



Six Month Progress Report following Recommendations of the Complaints Sub Committee to North Yorkshire Police, Fire & Crime Panel

We thank the Panel for the opportunity to provide an update following the recommendations of the Complaints Sub Committee to North Yorkshire Police, Fire & Crime Panel. Our responses are set out below.

Recommendation 1. The PCC commissions a baseline survey of staff – via an independent body – to be carried out within the context of the findings of this report, including staff perceptions of experiencing or seeing bullying in the workplace. This survey would benefit from being repeated at regular intervals thereafter with staff. The Sub-Committee would further recommend that the terms of reference for this survey are agreed through the Panel.

The Acting Chief Executive & Monitoring Officer and the Temporary Assistant Chief Executive & Deputy Monitoring Officer began practical induction into their interim roles commencing 15 April 2019. A twelve month Office of Police Fire Crime Commissioner (OPFCC) Development Plan is in the process of finalisation which will form the basis of their programme of leadership and management under the collective Head of Paid Service element of the Cleveland collaborative Chief Executive service provision model. The staff survey forms a key element of that OPFCC Development Plan for 2019/20. It is important that the survey work forms part of (and is not progressed in isolation from) the Development Plan.

Preparatory actions that have already been carried out to enable the survey work to be implemented include the completion of a procurement activity and the appointment of a provider to conduct the survey and collate results.

The Acting Chief Executive & Monitoring Officer and the Temporary Chief Executive & Deputy Monitoring Officer recognise the importance of the staff survey work. There is an important opportunity to use this as a foundation for the Development Plan. Both senior officers recognise the importance of this work to Members and would propose to engage formally and informally with Members as the Development Plan is progressed. It follows that further updates on this matter will be provided as part of that process.

Recommendation 2. The findings of the staff survey would further be shared with the Panel, along with any action plan agreed by the PCC as a result. The Panel would welcome the opportunity to review progress against the actions after six and twelve months.

As noted above, an update will be able to be provided on this recommendation when the survey has formed part of the twelve-month OPFCC Development Plan.

Recommendation 3. The PCC is advised to reflect upon the complaints and to undertake a management and leadership development programme, which includes emphasis on understanding the implications of Duty of Care in a senior leadership role. Such a development programme can be aimed at supporting the PCC to deal appropriately with stressful situations and ensuring her desire for improving public services is met.

One of the products of the reflections of the Police, Fire & Crime Commissioner (PFCC) is that there would be merit in providing a restatement of the clear, strategic political leadership, as well as that of thorough executive leadership to the OPFCC, which is now in place as a result of the collaborative service model provision now getting underway pursuant to the collaboration arrangement with the PCC for Cleveland.

The role of the Chief Executive is formally identified as the head of the Commissioner's staff, who exercises responsibility and all powers of the employer in respect of employees of the Commissioner, including determination of all issues relating to the conditions of service of Commissioner's Staff, provided that any such decisions are made in accordance with the law and with policies adopted by the Commissioner.

As Monitoring Officer the Chief Executive will also exercise oversight and intervention in relation to standards and ethical compliance within the OPFCC as a body corporate. The addition of a Deputy Monitoring Officer service as part of the collaboration with Cleveland, lends additional resilience to this important role.

In accordance with the governance provisions set out above, the PFCC welcomed the offer of the additional capacity, expertise and focus afforded to the OPFCC under the Cleveland collaboration of Acting Chief Executive & Monitoring Officer and the Temporary Chief Executive & Deputy Monitoring Officer service provision model proposed the members elsewhere on the agenda.

This proven executive leadership model will allow the Commissioner to focus more extensively on her strategic lead role with responsibility for the totality of policing, fire and crime services to the public of North Yorkshire.

Recommendation 4. The PCC is advised to draw on the support of a mentor – a colleague in either a similar role or another senior managerial position – to help assist her in what is a challenging and difficult role.

The PFCC has been engaging with, and receiving mentoring support via the Chief Executive of the Association of Police & Crime Commissioners.

Recommendation 5. In further discharging the support and challenge role, it is recommended that the PCC updates the Panel on a six-monthly basis on progress and development in the context of the recommendations set out in this report.

This recommendation is noted, and an update has been duly provided.

Recommendation 6. Under section 29(3) of the Police Reform and Social Responsibility Act 2011, the Sub-Committee requests that the PCC respond in writing within 21 days to the recommendations made by the Sub-Committee.

This recommendation has been previously noted, and an update provided accordingly.

Office of Police, Fire & Crime Commissioner

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