

7 October 2019

Dear Former Team Member

I am aware via the Police, Fire and Crime Panel that you have expressed concerns to them about aspects of your former employment with the Office of Police and Crime Commissioner, including how you feel you were treated by myself and line management.

As I am sure you would expect, I was concerned and sorry to hear about these matters and it's important that I express thanks at the outset to you for raising them. I recognise that this cannot have been easy, which is why I wanted to write to reassure you that both myself and the leadership of the OPFCC take your concerns seriously and have implemented a range of measures to ensure that staff are fully supported and developed. This includes an overall Development Plan for the OPFCC, as well as fully implementing the recommendations made last year by the Panel's Sub-Committee.

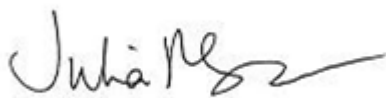
I view all feedback as an opportunity for learning, so in addition to the professional development opportunities the recommendations afford me personally, I have introduced a model to the OPFCC which more closely provides for a distinct, dedicated role of Head of Paid Service to lead the staff who support me in the delivery of my role as PFCC. This includes piloting a new full time Assistant Chief Executive role, whose principal focus is to ensure the day to day direction, development and wellbeing of the team overall and the committed professional individuals who form that team. In addition, we have the support of an experienced Chief Executive & Monitoring Officer, who has significant prior North Yorkshire service, providing valuable senior guidance and advice to myself and to the team



more widely. This overall senior leadership arrangement is by design a resilient but temporary structure, in anticipation of a new Commissioner taking office next year, but as a team we are collectively determined that all members of the OPFCC are supported in this period of transition and change, maintaining momentum in the delivery of the Police & Crime Plan, the Fire & Rescue Plan and of course overall good governance, for the benefit of North Yorkshire's public.

I am and always have been immensely proud of the commitment, energy and track record of accomplishment of the team in the OPFCC. Against that background, I do hope that this letter goes some way to reassuring you that feedback is gratefully received, that further progress is being made, and that I personally take all concerns very seriously. I hope you will accept my assurance that I am sorry for any distress you have experienced and my equally important assurance that I have never in the past, nor would I ever in the future, consciously set out to cause or permit such an impact on any team member.

With kind regards

A handwritten signature in black ink, appearing to read 'Julia Mulligan', with a long horizontal flourish extending to the right.

Julia Mulligan