

## Success profile



<b>Role Title</b>	Service Director – Community Services		
<b>Directorate</b>	Neighbourhoods	<b>Service</b>	Community Services
<b>Grade</b>	S	<b>Reports to</b>	Strategic Director - Neighbourhoods
<b>JE Code</b>	9264	<b>Pension Scheme</b>	Local Government Pension Scheme
<b>DBS Required</b>	No	<b>Politically Restricted</b>	Specified
<b>Approving Manager</b>	Strategic Director - Neighbourhoods	<b>Date</b>	January 2022

### Information about the role

<b>Role Purpose</b>	<ul style="list-style-type: none"> <li>• The Service Director for Community Services is one of the senior roles that comprise the Council's Leadership Team (CLT). The role will work closely with the Strategic Director Neighbourhoods, CLT colleagues and Members to set and deliver the Council's Business Plan and associated Outcomes in accordance with the new Target Operating Model.</li> <li>• To provide leadership and management to cover Resilient Communities, Leisure and Culture, Business Improvement (Directorate), Registration and Bereavement Services, also hosting the Senior Coroner.</li> <li>• To build and maintain strong relationships with our communities, voluntary sector, towns and parishes, furthering appropriate partnerships and devolution of services that benefit our communities.</li> <li>• To build and maintain strong relationships with external organisations and relevant government departments and NGOs (including but not limited to, MHCLG, CALC, Sport England, DCMS, Home Office, Heritage England, OPCC etc.).</li> <li>• To lead, through the Head of Resilient Communities, the Community Safety function and services for the Council, as well as the operational oversight of the Emergency Management team. In addition, through the Head of Resilient Communities, to lead the localism service including devolution, and the further development and evolution of community network areas and panels.</li> <li>• To lead through the Head of Leisure and Culture, the day-to-day function of the leisure and cultural offer such as our library and leisure partnerships (including Active Cornwall and leisure operators), and our cultural and heritage offers including Kresen Kernow and our mining centres , (alongside the strategic team in Economy and Skills) and the strategic oversight of our country</li> </ul>
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	<p>parks, playgrounds and public spaces (supported by Environment Services).</p> <ul style="list-style-type: none"> <li>To lead, through the Head of Business Improvement, Registrations and Bereavement Services, the Council's registration and bereavement functions, including managing the administrative support team for the Coroners Service and hosting the Senior Coroner. In addition, drive and coordinate business and process improvement and challenge across the whole directorate, supporting all Neighbourhoods Services to respond to reviews, audits and improvement plans.</li> </ul>
<b>Financial accountability</b>	<i>This is to be confirmed.</i>
<b>Leadership capabilities</b>	<b>Service Director</b>
Systems leader and navigator	<ul style="list-style-type: none"> <li>Responsible for the development of outcome delivery plans for service areas that consider new ways of working with communities and partners.</li> <li>Responsible for embedding an agnostic commissioning mindset across service areas to focus on delivering outcomes to communities.</li> </ul>
Political leadership and financial control	<ul style="list-style-type: none"> <li>Responsible for ensuring the service delivers the political ambitions and desired outcomes set by cabinet and relevant portfolio holders.</li> <li>Responsible for ensuring appropriate financial controls and value for money delivery within the service area.</li> <li>Responsible for providing service contributions to the business plan for Cornwall and embedding a commercial mindset in service practices.</li> </ul>
Co-production and community experience	<ul style="list-style-type: none"> <li>Responsible for ensuring that service outcomes and how they're delivered are truly co-produced and owned by the people of Cornwall.</li> <li>Responsible for ensuring that the service drives to continually improve satisfaction and outstanding experience for the people and communities of Cornwall and places a focus on outstanding delivery.</li> </ul>
Developing the future workforce	<ul style="list-style-type: none"> <li>Responsible for the skills development of staff across the Service, identifying key areas where increased training and development is required.</li> <li>Responsible for identifying and supporting the development of talent across Heads of Service and Service Managers.</li> <li>Responsible for building leadership capabilities in Service Managers and Heads of Service.</li> </ul>
Leading change, learning and innovation	<ul style="list-style-type: none"> <li>Responsible for providing the service application and delivery of the strategic vision for change.</li> <li>Responsible for working across the service to embed cultural change and the transition towards the 'team Cornwall' approach.</li> <li>Responsible for supporting the service to reflect honestly on practice and innovate methods and approaches in safe forums.</li> </ul>
Place-based leadership	<ul style="list-style-type: none"> <li>Responsible for empowering service leadership to build strong networks and ways of working within localities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Responsible for delivering the service model that sets out how services work in new ways in localities and communities.</li> </ul>
Inclusion and diversity	<ul style="list-style-type: none"> <li>• Responsible for ensuring that unlawful discrimination, harassment and victimisation is challenged within the service and that inappropriate behaviour is challenged.</li> <li>• Responsible for setting the vision for an inclusive working environment within the service where everyone is able to be themselves.</li> </ul>
<b>Role-specific accountabilities</b>	<ul style="list-style-type: none"> <li>• To line manage the Head of Leisure and Culture; Head of Resilient Communities; Head of Business Improvement, Registrations and Bereavement Services; and to host the Senior Coroner.</li> <li>• To manage a range of functions including Community Safety, Localism and Community Networks, Coroner, Crematorium and Burial Services, Libraries, Registrars, Leisure, Culture &amp; Heritage, Business Standards &amp; Support and Innovation &amp; Enterprise.</li> <li>• To host the Senior Coroner, and provide Crematorium and Burial Services; overseeing the compassionate service delivery of these activities and ensuring that all relevant regulations and legislation is followed correctly and implemented across all activities.</li> <li>• To be accountable for all functions falling under community safety and the associated responsibilities, ensuring safe and effective delivery of these services.</li> <li>• To promote a Resilient Cornwall, enhancing the Council's reputation as a leading Council; fostering relationships of trust across all levels of the community in order to engage residents and create a truly inclusive region.</li> <li>• To build and maintain strong community networks, working closely across the Community Convenors aspect of the Council's Target Operating Model, engaging with and supporting external partners across Cornwall whilst also providing them with relevant resources and strategy to implement a coherent and integrated model for the development of community services.</li> <li>• To work closely with the leisure and culture team to promote healthy active lifestyles from a young age, and ensuring that residents have equitable access to the wide range of cultural, leisure and heritage sites found across Cornwall. Promoting an active Cornwall and the subsequent support needed to maintain leisure/client relationships with the aim of continuous improvement of services across these activities.</li> <li>• To support, develop and manage an effective, economically sustainable and efficient service across Cornwall that is designed and delivered around the needs of the community; being accessible and responsive to all.</li> </ul>