

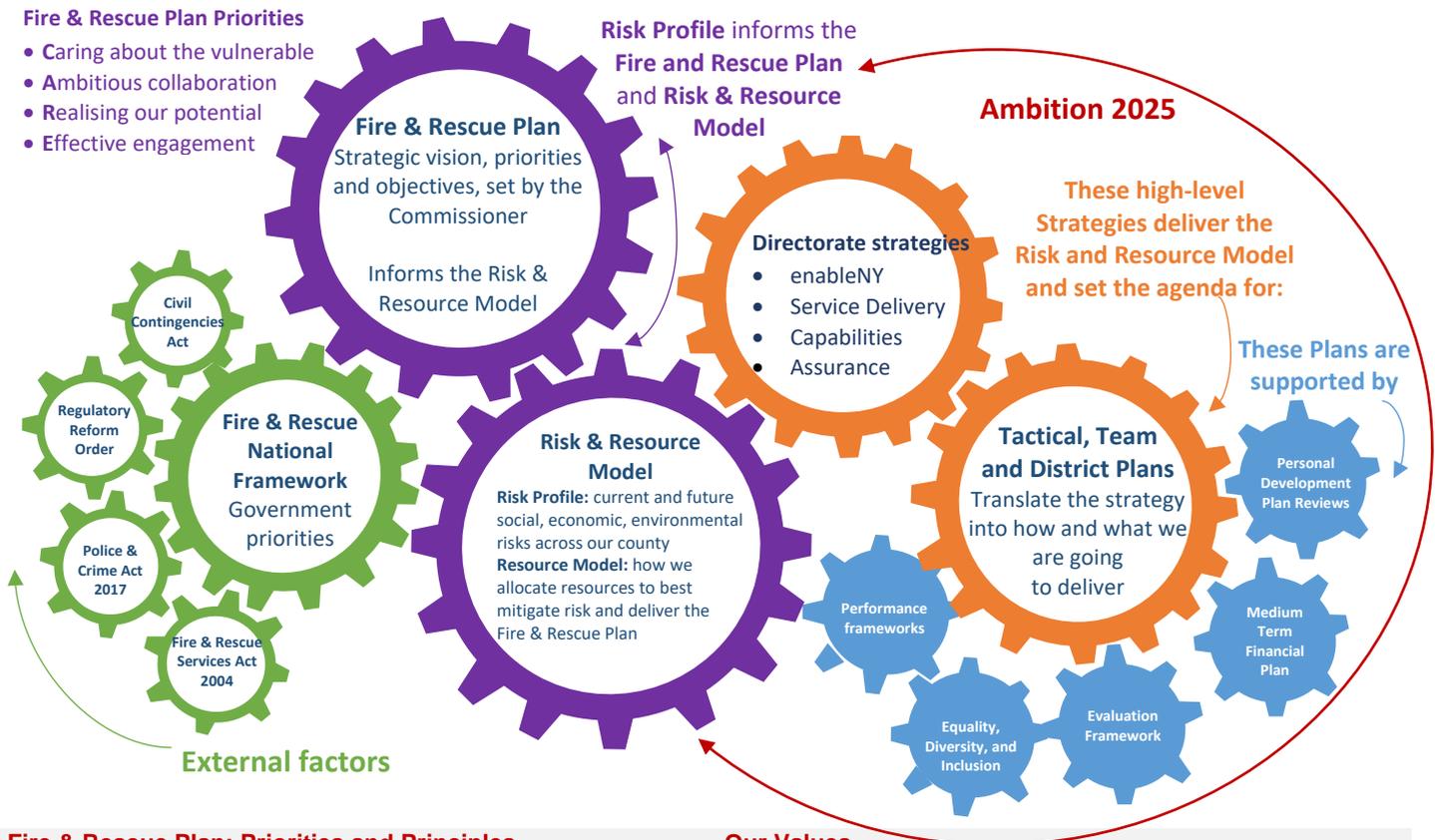
# North Yorkshire Fire and Rescue Strategies 2020-2025



**Our Mission: Helping you to be safe and feel safe**

## Purpose

This document connects the Fire and Rescue Authority's statutory duties, vision and plan, with the delivery of our services. Our four directorate strategies provide the intent of the Strategic Leadership Team and delivers the foundation for our Tactical Plans.



### Fire & Rescue Plan: Priorities and Principles

The Fire & Rescue Plan sets four clear priorities for our Service and a set of **principles to underpin all aspects of our work** to:

- **Caring about the vulnerable** - through protecting the most vulnerable people in our communities
- **Ambitious collaboration** - through seeking creative opportunities to work jointly with partners
- **Realising our potential** - by creating an inclusive workplace and culture with the right equipment, IT, training, skills and capacity
- **Effective engagement** - by increasing our public's trust and confidence through involving, engaging and consulting our communities

### Our Values

Our values, practices and behaviours are at the heart of all that we do. **How** we do things is as important to us as **what** we do.

#### We value:

- **People** – We exist to serve the public, we put people first
- **Results** – We achieve positive results
- **Inclusion** – We embrace inclusion
- **Creativity** – We encourage and promote creativity
- **Learning** – We never stop learning

## **Ambition 2025**

We exist to help everyone be safe and feel safe in York and North Yorkshire. Ambition 2025 sets out how we can do this in the future and the type of organisation we want to be:

### **Our services**

- We are a flexible, agile, effective and financially stable service delivering value for money to the public we exist to serve.
- We deliver our services to the public based on risk, demand, availability and affordability.
- We know the impact of our work and the public know what to expect from us.

### **Our people**

- Our people are empowered to make decisions, be creative and be great collaborators.
- We care for and support our people.
- We are an inclusive workplace where everyone is continuously developed.

### **Our estate and equipment**

- Our buildings and equipment are fit for purpose.
- We work to minimise our impact on the environment.
- Co-location with other services supports multi-agency working.

We will achieve Ambition 2025 through our strategies. There will be challenges along the way and it may take longer than five years, but we know our direction and everything we do will take us closer to delivering our ambition.

## Directorate strategies

We have developed a strategy for each of our four directorates:

- Service Delivery
- Capabilities
- Assurance
- enableNY
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The strategies help to deliver our Risk and Resource Model. Delivery against the strategies, through our Tactical Plans, will be monitored by the Strategic Leadership Team (SLT) led by the Chief Fire Officer.

The aims of each of our Directorates are set out below.

### Service Delivery

Reduced  
Vulnerability

Building  
Resilience

Emergency  
Intervention

Delivering the best service to the diverse people  
in our community, making them safer

### Capabilities

Guidance

Expertise

Resource

Providing Service Delivery with all that it needs

### Assurance

Plan

Monitor

Evaluate

Continuous improvement and refinement of  
approach

### enableNY

Simplify

Standardise

Share

Building collaboration between North Yorkshire  
Police and North Yorkshire Fire and Rescue

## Aims of our Service Delivery Strategy



Delivering the best service to the diverse people in our community, making them safer

The Service Delivery Strategy supports the delivery of the Fire and Rescue Plan priorities. It sets out the key areas of focus, whilst aligning to the outcomes of the Risk and Resource Model and being dynamic to respond to new and emerging risk.

The strategy aims will be underpinned by our legislated delivery principles of:

### 1. Protect

To deliver an effective protection service, with a focus upon public and firefighter safety, whilst supporting the business community for strong economic growth. We will fulfil our legislative and enforcement responsibilities under the Regulatory Reform (fire safety) Order 2005 and Fire and Rescue Services Act 2004.

### 2. Prevent

To deliver innovative and effective prevention services which reduce the frequency and impact of emergencies, identify and reduce vulnerability whilst helping people 'be safe and feel safe'. We will achieve this through forging ambitious collaboration arrangements with partners in accordance with our legislative responsibilities of the Police and Crime Act 2017.

### 3. Response

To deliver the most effective and efficient emergency response service to the public when they need help. We will deliver this in alignment with our legislative responsibilities of the Fire and Rescue Services Act 2004.

### 4. Resilience

To deliver and build stronger community resilience alongside our partners. We will support local, regional and national resilience arrangements at times of crisis. We will ensure NYFRS is flexible and able to cope with all emergency demands by fulfilling our legislative duties of the Civil Contingencies Act 2004.

The delivery principles will work to:

- Protect life and property in an emergency by preventing an emergency happening
- Prevent and extinguish fires
- Find and rescue people, livestock and other animals
- Protect and rescue people from road traffic incidents, flooding and other emergencies
- Respond to chemical, biological, radiological or nuclear emergencies
- Work with partners to assess and understand the risk of an emergency happening and be prepared to deal with these if they happen
- Work together with other emergency services to provide a better service to the public
- Work with at risk groups to promote safe behaviours, reduce risk and improve community safety
- Visit vulnerable people to make sure they are protected from fires and other hazards
- Assess and where necessary enforce the safety of public and private buildings

## Delivering the Service Delivery Strategy

The Service Delivery Strategy is owned by the Director of Service Delivery. It will be delivered throughout the organisation by all managers with local delivery plans developed for each district in alignment with the Fire and Rescue Plan, and Risk and Resource Model. The output of this strategy will be monitored through the Strategic Leadership Team (SLT).

The local delivery plans will be tailored to the risk within each district. The district Group Managers will be responsible for delivery of the plan and this will be monitored through the Service Delivery Performance group. The plans will be refreshed annually and subject to continual review as local risks change.

## Service Delivery

Strategic Aim:	Strategic Objectives:	Key measures of success and impact:
<p><b>1. Reduced Vulnerability</b></p> <p>We are an inclusive organisation and our services can be accessed by everyone. However, we will target our prevention, protection and resilience services using a wide range of support tools, data, and networks to identify the most vulnerable people.</p> <p>We will focus upon reducing vulnerability within our communities in five key areas:</p> <ul style="list-style-type: none"> <li>• Domestic safety</li> <li>• Business Safety</li> <li>• Road safety</li> <li>• Water safety</li> <li>• Safeguarding (People)</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• attract a diverse workforce representative of our communities</li> <li>• collaborate with our partners, share data and create shared creative delivery opportunities, making every contact count</li> <li>• use national and local intelligence to target high and very high risk commercial premises</li> <li>• actively engage with the community, to understand need and risk, whilst maximising the opportunity to protect vulnerable people in all areas of society</li> <li>• provide our people with the confidence, skills and knowledge, proportionate to their role, to help identify and reduce vulnerability, through delivery of creative prevention and protection interventions</li> <li>• maximise our potential through an inclusive culture with the right technology, tools, skills and capacity to deliver results</li> <li>• apply learning and best practice from local, regional and national events</li> </ul>	<ul style="list-style-type: none"> <li>• Year on year increase in diversity</li> <li>• District Managers have a full appreciation of risk in their districts</li> <li>• All high and very high-risk premises are in date for audit purposes and revisits scheduled</li> <li>• All response staff are trained with a level of business fire safety knowledge, commensurate to their role</li> <li>• Fire safety legislation is enforced in a risk based and proportional manner, with serious fire safety shortfalls put through the public interest test</li> <li>• Unwanted fire alarms are managed to achieve year-on-year reductions across the service area</li> <li>• All districts have active engagement within the local Community Safety Hubs and Partnerships to maximise prevention and collaboration opportunities</li> <li>• District Station Managers chair the local road safety tasking meetings</li> <li>• All our people have a strong focus upon reducing vulnerability and undertake prevention, protection, and referral intervention where necessary</li> <li>• Youth engagement activities are delivered across all relevant age groups</li> <li>• Referral pathways are in place and accessible in all districts to safeguard the vulnerable public</li> </ul>
<p><b>2. Building Resilience</b></p> <p>We will work with our partners, exploring collaboration opportunities to improve overall resilience of responder services, whilst building increased community resilience.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• engage with our local community to help them build their own resilience and preparedness for emergencies and environmental crisis</li> <li>• continually build and improve our own resilience by regularly reviewing, modifying and improving our plans, to ensure continued service delivery, regardless of the circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• District Managers will engage widely with their local community through regular and active attendance at public meetings, community groups and other forums, building resilience</li> <li>• District Managers will regularly attend Parish and Town council meetings and other local action groups to help understand local risk, needs and to build resilience</li> </ul>

	<ul style="list-style-type: none"> <li>• increase local and regional resilience by committing our resources to support our partners during times of emergency and crisis</li> <li>• support the National Resilience Assurance Team (NRAT) through our commitment to maintain National Resilience asset mobilisation at times of local and national emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Business continuity plans will be understood by all managers, and regularly tested across all districts</li> <li>• All districts will hold annual exercise programmes which include cross border services and voluntary responder organisations</li> <li>• Active membership and participation in the North Yorkshire Local Resilience Forum will be undertaken at all levels to engage with and build resilience within our local community.</li> <li>• Participation in the national asset training and exercise programmes will be undertaken</li> </ul>
<p><b>3. Emergency Intervention</b></p> <p>We will continually assess local risks to deliver the most appropriate emergency intervention service in the quickest time, whilst making the best and efficient use of our resources.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• locate our staff and resources to best serve the public according to local risk, demand and vulnerability</li> <li>• select a diverse range of fire engines and equipment to best meet the wide range of emergency interventions</li> <li>• mobilise our resources to respond to emergency incidents with the correct strength and speed, yet safely at all times</li> <li>• ensure our people maintain competence to the highest standards</li> <li>• ensure our firefighters are provided high quality risk information, utilising the most effective technology</li> <li>• always ensure appropriate levels of support and aftercare are provided to the public after emergency interventions</li> <li>• ensure our people are provided with the correct levels of ongoing support, to help deal with the psychological effects of dealing with emergency interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Our operational staff will maintain their skills and competence in accordance with the Operational Licence Policy at all times</li> <li>• Our appliances will be available the maximum amount of time</li> <li>• Our crews will adopt safe working practices aligned to the National Operational Guidance</li> <li>• Our crews will adopt flexibility in their daily working practices, maximising capacity to seek ways to reduce vulnerability</li> <li>• Crews will undertake immediate prevention activity to drive down and mitigate vulnerability following incidents</li> <li>• All response staff are familiar and up-to-date with outcomes of national events</li> <li>• All crews recognise the impact of their actions upon the community to reduce vulnerability</li> </ul>

## Aims of our Capabilities Strategy



### Providing Service Delivery with all that it needs

This Capabilities Strategy has several aims to support the delivery of the Risk and Resource Model - which in turn will achieve the priorities in the Fire and Rescue Plan.

The Capabilities Directorate comprises the following sections:

- Prevention and Protection
- Response and Resilience

These sections support the Service Delivery Directorate by providing the capabilities required to undertake all our activities across our service delivery tools of Prevention, Protection, Response and Resilience. To achieve this, the Capabilities Directorate will use and support the enabling tools of Planning, Partnerships and Performance Monitoring.

We will provide:

#### 1. Guidance

Guidance underpins all that we do and is critical in achieving high quality service delivery to the public we serve.

We'll provide all our staff with the right level and quality of guidance, policy and procedure so that they can operate safely, effectively and efficiently.

#### 2. Expertise

We need expertise within our Capabilities Directorate so we can support and deliver our activities.

Our specialist teams will provide support to our service delivery activities as well as providing enhanced service delivery in specific areas.

#### 3. Resource

Our core strength is our people but they need the right type and number of resources so they can deliver the best quality of Service Delivery.

We'll provide them with a range of resources so they can do their job well and ultimately make the public of North Yorkshire be safe and feel safe.

### Delivering the Capabilities Strategy

Our Capabilities Strategy is owned by the Director of Capabilities within the Strategic Leadership Team (SLT). It will be delivered throughout the organisation by leaders and managers, guided by the Risk and Resourcing Model, Fire and Rescue Plan and the strategic planning process. The strategy will be refreshed on a yearly basis.

A five-year implementation plan will be developed with specific outcomes, actions and success measures established at the outset. The Capabilities Directorate will work with the Service Delivery and Assurance Directorates in delivering the objectives that relate to the Capabilities Strategy outcomes.

Alongside the implementation of the Capabilities Strategy, the SLT will ensure that we deliver and offer timely support, guidance, and training to all our staff.

## Capabilities

Strategic Aim:	Strategic Objectives:	Key measures of success and impact:
<p><b>1. Guidance</b></p> <p>All of our staff can operate safely, effectively and efficiently. We will ensure our guidance is accessible by our diverse workforce.</p> <p>Our specialist sections provide guidance so our frontline can provide the best possible service.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• apply plain language principles in our guidance</li> <li>• comply with legal requirements by providing guidance, policies and procedures so that our service delivery is safe, effective and efficient</li> <li>• provide advice and information for our people so they can deliver prevention, protection, response and resilience activities</li> <li>• align operational guidance, policy and procedure with the National Operational Guidance</li> <li>• engage with and contribute to National Operational Guidance, National Operational Learning, and Joint Organisational Learning programmes</li> <li>• provide access to the best risk information and intelligence so that it is available to our firefighters when they respond to incidents</li> <li>• engage with local, regional and national groups to keep up to date, learn, and share</li> </ul>	<ul style="list-style-type: none"> <li>• Our guidance is easily understood</li> <li>• We fulfil all legislative requirements</li> <li>• Our policy, procedure and guidance assists our people to deliver our services effectively, efficiently and safely</li> <li>• All our people feel supported and confident to deliver our services</li> <li>• National Operational Guidance is fully integrated, maintained and updated within our policy, procedure, and guidance</li> <li>• Our risk information is current, accurate and available to enable our firefighters to respond safely and effectively</li> <li>• Our guidance is kept up to date in line with local, regional and national developments</li> <li>• We integrate and share learning within our Service</li> </ul>
<p><b>2. Expertise</b></p> <p>We need some of our staff to be more specialised in certain areas.</p> <p>Our expert staff will support watch-based personnel to deliver an inclusive range of services.</p> <p>They'll also provide specialised service delivery which is beyond the capabilities of our watch-based staff.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• provide specialised staff, with a range of experiences to support service delivery across our activities</li> <li>• maintain a skilled and sustainable specialist prevention team to provide expertise and specialised service delivery across a range of prevention activities</li> <li>• maintain a skilled and sustainable specialist protection team to provide expertise and service delivery across a range of protection activities</li> <li>• access independent specialist advice and services to enable us to discharge our functions when necessary</li> </ul>	<ul style="list-style-type: none"> <li>• We fulfil all legislative requirements</li> <li>• All our people feel supported and confident to deliver our services</li> <li>• We can tailor our services to meet specific community needs</li> <li>• We are able to enforce the fire safety legislation</li> <li>• We are able to respond to statutory consultations within the required timescales</li> <li>• We deal effectively with fire safety complaints</li> <li>• We are able to provide technical fire safety guidance and advice</li> </ul>

## Capabilities

### Strategic Aim:

### Strategic Objectives:

### Key measures of success and impact:

### 3. Resource

Provide the necessary resources to enable our people to deliver our services effectively, efficiently and safely.

We'll ensure that Service Delivery is provided with all the tools that it needs to deliver our Prevention, Protection, Response and Resilience activities to the public of North Yorkshire.

#### We will:

- apply ethical policies in the procurement of goods and services
- provide suitable resources for all our staff
- provide tools and systems for our people so they can deliver prevention, protection, response and resilience activities
- provide a community risk model to improve our understanding of community risk and enable targeted prevention activity
- provide a risk-based inspection programme to target regulation and enforcement of the highest risk premises
- collaborate with partners, sharing information and intelligence, to identify those most at risk and combine prevention activity to make every contact count
- collaborate with partners, working together with other regulators and stakeholders, to reduce risk, improve safety and regulate the legislation
- research and identify vehicles and equipment to continually improve the resources that our people depend upon when delivering our services
- ensure local, regional and national response arrangements are suitable and maintained
- develop and enhance our specialist response teams to deal with emerging threats
- ensure local, regional and national response arrangements and resources are suitable and maintained
- engage with the Local Resilience Forum to plan and prepare for local and national emergencies
- use volunteers to support our service delivery

- ensure procurement processes are fair
- We fulfil all legislative requirements
- Our staff have the tools and systems required to deliver our prevention, protection, response and resilience services
- All our people feel supported and confident to deliver our services
- Our data is accurate and stored within reliable systems which our people can easily access
- Our staff understand community risk and can target prevention activity where it's needed the most
- Our staff understand building risk and can target protection activity where it's needed the most
- We are highly regarded by partners who share data and work closely with us to help achieve our collective aims
- We are highly regarded by our business community which proactively engages with us
- We are highly regarded by regulators and partners who work closely with us to achieve our collective aims
- We regulate and enforce the legislation effectively
- We are always able to respond and our firefighters deal with a large variety of incidents safely and effectively
- Incident activity monitoring shows we are effective in our operational response
- There's a decrease in the number of operational incident-related Health and Safety concerns
- Volunteers are used across all Service areas to undertake a range of activities

## Aims of our Assurance Strategy



### Continuous improvement and refinement of approach

The Assurance Strategy has three aims: plan, monitor and evaluate. These support the delivery of the Risk and Resource Model, which in turn will achieve the priorities of the Fire and Rescue Plan.

The strategy is ambitious. It allows us to understand what actions and resources we need to deliver positive results. By assuring and evaluating our work we will continuously improve, to make the public and those who visit, feel safe and be safe in North Yorkshire.

We will:

- 1. Plan**  
Protect the most vulnerable in society by planning and directing our activities to reduce risk and build resilience. We are skilled and competent to adapt and meet the changing demands of our communities. We are accountable and create an inclusive workplace and culture, so our colleagues are empowered to change what isn't working. Partnerships and collaboration are central to this.
- 2. Monitor**  
The evaluation framework and toolkits identify causal links between our activity and changes in public performance and risk. We train for excellence, demonstrating our results through assessing and validating our skills. We monitor our results using technology, data and knowledge of our communities
- 3. Evaluate**  
Evaluation builds our capacity and value for money by tailoring and targeting our work based on vulnerability and risk. This increases the public's trust and confidence in us, as we engage and consult our communities.

### Delivering the Assurance Strategy

The Assurance Strategy is owned by the Director of Assurance. The strategy will be refreshed every year as part of the evaluation framework.

A five-year delivery plan will be developed with specific outcomes to be achieved by the Tactical Leadership Team. The Assurance Directorate will work alongside the Service Delivery and Capabilities Directorates to deliver the objectives.

Assurance		
Strategic Aim	Strategic Objectives	Key outcomes to measure success
<b>1. Plan</b> We use technology, data, organisational knowledge and collaboration with partners to	<b>We will:</b> <ul style="list-style-type: none"> <li>• attract a diverse workforce representative of our communities</li> </ul>	

## Assurance

Strategic Aim	Strategic Objectives	Key outcomes to measure success
<p>identify the most vulnerable in our communities.</p> <p>Our organisation is inclusive. Our services can be accessed by everyone. Our service delivery tools of Prevention, Protection, Response and Resilience are the direct means by which we help communities be safe and feel safe.</p> <p>Better understanding of community risk allows us to target our resources and develop a culture of continuous improvement.</p> <p>Our training will adapt to the needs of our communities, through training, assessment and validation of skills.</p>	<ul style="list-style-type: none"> <li>• embed evaluation and value-for-money assessment within our leadership, decision making and service delivery</li> <li>• develop an interactive performance management and competence framework</li> <li>• use our service delivery and enabling tools to tailor our activities to the public's needs</li> <li>• track progress through our assurance, tactical and strategic leadership meetings</li> <li>• use technology to help us identify vulnerability and collaborate with partners to reduce risk</li> <li>• deliver initial, maintenance and new skills for operational and specialist roles</li> <li>• provide training that is inclusive and accessible to individual learning needs, across all duty systems</li> <li>• embed National Operational Guidance, learning and debriefing</li> </ul>	<ul style="list-style-type: none"> <li>• we represent our communities and support recruitment into all duty systems</li> <li>• evaluation and success factors are considered at the outset of decision making, projects and policies to ensure continuous improvement</li> <li>• measurable, increased community resilience through improved targeting of our activities</li> <li>• reduced demand on our resources</li> <li>• the public know the hazards and risks in their community, how we tackle and reduce them</li> <li>• Response to risk and resourcing, assures a long-term sustainable future. Data and technology are central to achieving this</li> <li>• Our colleagues have the skills and competence to work safely and effectively in all environments</li> <li>• Individual needs are provided for and our colleagues are competent in role</li> <li>• All duty systems have accessible platforms for training</li> <li>• National Operational Guidance is embedded</li> </ul>
<p><b>2. Monitor</b></p> <p>Colleagues have the freedom and flexibility to drive change and be creative to achieve the benefits from doing things differently.</p> <p>The evaluation framework and toolkits develop a continuous cycle of monitoring and assurance. They support decision making and measure results against our objectives and expected outcomes.</p> <p>Development, assessment and validation of skills will support safe, competent and effective service delivery.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Include everyone to bring understanding of our communities and colleagues</li> <li>• design an evaluation framework and toolkits</li> <li>• develop a five-year assurance plan with objectives that are sustainable and grow with the organisation</li> <li>• determine if our new governance structures and collaborations contribute to, and deliver, our strategic priorities</li> <li>• strengthen collaboration with enableNY to assure the services we receive achieve our priorities and integrate new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• we remove barriers that exclude people</li> <li>• Assurance framework used by everyone to provide evidence of the causal effect of our activities</li> <li>• Plans will be accessible internally and externally</li> <li>• Assurance framework withstands scrutiny and assessment from Political, Trade Union and media analysis</li> <li>• Colleagues have autonomy, responsibility and accountability to use resources to maximise public value</li> <li>• The public access, understand and scrutinise our performance.</li> </ul>

## Assurance

Strategic Aim	Strategic Objectives	Key outcomes to measure success
	<ul style="list-style-type: none"> <li>• remove duplication of effort to create capacity</li> <li>• use structured and themed assurance audits to improve our service delivery</li> <li>• develop the skills of our colleagues to build a progressive, inclusive and healthy working environment</li> <li>• access expertise through enableNY to support our leadership priorities</li> <li>• develop and refine performance measures for external scrutiny</li> <li>• develop and strengthen our relationship with Her Majesty's Inspectorate of Constabulary, Fire &amp; Rescue (HMICFRS)</li> <li>• provide support to embed accountability and responsibility to empower intent based leadership</li> <li>• embed Ambition 2025's enabling tools, of partnership, planning and performance monitoring so staff use them with fluency and understand causal effect</li> <li>• embed our values of people, results, inclusion, creativity and learning</li> <li>• use results-based management to demonstrate the causal effect of our work and competency of our colleagues</li> </ul>	<p>They interact with us and our data, highlighting the support they need, to build their resilience</p> <ul style="list-style-type: none"> <li>• Operational and specialist colleagues are competent in role</li> <li>Interactive dashboards enable colleagues to have responsibility and accountability for their development needs</li> <li>• We share the lessons we learn in an easy, accessible way and learn from others</li> <li>• We lead by example in holding ourselves to the high standards we set</li> <li>• We are efficient, provide value-for-money and focus on long-term sustainability</li> <li>• Colleagues see the impact of their work, empowering them to work smarter and build community links</li> <li>• Constructive challenge is the norm, providing different perspectives, contingencies and exemplary, evidence based, service delivery</li> <li>• A Maintenance of Competency framework to evidence current skills</li> </ul>
<p><b>3. Evaluate</b></p> <p>We are a risk-based organisation and uniquely placed to positively impact risk and vulnerability reduction in our communities.</p> <p>Evaluation provides planned, regular assessment of the quality of our work against our objectives and outcomes. It improves our understanding of the casual effect of our activities, building community resilience and learning for continuous improvement.</p> <p>We create inclusive access for partner agencies and those we collaborate with, to understand and apply the lessons we learn.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>• decentralise control to give freedom and flexibility to our colleagues. They will evaluate the impact of their activities, against our priorities</li> <li>• undertake continuous horizon scanning of political, Trade Union and local and national issues to reduce reactive activities and develop timely responses</li> <li>• benchmark ourselves against other organisations and high performing Fire and Rescue Services to continuously improve and positively influence our results</li> <li>• demonstrate how well public resources are used and service delivery has been improved</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey results provide vital pulse tests on how our staff feel the service is performing, listening and responding</li> <li>• Collaboration is increased with open sharing, challenging and learning across the organisations</li> <li>• Evaluation framework harnesses creativity to minimise risk and vulnerability</li> <li>• Our staff realise their potential, motivated by having the freedom and flexibility to deliver tangible results</li> <li>• The public benefit from our increased skills that meet the needs of the community and we</li> </ul>

## Assurance

Strategic Aim	Strategic Objectives	Key outcomes to measure success
Validating training provides assurance of competence and performance.	<ul style="list-style-type: none"> <li>validate our skills and competencies in all roles</li> </ul>	<ul style="list-style-type: none"> <li>adapt to meet different societal risks</li> <li>Our colleagues are fit for the future challenges that communities and the fire sector place upon us</li> </ul>

### Collaboration between Fire and Police driven by enableNY

The Police, Fire and Crime Commissioner for North Yorkshire has established **enableNY** as the vehicle to transform police and fire collaboration.

**enableNY** encompasses the provision of

- financial
- people
- estates
- technology
- business design and assurance

These services support the public facing operations of North Yorkshire Police (NYP), North Yorkshire Fire & Rescue Services (NYFRS) and the Office of the Police, Fire and Crime Commissioner.

The functioning of **enableNY** is based on a collaboration agreement and protocols.

#### Aims of our enableNY Strategy

**enableNY** will focus on improving efficiency and effectiveness while always ensuring that the outcomes for the public meet the priorities of NYP and NYFRS.

**enableNY** provides functional experts who will identify and capture efficiencies to support NYP and NYFRS in being more effective in serving the public.

**enableNY** will establish processes and systems that will help to reduce the barriers to collaboration across NYP and NYFRS, and with partner organisations.

**enableNY** will deliver outcome-focused commissioned services.

While the emphasis will be on taking a structured approach to planning, the services provided will be flexible and adaptable to respond to the nature of emergency services. It will work to ensure that the requirements of its clients are understood and that there is a clear offering of the services being provided.



Simplify

Standardise

Share

Building collaboration between North Yorkshire Police and North Yorkshire Fire and Rescue

#### enableNY's ways of working:

- enableNY** will take time to understand the operational requirements and expected outcomes of its clients.
- It will be simple to request and receive services from **enableNY**.
- There will be a focus on supply chain management and process engineering.
- enableNY** will work to add value and apply fit-for-purpose applications.
- Processes will be made more efficient through automation and self-service will be easy to use and deliver a quality service.
- enableNY** will not seek change for the sake of change: it will seek to adapt to improve efficiency and effectiveness to achieve the required outcomes.

Collaboration will sit at the heart of **enableNY** – in the processes and systems that it adopts, in how its staff are engaged, in how it works with its clients, third party suppliers and agencies to develop and agree 'fit for purpose' solutions and products.