

Chief Constable Lisa Winward
Via email: Lisa.Winward@northyorkshire.pnn.police.uk

05 February 2020

Dear Lisa

Fixed Term Appointment

I refer to our discussions during December 2019 and now write to confirm that I have decided to make a formal offer of extension to your Fixed Term Appointment (FTA).

Upon appointment your FTA was expressed as running to 16 August 2023 with an option to extend by mutual consent by up to one year to August 2024. I have considered the discretion available to me under Regulation 11 Police Regulations 2003 which permits me to offer a first extension of up to three years in duration. The question of whether to exercise that discretion turns on whether I consider it is in the public interest to do so, notwithstanding the forthcoming Police, Fire & Crime Commissioner election.

The determining factor in this regard is the shared vision we have developed for the innovative shaping of organisational culture to deliver policing, crime and fire services differently for the benefit of the public of North Yorkshire. The style, manner and accomplishment of your leadership continues to play a major part in the success of that shared endeavour.

In my judgement you have demonstrated that you have and will lead collegiately with the PFCC and Chief Fire Officer and I consider that to be determinative in relation to the public interest question. I expect you to take that approach to the next level in delivering the benefits of co-working with North Yorkshire Fire & Rescue and Enable North Yorkshire, throughout your extended FTA.

I expect to see a step change in North Yorkshire Police service provision and partnership working so as to deliver transformation in relation to prevention. The foundations for this are being laid in the Target Operating Model work, but realising the scale of our ambition for preventative work will require an investment in leadership beyond the current term of your FTA.

As you know, a key feature of my strategic priorities for North Yorkshire remains ambitious collaboration. North Yorkshire Police and North Yorkshire Fire & Rescue Service have an outstanding opportunity to deliver ground-breaking collaboration in the public interest, as we realise the benefits of the Local Business Case and the Transform 2020 programme overall. In particular, North Yorkshire Police host the employment model for Enable North Yorkshire, a unique and pivotal aspect of our collaboration. Enable must realise its potential if the T2020 programme is to deliver its lasting benefits to the public.



Further in relation to collaboration - and building on our collegiate style of working to date – I also expect you to work constructively in partnership with the PFCC and OPFCC to deliver in the public interest. In our partnership to date we have forged a successful way of working underpinned by a shared vision and strategic direction, which preserves the operational independence of the Force.

As T2020 closes, we have agreed that you will clearly establish, amplify and deliver clear, long term plans for the organisational cultural change deliverables from T2020 to be carried into the Target Operating Model and embedded within North Yorkshire Police.

You have also demonstrated a drive to innovate in relation to standards and ethics. I know that you recognise that North Yorkshire Police must improve in relation to legitimacy overall. Coupled with your clear determination to change organisational culture for the better, you have been prepared to innovate in harnessing the opportunity to deliver improved business benefits from public complaints and recognition. It is only by engaging differently and better with its communities, that North Yorkshire Police can genuinely learn from public feedback and change accordingly.

I have asked my Chief Executive to make arrangements to agree multi-year PDR and professional development arrangements with you, which will underpin the ability of the PFCC to hold you corporately and personally to account in respect of performance.

It is plainly desirable for an extended FTA to be calculated so as to expire in the mid-point of a future PFCC term and it follows, therefore, that I have revisited the terms so as to achieve that alignment bearing in mind the electoral cycle.

With all of those matters in mind, I have decided to offer to extend your FTA by two years to 16 August 2025, with discretion available to the PFCC to offer further extension in accordance with the prevailing law.

I would be grateful if you would indicate by return whether you wish to accept this offer. If accepted, I would propose to publish a copy of this letter and your reply alongside my Decision Notice in this respect.

Yours sincerely



Julia Mulligan
North Yorkshire Police, Fire and Crime Commissioner

