

POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	9 th March 2023
Report Title	Enable North Yorkshire – Ambitious Collaboration

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1. Purpose of this report

To provide the annual update in respect of collaborative enabling service for North Yorkshire Police (NYP), North Yorkshire Fire & Rescue Service (NYFRS) and the Office of the Police, Fire and Crime Commissioner (OPFCC).

2. Summary of key content

This report will provide Members with;

- An overview of the enabling services arrangements in place, supporting the delivery of NYP, NYFRS and OPFCC business objectives, including but not limited to the Police & Crime Plan and the Fire & Rescue Plan.
- An indication of the process in place for structured review of the arrangements in accordance with the legal duties of the parties to the collaboration, as well as sound business practice.
- A summary of notable specific developments in progress.
- A proposal for future reporting during the 2023/24 financial year.

3. Background

As part of the Local Business Case for the transfer of governance of the North Yorkshire Fire and Rescue Service, the then Commissioner set out an ambition to create a joint structure for the delivery of business support functions to NYP, NYFRS and OPFCC, that would drive efficiency and generate savings that could be reinvested in frontline services. Following transfer in November 2018 and the then Commissioner's announcement of the new service in January 2019, enable North Yorkshire (enableNY) was launched in April of that year. Enable became a fully functional collaboration from April 2021.

Progress reports were provided to Members in January 2021 and March 2022. This is the third progress report since the collaboration took effect.

4. Services Provided by Enable

Enable provides the following services to NYP, NYFRS and OPFCC

- People Services
 - Talent & Development
 - People Partnering
 - Operations
 - Health & Well-being
- Assets
 - Estates
 - Logistics
 - Fleet
- ICT
 - Application & Development
 - Service Delivery
 - Infrastructure
- Finance
 - Procurement
 - Payroll & Pensions
- Business Design & Assurance
 - Information Management
 - Executive Support
 - Corporate Communications
 - Data and Insight
 - Governance & Assurance
 - Portfolio Programme Management Office (PPMO)
 - Operational Business Change

5. Review

The legal duties of the parties to any blue-light collaboration, include a duty to subject collaboration to regular review. In addition, good business practice has demanded that periodic gateway review work be undertaken. These steps are completed as part of good governance.

During the course of financial year 2022/23, fieldwork took place for the overall inspections of NYFRS and NYP by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Members are already aware of the outcome of the HMICFRS inspection in respect of NYFRS. HMICFRS expressed some

concerns in respect of service effectiveness (in particular in relation to people strategy and practice) as well as aspects of efficiency. HMICFRS specifically asked NYFRS to ensure that its collaboration activity is effective and provides value for money. Although the inspection outcomes for NYP are as yet undelivered and will in any event be embargoed at HMICFRS discretion, it is anticipated that the Inspectorate will ask NYP to take a similar course to that expected of NYFRS in order to ensure that the collaboration meets in business needs.

The Commissioner remains of the view that enabling services collaboration between police and fire is in the public interest, and maintains a long-standing statutory plan principle favouring ambitious collaboration. The Commissioner uses the governance structure to hold the Chief Constable, Chief Fire Officer, as well as the leadership of enable to account. The pace of standardisation, simplification and sharing has not been as rapid as anticipated. The delivery of 'day business' services to an appropriate standard of excellence has also proven challenging, against a background of uncertainty, lack of extensive scope for investment by the parties, organisational change in the Services, the need to resource review work and an increasingly competitive market for talent and professional expertise in many of the areas of service provided by Enable.

It follows that the year has been a challenging one for the collaboration. By agreement with the Chief Constable and the Chief Fire Officer, the Commissioner has supported the preparation (by the outgoing enable interim Managing Director) of an evaluation of relative demand and collaborative process efficiency and effectiveness.

That evaluation has formed the basis for a process of ongoing review of collaborative strategic intent, by the Collaboration Steering Group. It is anticipated that proposals for a revised approach to collaborative activity, to assure the efficiency and effectiveness of the collaboration, will be delivered in phases to the Commissioner during the course of March and April 2023.

6. Notable specific developments

It is important to emphasise the Commissioner, the Chief Constable and the Chief Fire Officer remain committed to driving out the maximum degree of efficiency and effectiveness benefits from enabling services collaboration.

Recruitment is underway to a permanent role of Joint Assistant Chief Officer for North Yorkshire Police and North Yorkshire Fire & Rescue Service. The Joint ACO role will take strategic leadership responsibility for leading and delivering effective and efficient enabling services to facilitate the best operational service for the public, as well as operating at chief officer grade contributing to the strategic direction of the Force and Service as a key member of both the Force's Chief Officer Team and Service's Senior Leadership Team.

Recruitment is also underway to a permanent role to lead and oversee the provision of Business Design and Assurance work for NYP and NYFRS.

A successful appointment has recently been made to the role of Head of People Services, again providing exceptional leadership in a key area identified for improvement within NYP and NYFRS.

7. Recommendation

That Members

1. Note the content of this report

2. Note the Commissioner's wish to report again earlier than the next annual review window in the Panel's Work Programme