

Police, Fire & Crime Panel Report

January 2021



Enable North Yorkshire

As part of the Local Business Case for the transfer of governance of the North Yorkshire Fire and Rescue Service, the Commissioner set out an ambition to create a joint structure for the delivery of business support functions to police and fire services, and the Commissioner's Office, that would drive efficiency and generate savings that could be reinvested in frontline services. Following transfer in November 2018 and the Commissioner's announcement of the new service in January 2019, enable North Yorkshire (enableNY) was launched in April of that year. It is now in the final stage of being set up and will be fully functional from April 2021. This report introduces the new service and its structure and sets out activity so far and expected benefits.



Background

EnableNY is the culmination of efforts to drive business support collaboration since a 'Statement of Intent' was signed between the Chief Constable, Chief Fire Officer, Chair of the Fire and Rescue Authority and the Police and Crime Commissioner in 2013. Following the transfer of governance of the North Yorkshire Fire and Rescue Service, this collaboration has proceeded at pace and a number of significant milestones to implementing the new service have been achieved with the final phase to be completed by 31 March 2021.

Governance

EnableNY is constituted through a collaboration agreement under Section 1 of the Policing and Crime Act 2017 as amended. This was entered into on 1 May 2019 by the PFCC(FRA), the PFCC (as local policing body) and the Chief Constable and was finally ratified together with the Schedule of Protocols through DN 04/2020. The agreement sets out the terms of the collaboration and the Schedule of Protocols provide the overarching principles against which the collaborated service will be delivered and details of governance, recruitment, finance, asset management, ICT, information management and internal audit. The protocols are subject to annual review. EnableNY operates within the financial envelopes of the respective NYFRS and NYP team budgets.

Mission, Vision and Values

EnableNY has a clear objective of achieving strategic transformation of police and fire collaboration that can deliver genuine change, focussing on outcomes for the public. Its vision is to work collaboratively to ensure colleagues, frontline officers, staff and firefighters are equipped, have the best possible support and are fully able to go about their essential work protecting the public. This will be achieved by all its people demonstrating the enableNY values which are:

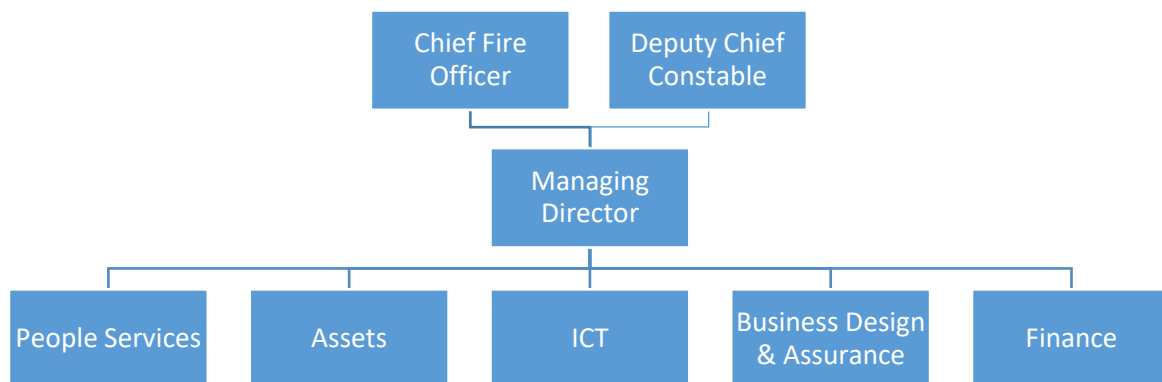
- collaborative – building trusting and respectful relationships
- outcome focussed – aligning with our clients' strategic direction

- ambitious – being empowered to be as good as we can be
- compassionate – caring for the wellbeing of our people
- agile – ready to face the challenges of the future

Governance structure

Through the Collaboration Agreement, a Managing Director has been established to lead enableNY. Accountable to the Chief Constable and Chief Fire Officer, the Managing Director is responsible for the efficiency and effectiveness of services delivered to both Services. The two Chiefs are held to account by the Police, Fire and Crime Commissioner at the Executive Board.

Ray Ward was appointed as Managing Director in June 2019 and, following a restructure, a joint, streamlined senior management team was established in April 2020. Three members of the SMT are new to enableNY and join from a variety of private and public sector backgrounds. One member of the team previously worked directly for North Yorkshire Fire and Rescue Service (NYFRS) and one for North Yorkshire Police (NYP).



To support more efficient and effective decision making, where appropriate, joint governance arrangements have been put in place in addition to the Executive Board and Public Accountability Meeting which includes a Joint Client Board, Joint Strategic Commercial Board and Joint Change Board.

Service delivery

EnableNY works on a client-service model to deliver services to police, fire and OPFCC with one team based on the services commissioned of them. Importantly, an integrated approach to business planning across all service areas (including operational) has been introduced by enableNY. This has resulted in the development of Tactical Delivery Plans in NYFRS and Service Delivery Plans in NYP which provide a planning tool for both organisations to detail their future service delivery requirements. In turn, this allows the enableNY services to plan how they support their colleagues and each enableNY business area has created Service Catalogues which clearly define the services they provide, how they are commissioned and delivered and how they are managed and monitored against clear service standards.

To achieve this, business support staff from NYFRS and NYP are being brought together into one team. Staffing arrangements are being simplified to focus on the delivery of one Service Catalogue across the different organisations. Staff remain employed by the same employer (either PFCC(FRA) or Chief Constable), under the same terms and conditions, but are deployed through enableNY and are line managed through the new enableNY management structure. A full review is currently

in progress to create this cohesive service delivery model whereby the standardisation, simplification and sharing of best practice will improve resilience, effectiveness and value for money for the communities of North Yorkshire. A full engagement and consultation plan for staff and representative bodies is included as part of this review.

Benefits

Efficiency and effectiveness

An excellent example of the benefit by the sharing of staff and the pooling of knowledge and expertise that enableNY brings is the response to the Covid-19 pandemic. EnableNY has been instrumental in sharing best practice and reducing duplication during the response and recovery phases of Covid-19 for NYFRS and NYP. Examples include sharing information on business continuity plans, accelerating the roll out of MS Teams to support working from home, distribution of PPE, and aligning communication messages to the public and to staff.

The following are other examples of the benefits that have been or are in the process of being delivered by enableNY through a shared service delivery approach to NYFRS and NYP:

- A number of shared governance arrangements in place with opportunities for this being extended to other areas of business being regularly reviewed, that are based on a formally agreed collaboration that is underpinned by a Schedule of Protocols and with a clear Mission, Vision and Values so that enableNY staff know what is expected of them
- Developed and applied a single set of principles for strategic and tactical business planning and creating Tactical/Service Delivery Plans
- Clearly defined Service Catalogues and introducing a commissioning model and service standards
- Moving into Alverton Court as a shared Headquarters building reducing estate costs and improving ways of working through agile working, adoption of the same workstyles
- A shared ICT infrastructure that will integrate ICT systems and allow the enableNY teams to deliver their services more efficiently across teams – the first to be approved by the Home Office, developed in conjunction with the Information Commissioner’s Office, and achieved in England
- Developing and delivering joint enableNY strategies on Estates, People Services, Sustainability, Business Insight etc
- Greater levels of resilience across teams to cover for sickness, holidays and availability
- Access for NYFRS to a wider range of professional services previously unavailable without incurring costs e.g. Programme Management Office
- A series of learning and development sessions and wellbeing events on a range of topics for senior and middle manager NYFRS and NYP colleagues
- Positive action best practice incorporated into recruitment campaigns for both services improving the number of applicants from diverse backgrounds
- A Joint Awards ceremony to recognise those who demonstrate the values of NYFRS, NYP and enableNY

- Consistent problem resolution practices being applied across all enableNY services
- Working together on common programmes e.g. the Emergency Services Network renewal
- Joint procurement activity (e.g. recruitment system, vehicles and vehicle parts, PPE) reducing third party costs and duplication of effort
- Joint distribution of PPE and other items across the vast area of North Yorkshire, reducing fuel costs, duplication and allowing resource capacity to be released into other areas of demand

Financial

As enableNY is in its final implementation phase it is too early to quantify financial benefits which are expected to be better understood during the next financial year. This will include:

- Savings generated by various of the above listed efficiencies
- Integration of Senior Management
- Integration of business systems
- Further co-location and integration of teams
- Improved joint and integrated logistics and procurement.