



Director of Operations and Impact (North / South)

Purpose of Role

As a key member of Cornerstone's Executive Leadership Team (ELT), you will provide strategic, values-led leadership that strengthens Cornerstone's culture, performance and long-term sustainability, including fostering a digital mindset that embraces innovation, data enabled insights and modern ways of working. You will shape and deliver the organisation's strategic plan, model authentic and courageous leadership, and build the trust-based partnerships required to ensure outstanding, person-centred support. You will build psychologically safe teams, develop future leaders, and embed a culture of learning, reflective practice and innovation.

You will have full accountability for operational performance and contract delivery within your region (either North or South Scotland: annual turnover in the range of £25-35M) and will provide Scotland wide strategic leadership for **either** Continuous Improvement / Quality **or** Strategic Growth & Business Development / Income generation.

Key Responsibilities

Strategic Leadership

- Shape the development and implementation of Cornerstone's Strategic Plan, contributing to whole organisation direction, long term sustainability and impact.
- Model authentic, values-led leadership that builds trust, transparency and psychological safety across the organisation.
- Use insight, data and sector intelligence to anticipate opportunities, trends and risks, informing strategic decision making and organisational priorities.
- Lead with moral courage: acting decisively, communicating openly, and taking ownership for outcomes and behaviours.

Operational Excellence & Impact

- Provide strategic oversight of operational delivery in your region, ensuring contractual and regulatory compliance, and that the people we support consistently achieve sector-leading support and positive outcomes.
- Create a culture of continuous learning and improvement, ensuring issues are surfaced early, addressed constructively, and used to strengthen organisational capability.
- Ensure performance, quality, safety and financial sustainability are managed through clear accountability, intelligent use of data, and digital solutions that enhance visibility, efficiency and decision making.
- Lead organisational responses to evolving needs, policy changes and emerging challenges with agility, optimism and clear communication.

People & Culture

- Build a high performing, psychologically safe operations leadership team who role model Cornerstone's values and behaviours.
- Develop future leaders by embedding coaching, reflective practice, feedback and succession planning in your region.
- Champion an empowered and supportive culture that encourages initiative, innovation,



Director of Operations and Impact (North / South)

constructive challenge, and shared ownership, including the confidence to use digital tools, experiment with new technologies and adopt modern ways of working.

- Build inclusive, respectful and person-centred working environments where colleagues are supported to grow, contribute, and thrive.

Governance, Compliance & Safety

- Ensure robust governance, transparent reporting, and strong decision-making across your region.
- Provide accurate and timely reports to the board and relevant subcommittees on both operational delivery and strategic developments.
- Fulfil statutory responsibilities for Health & Safety, Adult & Child Protection, and safeguarding, ensuring safe, rights based and empowering services.
- Ensure robust Business Continuity and Disaster Recovery planning is in place across your region.

Financial and Budgetary Responsibility

- Oversight of annual operations budgeting process, ensuring all services are operating within Cornerstone's financial principles.
- Take a lead role in tendering for new contracts and in renegotiation of existing contractual terms for contracts in your region.
- Ensure any new financial commitments and unbudgeted expenditure within your region are reviewed and approved in line with the scheme of delegated authority.

Person-centred Advocacy & Impact

- Champion the rights, voices and aspirations of the people we support, ensuring that strategic decisions and systemwide choices reflect person centred priorities.
- Build partnerships with families, commissioners, communities and sector peers that enhance outcomes and reduce duplication.
- Represent Cornerstone on national forums and government policy groups.
- Ensure people we support experience high-quality, personalised support that reflects their goals, preferences and strengths.

In addition, you will also have organisation-wide responsibility for EITHER Continuous Improvement OR Strategic Growth

A. Continuous Improvement & Learning

- Provide strategic leadership for quality, learning and improvement across Cornerstone.
- Embed reflective practice, insights from people we support, and data driven learning to improve quality, safety and regulatory outcomes.
- Lead organisational responses to incidents, complaints or improvement themes that require senior oversight, modelling integrity, openness and accountability.
- Strengthen systems, processes and behaviours that build a learning organisation.

OR



Director of Operations and Impact (North / South)

B. Strategic Growth & Business Development

- Provide strategic leadership for sustainable business development aligned to Cornerstone's purpose, values and long-term direction.
- Identify emerging needs, sector trends and opportunities for strategic partnerships and new practice models, including digital innovation, tech enabled service models and new digital capabilities.
- Support tenders and business development activity with strategic insight, influencing skills and a compelling, person-centred narrative.
- Provide strategic leadership of Cornerstone's fundraising function, ensuring a values-led approach that strengthens income generation, and aligns fundraising priorities with the organisation's strategic plan and impact goals.
- Strengthen systems, business intelligence and capability across the function.
- Ensure rent and service charge income from supported housing arrangements is optimised, while remaining compliant with all applicable regulatory frameworks, DWP guidance and occupancy agreements.

Person Specification

It's desirable that you will have one or more relevant qualifications as listed below but we are more interested in your experience, your values and your attitude.

- Professional care or health qualification, or equivalent relevant experience.
- Academic qualification in a relevant subject to SCQF level 11 (Masters Degree, Post Graduate Diploma or Post Graduate Certificate).
- Vocational Qualification to SCQF level 11 (eg SVQ Level5) in a relevant discipline.
- MBA or similar business leadership qualification

You will bring:

- A track record of strategic leadership in an organisation of comparable scale and complexity.
- The ability to build trust, influence across boundaries, and create shared accountability for organisational outcomes.
- Strong strategic thinking, insight and judgement - able to navigate complexity, anticipate risks/opportunities and act decisively.
- Confidence in adopting and championing digital tools that support collaboration, insight and operational excellence
- Deep knowledge of the social care market, commissioning environment and sector trends.
- Deep understanding of relevant regulatory frameworks and the broader policy landscape of social care in Scotland.
- Demonstrated success in developing leaders, building capability and shaping high performing, psychologically safe teams.
- Strong financial and commercial acumen, with experience managing significant budgets.
- Excellent communication, facilitation and relationship building skills.
- A values led, person centred approach grounded in integrity, humility and a commitment to empowerment.



Director of Operations and Impact (North / South)

It would be great if you also have:

- Experience leading multi-site teams and/or geographically dispersed operations.
- Experience in the third or public sector.
- Success in business development, contract negotiation or strategic partnerships.
- Experience in digital transformation or technology enabled service improvement