

Success profile



Role Title	Chief Operating Officer		
Directorate	Customer & Support Services	Service	All
Grade	Strategic Director	Reports to	Chief Executive
JE Code	9198	Pension Scheme	Local Government Pension Scheme
DBS Required	Basic	Politically Restricted	Specified
Approving Manager	Chief Executive	Date	June 2024

Information about the role

Role Purpose	<ul style="list-style-type: none"> • To be a key contributor and influential member the Council's Directorate team (CDT) of six which comprises the Chief Executive and four other Strategic Directors. The Chief Operating Officer will work together effectively with other CDT and Members to deliver the Council's overall strategy and business plan. • To focus on and have responsibility for ensuring that the Council has a sustainable and viable business plan to meet its objectives, to ensure the resources of the Council are directed towards the delivery of the business plan, underpinned by strong governance arrangements and ensuring the Council is resident focused and driving significant improvements in customer satisfaction. • To own enterprise-wide systems and processes being responsible for ensuring that they are continuously improved to ensure value for money • To lead on the transformation of the Council, with a particular emphasis on developing and utilising Digital strategies to enable efficient and effective service delivery. • To provide strategic and operational leadership to deliver and embed a One Council approach across all Directorates for our processes and procedures to ensure consistency and assurance in line with Council we Need operating model. • To put in place effective performance management and supplier management arrangements to ensure delivery of their strategic objectives; authorised on behalf of the Strategic Director. • Will act as the Council's lead officer for managing the relationship with the Cornwall Group of Companies.
Financial accountability	Accountable for directorate budget of c. £350m.

Leadership capabilities	Strategic Director
Systems leader and navigator	<ul style="list-style-type: none"> Responsible for overseeing the development of outcome delivery plans across the Directorate that consider new opportunities for working with communities and partners. Responsible for providing strategic check and challenge where services are identified as not commissioning in an outcome-focused way.
Political leadership and financial control	<ul style="list-style-type: none"> Responsible for ensuring the Directorate delivers the political ambitions and desired outcomes set by cabinet and relevant portfolio holders. Responsible for ensuring appropriate financial controls and value for money delivery within the Directorate and reporting this back. Responsible for providing Directorate contributions to the business plan for Cornwall and embedding a commercial mindset in directorate practices.
Co-production and community experience	<ul style="list-style-type: none"> Responsible for ensuring that Directorate outcomes and how they're delivered are truly co-produced and owned by the people of Cornwall. Responsible for ensuring that the Directorate drives to continually improve satisfaction and outstanding experience for the people and communities of Cornwall.
Developing the future workforce	<ul style="list-style-type: none"> Responsible for the skills development of staff across the Directorate, identifying areas where there are further opportunities for development. Responsible for identifying and supporting the development of talent within DLTs. Responsible for building leadership capabilities within DLTs.
Leading change, learning and innovation	<ul style="list-style-type: none"> Responsible for providing the Directorate application of the strategic vision for change. Responsible for working across the Directorate to embed cultural change and the transition towards the 'team Cornwall' approach. Responsible for supporting the Directorate to reflect honestly on practice and innovate methods and approaches in safe forums.
Place-based leadership	<ul style="list-style-type: none"> Responsible for acting as a strategic convener, building relationships with key leaders of organisations working to support the people of Cornwall. Responsible for setting the directorate vision for how services work in new ways in localities and communities.
Inclusion and diversity	<ul style="list-style-type: none"> Responsible for ensuring that unlawful discrimination, harassment and victimisation is challenged within the Directorate and that inappropriate behaviour is challenged. Responsible for setting the vision for an inclusive working environment within the Directorate where everyone is able to be themselves.
Performance, quality and standards	<ul style="list-style-type: none"> Responsible for Directorate performance and addressing service underperformance. Responsible for ensuring Directorate compliance to regulatory guidance. Responsible for ensuring that Directorate teams follow Council policies and standards in relation to safeguarding and those at risk.

	<ul style="list-style-type: none"> • Responsible for ensuring Directorate compliance to health and safety standards • Responsible for considering directorate opportunities to reduce the carbon footprint of staff and suppliers.
<p>Role-specific accountabilities</p>	<ul style="list-style-type: none"> • To line manage the Service Director for Assets, Capital Projects and Commercial, Commercial Services and Investments; Service Director for Finance (including S151 Officer) and Assurance; Service Director for Innovation & Digital: Service Director for Customer and Business Operations. • To lead the following services: Finance, and Assurance (Accountancy, Treasury Management and Pensions, Democratic and Legal Services, Audit, Risk and Elections), Innovation and Digital (Information Services, HR, Transformation, Programmes and Change, Communications and Engagement, Strategy, Performance, Business Planning, Digital Strategy) Assets, Capital Projects, Commercial (Property, Commercial and Investments and Housing Revenue Account), Customer and Business Operations (Revenues and Benefits, Customer Services, Business Systems, Business Support). • To work with Members, partners and stakeholders to deliver Council wide priorities which achieve outcomes as set out in the Business Plan. • To ensure that outcome and delivery strategies are driven by engagement with stakeholders, and are informed by best practice. • To oversee the allocation of resources across Cornwall against priority outcomes. • To lead the commercial approach of the Council to ensure that all contracts protect the core interests of the Council, provide value for money, and are monitored rigorously. • To be responsible for risk and reputation management and ensure that the Council demonstrates the highest levels of governance and standards in public life. • To maximise opportunities for the Council to be the local democratic leader of public services in the Cornwall in order to better manage the total public sector resources available. • To act as the Senior Responsible Officer for the Customer and Support Services Overview and Scrutiny Committee.