall, for example, be engaging with such bodies as the Association of Chief Police Officers and Chief Police Officers Association; the Association of Police Authorities, the Superintendents Association; the Police Federation, as well as individuals and bodies from without the police service who may offer a fresh perspective.



I shall, of course, take the opportunity to update you and colleagues on the National Policing Board at regular intervals. I have already made arrangements to discuss my intentions for the review with key stakeholders, and have been very encouraged by their enthusiastic response.

I look forward to leading this work which I see as a great opportunity to enhance the policing service we provide.

Yours ever,
Ronnie Flanagan.

SIR RONNIE FLANAGAN
Her Majesty's Chief Inspector of Constabulary