



# Director of Performance and Culture

## Role Profile

### Overview

As a member of Cornerstone's Senior Leadership Team (SLT) you will assist the CEO, Board of Directors and other colleagues in the development, implementation and delivery of the Strategic Plan to meet our Purpose. You will have overall responsibility for effective performance, quality and efficiency across Cornerstone's HR and IT functions.

The main purpose of this role is to lead effective performance, with a focus on continuous improvement. You'll ensure that new performance measures are embedded into everyday practice and culture and will create, promote and enable a culture of empowerment and high performance across the organisation.

### **We need you to:**

- Achieve our strategic ambitions.
- Assist the Chief Executive, Board of Directors and other leadership team members in the overall direction development and implementation of the Strategic Plan.
- Provide strategic leadership to our HR and IT functions.
- Ensure effective performance that drives quality and efficiency across the organisation.
- Take the lead in performance management, ensuring that new performance measures are embedded into everyday practice and culture.
- Develop and implement a framework of accountability that addresses underperformance.
- Create, promote and enable the embedding of a culture of empowerment and high performance across the organisation.
- Develop, implement and regulate strategies that deliver Cornerstone's Purpose, Vision and Values.
- Support the IT & HR Leads to ensure that our IT & HR functions meet present and future needs of the organisation.
- Ensure policies, procedures, systems, processes and reporting mechanisms are in place to monitor and audit performance.
- Represent Cornerstone on influential committees and boards and attend meetings and events.
- Ensure that Cornerstone is compliant with relevant legal regulations and standards and that policies are kept up to date to reflect any changes.
- Write and present reports to Cornerstone's Board of Directors and external agencies.
- Take the lead role in responding to government and public consultations.
- Develop, coach and lead a high performing team.
- Work closely with your colleagues to ensure that we provide the highest level of expertise, advice and support to our colleagues
- Continually review and assess ways to bring in innovative and continuous improvement.
- Ensure that Cornerstone responds positively to changes in the operating environment, customer expectations and customer requirements.
- Facilitate the People Committee of the Board.
- Carry out any other duties relevant to the post.



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## Key ingredients of your role are to:

### People we support

- Be passionate about the delivery of great care and support focussed on helping people to live the life they choose
- Use any expertise or knowledge you have to ensure the people we support receive exceptional care and support
- Maintain a clear focus in achieving our charitable purpose

### People we employ

- Communicate brilliantly with everyone
- Use your extensive leadership and coaching expertise to support your colleagues to reach their full potential
- Share your knowledge and expertise to maximise opportunities and create a motivated, proud and empowered culture
- Be welcoming and accessible to colleagues and take time to hear, see and recognise their contribution and points of view
- Build strong trusting relationships with colleagues, equipping them with skills and knowledge to enable them to make decisions with confidence
- Have a positive attitude, be excited about working in an empowered culture and always seek to solve problems and remove obstacles
- Encourage and support new ideas brought forward by your team and colleagues in the wider organisation

### Partnerships

- Always promote the culture, ethos and purpose of Cornerstone
- Establish, develop and maintain strong relationships with colleagues, external contacts and stakeholders
- Nurture any external network that benefits the organisation and ultimately the people we support

### Culture

- Ensure Cornerstone's Values are embedded and reflected in all you do
- Create an environment where creativity and excellence thrives
- Be responsible for your own personal and professional development
- Use your pioneering spirit to inspire everyone around you



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### Operating model

- Keep systems and processes as simple as possible to free up your colleagues to focus on what they need to do to make Cornerstone the first choice for care and support in Scotland
- Always trust that your colleagues will do the right thing and act in the best interests of the people Cornerstone supports

### Technology

- Effectively use and embrace technology to enhance the effectiveness of the service Cornerstone delivers
- Explore new technological opportunities that will compliment and enrich the service Cornerstone delivers
- Use your knowledge and expertise to maximise efficiency and customer satisfaction



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### Person Specification

It's desirable that you will have obtained at least one of the following, but we are more interested in your experience, your values and your attitude than we are your qualifications:

- Hons Degree, Graduate Diploma, Graduate Certificate or professional qualification in related discipline
- Masters Degree, Post Graduate Diploma, Post Graduate Certificate or SVQ5 in a related discipline
- MBA Management qualification
- Member of the CIPD

### **We need you to bring:**

- Extensive proven experience of successfully leading a team at senior management level in an organisation of a similar size and complexity
- Proven experience of having a positive effect on a leadership team's functioning
- Knowledge and experience of good HR practice and IT.
- Proven experience of managing budgets and ensuring cost-effective spend
- An understanding of relevant statutory regulations and good practice
- Sound business skills such as planning, tender writing, analysis and reporting, networking and income generation
- Excellent verbal and written communication skills
- Ability to respond flexibly to emerging and changing circumstances
- Excellent planning, organising and time management skills
- An understanding of empowerment and coaching versus management and supervision
- An understanding of developing a coaching and mentoring culture across an organisation
- A caring and professional attitude
- A passion for organisational wide team work with experience of positive and constructive contribution
- A burning desire to always do your very best to ensure the people we support and their families receive the very highest quality of service

### **It would be great if you also have:**

- Experience of delivering a coaching and mentoring culture
- Experience of working in the third/public sector
- Knowledge of the political and strategic environment as it relates to social care