

Success profile



Role Title	Strategic Director – Together for Families (DCS)		
Directorate	Together for Families	Service	All
Grade	Strategic Directors	Reports to	Chief Executive
JE Code	9198	Pension Scheme	Local Government Pension Scheme
DBS Required	Enhanced - Both	Politically Restricted	Specified
Approving Manager	Chief Executive	Date	March 2026

Information about the role

Role Purpose	<ul style="list-style-type: none"> To be part of a Corporate Director Team (CDT) of six, which comprises the Chief Executive, the Chief Operating Officer and four Strategic Directors to deliver the Council's business plan. To support the Chief Executive and Members in developing and delivering the Council's strategic agenda and influencing policy and practice. To work together effectively with the senior leadership team, Members and statutory partners to deliver the Council's strategy and promote a Team Cornwall approach. To incorporate the statutory function of the Director of Children's Services and to be the lead director for developing educational and social care partnerships which ensures that children in Cornwall are protected from harm and have the opportunity to have a healthy, enjoyable and inspiring childhood. To have overall responsibility for ensuring that the needs of children are addressed across the Council through the Joint Strategic Needs Assessment. To make a significant contribution to public sector transformation as it relates to people services.
Financial accountability	<ul style="list-style-type: none"> Accountable for revenue operational and commissioning budgets of c.£180m
Leadership capabilities	Strategic Director
Systems leader and navigator	<ul style="list-style-type: none"> To be a visible place leader within Cornwall, as a Chief Officer of the Council.

	<ul style="list-style-type: none"> • Responsible for overseeing the development of strategies and service delivery strategies that consider new opportunities for working with communities and partners to improve outcomes for children and young people. • Responsible for providing strategic check and challenge where services are identified as not commissioning in an outcome-focused way and take action to ensure that resources are deployed to meet statutory needs within available resources. • To work collaboratively with SW Peninsula colleagues to support sector led improvement; build resilience in service delivery, commissioning and safeguarding
Political leadership and financial control	<ul style="list-style-type: none"> • As a Chief Officer of the Council to work with the Chief Executive to translate political ambitions into implementable service delivery plans. • Responsible for providing effective policy advice, information and support to enable the Portfolio Holder to discharge the responsibilities of the Lead Member for Children's Services. • Responsible for ensuring the Directorate delivers the political ambitions and desired outcomes set by cabinet and relevant portfolio holders. • Responsible for ensuring that the council as a corporate body has a clear understanding of its responsibilities as Corporate Parent and can demonstrate how these are being effectively discharged. • 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 commissioning / commercial mindset in directorate practices. • Responsible for ensuring that all grant monies received by the Government for the delivery of children's responsibilities are spent in line with grant conditions.
Co-production and community experience	<ul style="list-style-type: none"> • Responsible for ensuring that service priorities 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 Together for Families as part of the Council's approach to succession planning. • Responsible for ensuring that the directorate has the right workforce strategy in place to ensure the right people are in the right place, with the right skills to deliver services for the people of Cornwall. • Responsible for ensuring that the specific risks and opportunities facing the wider children's workforce are understood across key partnerships and strategies developed to ensure service sustainability.
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

	<p>towards the ‘team Cornwall’ approach.</p> <ul style="list-style-type: none"> • Responsible for supporting the Directorate to reflect honestly on practice and innovate methods and approaches in safe forums. • Responsible for influencing change and ensuring a culture of innovation and continuous improvement and evaluation is embedded across the Directorate. • Responsible for setting the ambition for the directorate and driving business transformation programmes to ensure delivery in line with the Council business and financial plan and wider Council transformation strategies. • Responsible for delivering two-way accountability through effective employee engagement practices across the Directorate.
Place-based leadership	<ul style="list-style-type: none"> • Responsible for acting as a strategic convenor, building relationships with key leaders of organisations working to support the people of Cornwall and deliver the 2050 Cornwall Plan. • Responsible for setting the directorate vision for how services work in new ways in localities and communities. • 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 and action taken to ensure that Cornwall and the local authority is actively promoting inclusion and equity across Cornwall’s diverse communities. • Responsible for setting the vision for an inclusive working environment within the Directorate where everyone is able to be themselves in-line with the Council’s values and behavioral framework.
Performance, quality and standards	<ul style="list-style-type: none"> • Responsible as a Chief Officer of the Council for the Council’s overall performance and delivery of the Council’s business and financial plan • Responsible for Directorate performance and addressing service underperformance through building of a strong performance and assurance culture. • Responsible for ensuring Directorate compliance to regulatory and statutory guidance. • Responsible for ensuring that Directorate teams follow Council policies and standards in relation to safeguarding and those at risk. • Responsible for ensuring Directorate compliance to health and safety standards • Responsible for considering and implementing in line with Council policy, directorate opportunities to reduce the carbon footprint of staff and suppliers.
Role-specific accountabilities	<ul style="list-style-type: none"> • To ensure that the Council and partners work in ways which promotes children’s well-being, enables them to achieve and protects them from harm. • To line manage the Service Director – Children and Family Services; Service Director – Health, Education and Early Years; Service Director – People Commissioning; Service Director – Business Support, Integrated Systems and Performance. • To be the Council’s Senior Responsible Officer for the Together for Families Overview and Scrutiny Committee.

- To lead and manage SEND, Education & Early Years, Children’s Community Health Services, Children’s Social Care Services, post 16 destinations and People Commissioning
- To maintain an effective working relationship with the Department for Education and Ofsted, to influence the development of policy for the benefit of children and which provides assurance on the quality of services being provided in Cornwall
- To provide advice and support to enable the Chief Executive to effectively discharge the responsibility of Lead Safeguarding Partner under Working Together statutory guidance and provide assurance that the safeguarding arrangements for children and young people are effective.
- Work to ensure Cornwall’s devolution ambitions and settlement improve the life chances of children and young people in Cornwall
- To produce a Joint Strategic Needs Assessment in conjunction with the statutory directors of adult social care and public health which informs the Health and Wellbeing strategy and commissioning plans of the authority.
- To be an effective and active member of the Cornwall Health and Wellbeing Board ensuring that the Health and Wellbeing Strategy priorities are embedded across the Council and partner organisations.
- To work with the Strategic Director for Sustainable Growth and Place and the Cornwall and Isles of Scilly Economic Forum to ensure that young people have the right skills to succeed and prosper into the future in line with the Cornwall Plan.
- To provide strategic leadership to ensure that children’s services positively supports the values and objectives of Cornwall Council, delivering on net carbon zero, promoting prevention, early intervention and resilience to improve outcomes for local people, by promoting health, wellbeing and independence and reducing dependency on public services.
- To ensure that there are arrangements in place across the Council to hear the Voice of the Child to inform the Council’s responsibilities under our Public Sector Equality Duty and the authority’s duties under the United Nations Convention for the Rights of the Child.
- To be the Council’s Senior Responsible Officer for the Together for Families Overview and Scrutiny Committee.

Competencies and other requirements

We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are assessed. Requirements assessed at the ‘Application’ stage represent the minimum essential requirement for shortlisting purposes

Our Competency Framework

Connect Better

I connect better so that we communicate in ways everyone understands and listen closely to what matters most to residents, partners, and colleagues.

Work alongside elected members, colleagues, partners and our communities:

- I build strong relationships with all our key stakeholders and partners outside the Council, and I stay connected with our communities.

Make our communications clear and accessible:

- I change how I communicate to suit the people I’m talking to, make sure I really listen and understand, and encourage everyone to share their views.

Think Bigger

I think bigger so that we're ready to meet future challenges by working with others to solve complex problems.

Understand how what we do connects with the system and environment we work in:

- I understand how my work connects with what others are doing - both inside and outside the Council - so we can make the biggest impact for our local area and communities.

Build and deliver ambitious plans with our communities:

- I get involved in finding new and better ways for us to work together, so we can create strong solutions that can handle the complex and changing world we work in.

Maximise Resources

I maximise resources so that we can increase efficiency and reduce waste and always seek to improve.

Make the most of limited resources:

- I make the most of our resources by finding new ways to secure and use them. I work with others to make best use of data and digital tools, our people and our finances.

Always doing our best:

- I take pride in doing a good job and am open to learning. I keep building my skills and knowledge so that I can help deliver the services our residents need - now and in the future.

Deliver Results

I deliver results so that we fulfil our promises to our communities.

Play my part in achieving our shared goals:

- I help shape and deliver plans that prepare our communities for the future. I consider things we can't control—like changes in the environment or the economy—and how they might affect people locally.

Take responsibility:

- I co-create clear goals and take responsibility for delivering high quality work quickly. If things aren't going to plan, I look for solutions.

Belonging and Inclusion

I champion belonging and inclusion so that we can **create a fairer, more inclusive Cornwall.**

Creating a culture where we can all thrive:

- I make time for my wellbeing so I can do my job well and support others to do the same.
- I work with colleagues, partners, and residents in ways that help them feel supported and confident that their views are valued.

Building inclusive and respectful relationships:

- I seek and consider different points of view.
- I build relationships based on trust, respect and compassion