

**Director of People and  
Organisational Change**

**Derbyshire County Council**

**Candidate Pack**

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# Advertisement

## Derbyshire County Council

### Director of People and Organisational Change

#### Matlock, Derbyshire (c 2 days pw on site)

#### Salary: £101,540- £111,491

Here in Derbyshire, we're embarking on an exciting journey. A journey to shape the future of our county and its communities. Our vision? To be the best Council for our residents by delivering excellent services and transforming the way we work. To do this, we need leaders—exceptional leaders—who can join us in building a People and Organisational Change function that will empower our workforce of over 10,000 to reach new heights. We've made significant strides already, but there is still so much more to accomplish.

Now, this is where you come in. We're looking for a visionary HR leader. Someone who thrives on challenges and is ready to help us write Derbyshire's next chapter. If you're motivated by the chance to lead transformational change, to drive efficiency, to take services from good to outstanding—then we want to hear from you. Our Council provides a wide array of services—education, social care, infrastructure— and we need a leader who can navigate this complexity. A leader who can inspire a culture of excellence and innovation.

As our new Director of People and Organisational Change, you will play a pivotal role. You will modernise, streamline, and help us build a skilled, diverse, and inclusive workforce—one that truly reflects the communities we serve. Your legacy will be one of meaningful impact. You will create a sustainable future for Derbyshire through strategic leadership, through a commitment to delivering outstanding services. And in return, you'll find opportunity. Opportunity for personal and professional growth, with the full support of a council that is truly dedicated to investing in its people and their potential. This is your chance to make your mark in a county on the rise.

**To confirm your interest in the role, please contact our recruitment partners at Tile Hill:**

**Mark Bearn - 07747 181490 or [mark.bearn@tile-hill.co.uk](mailto:mark.bearn@tile-hill.co.uk)**

**Clare Connor - 0161 408 0703 or [clare.connor@tile-hill.co.uk](mailto:clare.connor@tile-hill.co.uk)**

# Message from the Executive Director for Corporate Services & Transformation

Welcome to Derbyshire, I'm delighted to tell you more about our Council and how the role of Director of People & Organisational Change is so important to our direction of travel.

Derbyshire County Council is at a pivotal moment in its history, embarking on a program of modernisation and centralisation efforts that will shape the future of the organisation. With a focus on addressing foundational challenges, the Council is committed to evolving into a more streamlined and efficient operation that can respond to the increasing needs of the residents and communities in Derbyshire. As part of this evolution, the Council aims to centralise services, enhance technical infrastructure, and adopt a One Council approach. This vision reflects a commitment to driving structural changes that will position Derbyshire County Council as a forward-thinking and adaptive organisation, capable of meeting the needs of its community while operating within a sustainable framework.

The People and Organisational Change department plays a crucial role in this transformation, encompassing not just HR but also strategy, communications, and project management oversight. The department is central to driving the Council's strategic objectives and will be integral in leading the charge towards modernised and optimised operations. This department's leadership will influence the Council's ability to adapt to evolving challenges, manage internal change, and foster a culture of continuous improvement.

The Director of People and Organisational Change is a key leadership role that requires a candidate with a robust HR background and the ability to drive significant organisational change. The ideal candidate will bring experience beyond local government, offering fresh perspectives on problem-solving and leadership. Resilience, adaptability, and strong communication skills are essential, particularly in navigating complex political and union landscapes. This role offers the opportunity to make a substantial impact, contributing to the Council's broader strategic goals while shaping the future of its organisational structure. The successful candidate will align with the Council's vision and values, playing a crucial role in the transformation and modernisation of Derbyshire.

Please speak with our colleagues at Tile Hill who will be delighted to talk further about our requirements and how you can help the future of our county on the rise.

Kind regards

Joe O'Sullivan

**Executive Director of Corporate Services & Transformation**

## Living and working in Derbyshire

Derbyshire is a spectacular county with a rich, diverse heritage. Alongside the beautiful natural landscape which includes the Peak District National Park, Derbyshire has several historic towns and buildings of great interest and importance. The Derwent Valley Mills World Heritage Site is situated in the county along with other attractions such as Chatsworth House, Creswell Crags, and part of the National Forest. Derbyshire's high-quality landscape and cultural sites are important assets to the local economy.

Derbyshire is a large county with several heavily built-up urban areas and large sparsely populated rural areas. Much of the north and west of the county is very rural, most of it falling within the Peak District National Park area. Twenty-seven per cent of our population lives in rural areas.

The county benefits from being centrally located within England with strong links to the neighbouring cities of Derby, Nottingham, Sheffield, Manchester, and Leicester. Overall, Derbyshire is well served by road, rail, and air. The M1 motorway and railway links provide excellent north/south communications in the east of the county but access is more difficult in some of the isolated rural areas.

The county is home to around 796,000 people and covers an area of 255,000 hectares. Derbyshire has several important market towns which play a significant role in the local economy as centres of employment and service provision. Chesterfield is the main urban area with a population of 87,900.

By 2043, Derbyshire's overall population is estimated to grow by 13%. In addition, the county is forecast to have an increasingly ageing population, with our population aged 65 and over currently making up 22 per cent of the total, compared to 19% for England. With a higher level of need there will be implications for the level and cost of many public services across Derbyshire. Ensuring the Council is prepared for the future and able to adapt to the challenges that lie ahead is key part of our Enterprising Council approach.

We have a small (6.3%) but growing ethnic minority population which is mainly concentrated in the districts of Erewash, Chesterfield and South Derbyshire.

Prior to the pandemic, Derbyshire contributed £15.4bn to the national economy and the local economy had grown by 6.2% over the last five years. Productivity levels across the county over the last five years had also shown higher rates of improvement, helping to narrow the gap between Derbyshire and England.

Derbyshire has more than 27,000 businesses in the county that employ some 365,000 people. The area has significant strengths in the advanced manufacturing sector, with a number of world-class companies such as Toyota, Rolls Royce, JCB and Bombardier choosing to locate and invest in the county and its surrounding area.

Developing the green economy is a national priority in support of the Government's targets around climate change, and the county is well placed to take advantage of any future opportunities in the

sector. The Council's emerging Climate Change Strategy and Action Plan will play an important role in assisting green growth locally.

The employment profile of Derbyshire is significantly different from that of England. Locally, manufacturing remains a key sector accounting for nearly a fifth of all employment, more than double the national rate. The visitor economy is also of significance to the local economy employing 30,000 workers, along with the health and social care sector that employs 39,000 people. Employment in some of the higher value sectors locally is under-represented, with fewer people in Derbyshire working in sectors such as business administration, professional & scientific, finance and communications compared with England.

One of the key strengths of Derbyshire's economy over recent years has been the large pool of available labour with relatively higher employment rates and lower unemployment levels. Whilst the pandemic has impacted considerably on these areas of the labour market, overall unemployment in the county remains below the national average.

However, in parts of Chesterfield, Erewash, and High Peak the rate is nearly twice the national average. In addition, there are 22 areas in Derbyshire which rank amongst the 10 per cent most deprived areas in England. Through the Thriving Communities activity, the Council is working alongside our local communities to ensure that people and places continue to thrive.

# About Derbyshire County Council

## The Council

Derbyshire County Council has:

- 64 elected members representing the 796,000 residents of Derbyshire.
- A budget of around £560 million.

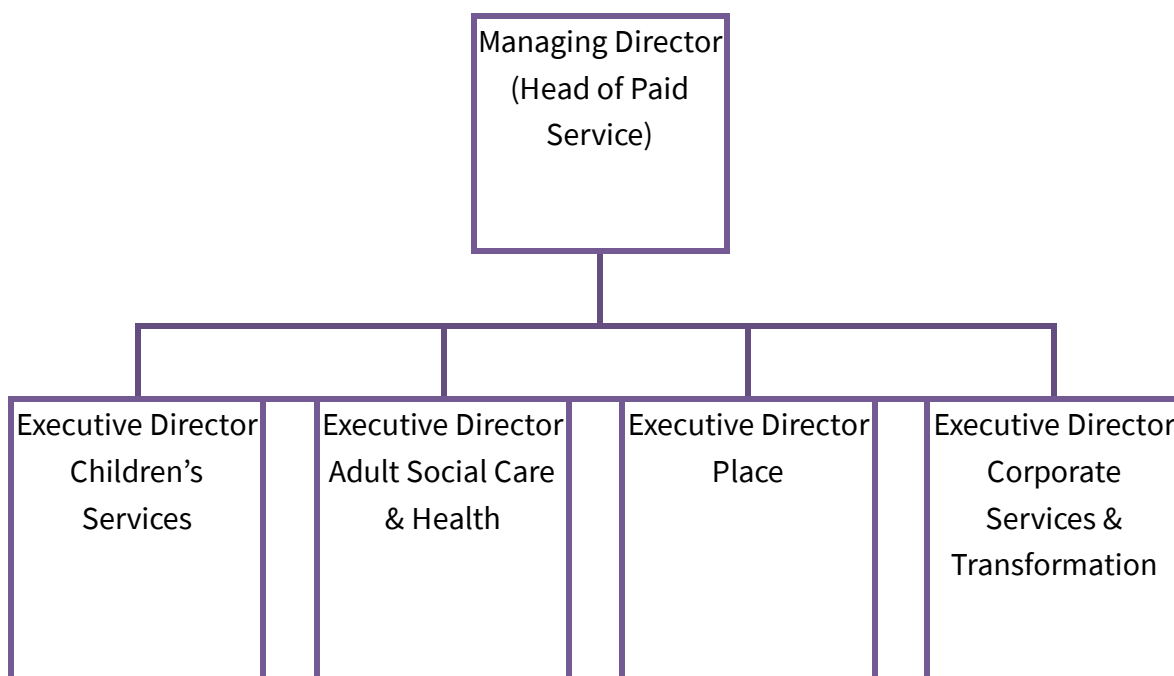
The Council employs more than 11,000 people (excluding schools). The Council's Cabinet is comprised of the following portfolios:

- Strategic Leadership, Culture, Tourism and Climate Change
- Corporate Services and Budget
- Adult Care
- Infrastructure and Environment
- Highways Assets and Transport
- Education
- Children's Services and Safeguarding
- Clean Growth and Regeneration
- Health and Communities

The Council Plan for 2024 - 2025 is published at: <https://www.derbyshire.gov.uk/council/council-plan/council-plan/council-plan.aspx>

## The Council's Senior Leadership Structure

The Council's Senior Leadership structure comprises a Managing Director, with direct responsibility for four Executive Directors who each lead departmental services aligned to delivering the Council's strategic aims.



The Corporate Services & Transformation department is led by Executive Director Joe O'Sullivan and provides the Council's enabling services. The Director of People & Organisational Change is one of five departmental Directors:

- Director of Legal & Democratic Services
- Director of People & Organisational Change
- Director of Digital
- Director of Property
- Director of Finance



## Job Profile

<b>Job Title:</b>	Director of People and Organisational Change	
<b>Department:</b>	Corporate Services & Transformation	<b>Grade:</b> 18
<b>Job Family:</b>	Leadership	<b>JE Ref:</b> BM138

### Purpose of this role:

As the head of profession for HR and organisational change, lead, direct and control the strategic and operational management of transformational workforce changes and organisational strategic policy-making and ensure the provision of expert professional advice and support to Elected Members and CMT portfolio priorities.

Act as the organisation's strategic lead for Business Continuity Planning to deliver organisational resilience aligned to the Civil Contingencies Act.

### Key relationships:

Reports directly to the Executive Director Corporate Services & Transformation

- Cabinet and other Members
- Managing Director
- Executive Directors
- Directors and senior officers
- Emergency Planning and Derbyshire Resilience Partnership
- Other local authorities
- Public, private and third-party sector partnerships and providers
- Trade Unions

## **Key responsibilities:**

The Collective Leadership Responsibilities are attached to this profile

## **Role specific responsibilities:**

- Lead the HR, Communications and Customers, Strategy and Policy, and Portfolio Management and Transformation functions, building high levels of competence and ensuring the development and delivery of efficient, responsive and cost effective services, which respond positively to changing service requirements and add value to the Council.
- Act at the organisation's strategic lead for Business Continuity Planning, chairing when required the Business Continuity Group, contributing to the continued development organisation's Business Continuity Plan, and participating in the organisation's Gold Rota as scheduled on an annual basis.
- In consultation with stakeholders, oversee the refresh of the Council's People Strategy and continued evolution of employment policies and processes to support the Council's vision and values, and deliver these through a range of coherent and integrated plans, strategies and projects.
- Develop leadership and management capability in line with the Council's vision, values and competencies to enhance the quality of leadership, effectiveness of management and an empowered leadership culture which can enable the effective delivery of transformational change.
- Provide strategic leadership to the Health and Safety function ensuring that Health and Safety Policies and strategies are in place and applied consistently across the Council.
- Act as the lead officer with responsibility for the organisation's strategic approach to Equality, Diversity and Inclusion to ensure that EDI is promoted and embedded across Council services, working with partners and communities to create a fair and inclusive Derbyshire.
- Provide corporate leadership for the Council's customer strategy, responsible for effective external communications, media, stakeholder and employee communications, services through Call Derbyshire (the Council's contact centre), providing expertise to ensure the council's reputation is protected and internal communications are strengthened.
- In conjunction with the Executive Director for Corporate Services and Transformation, lead the Council's strategic organisation-wide and partnership transformation agenda and Portfolio Management Office (PMO), covering a broad range of projects and initiatives that will re-engineer and reshape the work of the Council to support better outcomes for Derbyshire's people and places.
- In conjunction with the Executive Director for Corporate Services and Transformation, lead the organisation's integrated strategic planning cycle, supporting the Council and

departments in developing policy to improve outcomes and service effectiveness within a one council approach, ensuring effective frameworks are in place and embedded into ways of working in relation to corporate and service planning, community engagement and consultation strategies and performance management frameworks.

- Contribute to corporate business including organisational leadership, strategic planning, stakeholder relationship management and employee engagement.
- Ensure the provision of expert advice and support, that is valued and trusted, to Elected Members, CMT, managers and employees on HR, organisational strategy and planning, communications and customers and transformation matters.

## Person Specification

<b>Job Title:</b>	Director of People and Organisational Change	
<b>Department:</b>	Corporate Services & Transformation	<b>Grade:</b> 18
<b>Job Family:</b>	Leadership	<b>JE Ref:</b> BM138

	<b>Essential Criteria</b>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Significant experience within a key area of specialism within the function, with a breadth of understanding of all areas that the role is responsible</li> <li>• Experience of leading a large and professionally diverse division within a complex unionised organisation, and leading change and transformation, establishing a mandate for change with key stakeholders and inspiring the workforce to improve</li> <li>• Significant experience of leading diverse and multifaceted teams at a senior level, bringing activities together to achieve an aligned objective</li> <li>• Experience of working across professional and organisational boundaries with key stakeholders including other public bodies and government</li> <li>• Significant experience operating at a senior level in a public facing role effectively advising stakeholders on a broad range of issues relating to service areas</li> <li>• Experience in leading, major workforce change programmes to successful conclusions</li> <li>• Business planning, objective setting and embedding performance management frameworks</li> <li>• Effective financial management, rigorous monitoring and control, and evaluating competing budgetary priorities to deliver efficiencies</li> </ul>
<b>Skills and knowledge</b>	<ul style="list-style-type: none"> <li>• In-depth understanding of legislation, regulations and best practice within their area of specialism and the wider sector. Understanding of</li> </ul>

	<p>national and local government developments, policy, and emerging trends</p> <ul style="list-style-type: none"> <li>• Excellent knowledge of the impact of underlying demographic, social or political drivers, and understands the formal and informal politics at the regional and national level and what this means for the Council</li> <li>• Evidence of cultivating a high performance, cost effective culture, which delivers outstanding outcomes, through a variety of mechanisms, including structure, working methods, contracts, etc</li> <li>• Ability to set out a clear strategic direction and translate strategic objectives into deliverable operational plans</li> <li>• Highly developed leadership, negotiation and influencing skills with the ability to motivate, challenge and engage individuals and teams</li> <li>• Able to identify the real issues in problem situations and to develop solutions which are appropriate and balance pragmatism and the needs of the service, assessing risks and challenges to successfully address them</li> <li>• Proven ability to analyse, interpret and present complex data and build business cases supported by clear evidence</li> </ul>
<p><b>Personal Effectiveness</b></p>	<ul style="list-style-type: none"> <li>• Excellent business acumen and financial management skills</li> <li>• Able to use deep personal understanding of the agendas or motivations of others in order to keep them positively engaged, building behind the scenes support for ideas and initiatives</li> <li>• Able to recognise and make use of alliances/relationships in order to gain support for the Council vision and its implementation to develop effective working relationships to bring about positive change</li> <li>• Credible with internal and external stakeholders, with integrity and maturity of judgement</li> <li>• Demonstrates a leadership style which is clear, visible, inclusive and democratic and that encourages innovative thinking in others</li> <li>• An exemplar of the Council’s agreed values and behaviours</li> </ul>
<p><b>Qualifications</b></p>	<ul style="list-style-type: none"> <li>• Degree in relevant disciplines, and/or leadership and management qualifications, and/or significant experience</li> <li>• Holds appropriate membership to professional body</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Evidence of recent and on-going continuous professional and personal development</li></ul> |
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## **LEADERSHIP RESPONSIBILITIES:**

### **Shaping the future**

Provide strategic, visionary leadership for the Council contributing to the delivery of the Council's strategic aims.

Act as a proactive member of the Corporate Management Team, contribute to the strong and effective corporate management of the Council's services.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters that have implications for the services.

Seek to improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums.

Provide leadership and direction for the development and delivery of a sustainable medium-term financial strategy and plan.

Promote and role model the Council's corporate responsibility in relation to climate change by considering the environmental impact of individual and collective actions, working to reduce resource and energy use, minimise waste, and anticipate and enhance the efficiency of services in response to a changing climate, wherever possible.

### **Leading and working through others:**

Ensure effective and open communication and good working relations with the Managing Director, corporate management team, members, directorates, external agencies and partnerships, to eliminate silo working to support delivery of the Council's strategic aims.

Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies in order to develop a high level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.

Promote an organisational culture that is positive, forward-looking, embraces change, outcomes orientated and community focused in an environment which is fair, supportive and open enabling employees to feel empowered and valued.

Seek to improve the lives of all residents in Derbyshire, empowering communities and where needed ensuring that Derbyshire communities have access to the Council's services relevant to their needs. Work with members and senior leaders across the Council to ensure the delivery of an integrated whole system approach to developing and supporting sustainable communities.

Promote and role model the Council's agreed values, behaviours and culture that supports the Council's Equality, Diversity and Inclusion strategy to generate a positive and inclusive environment.

**Delivers results:**

Seek to deliver services within budget engaging and consulting with stakeholders, partners, communities and employees to ensure services are outcome focussed and provide value for money, reflecting the Council's wider strategic objectives and securing the financial viability of the authority.

Ensure national standards and relevant statutory requirements are met and the Council's Code of Conduct is adhered to.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

Ensure performance oversight and compliance with the Council's Health & Safety policy/procedures and that of any services for which the role is responsible for, providing safe working environments and developing practice to maintain the physical and mental health of employees.

Champion and lead risk in relation to service delivery and own and hold accountability for the corporate risk management framework, utilising risk and asset management practice to embed a culture of innovation in the use of resources and shared learning across service boundaries and partnerships.

Champion and comply with the Council's policies on information security including the ICT Security Policy, Internet and Email Policy and Safe Haven Guidance.



# Leadership Behaviours

At Derbyshire County Council, we are developing a clear competency framework to support our people to deliver their roles in the best possible way at all levels of the organisation.

For our senior leaders, this is focused on leading and managing the organisation, aligned to the collective leadership responsibilities as outlined in the Job and Person Profile, with focus on the behaviours and competencies outlined below.

	Behaviours	Competencies
Manage Self	<b>Deliver Results</b>	Resident & Outcome Focused Achieving Performance Personal Attributes
Lead and Manage Others	<b>Leading and Working Through Others</b>	Collaborative Leadership Influencing Across Networks Politically Astute
Lead and Manage the Organisation	<b>Shaping the Future</b>	Strategic Perspective Intelligent Decision Making

# General Information

## Job Families

Our jobs are organised into job families; this helps us be more flexible in the way we respond to changing service needs and pressures by deploying employees flexibly to meet service demands.

Work is described by 'role profiles' which give examples of the key accountabilities, typical skills and competencies for each grade in the job family. These 'role profiles' allow us to see how jobs are organised within each grade in the job family and the potential career paths. We also use them in considering training and development plans. These are on our website:

If you are successful in your application, the work that you do will be based upon the expectations in your role profile. This may change over time as our service priorities change to meet the needs of our customers. Any changes will be discussed with you and will remain consistent with the expectations of your role profile.

The job profile you used to apply for the job will help shape the early expectations. It will help you to agree and review your performance and identify any support you need in your new role.

## Equality and Diversity

As one of the largest employers and providers of services in Derbyshire, we are aware of our responsibilities to local people. We recognise that discrimination exists in many forms, and we will do everything we can to both prevent and eliminate discrimination wherever it may exist within the organisation.

We aim to ensure that everyone who works for or who wishes to work for us, and those who receive our services, are treated fairly, without prejudice or discrimination on grounds of their age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief or sexual orientation.

Our Equality and Diversity policy has the wholehearted support of the recognised trade unions, and all our employees are responsible for its implementation, whatever their job. We intend to provide training to all members and employees to avoid discrimination occurring.

If you are disabled and meet the essential criteria for a vacancy that you are applying for, you will be guaranteed an interview under the 'Disability Confident' scheme. We have established consultative forums with disabled, black and minority ethnic and lesbian, gay, bisexual and transgender employees.

If we appoint you and you are disabled, we will try to provide facilities, where appropriate, to help you undertake the job. We encourage you to identify any needs to help us meet our duties under the Equality Act.

## **Code of Conduct**

Our Code of Conduct applies to all employees and aims to help you maintain and improve standards. It also protects you from misunderstandings or false criticism. It may be supplemented by further requirements in certain areas of work.

## **Medical Questionnaire**

All appointments are subject to medical clearance. If you are successful at interview, you will be asked to complete a confidential medical questionnaire.

## **Environmental Policy and Climate Change**

As a decision-maker, major employer, provider of services and agent for economic development, the Council recognises the significant impact we have on the environment. We also recognise that employees have an important contribution to make in carrying out our environmental policy. With that in mind, we will encourage and expect that you, when carrying out your duties and responsibilities, to be conscious of the environmental impact of individual and collective actions, working to reduce resource and energy use and minimise waste.

The Council is committed to reducing carbon emissions, increasing biodiversity and supporting adaptation to more frequent extreme weather events such as flooding and limiting the impact they have on local businesses and communities.

Adapting how we operate and deliver services in a changing climate will be key area of focus. Through the implementation of the Derbyshire Climate Change Framework, the Council is working with partners to reduce Derbyshire's emissions and achieve a net zero target by 2050 across the whole county.

Over the last 10 years the Council has cut its emissions from its own estate and operations by 55% and has an ambitious target to achieve net zero carbon emissions by 2032 or sooner through the Carbon Reduction Plan. The Council is developing and implementing a Climate Change Strategy and Action Plan setting out how emissions will be further reduced in the future.

Changes we make now will help global issues like protecting our marine life from rising sea temperatures as well as local issues such as energy bills, creating local jobs, reducing fuel poverty, improving health and wellbeing, avoiding flood damage costs, enhancing green spaces, improving air quality and boosting biodiversity.

The Council is also proactively addressing such changes and transforming itself with new modern and hybrid working approaches.

# Recruitment Timeline and How to Apply

## Timetable

Milestone	Date
Closing date	Midnight Sunday 29 <sup>th</sup> September
Officer Panel	Friday 11 <sup>th</sup> October
Member Panel	Monday 14 <sup>th</sup> October

## How to apply

To apply, please submit an up-to-date copy of your CV (four sides of A4 maximum), along with a supporting statement (four sides of A4 maximum) detailing your experience, and achievements and addressing the key criteria for the role set out on this site and using examples to demonstrate how you meet the requirements. For further guidance, please get in touch.

Applications should be submitted via the job advertisement on the Tile Hill website [www.tile-hill.co.uk](http://www.tile-hill.co.uk)

*\*Once your application has been submitted, you will receive a response to confirm that it has been received. If you do not receive this response, please contact us to let us know.*

## What to include in your application

1. Full contact details
2. Names, positions, organisations and contact details for two referees (we will ask your permission before contacting referees)
3. Notification of any dates when you are not available (or where you may have difficulty with the timetable outlined below)

If you have any further requirements, please contact our recruitment partners at Tile Hill:

**Mark Bearn - 07747 181490 or [mark.bearn@tile-hill.co.uk](mailto:mark.bearn@tile-hill.co.uk)**

**Clare Connor - 0161 408 0703 or [clare.connor@tile-hill.co.uk](mailto:clare.connor@tile-hill.co.uk)**