

# Head of People Services

## Candidate information pack 2022











3208 square miles



6000 miles of roads



55 miles of coastline



820,000 people



9 Local Authorities



2 Community Safety Partnerships



1 Local Criminal Justice Partnership



1 Regional Rehabilitation Partnership



3 regional policing collaborations



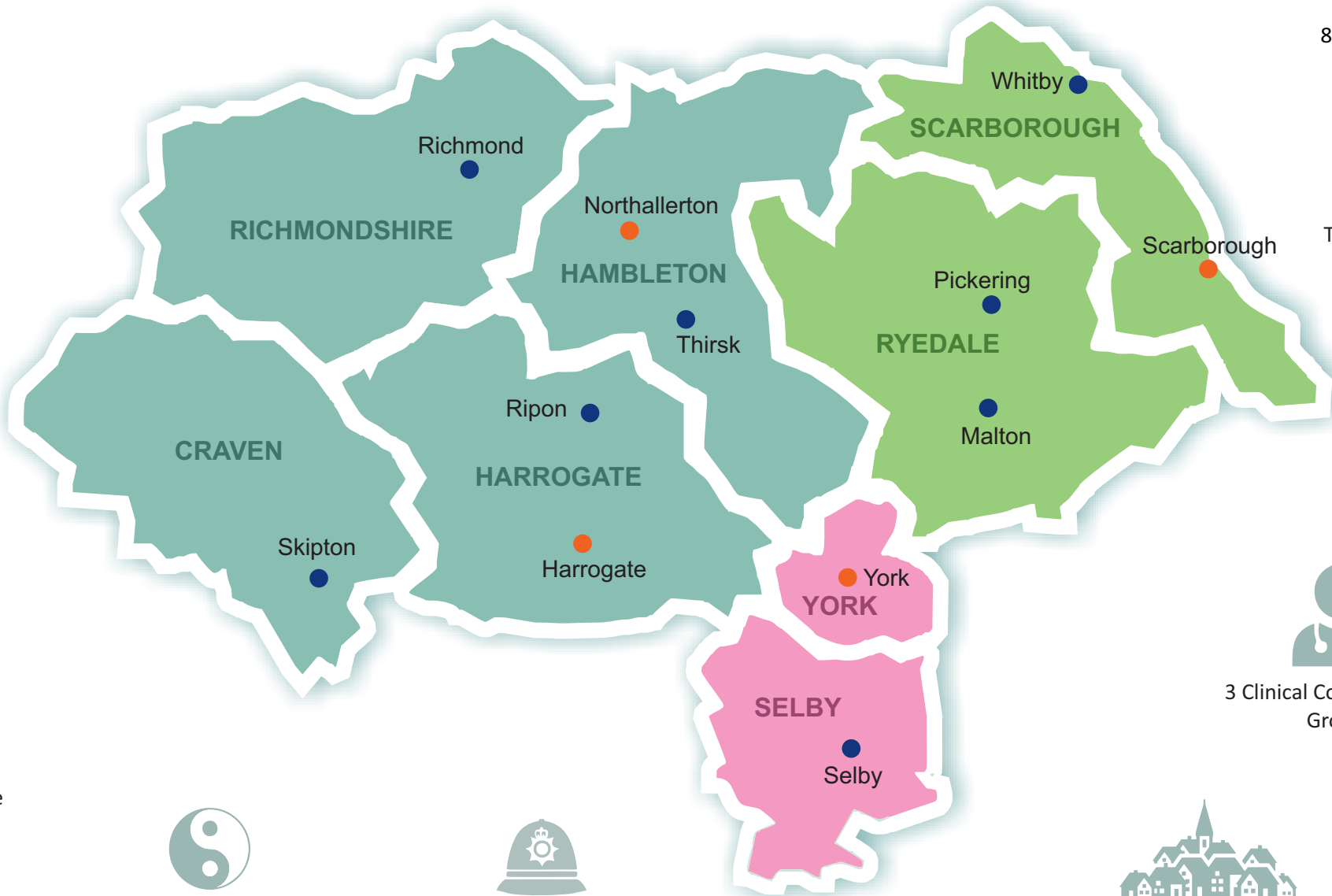
The safest place in England



3 Clinical Commissioning Groups



731 City, Town or Parish Councils



## Message from Enable Managing Director

Dear Candidate

Thank you for expressing an interest in the Head of People Services role within enableNY. It's often said that 'people are our most important asset' and in these challenging times of economic and social change this applies more than ever. We have created a modern people services operation that has been designed to provide the agility to rise to the challenges that both we and our clients face. This really is a fantastic opportunity to take enableNY People Services to the next level.

enableNY is a product of the Local Business Case (LBC) developed by the former Police and Crime Commissioner, which brought the governance of North Yorkshire Police and North Yorkshire Fire and Rescue under the governance of the Police Fire and Crime Commissioner (PFCC). A key aim of the LBC was to create a model that enhanced the chances of successful collaboration.

enableNY is a shared service that provides all support service functions to North Yorkshire Fire and Rescue Service (FRS) North Yorkshire Police (NYP) and the Office of the Police Fire and Crime Commissioner (OPFCC). It also provides a platform for collaboration.

New structures and roles within them have been created and implemented to allow it to



serve its key purpose; it has been in operation since July 2021. Our colleagues within enableNY are employed by both North Yorkshire Police and North Yorkshire Fire & Rescue Service and are managed within enableNYs structural arrangements. This role is employed by the Chief Constable for NYP.

We have made great progress in putting in place the conditions for the sustainability and success of the enableNY model. Now is the time to exploit it for the benefit of the people of North Yorkshire. You will play a key role in that success.

It is clear that our model will become more prevalent in the emergency services sector as we move forward, so be prepared to be in the national spotlight!

A handwritten signature in black ink, appearing to read 'Ray Ward'.

Ray Ward  
enableNY Managing Director



## Living and working in North Yorkshire

With two national parks, two areas of outstanding natural beauty and a stunning coastline, the beautiful North Yorkshire countryside is one of England's most attractive environments. The standard of public services and general quality of life make it an excellent location in which to live and work.

In 2019, the Sunday Times named York as the best place to live in Britain, for its perfect mix of period buildings, hi-tech businesses and lively culture. The North Yorkshire towns of Malton, Pateley Bridge and Skipton were also named as amongst the best locations to live in the north of England. The Halifax Quality of Life survey 2017 ranked Ryedale, Hambleton and Richmondshire districts amongst its top 10.

The average house price in North Yorkshire is approximately £240k, although properties can be significantly higher.

North Yorkshire has been rated amongst the top 10 best places in the UK to raise children (Witters Towbar study of 2017 based on factors including the cost of a three-bedroom house, the average annual disposable income, the number of child friendly activities available, the percentage of schools listed as good or outstanding, and other considerations such as the average time children spent outdoors).

The main east coast train line serves Skipton and Harrogate and runs through York and Northallerton, with the shortest journey time between York and London taking less than two hours. Although there is no main airport in North Yorkshire, most locations are in easy reach of Leeds/Bradford, Doncaster/Sheffield, Humberside or Durham/Tees Valley airports in neighbouring regions.

According to figures from the TUC, people in North Yorkshire spend 35% less time commuting to work than people based in London, and average commute times are also lower than in the south east, east of England, north west and Scotland.

The leisure and cultural offer is broad and covers major chain and boutique shopping, theatres, cinemas, historic houses, sporting venues, and events (North Yorkshire is host to the annual Tour de Yorkshire).

North Yorkshire offers thriving nightlife, with a wide variety of pubs, bars and restaurants - particularly in the main population centres. Yorkshire has the most Michelin-starred restaurants of any county outside of London, and the Trip Advisor best restaurant in the world for 2017 (Tommy Banks' Black Swan) is based in Oldstead, North Yorkshire.

## Useful links

North Yorkshire Police, Fire and Crime Commissioner website:  
[northyorkshire-pfcc.gov.uk](http://northyorkshire-pfcc.gov.uk)

North Yorkshire Police website:  
[northyorkshire.police.uk](http://northyorkshire.police.uk)

North Yorkshire Fire and Rescue website:  
[northyorksfire.gov.uk](http://northyorksfire.gov.uk)







## About enableNY

In January 2019, North Yorkshire's Police, Fire and Crime Commissioner announced plans for enabling staff to work as one team, under one roof, as part of a wider programme to improve efficiency and affordability across the police and fire services in North Yorkshire.

The Commissioner took on the responsibility for the North Yorkshire Fire and Rescue Service in

November 2018, with a pledge to increase collaboration and reduce organisational costs.

enableNY went live from April 2019 and brought together subject matter experts across departments such as Finance, People Services, Business Design & Assurance, ICT and Assets. Lead by Managing Director Ray Ward, who is accountable to both the Chief Constable and the Chief Fire Officer for providing the services needed to support their respective operations.

The purpose of enableNY is to provide high-quality, efficient business support services for both North Yorkshire Fire and Rescue Service (NYFRS), North Yorkshire Police (NYP) and the Office of the Police, Fire & Crime Commissioner (OPFCC). enableNY

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

- Simplify
- Standardise
- Share

enableNY embraces agile working and services are delivered from locations across the county including Alverton Court in Northallerton. Northallerton offices were refurbished to accommodate both Police and Fire Headquarters and also the town's police station.

enableNY delivers outcome-focused commissioned services with a flexible and adaptable solutions to respond to the nature of emergency services. Collaboration is 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.



## North Yorkshire Police



Lisa Winward  
Chief Constable

## North Yorkshire Fire and Rescue Service



Jonathan Dyson  
Chief Fire Officer

## Office of the Police, Fire and Crime Commissioner



Zoë Metcalfe  
Police, Fire and Crime  
Commissioner



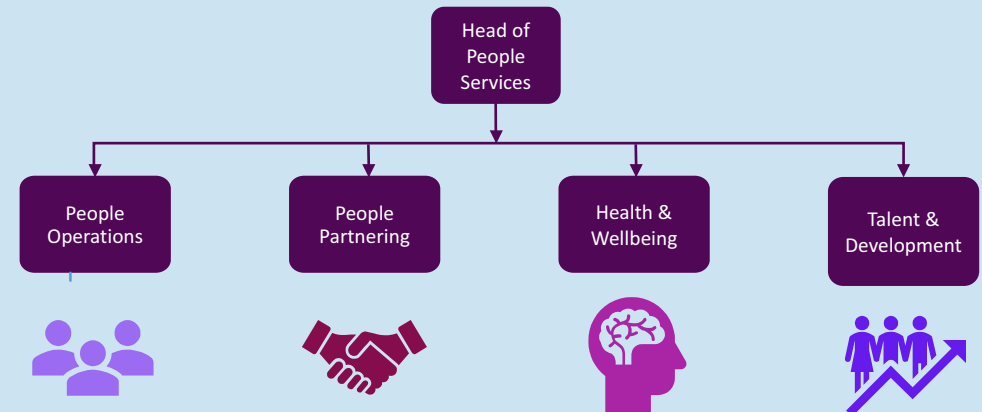
Simon Dennis  
Interim Chief Executive  
and Monitoring Officer

## Enable North Yorkshire



Ray Ward  
Managing Director

## People Services Management Team



# Head of People Services, enableNY

## Permanent opportunity

**Salary: LS2 £66,603 - £75,892**

Location: Based at HQ, Northallerton with the opportunity to work from home and other locations as required.

EnableNY was announced in April 2019 and took over the management of enabling services to North Yorkshire Police (NYP), North Yorkshire Fire and Rescue Services (NYFRS) and the Office of Police, Fire and Crime Commissioner (OPFCC) in April 2020. The vision is for a more strategic transformation of police and fire collaboration that can deliver genuine change, focussing on outcomes for the public rather than organisational sovereignty.

To align with this vision, the People Services Function was re-designed, and a new operating model and team structure were implemented. This has seen a shift from a traditional HR service delivery model to a unified Strategic Partner model, serving all three clients, which focus on proactive people solutions, continuous service improvement and measurable outcomes.

We now have an incredible opportunity for a Head of People Services who will continue to embed the new operating model and to deliver our People Services vision and Strategic Aims. You will lead a talented team of people across all service areas including, People Operations; People Partnering; Talent & Development and Health & Wellbeing.

## Key Responsibilities:

- Operating in an agile environment you will lead, manage and continue to increase engagement across the people services function, driving a proactive and customer focused people service that delivers high performance standards.
- Embedding the enableNY model to enhance collaborative working across NYP and NYFRS.
- Leading ongoing people organisational change initiatives across the Service to drive continuous improvement.
- Providing strategic advice and guidance to Police and Fire and Rescue senior leadership teams and the Police, Fire and Crime Commissioner to support all planning and decision making.
- Leading on complex employee relations matters, providing strategic direction to resolve people issues.
- Driving the development and implementation of new policies and operating procedures, ensuring compliance with regulatory requirements.
- Working closely with the Staff Association and Trade Unions to build strong and effective working relationships to enable all parties to achieve organisational aims.
- Managing the budget and resources within the People Services function, continually assessing effective use of public money and looking at ways to generate efficiencies and potential income.

## What you will bring to the role:

- A strategic leader with experience and expertise across all people, culture and organisational change.
- You will be highly motivated with excellent communication and organisation skills which allows you to establish and maintain key stakeholder relationships at all levels within a complex operating environment.
- A values led, resilient leader who is adept at leading people through cultural change while developing a high-performing team.
- Demonstrable knowledge of handling complex employee relations and industrial relations within a Trade Unionised environment.
- Through your proactive approach you will quickly build your credibility allowing you to influence and inspire those around you.
- It is highly likely that the successful candidate will be educated to degree level (or equivalent), with a proven track record in leading a People Service provision in a large, complex and dynamic organisation.

**Closing Date for applications: 9am on 11th July 2022**



## Candidate timeline

**MAKING YOUR APPLICATION**

**ADVERT PUBLISHED**

21 June 2022

**CLOSING DATE**

Closing date for applications  
Friday 11 July 2022 9am

11

**STAKEHOLDER PANEL**  
Friday 22 July 2022

22

11-12

**SHORTLISTING**  
11 - 12 July 2022

**NOTIFICATION**

All candidates will be  
updated of the final decision  
within a week of the  
assessment

25

**INTERVIEW**  
Monday 25 July 2022

# Recruitment and Selection Process

## Making your application

The application form is designed to collect personal details and information about your suitability for the role of Head of People Services. You will also be required to submit an up to date CV. All applications will be reviewed for shortlisting.

Opportunities for an informal discussion with the current postholder or MD for enable are available.

For an informal discussion about the role prior to application please contact: Shain Yapp,  
[Shain.Yapp@northyorkshire.police.uk](mailto:Shain.Yapp@northyorkshire.police.uk)

## Assessment day

The assessment process is scheduled to take place on 22nd & 25th July 2022. Interviews will take place at our joint Police & Fire Headquarters in Northallerton.

The assessment will involve a stakeholder exercise and competency based interview focusing on your strengths and values for the role.

## Feedback

The successful applicant will require MV security clearance, this will be undertaken by North Yorkshire Police.

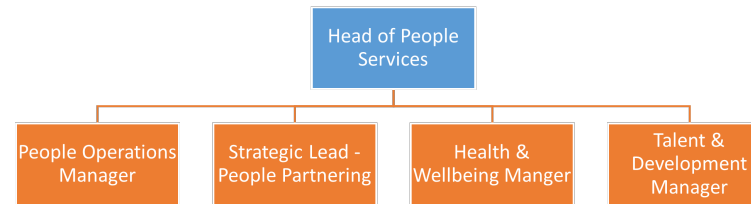
All candidates will be informed of the panel's decision following the interviews. Individual feedback can be provided upon request.

North Yorkshire Police and North Yorkshire Fire & Rescue Service are committed to ensuring everyone is treated fairly and supported equally.





# Head of People Service Role profile



## Context and Scope

Enable is a strategic collaboration of NYP, NYFRS and the OPFCC, requiring the simplification, standardisation and sharing of non-frontline emergency services. The vision is for a more strategic transformation of police and fire collaboration that can deliver genuine change, focussing on outcomes for the public, rather than organisation sovereignty.

As a member of the Enable Senior Leadership Team, reporting to the Managing Director, the Head of People Services is responsible for the implementation of the People Strategy, and embedding the new People Services Operating Model following a significant period of transformational change.

The post holder will enhance client experience by providing leadership and direction to a team of circa 70 NYP and NYFRS colleagues, providing the full range of people services including people operations, health and wellbeing, people partnering, and talent and development.

The post holder will ensure the delivery of a credible, high performing, strategically led service which can demonstrate real value to the delivery of frontline emergency services, through data and results, and will play a fundamental role in supporting both line managers and People Services colleagues to continuously enhance their people management skills and capabilities.

## Key Responsibilities

- As part of the Enable SLT, lead the delivery of the Enable People Strategy and associated projects and activities.
- Provide strategic leadership for organisation design, development, change and transformation projects
- Lead the delivery of an effective People Service, aligned to each organisation's strategic objectives, enabling colleagues to flourish and maximise their potential
- Lead a range of strategic people projects designed to create and reaffirm the desired organisational culture of each organisation
- Drive continuous improvement in people management capability, with a focus on engagement and wellbeing, ensuring line management and senior leadership commitment
- Support client's commitment to equality, diversity, and inclusion by ensuring EDI strategy is embedded across each organisation
- Ensure the provision of credible, risk weighted, analytical people advice and solutions as an inherent approach to guide management and leadership decisions.
- Develop and implement the people services service catalogue, ensuring the achievement of agreed services level agreements and key performance indicators
- Develop and maintain effective working relationships with staff associations including UNISON, Police Federation, Fire Brigades Union (FBU) and Fire Officers Association (FOA).

## Key Responsibilities

To succeed in this role you will be Chartered Member of the CIPD (or with an equivalent level of experience), a proven leader with significant HR experience, knowledge and insight, including demonstrable experience of leading change management projects and individual/collective employee relations issues.

You will have a thorough working knowledge of employment law as well as the ability to convert technical, complicated matters into solutions that drive organisational performance. With highly developed networking, communication and influencing skills, you will have real strength in your ability to form effective working relationships at all levels, and the ability to influence a range of internal and external stakeholders.

Your credibility as a HR leader will be critical to your success in this role; you will therefore be able to demonstrate how you combine your strong professional knowledge and insight, with personal credibility and flair, in order to engage colleagues and clients through change.

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enableNY  
NYP22-XXXX

