



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

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**Sir Thomas Winsor WS MCI Arb**  
Her Majesty's Chief Inspector of Fire and Rescue  
Services

Chief fire officers  
Commissioner, London Fire Brigade  
Police, fire and crime commissioners  
Chairs of Fire & Rescue Authorities  
Chair, NFCC  
Lead Fire and Rescue Authority Members  
LGA

30 March 2022

Dear Colleagues,

As you know, after almost ten years as HM Chief Inspector, and almost five years as HM Chief Inspector of Fire and Rescue Services, my term of office ends on 31 March 2021.

2. It's been a professionally rewarding journey. It's been a privilege to do all this, with you, and I give you my warmest thanks for the constructive professional engagement you have provided to me and my colleagues. Fire and rescue services are the better for how we have co-operated.

3. In *State of Fire and Rescue 2021*, published in December 2021, I said almost all I have to say about the many changes in fire and rescue services since 2017, so of course I won't repeat them here.

4. I have thanked my staff and my fellow HMIs already, and now I take the opportunity to thank you.

5. My successor is well known to some of you. Andy's been an HMI for the past year, and has contributed hugely to all we've been doing. I am very, very pleased he is my successor; I am certain he will be an outstandingly successful chief HMI, and I wish him every possible good fortune. I am confident you will work with him as you've worked with me. The public need that respectful, honest and co-operative relationship.

6. It is my intention after I demit office to practise as a mediator and arbitrator, and take on other things after I finish the short piece of work the Home Secretary has just asked me to do concerning the Metropolitan Police Service.

7. I wish you the very best as you continue to go above and beyond in your roles to help your communities.

Yours ever,

**Sir Thomas Winsor WS MCI Arb**  
Her Majesty's Chief Inspector of Fire and Rescue Services