

15 May 2019

Cllr Carl Les
Chair, North Yorkshire Police, Fire and Crime Panel

Cc Barry Khan and Diane Parsons
By email

Dear Carl

Addendum to Six Month Progress Report – Recommendations of the Complaints Sub-Committee

I understand that there has been some dialogue between our respective officers (including what I understand to have been a meeting of considerable mutual benefit) in relation, in particular, to the complaint brought by a former member of staff of the Office of the Police, Fire & Crime Commissioner.

Following those discussions, I have been advised that it might be helpful for Members to receive a direct addendum from me, supplementing the formal paper before Members for the purposes of the meeting on 16 May 2019.

I hope that this letter is of such assistance.

In October 2018, the Complaints Sub-Committee made a number of important recommendations arising from consideration of a complaint brought by a former Member of staff of the Office of the Police, Fire & Crime Commissioner. Members' consideration of this complaint, constrained as it was by the limitation imposed by law on Police & Crime Panels in terms of power to investigate, is closed. Several important recommendations arose. I acknowledge their importance.

Whilst my formal report sets out the mainstay of my progress to date, I can offer the following additional assurances to Members in advance of their meeting on 16 May 2019:

Recommendations 1 & 2

I recognise that more rapid progress might in some respects ideally have been made to settle upon formal terms of reference for staff survey work and to move ahead with their implementation. However, as my formal report demonstrates, as things stand there is an important opportunity to incorporate this particular recommendation into the overall OPFCC Development Plan which my Interim Chief Executive & Temporary Assistant Chief Executive will shortly present to me for approval.

The staff of the OPFCC undertake a vital role in supporting me to deliver my functions as PFCC and advising me on my powers and duties as Commissioner. I am happy to reiterate my commitment to the development of the team, now operating as a distinct and separate body of employees from the staff who support and advise policing.

Office of the North Yorkshire Police, Fire & Crime Commissioner

12 Granby Road, Harrogate, North Yorkshire HG1 4ST | 01423 569 562 | northyorkshire-pfcc.gov.uk



With that in mind, I have asked that my Interim Chief Executive & Temporary Assistant Chief Executive to finalise draft terms of reference – and consult informally with Members of the Complaints Sub-Committee – within the course of the next 21 days and to include them as an explicit ingredient in the Development Plan.

In relation to Recommendation 2, I re-emphasise that I entirely support the proposition that Members should be given regular updates on the progress of the OPFCC Development Plan, including but not limited to the progress in relation to baseline staff survey work in the context of Members' recommendations.

Recommendations 3 & 4

I am happy to amplify my formal report as follows:

I assure Members that I have reflected upon the complaints and can assure the panel that I have taken a number of steps; specifically in relation to reviewing and updating my management and leadership knowledge, skills and behaviours. I have sought and received a series of mentoring support sessions from the Chief Executive of the Association of Police & Crime Commissioners. A further step, following on from the programme of mentoring sessions is that I have identified that further specific training would be beneficial both to me and potentially also to those occupying leadership positions within the OPFCC, underpinning a broad commitment to overall strategic leadership development within the Office.

With that in mind I will shortly be proceeding with commissioning suitable provision from the College of Policing *Managed Executive Coaching Service*. A copy of the outline prospectus is enclosed with this letter.

I anticipate that this will provide me with a refreshed professional practice base, bolstering my performance in the strategic and political leadership role in the OPFCC. Additional benefits that I hope to gain from engaging on the Coaching and Mentoring Programme are in managing the welfare of myself and others, ensuring interactions with others, including OPFCC staff, are positive, inspiring and exemplify the best of leadership behaviours. Given the overall demands of the role of Police, Fire & Crime Commissioner it will offer an important additional perspective on dealing with stress and conflict resolution effectively and efficiently.

Members will no doubt appreciate that to be effective, mentoring must be underpinned by a confidential relationship of confidence and candour between mentor and mentee. It would not, therefore, be my intention to outline in detail the specific outturn of mentoring sessions. I will be happy, of course, to report periodically on the overall benefits derived from the College service bearing in mind the importance to Members and to me, of the Recommendations.

Recommendations 5 & 6

As set out in my formal report – and above – I am content to update Members periodically.

I hope that the amplifications I have set out are apt to allay such concerns as Members may have about progress to date. If for any reason that is not the case, I am also happy to provide Members

with such further detail as to progress as they may require to such shorter (but reasonable) timescale after 16 May 2019, as Members may require.

Complaints Sub-Committee – Letter Dated 9 May 2019

I would also, whilst writing, wish to acknowledge safe receipt of Councillor Wilkinson's letter to me dated 9 May 2019, which I received whilst on a period of annual leave for the purposes of longstanding commitments. I will respond more fully to that letter as rapidly as I can, but would wish to acknowledge the importance of the points raised and offer my assurance that I will respond comprehensively in early course. Given the overall thrust of the content of that letter and the direct point that it makes about offence taken by the Sub-Committee overall (and by particular Members) I would wish to state for the avoidance of doubt that no such offence was intended.

Councillor Wilkinson makes some important points about the need to deal robustly and in the public interest with issues, without fear or favour. Individuals have raised important points by way of complaint to which I have responded thoroughly and at times, robustly. I ask that the Panel as a whole recognise that the process, as well as involving issues of importance and asking a lot of Members, has been immensely stressful and impactful for me as a single elected individual with extensive local, regional and national responsibilities.

With all of those matters in mind, I undertake to respond in detail to Councillor Wilkinson's letter of 9 May 2019, within the course of the next seven days.

Yours sincerely

Julia Mulligan

North Yorkshire Police, Fire and Crime Commissioner