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ABERDEEN
CITY COUNCIL

<u>To</u>:   All Members of the Council

Town House,
ABERDEEN, 4 December 2017

COUNCIL

The undernoted items are circulated in connection with the meeting of the **COUNCIL** to be held here in the Town House on **MONDAY, 11 DECEMBER 2017 at 10.30am**.

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

REFERRALS FROM COMMITTEES

7(a)   <u>National and Local Business Rates Relief Schemes - CG/17/125 - referred by Finance, Policy and Resources Committee of 1 December 2017</u> (Pages 3 - 10)

GENERAL BUSINESS

9(a)   <u>Target Operating Model - OCE/17/024</u> (Pages 11 - 144)

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FINANCE, POLICY AND RESOURCES COMMITTEE

01 December 2017

DECLARATION OF INTEREST

Councillor Allard declared an interest in relation to the following item of business by virtue of him being a member of the North East Scotland Fisheries Development Partnership and the Grampian Valuation Joint Board, he considered that the nature of his business required him to leave the meeting and he took no further part in the Committee's deliberations thereon (Councillor Hutchison substituted for Councillor Allard). Councillor Laing also declared an interest in relation to the following item of business by virtue of her being a member of the North East Scotland Fisheries Development Partnership, she considered that the nature of her business required her to leave the meeting and she took no further part in the Committee's deliberations thereon (Councillor Allan substituted for Councillor Laing). Councillor Reynolds also declared an interest in relation to the following item of business by virtue of him being a member of the Grampian Valuation Joint Board, he considered that the nature of his interest did not require him to leave the meeting. Councillor Houghton declared an interest in relation to the following item of business by virtue of him being a member of the North East Scotland Fisheries Development Partnership. He indicated that he had not attended any meeting of the Partnership and therefore considered that the nature of his interest did not require him to leave the meeting.

NATIONAL AND LOCAL BUSINESS RATES RELIEF SCHEMES – CG/17/125

1.   The Committee had before it a report by the Head of Finance, which provided information in relation to business rates relief granted under both the national Transitional Relief Scheme and the local rates relief scheme.

The report recommended:-
that the Committee –
(a)   note the position relative to the number and value of relief cases granted under the national transitional relief scheme and the local rates relief scheme; and
(b)   note that 8 applications for the local relief scheme were received after the deadline and will therefore not be considered for approval.

The Convener, seconded by the Vice Convener moved:-
        That the Committee agrees recommendations (a) and (b) above with the addition of the following:-
        (1)   that the Council extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018; and

(2)   that this Council instructs the Chief Executive to write to the Scottish Government calling on them to extend the current National Scheme to provide business rate support for the Fish Processing Industry for 2018/19 similar to that afforded to the hospitality industry in 2017/18.

Councillor Flynn, seconded by Councillor Yuill moved as an amendment:-
That the Committee agrees recommendations (a) and (b) above with the addition of the following:-

(1)   that the Council extend the closing date for applications to the 2017/18 local relief scheme from 30 September 2017 until 31 March 2018;

(2)   agree, that the council has the power to offer discretionary non-domestic rates relief to business in Aberdeen. Therefore, instructs the Head of Finance to include within the councils budget setting processes for 2018/19 the allocation of £1.02million towards Non-Domestic Rates Relief for the manufacturing sector, which includes the fish processing sector, and that this relief will be capped at 100% for all rates increases above 12.5% with a tone date of 2016/17; and

(3)   note that this relief package is required in order to help support the sector at a time when its future is deeply uncertain due to the policy of the UK Government to pursue a 'Hard Brexit' which lacks clarity on the residence status of EU Nationals working in manufacturing – and more specifically, fish processing sector.

On a division, there voted:- for the motion (9) – the Convener, the Vice Convener and Councillors Allan, Houghton, John, Macdonald, Reynolds, Sellar and Wheeler; for the amendment (8) – Councillors Cameron, Flynn, Hutchison, Catriona MacKenzie, MacLellan, Nicoll, Townson and Yuill.

The Committee resolved:-
to adopt the motion.

In terms of Standing Order 31.1, Councillor Yuill intimated that he would like this matter to be referred to full Council in order for a final decision to be taken. Councillor Yuill was supported by Councillors Cameron, Flynn, Hutchison, Catriona MacKenzie, MacLellan, Nicoll and Townson.

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	01 December 2017
REPORT TITLE	National and Local Business Rates Relief Schemes
REPORT NUMBER	CG/17/125
CG LEAD OFFICER	Steven Whyte
REPORT AUTHOR	Ewan Wallace, Revenues Support Manager

1. PURPOSE OF REPORT:-

1.1 The purpose of this report is to update Committee in relation to Business Rates relief granted under both the national Transitional Relief Scheme and the local rates relief scheme.

2. RECOMMENDATION(S)

It is recommended that the Committee:

2.1 Note the position relative to the number and value of relief cases granted under the national transitional relief scheme and the local rates relief scheme.; and

2.2 Note that 8 applications for the local relief scheme were received after the deadline and will therefore not be considered for approval.

3. BACKGROUND/MAIN ISSUES

3.1 Aberdeen City Council, acting as the Rating Authority, is responsible for the levy and collection of business rates from all non-domestic properties within the Aberdeen City Council area. This currently extends to around 9,500 properties with business rates income of £240 million for 2017-18 (based on the 2017-18 mid-year estimate dated 06 October 2017).

3.2 Business rates are levied according to two main factors:

I. The rateable value (RV) of the property, determined by the local Assessor.

II. The rates poundage set annually by the Scottish Government.

Following a statutory general rates revaluation carried out by the Scottish Assessors effective from 01 April 2017, many businesses faced an increase to the rateable value of their properties. Whilst this was partially off-set by a

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reduction to the rates poundage, the overall effect for some was an increase to the amount of rates payable.

3.3 This increase to rateable values was particularly noticeable in the North East of Scotland due to the tone date of revaluation (the rateable values were based on the levels of rental value that prevailed at 01 April 2015) which was concurrent with the overall economic downturn in the Oil and Gas sectors in the area.

3.4 In recognition of the effects of revaluation on a national basis, the Scottish Government introduced a Transitional Relief Scheme from 01 April 2017 for properties in the hospitality sector. This relief scheme capped any rises in rates bills to 12.5% in real terms when compared to the rates charge for 2016-17.

3.5 In addition, the Scottish Government extended the Transitional Relief Scheme for properties within the office sector for Aberdeen City Council and Aberdeenshire Council areas, also effective from 01 April 2017 and restricting any rise in rates bills to 12.5% in real terms.

3.6 Transitional Relief for both hospitality and office sectors is not automatic and ratepayers must apply to the Council. The relief scheme was announced for a one year period only, covering rates charges in 2017-18 (01 April 2017 to 31 March 2018).

3.7 In June 2017, following Committee approval, Aberdeen City Council introduced a local rates relief scheme broadly following the provisions of the Transitional Relief Scheme but open to all business ratepayers (with certain exclusions *) which gave relief on the following basis:

3.7.1 For properties where the rateable value is below £60,001, the increase to the rates bill is capped at 12.5%.

3.7.2 For properties where the rateable value is above £60,001, the relief is calculated on the same basis but is restricted to a maximum award of £3,500.

(* the exclusions extend to any Aberdeen City Council property, Government Departments, properties already in receipt of Transitional Relief and empty properties)

3.8 Following advice from Legal and Democratic Services, the local rates relief scheme was also application based. The Committee decision was to have an application closing date of 30 September 2017.

3.9 Transitional Relief and Local Relief – Position at 30 September 2017

The initial projection for eligible properties for the Transitional Relief scheme was based on the draft Valuation Roll compiled by the Grampian Assessor in December 2016. Final revaluation figures were not released until 17 March 2017 by which time the scope of the Transitional Relief scheme had been announced. The projected figures used the most up to date information (from

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December 2016) but later valuation adjustments reduced the number of eligible properties together with the confirmation of the eligibility criteria when the relief regulations were received from the Scottish Government.

The projected number of eligible properties for the local rates relief scheme was based on the actual revaluation data released in March 2017. However, this could not account for the interaction of other rates relief types which had the potential to diminish the actual number of eligible properties nor the reduction to the projected uptake as a result of agreed eligibility criteria e.g. those businesses already in receipt of Transitional Relief, empty properties and properties classed as occupied by central or local government bodies.

Transitional Relief			
Applications processed	Value of Relief	Projected number of eligible properties	Financial provision (Scottish Govt.)
466	£3,501,227	1347	£7.5 million
Local Rates Relief			
Applications processed	Value of Relief	Projected number of eligible properties	Financial provision (ACC)
532	£1,441,235	1,400	£4.2 million

3.10 It is clear that the uptake for the Transitional Relief Scheme has not been as expected, with less than half of the projected eligible properties receiving relief totalling around half of the allocated provision. However, this relief has a closing date for applications of 31 March 2018 and it is feasible that further applications will be received up to that date, increasing the overall number and value.

3.11 The local rates relief scheme has also not reached projected figures and the closing date of 30 September 2017 has now passed. 8 applications were received after this date and will therefore not be considered for approval.

3.12 It should also be noted that the Scottish Government announced their intention to extend the Transitional Relief Scheme into 2018-19 to allow continued relief for affected businesses over a two-year period as opposed to the current one-year scheme that is currently in force. That decision will not be made until December 2017 when the Scottish Government sets its budget for 2018-19 and nor will the exact terms of the extension be known until that time.

3.13 The Grampian Assessor is responsible for dealing with Revaluation appeals against the revised rateable values and ratepayers had until 30 September to lodge appeals with the Assessor. The current level of appeals lodged against property valuation in the Aberdeen City Council area is 5,073. Settlement of appeals may not lead to any reduction to the rateable value and even if an appeal is successful, this may not be settled within 2017-18 and indeed, it may be well into 2018-19 or beyond until all appeals have been settled or disposed of.

4. **FINANCIAL IMPLICATIONS**

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4.1 The cost of granting Transitional Relief and any extension to the current scheme is funded by the Scottish Government. In terms of the local rates relief scheme, provision has already been made in the 2017-18 year for £4.2 million of relief, of which less than half has currently been awarded.

4.2 Given the current uptake of local rates relief and the re-appraisal of eligible properties, it is anticipated that the initial projection can be revised to around 1,000 properties. Given that 532 applications with a value of £1.4 million have already been received, there is the potential for a further 400 – 500 applications with a similar financial value as those already granted.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Financial

6.1 There is a risk to the Council that if the local rates relief scheme application end-date is extended, the level of new applications will increase the amount to be committed from the current allocated provision. However, this is currently within budget.

Reputational

6.2 There is a risk that if the local rates relief scheme application end-date is not extended, this will affect the reputation of the Council in terms of promoting and encouraging local businesses.

Employee; customer/citizen; environmental; technological and legal

6.3 Consideration has been given to employee; customer/citizen; environmental; technological and legal risk. No risk or impact was identified.

7. IMPACT SECTION

Economy

7.1 The Council must consider the potential impact of business rates increases on the viability and sustainability of local businesses and the possible loss or down-sizing of any business in terms of the local economy, employment and the general effects this will have on the reputation of the City.
People

7.2 The Council should consider the impact of how rates relief may support businesses and the direct impact this will have on employment within the area.

Place

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7.3 There are no direct implications on the environment arising from the recommendation of this report.

Technology

7.4 There are no implications on technology arising from the recommendation of this report.

8. BACKGROUND PAPERS

8.1 None.

9. APPENDICES

9.1 None

10. REPORT AUTHOR DETAILS

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SUBMISSION OF LATE REPORT

NAME OF COMMITTEE   : Council

DATE OF COMMITTEE   : 11th December 2017

TITLE OF REPORT   : Target Operating Model

Please explain why this report is late.

Consultation with staff and Trades Unions closed on 28th November, 2017, and officers have been considering submissions and amending the report in the light of representations made.

Please explain:
- **why this report must be submitted to the next meeting of the Council/Committee; and**
- **why it cannot be submitted to a meeting of the Council/Committee at a later date.**

The report proposes organisational redesign to support the implementation of the agreed Target Operating Model. Changes to organisational and governance structures are proposed by the beginning of 2018/19, in order to align with the 2018/19 Budget Process. If this is to be achieved consideration of this report is required at the 11th December 2017 meeting of the Council.

SIGNED

Chief Executive

Date   4th December 2017

The following section must be completed by the Convener where a report must be submitted less than three clear days[1] before a meeting of the Council/Committee.

By law, an item of business must be open to inspection by members of the public for at least three clear days before a meeting.

An item of business **not** open to inspection for three clear days may be considered at a meeting only by reason of **special circumstances**, which shall be specified in the minutes, and where the Convener is of the opinion that the item should be considered as a **matter of urgency**.

Please explain why you are of the opinion that the item should be considered as a matter of urgency.

SIGNED

Convener

Date   4th December 2017

> **Please note that under Standing Order 12.9, the Head of Legal and Democratic Services may refuse to allow any item of business on to the agenda or may withdraw any item of business from an agenda, following consultation with the Convener and Vice Convener.**

[1] For example if a letter is posted on Monday advising of a meeting on Friday, it gives 3 clear days notice (i.e. Tuesday, Wednesday, Thursday). Saturday, Sunday and public holidays are included within the definition of Clear Days.

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COMMITTEE	Council
DATE	11th December 2017
REPORT TITLE	Target Operating Model
REPORT NUMBER	OCE/17/024
LEAD OFFICER	Chief Executive
REPORT AUTHOR	Angela Scott

1. PURPOSE OF REPORT:-

This report brings proposals for the Council's senior management structure below Director level to members for consideration and approval.

2. RECOMMENDATIONS

That the Council:

i. note the update on, and feedback to, the programme of engagement with stakeholders on the development of the Target Operating Model and feedback to consultation on the proposed interim functional structure, together with officer responses to that feedback, as set out in Appendix A;

ii. note the feedback to consultation on the proposed interim functional structure from Trades Unions, together with officer responses to that feedback, as detailed in Appendix B, and to further note that engagement and consultation with Trades Unions will continue to be a priority as the Target Operating Model is implemented;

iii. approve the proposed interim functional structure shown in Appendix C, including the proposed establishment of Governance, City Growth and Place functions;

iv. approve the proposed Tier 2 Chief Officer posts, related Job Profiles and salary levels, as detailed in Appendix D;

v. approve the proposed Job Matching Process for Tier 2 Chief Officer posts as set out in Appendix E, for the purposes of implementing this phase of the Target Operating Model and to instruct the Chief Executive to undertake recruitment to those Tier 2 Chief Officer posts which are not filled through the Job Matching Process or the redeployment of displaced

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Heads of Service, in accordance with the Council's Standing Orders and Scheme of Delegation;

vi.   instruct the Chief Executive to develop further the Council's organisational design to implement the Target Operating Model and submit recommendations for change, as necessary, to the Strategic Transformation Committee; and

vii. note the previous instruction to the Chief Executive to report to Council in March, 2018, on proposals for an institutional governance framework for the Council and a broader placed based urban governance framework, and to instruct the Chief Executive to consider the portfolios, and position within the organisational structure, of Governance, City Growth and City Planning within these proposals.

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3. MAIN ISSUES

3.0.1 At its meeting on 23rd August 2017 the Council considered a report (OCE/17/015) proposing a new Target Operating Model for the Council. Members agreed the realignment of the key functions of the Council for the proposed Target Operating Model and approved recommendations relating to the Council's Organisational Structure, the Transformation Portfolio and the Supporting Governance Framework.

In agreeing the First Tier structure for the Target Operating Model at its meeting on 23rd August, the Council also resolved to instruct the Chief Executive to develop further the senior management structure and report to Council at its meeting in December 2017 with recommendations for proposed portfolios and posts as appropriate.

This report addresses the Council's instruction in this regard and also provides an update on the programme of engagement with stakeholders on the Target Operating Model which has been ongoing since the meeting of the Council in August.

3.0.2 The report approved by Council on 23rd August gave details of how the Target Operating Model would change the Council's:-

- Customer Service
- Organisational Design
- Use of Technology
- Processes
- Workforce
- Governance/Accountability
- Relationship with partners and alliances

Detailed design principles for each of these areas were agreed by Council and these principles have led, and underpin, the proposals now set out within this report.

3.0.3 Whilst continuous reference is being made to all design principles throughout the transformation activity, the primary focus of this phase in implementing the Target Operating Model is Organisational Design. The agreed organisational design principles, and how these are informing the proposals, are described below:-

i. **Customer Centric** - The interim functional structure proposes the consolidation of all (internal & external) customer engagement activity, allowing services to be designed around, and with, our customers.

ii. **Outcome Led** - The interim functional structure, and in particular Commissioning; Operations; and Place are outcome focussed not task focussed. This is to ensure the organisation can improve the lives of the citizens of Aberdeen through improving the agreed outcomes set out within the Local Outcome Improvement Plan.

iii. **Enabling** - The proposals, including the establishment of a commissioning function; the focus on early intervention; community empowerment and facilitating customer self-management, support the positioning of the Council as a "platform" through which many different types of interaction can take place, thereby enabling us to become the broker of arrangements as opposed to always being the provider.

iv. **Accountable and Transparent** - The proposals have been designed to bring together leadership and resources in a way which both requires close collaboration between functions and brings clarity of accountability to each individual element. Outcomes will be agreed and commissioned; resources allocated; performance thresholds and customer standards set; and services delivered through a co-ordinated and transparent process informed by improved intelligence and strong governance.

v. **Adaptive** - The proposed functional structure is an interim design at this stage. Further redesign will follow as the organisation adapts to technology. As further organisational design is brought forward, structures will be flexible and less hierarchical, enabling resources to be moved to where they are needed.

vi. **Intelligence Led** - The consolidation of business intelligence resource and skills, together with a step change in the systems and tools we use to capture, store, share and use data, will better inform strategic planning and enable us to anticipate customer needs and manage demand through the use of digital technologies and a focus on upstream prevention.

3.1 Engagement – Target Operating Model

3.1.1 At its meeting in August, the Council noted that a programme of engagement with stakeholders, both within and outwith the Council, including trades unions, ALEOs and other partners would be undertaken as the detail of the Target Operating Model is developed.

3.1.2 In the weeks immediately following the approval by Council of the Target Operating Model the priority for engagement was with the Council's workforce. 56 staff engagement sessions were held at venues across the Council and drew a total attendance of 3,207 colleagues. The sessions set out the vision and priorities and the drivers for change. The Target Operating Model was introduced, the objectives of the Transformation Portfolio were outlined and the design principles underpinning all the work were set out. This information, and updates, were summarised in a number of Transformation videos and animations which have been viewed collectively more than 3,000 times through the Transformation Zone. The Transformation Zone is being kept up to date with key information and blogs regularly and has received 36,921 page views since the end of September.

3.1.3 Key points arising from the feedback provided from staff attending the sessions are as follows:

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- the majority of staff recognise the need for change and welcome the opportunity to be involved at this early stage;
- there is a recognition that communities should do more for themselves, however, reservations about the public's willingness to take on roles which they have come to regard as the responsibility of the Council;
- most participants saw early intervention as the key to better outcomes for customers and a more fulfilling role for staff;
- it was generally recognised that the lack of a centralised means of storing data and lack of sharing of information across services and teams was a major barrier and addressing this was a priority going forward.

3.1.4 This feedback is now influencing the development of the Target Operating Model in the following ways:

- Customer function now contains a cluster on early intervention and community empowerment reflecting the feedback from staff;
- As a result of feedback on the importance of Place on the overall wellbeing and future potential of the city of Aberdeen, place planning and city growth clusters have been added into the overall functional model;
- The de-layering of the overall structure fits with the feedback from staff regarding hierarchy and its negative impact on accountability and creativity.

3.1.5 Trades union colleagues were invited to attend each of the staff engagement sessions and were offered the chance to discuss the Target Operating Model with attendees without management representatives being in attendance.

3.1.6 Trade union colleagues have also been provided with an open invitation to participate in the governance arrangements put in place to oversee the Transformation Portfolio by taking seats on any or all of the Delivery and Control Boards. Throughout, it has been acknowledged that the involvement of trades union colleagues has been on a "working party" basis only and should not be seen to indicate support for any proposals.

3.1.7 Engagement has also been undertaken with external stakeholders and partners and has been very productive. The Target Operating Model has been positively received and those engaged with have indicated that they are keen to work with the Council to support the transformation. Again the activity and feedback from partners is included within Appendix A.

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3.2   Statutory Consultation – Interim Functional Structure

3.2.1   In addition to the engagement described above on the Target Operating Model, a 3 week period of statutory consultation (the required period being 2 weeks) has been undertaken on the proposed interim functional structure included within this report.   The Feedback from staff to this statutory consultation, together with officer responses, has been incorporated in Appendix A, whilst trades union feedback is provided in Appendix B.

3.2.2   Between the staff engagement and statutory consultation events a total of **108** sessions have taken place.   Total attendance at these events was **4,505**.   Further details of the representations made through the engagement and statutory consultation, and responses to these, are shown in Appendix A.

3.2.3   It was noted by a number of staff that a structure alone does not deliver success – it is the other elements of the Target Operating Model which will have the real impact, most specifically high quality and consistent people management, streamlined processes, carefully managed digitisation of services and a real focus on outcomes based on genuine collaboration with partners and the community. It is recognised that the Target Operating Model must be supported by the right organisational culture. This culture will be led by our future leaders and executed by our staff. In order to support the recruitment and development of future leaders and employees a leadership, cultural and behavioural framework is being developed, based on the future workforce / future leader profiles.

3.3   Interim Functional Structure and Tier 2 Proposals

3.3.1   As referred to above, at its meeting on 23rd August, 2017, the Council instructed the Chief Executive to develop further the senior management structure of the organisation. The interim transitional structure proposed in this report has been designed using a planned approach and a timeline centred firmly on the involvement of key stakeholders and continued analysis to ensure alignment with the design principles of the target operating model. The anchor for the approach has been the Council's Financial Ledger, to ensure every budget in the Council has been captured and aligned to the new model, as well as the HR/People data, ensuring every employee and job has been aligned to the new model. Staff, partners and Trades Unions have been engaged and consulted as the interim transitional structure has been developed and their feedback has influenced the design now shown in Appendix C.

3.3.2   An overview of the service area groupings within each of the functions is also given in Appendix C. The following paragraphs provide further detail on the rationale for each element of the proposed interim functional structure.

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3.3.3   The Commissioning Function will have responsibility for the allocation of resources in order to most effectively achieve the outcomes agreed by the Council through the Local Outcome Improvement Plan. It will also establish, through the commissioning of services and the allocation of resources, a clear framework for accountability in the delivery of services and the attainment of improved outcomes.

3.3.4   The Commissioning Function will also bring together the Council's first consolidated Business Intelligence team. This signals a step change in how the organisation is able to capture, share, analyse and use data to support decision making, including through:-

- data analytics to predict events from potential child protection issues, to the likeliest locations for house fires and school attainment. These insights will give us the ability to take a preventative approach, putting in place interventions to try and stop problems rather than providing costly services in response;
- combining data sets from across local government and the wider local public sector to enable deeper analysis and give frontline officers a much more comprehensive picture of the people receiving services;
- "smart" technologies, for example, the use of sensors to manage traffic, or track air pollution. Councils can also collect data from citizens to better understand how resources might be directed to reflect the ways in which people navigate and experience places; and
- the application of geo-spatial analytics to improve services, such as optimising waste collection routes and reducing inefficiency and duplication in transactional services. This is one of the most established areas of data analytics in local government, with studies finding a cost-benefit ratio of a £4 return for every £1 spent on the use of geospatial data;

Customer Function

3.3.5   Currently, our external customers contact us through the Customer Contact Centre, Customer Service Centre and Customer Access Points. We also have thousands of daily interactions with both internal and external customers through operational services. This can mean our customers have to contact us multiple times and speak to many different staff members to get the support or answers they need. As a result, different pieces of information about the same customer are held in different parts of the Council and we don't have a joined-up view of their needs and therefore struggle to provide an integrated service. In future, we will manage and oversee all internal and external customer contact in one place. This will ensure we have all the information about all of our customers and what they need from us centrally. As we move to a more Digital Council, customers who can, will be able to self-serve, freeing our time to help the most vulnerable.

3.3.6   Through capturing improved customer information and using it to analyse customer demand, behaviour and needs we will be in a position, working with partners, to start to manage increasing demand being placed on the

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Council's frontline services through the early intervention and community empowerment cluster. Moving Housing access, support and tenancy management into the Early Intervention and Community Empowerment cluster provides an opportunity to promote integrated service access and be part of the early intervention and prevention agenda.

3.3.7 As part of approving the Strategic Business Plan in February 2017 the Business Support programme was initiated. To enhance the service delivery, it is proposed that transactional business support be consolidated into the transaction and business support service within the Customer Function.

Operations Function

3.3.8 The Council currently has many operational service delivery areas such as traffic management, waste collection, housing provision and community development. Currently, individual service areas are responsible for delivering their individual services to customers with little, to no, service integration across services leading to multiple contacts with the same customer and increasing the costs of service delivery. The Operations function will bring all in-house operational service delivery together, thereby enabling similar functions to be consolidated and integrated. This will reduce siloed customer contacts and contribute to an improvement in customer satisfaction.

3.3.9 With respect to alignment of educational services, due regard has been given to "Empowering Schools: A consultation on the provisions of the Education (Scotland) Bill", which is informed by "Improving Schools in Scotland", an OECD report published in 2015. A number of themes are common to both reports and the interim organisational design of the Council addresses these themes and, therefore, ensures that the Council will be well placed to support school leaders as the Bill becomes primary legislation.

3.3.10 The OECD report states "having implemented the curriculum for excellence at the system level, the centre of gravity needs to shift towards schools, communities, networks of schools and local authorities in a framework of professional leadership and collective leadership". The term "strengthening the middle" is now understood to refer to the local authority, teachers, head teachers, different networks and collaborations.

3.3.11 The Chief Officer for Integrated Children's and Family Services is designed to facilitate a deeper collaboration between education and social work within the local authority, as well as enhancing the collaboration with NHS children services at a local level.

3.3.12 Aberdeen community planning partnership has made significant progress in the development of its locality plans for the most deprived communities across the city and these are being supported by the established locality partnership boards, which a number of head teachers, GP's and police inspectors are involved in. This approach is facilitating the shift in gravity towards communities as envisaged by the OECD report.

3.3.13 Both reports focus on strengthening the professional leadership of curriculum for excellence and the middle. The creation of a professional standards, development and conduct team within the proposed People and Organisation function will enable the authority to support the ongoing development of leadership capability and maximise opportunity for joint development across the range of professionals involved in supporting children.

3.3.14 The Council has been an active contributor to the establishment of the northern regional collaborative and will ensure all Aberdeen schools have access to the work of the collaborative in terms of professional practice and development.

3.3.15 The OECD report identifies a key role for data agencies and the research community in monitoring the extent to which the attainment gap is being closed. The creation of the Council's first ever business intelligence unit will enable the Council to support our school leaders in monitoring the impact of locally and regionally driven tests of change as the middle drives efforts to "close the attainment gap". The job profile for the Chief Officer (Integrated Children's and Family Services) includes a clear responsibility for closing the attainment gap and for linking with the Chief Officer (Business Intelligence and Performance Management).

3.3.16 The draft Bill places a focus on parental and community engagement. The interim structure includes an early intervention and community empowerment function. This is designed to provide the required organisational leadership to enable all our customers, including parents and pupils, to have much more involvement in the design of services and the decisions which impact on them. This theme, is not only a feature of the job profile for the Chief Officer (Early Intervention and Community Empowerment), but is also featured in job profiles of the Chief Officer (Integrated Children's and Family Services) and the Chief Officer (Strategic Place Planning), ensuring that all children have an involvement in the design decisions of the city.

3.3.17 The OECD report places an emphasis on innovation in secondary school learning. The recent appointment of our digital partner, will accelerate the development of our digital strategy. Innovation in learning, focused on closing the attainment gap, will be enabled through our new partnership.

3.3.18 Having consulted with the Care Inspectorate and the Chief Social Work Officer within the Scottish Government, both expressed a view that the Council's Chief Social Work Officer (CSWO) should be sitting in the most senior position possible and with direct access to the Chief Executive. As a result, the statutory role of CSWO has been incorporated into the Chief Officer (Integrated Children and Family Services) job profile.

Resources Function

3.3.19 The organisational design proposals include the introduction of the corporate landlord model for the operation of the Council's estate. By consolidating and controlling all property spend, space management and letting, this holistic approach will deliver corporate and central objectives, rather than local tactical needs; drive value for money decision making; and deliver

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significant cost savings. The model is based around 3 functions; the corporate landlord and estate expert; the service delivery enablers; and the service delivery providers.

3.3.20 The corporate landlord and estate expert focuses on truly understanding the corporate objectives of the organisation and knowing how the property, construction and facilities management industries can support or be shaped to support this. Engaging with stakeholders to influence decisions based on key property drivers, they will be an expert client and take a holistic view on space allocation, leasing and letting and accommodation standards. This function has been placed within the Resources function. Whilst there is an argument for bringing the corporate landlord and capital development and delivery functions together, given the scale of the Council's capital programme it is proposed to separate these functions, but to align them both under the leadership of the Resources Director.

3.3.21 Service delivery enablers will comprise the subject matter experts for all aspects of service delivery including architects, engineers, fabric and plant maintenance, energy and environmental, and procurement specialists. They will work together to advise the Council on the best approach to delivering property services, cost and procurement options and will plan and manage the delivery of these services. This function has been placed within the Operations function and integrates facilities management and building services.

3.3.22 Service providers possess the understanding of business needs. They are the public face of delivery and are aligned within the Operations function.

3.3.23 In response to engagement with the Health and Safety Executive Scotland, the proposals for health and safety have been amended to ensure strong and visible leadership at a senior level. The proposals place strategic leadership and sponsorship within the Governance function with the operational element remaining within the Operations functions. This separation of strategy and operations is consistent with the corporate landlord model.

Strategic Place Planning; City Growth; and Governance

3.3.24 As the draft interim functional structure has been developed and revised, particularly through the process of staff, trades union and partner engagement, the importance of Place in the overall wellbeing and future potential of the city and ii) the need to support decision making and delivery through strong and governance and assurance arrangements have been highlighted. The Council, in August 2017, instructed that the Chief Executive report further on proposals for both of these areas to its meeting in March 2018. Whilst this report recommends the establishment of Chief Officer posts and Job Profiles, at 2nd tier level, for Strategic Place Planning; City Growth; and Governance it is recommended that the portfolios and position within the organisational design be considered further in the context of the report to Council in March 2018.

3.3.25 With respect to Place, work is ongoing to develop proposals for a broader placed based urban governance framework. This recognises both the

complex institutional landscape which is evolving at a national, regional and local level, as well as the need to strengthen the roles and relationships between political, civic and managerial leadership.

3.3.26 A co-ordinated approach to strategic place planning also impacts on the Council's economic objectives to provide a supportive environment to businesses and the Target Operating Model provides an opportunity to look at how the Council provides "services to businesses". There are a number of business facing statutory functions including licensing, trading standards, environmental health, planning, trade waste, buildings standards and over and above these statutory functions, the Council supports business activity directly and through its delivery of the Business Gateway. The intention would be that, as well as this specific support, there is a developing relationship with the 'Customer' function to enable an effective relationship with businesses. In developing a new model, the overall objectives would be to create an even more responsive and enabling level of service to our business customers; and to provide the conditions for businesses to retain their presence in the city, expand and invest. In this sense the Council would be using its business facing delivery to enable city growth along with providing statutory functions in protecting the wellbeing of citizens. It would also contribute to Aberdeen's inward investment priorities to be a business friendly location.

3.3.27 In the proposed interim functional structure all physical Planning activity and resource is aligned to Strategic Place Planning. Planning arrangements have been under review at a national level, with a Planning Bill anticipated in the new year, and a review of the Council's Planning function is also underway.

3.3.28 With respect to governance, proposals for an institutional governance framework are being developed, including through the ongoing involvement of the Governance Reference Group, and will be reported to Council in March 2018. For the Council to be an effective organisation in the 21st Century, and continue to engage and support customers using digital technology, it will need to ensure that its decision making, processes, and risk management are fit for the 21st Century organisation. In order to ensure this governance needs to be strategic and provide strong governance and assurance to meet the needs of the Council as it faces the challenges of the future.

3.4 Proposed Tier 2 Chief Officer Posts

3.4.1 The table below outlines the current Head of Service and Chief Officer posts within the Council structure. As part of the move to the new Target Operating Model, it is proposed that these posts be disestablished:

- Head of Finance
- Head of Public Infrastructure and Environment
- Head of Policy, Performance and Resources
- Head of Economic Development
- Head of Children's Social Work
- Head of IT and Transformation

- Head of Legal and Democratic Services
- Head of Communities and Housing
- Head of Inclusion
- Head of Education Services
- Head of Land and Property Assets
- Head of HR and Customer Services (post already deleted as postholder left on VS/ER terms)
- Head of Planning and Sustainable Development

(nb: Head of Procurement is retained as the post has responsibility for managing a shared function for Aberdeen City, Aberdeenshire and Highland Councils)

(nb: Head of IJB Operations is retained as it is within the scope of Health and Social Care Partnership (IJB) which is outwith the scope of the functional assessment)

3.4.2 It is proposed that the undernoted posts be established aligned to the functional groupings illustrated in Appendix C.

All tier 2 posts have been evaluated using the Scottish Joint Council's local government job evaluation scheme. As a result of this evaluation, posts have been aligned to differing pay grades at Chief Officer level based on the individual role, responsibilities and requirements of each post.

Accordingly, the posts were aligned to the following criteria:
- Level 1 – Chief Officer with statutory role - Grade CO36
- Level 2 – Chief Officer without statutory role and having been job evaluated as having significant level of responsibility as determined by job evaluation – Grade CO34
- Level 3 – Chief Officer without statutory role and having been job evaluated as having a lesser than significant level of responsibility – as determined by job evaluation – Grade CO27
- Level 4 – Chief Officer without statutory role and having been job evaluated as having a lesser than significant level of responsibility – as determined by job evaluation – Grade CO20

The proposed posts for Tier 2 are as follows:

Level description	Job Title	Salary
Level 1	Chief Officer – Governance (Monitoring Officer) Chief Officer – Finance (Section 95 Officer) Chief Officer – Integrated Children's and Family Services (CSWO)	CO SCP 36 £85,135
Level 2	Chief Officer – Operations and Protective Services Chief Officer – Capital Chief Officer – Corporate Landlord Chief Officer – City Growth Chief Officer – Strategic Place Planning Chief Officer – Early Intervention and Community Empowerment	CO SCP 34 £81,504

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Level 3	Chief Officer – Customer Experience Chief Officer – People and Organisation Chief Officer – Business Intelligence and Performance Management	CO SCP 27 £68,806
Level 4	Chief Officer – Digital and Technology	CO SCP 20 £58,182

3.5 Tier 2 Recruitment and Selection

3.5.1 Should the above proposals be approved by Council, the Tier 2 recruitment and selection process will begin on 12 December, 2017 using the job matching process as set out in Appendix E. Staff and Trade Unions were consulted on the use of a job matching process which was based on arrangements agreed by the Council in 2014. Following consideration of representations from Unite, the process detailed at Appendix E is an amended process which includes a two stage appeal process, the first stage to be heard by a Director or the Chief Executive with a further right of appeal to the Appeals Committee. It has also been amended to allow a Head of Service 5 working days, from the date of receiving written notification, to submit any appeal.

3.5.2 Following the completion of the job matching process, any unfilled posts will require to be advertised. These will be advertised internally in the first instance to prioritise our internal staff, following which, if unsuccessful, the posts will be advertised externally.

3.6 Ongoing Organisational Design

3.6.1 The implementation and development of the new target operating structure is being planned in phases. The first phase is to adopt the target operating functions and migrate services into the designated clusters by the end of March 2018. The transformation portfolio governance structures will oversee the migration of services into the interim functional structure, monitoring risk through the delivery and control boards.

3.6.2 The work to date on the organisational design has been undertaken in advance of the appointment of the digital partner. We will now work with the digital partner on the development of our digital strategy which will set out opportunities for the digitisation of services. Subject to the digital strategy being approved by Council, it will be necessary to review the interim organisational design in order to ensure that technology is at the heart of the structure as envisaged by the Target Operating Model.

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4. FINANCIAL IMPLICATIONS

The comparative annual cost of the existing and proposed 2nd tier structures are shown below and reflect a recurring saving of £81,745.

	Salary Costs (£)	On Costs (33.1%)	Total (£)
Existing 2nd Tier	1,070,445	354,317	1,424,762
Proposed 2nd Tier	1,009,029	333,989	1,343,017

5. LEGAL IMPLICATIONS

In implementing the Target Operating Model the Council must continue to comply with its statutory obligations as a local authority and with relevant Council policy, statutory rules and regulation in respect of the changes impacting Council staff. There is also a requirement for a new governance framework to give effect to the Target Operating Model. This is currently being developed and will be brought to the meeting of Full Council on 5 March 2018 for consideration.

6. MANAGEMENT OF RISK

6.1 The Corporate Risk Register includes a risk specifically for the transition to the Target Operating Model. The Corporate Risk Register is reviewed at each meeting of the Corporate Management Team (Stewardship).

6.2 Risks to be shown as below:

- Financial - The financial implications of the Tier 2 structural redesign phase of the transition which is the subject of this report is shown in detail at Section 4. above.
- Employee - In implementing organisational change such as the move to the interim functional structure, there may be a risk of staff feeling unsettled. In mitigation of this all staff will continue to be included and engaged in the process, so that they can participate in the design of new services and know that their views are being actively considered. As well as Trade Unions being invited to observe at all delivery boards, an Employee Representative Group has been instigated as part of Transformation engagement. See also Staff Impact section.
- Customer / citizen - The need to maintain delivery of "Business as Usual (BAU)" services to customers during the transition to the interim functional structure has been identified. To mitigate risks a robust governance structure has been implemented and during transition BAU performance will be monitored and reported into appropriate governance arrangements.
- Environmental - No environmental risks have been identified as a result of the recommendations made in this report.
- Technological - No specific technological risks have been identified with the implementation of the interim functional structure.
- Legal - See Legal Implications section.

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7.   IMPACT SECTION

7.1   The primary objective of the Target Operating model and the Transformation Portfolio is to ensure that Aberdeen City Council is fit for purpose to deliver its agreed priority outcomes for the City, its citizens and communities. These outcomes are expressed through the Local Outcome Improvement Plan and the Strategic Business Plan under the themes:-

- Economy
- People
- Place
- Technology

7.2   <u>Impact on staff</u>

With regard to Tier 2 Chief Officer Posts, it is proposed that all existing posts in the establishment at Tier 2 will be disestablished. Due process will be followed utilising Council's policy and procedures to appoint those displaced into the proposed new structure. Every effort will be made to ensure those displaced will be offered alternative positions through the Council's redeployment process.

The proposed interim functional structure will see a realignment of all staff. Staff will, of course, be interested in what the changes will mean for them individually in terms of their role, responsibilities and ways of working. Staff will be fully involved through the continuing development and implementation of the programme of engagement and consultation.

8.   BACKGROUND PAPERS

None

9.   APPENDICES

Appendix A   -   Feedback from Staff and Partner Engagement and Consultation Sessions
Appendix B   -   Consultation feedback from trades unions
Appendix C   -   Functional Allocation Organisational Chart
Appendix D   -   Tier 2 Chief Officer Posts Job Profiles and Salary Levels
Appendix E   -   Job Matching Process

10.   REPORT AUTHOR DETAILS
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Feedback from Staff and Partner Engagement and Consultation Sessions **Appendix A**

1   Staff Engagement

Since the council decision on 23 August, a series of staff events have taken place. These covered two main areas – **staff engagement** and **staff consultation**. This summary provides statistics from both along with an overview of the outcomes from the consultation. A summary of all staff feedback will be made available on the Transformation Zone https://transformationzoneblog.com/

In total **108** staff sessions took place between **11 September** and **28 November** with overall attendance standing at **4505**. This included large scale sessions at the Town and County Hall, Beach Ballroom and Harlaw Academy; briefings at various depots and locations; and an 'on the road' gallery and drop in at both Marischal and outlying establishments. Organisation and delivery of the sessions has involved more than **167** employees including members of ECMT, 3rd tier managers, Head teachers, the Research and Development Team as well as Trade Union colleagues who hosted stalls to answer any questions staff might have.

Attendance at events per Directorate was as follows:
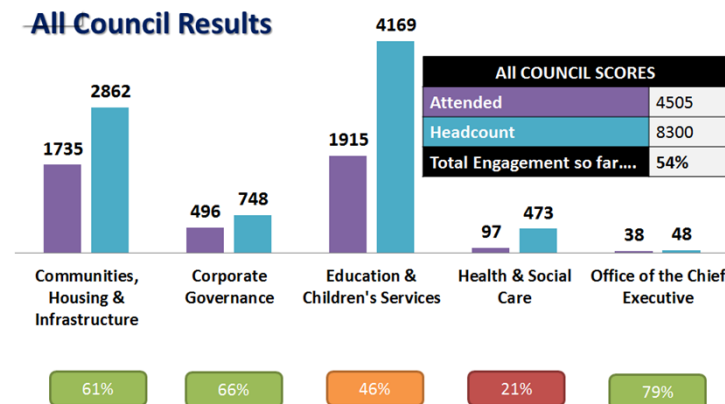
Following these events employees were invited to submit their views on the draft proposals for the Interim Functional Structure either through the comments box on the Transformation Zone page or by email to transformationcomms@aberdeencity.gov.uk Over 150 responses had been submitted by 28 November. These included a mix of 'team' and individual submissions with some teams appearing to have co-ordinated their responses (eg multiple submissions with similar/ duplicate comments and issues).

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Three research officers from the Council's Research and Development team reviewed the feedback independently using an iterative approach and agreed the main themes for the report using a content analysis method. The team observed that, while the use of open text boxes for collecting information has advantages in allowing people to express their views freely without being constrained by a pre-set topic, comments boxes are often not well completed and attract fewer respondents. Additionally, it tends to be those with strongly held views or concerns who take the time to complete free text questions. People who are content or have no firm views are less likely to take the time to engage. This 'self-selection' process may therefore result in a biased sample. As a result, it is not possible to conclude that comments received are representative of the organisation as a whole nor to measure the level of agreement around the proposed re-structure using this data collection method.

Although the total number of responses was relatively small (n=150),in many cases considerable thought and time had gone into submissions – some being several pages long. Many of the submissions were person or service-specific and, as such, considered the proposed structure in relation to their own service or work role. Due to the 'technical' nature of these comments, not all of these have been specifically covered in this part of the report but will be responded to separately. This document focuses on the broader themes which emerged across all staff submissions, but does not include those areas where the structure has been amended through the Third Tier Network and ECMT consultation up until 28 November.

Three main themes emerged and are briefly summarised in the following sections:

Theme 1 - Transformation process

A number of staff noted their appreciation at being given **the opportunity to engage** with and **formally comment** on the proposed interim functional structure. Many were very **positive** about the future shape of the council and the **opportunities** it presents.

Additional positive **benefits** were seen as:

– The potential to **reduce duplication**
– The focus on **customer** and the potential the model has to **make a real difference** to the citizens of Aberdeen
– The opportunities the model presents for **greater collaboration** both within and outwith the organisation.

Staff questions around the proposed model largely related to:	Response
– **How decisions were reached** about placement within the structure and **by whom;** and how **transparent** these decisions were	The interim transitional model proposed in this report has been designed using a planned approach and timeline centred firmly on the involvement of key stakeholders and continued analysis to ensure alignment with the principles of the target operating model.
– The **speed** of change	
– The lack of **clarity and detail** in the proposals	The anchor for the approach has been the Council's Financial Ledger, to ensure every budget in the Council has been captured and aligned to the new model, as well as the HR/People data, ensuring every employee and job has been aligned to the new model.
– Whether the model has the potential to **make the savings/ service improvements** needed	
– The importance of **communication** and keeping staff and communities informed	The Extended Corporate Management Team (ECMT) were involved in helping shape the model and agree initial alignment of services before involvement of the Third Tier Network (3TN). Individual meetings with ECMT and 3TN followed which culminated in group sessions to agree changes to the initial proposed alignments. Further engagement with these groups continued and a further two group sessions have taken place to get agreement on the current proposed interim functional structure. Throughout this time staff engagement has been ongoing and feedback has been taken into consideration when reviewing, amending and finalising proposals.
– The importance of ensuring staff, trade unions and partners are kept involved	

Staff questions around the proposed model largely related to:	Response
	"The pace of change" is being driven by the requirement for council to set a balanced budget in February. The scale of change is in anticipation of a funding gap of £125m over the next 5 years. The pace and scale of change will be revisited by the CMT following receipt of the full details of the council's funding settlement. Regarding lack of detail, every member of staff has been moved into the new structures as a result of having transferred every cost centre. Work is ongoing to provide staff with access to the analysis in order to allow them to "find and search" for their own name which will hopefully allay some of the anxieties of staff. In terms of the model, and the potential to make savings, a report has been submitted to the Finance, Policy and Resource committee to seek council's agreement to align the 2018/18 budget setting process to the full suite of organisational change plans emanating from the target operating. If approved, this will evidence the savings emanating from the TOM. It is fully appreciated how important it is for staff to be informed, consulted and engaged as we move forward. The Communications and Engagement Control Board, within the transformation portfolio governance structures will ensure the comprehensiveness of the communication and engagement plans. This will ensure the voice of employees is incorporated throughout transformation and that ideas, questions and challenges are brought forward.

Theme 2 - Placement of individuals or teams

A number of submissions were from staff and/ or teams who used this as an opportunity to voice their concerns or thoughts over their proposed placement in the new structure. Main themes related to:

- **Lack of clarity** as to where they (or their team) would sit within the structure
- **Disagreement** with their placement within the proposed structure
- Concerns at **teams being split** as a result of re-structure
- Perception that current roles are **not fully understood** with a number of submissions including detailed accounts of the work that they do in terms of skills, knowledge or experience and working relationship with other teams.

Specific suggestions made by staff are given below under each of the functions/ clusters:

*NB - the responses below relate to changes which have been made/ or reasons why changes have not been made – **all** comments will be re-considered as part of subsequent phases*

Commissioning	Staff suggested	Response
Commissioning	– The separation of **commissioning** and **operational** functions and the impact this might have on efficiency and ability to deliver on multi-agency statutory provision	The commissioning function will be entirely focused on identifying services (both existing and new combination of existing services) which will contribute to the achievement of the outcomes contained within the LOIP - a multi-agency community partner planning document. This approach will enhance the focus on multi agency working. The operations role brings together the leadership of the ACC 'in house' delivery functions, aimed at removing service specific silos and behaviours. This will bring together rather than fragment delivery to support efficiency and continuous operational improvement. The relationship between the commissioning function and the internal (ACC) and external operations (supply chain) functions is key to ensuring clarity of service specifications, including standards of service delivery which are funded as well as ensuring a performance framework which will support accountability for the achievement of outcomes.

Commissioning	Staff suggested	Response
Business Intelligence and Performance Management	– **Business Intelligence** should sit in the **City Growth** Cluster	The establishment of a core Business Intelligence service is designed to provide an evidence base for strategic decision making which, in turn, informs the allocation of resource and commissioning of services. In response to feedback from this consultation, Performance Management will be integrated with the Business Intelligence Service, supporting the flow of data and information between strategic commissioning and operational accountability and improvement. The function of course must understand the changing dynamic of the city and its growth, which will determine the institutional demand facing ourselves and all partners. Whilst it is proposed that the function is hosted by the commissioning function, it is expected that it will have extensive links with both city growth and city place planning in terms of being informed and supporting these functions
	– Reference to **environmental/ sustainable city** themes should be included in Business Intelligence – including reference to how these will be monitored	Business Intelligence includes monitoring of outcomes for the whole of ACC, which includes the themes of environmental/ sustainable city, and will be fully defined in the implementation phase with support from the digital partner. **In addition the performance measurement regime to be implemented for all operations will be aligned to the LOIP outcomes**
	– **Community Planning/ LOIP –** would be better aligned to **Place, Early Intervention and Community Empowerment or City Growth**	Following consultation feedback it is proposed that Community Planning / LOIP be realigned to the Place function.
ALEOs	– **Aberdeen Performing Arts** should sit in **Place** given it is operationally and strategically part of the city's cultural fabric	Aberdeen Performing Arts will have a close working relationship with a number of services, particularly those in Place; however it is proposed that the alignment remains in Commissioning for consistent management and monitoring alongside other ALEOs.

Customer	Staff suggested	Response
Customer Experience	– **Payroll** better aligns to **Resources** due to the large number of linkages with the HR and Finance teams	It is felt that Payroll aligns well in the Customer function alongside Business Support as this is an internal customer service **and involves considerable transaction activity**
	– **Bereavement Services** should sit in **Environmental Services** given its strong links to Burial and Crematorium Services	Given consideration to the feedback it is believed that Bereavement Services is better aligned to Environmental Services within Operations and Protective Services.
Early Intervention and Community Empowerment	– **Early Intervention and Community Empowerment** should sit in **Integrated Services for Children**	Early Intervention and Community Empowerment is seen as key components for the future model of the Customer function, through focusing on early resolution and problem solving to help individuals and communities become more self-sufficient and resilient. Of course, the function will have a key relationship with the chief officer (integrated children and family services) as noted on the job profile
	– **Community Learning (CLD)** and **Lifelong Learning** should be joined and sit in either **Customer** or **Education**	Following consideration of the feedback Community Learning (CLD) and Lifelong Learning will be integrated within a single service area within the Customer function.
	– **Libraries** should either sit with **Education** or with **Archives** and other cultural elements in **City Growth**	Libraries are viewed as a key resource in the community to enable service provision within our physical infrastructure, thereby facilitating access to services within local communities, which is why it is aligned to Early Intervention and Community Empowerment
	– **Equalities** should sit in **Governance** with the **Translation Service** element retained in **Customer**	Equalities is aligned to the Customer function as originally proposed to support the design principle of promoting independence and inclusiveness, where we will support people

Customer	Staff suggested	Response
		with multiple needs to live fulfilled lives and be as independent as possible.

Operations	Staff suggested	Response
Integrated Children's and Family Services	– Lack of a **Director of Education** might impact on strategic leadership of this service and the ability to be represented and influence at the highest levels	The Director level posts and job profiles were agreed by the Council on 23 August 2017. In that report, which established the functions of Commissioning; Customer; Resources and Operations, it was stated that services would be deliberately aligned in order to achieve improved outcomes, breaking down directorate and service silos. The Council also agreed design principles for the Target Operating Model, including principles for "Organisational Design". It is these design principles upon which the proposed alignment has been founded. Community Learning and Development, which is aligned alongside Lifelong Learning within the Customer function, is a case in point. The role of the Customer function includes the development of community hubs to build sustainable communities and support individuals to manage their own lives, supporting a holistic relationship with our customer and encouraging a focus on community and individuals' outcomes rather than services. A Chief Officer for Integrated Children's and Family Services is designed to facilitate a deeper collaboration between education and social work within the local authority, as well as enhancing the collaboration with NHS children services at a local level.

	– Perception that Education not having its own separate service was not in keeping with the **'Children are our Future'** priority	There are multiple structural models in place across local authorities in Scotland. In many of these the function of Education, at a senior manager level, is organisationally combined with other services. The design of the Target Operating Model and the interim functional structure is to support the Council to best deliver on its contribution to the outcomes agreed within the Local Outcome Improvement Plan (LOIP). The LOIP includes the clear priority of 'Children are our Future' within the theme of people. Delivery of the LOIP requires functions to be planned, resourced and delivered in an integrated way.
	– Lack of clarity about where **Education Management Information Services** (MIS) is sitting in the structure – suggestion that this would be best placed in **Integrated Services for Children**	The MIS Team are aligned to Integrated Children's and Family Services.
Operations and Protective Services	– **Structures, Flooding and Coastal Defence Team** (SFC) should sit in **Capital**	Having considered this suggestion, it is proposed that this team is realigned within the Resources function under Capital.
	– **Environmental Services** – positioning should be reviewed given that the activities involved in this service area are not just operational	Although not all activity is operational in nature, it is considered that this is primarily an operational service and relationships with services outwith the Operations function will remain and be developed further.
	– **Protective Services** such as trading standards and environmental health could be clustered with other **business growth services** as growth enablers in the future	Whilst the proposed alignment in the interim functional structure is in Operations, further consideration is currently being given to this as part of the review of services to businesses.
	– **City Wardens** and **ASBIT** should merge given their joint links with anti-social behaviour	City Wardens and ASBIT are both aligned to Early Intervention and Community Empowerment within the Customer function.

| Performance Management | – Performance Management should sit with either Commissioning or Business Intelligence | As detailed in a previous response, following consideration of feedback, it is proposed that Performance Management is realigned to be part of Business Intelligence within the Commissioning function. |

Resources	Staff suggested	Response
Finance	– Pensions and Payroll should both sit either in Finance or in Customer	The Pensions team remains aligned to Finance in the Resources function on the basis that the management of pensions, in particular the Pensions fund, aligns to treasury management. As detailed previously, no change is proposed to the alignment of Payroll to the Customer function.
Capital	– City Centre Master Plan should move to Place to give it appropriate weight and reflect its aspirational nature	Delivery of the City Centre Master Plan is aligned to Capital within the Resources function as they have the responsibility for delivery of all capital projects, including the city centre masterplan projects. The team will continue to have close working relationships with the Place function.
	– Major Project Delivery should sit in City Growth given that delivery of major projects is synonymous with city growth and broader economic development	Major Project Delivery is aligned to Capital within the Resources function because Capital has responsibility for delivering the major projects in the Council. The growth and planning functions should identify the infrastructure needs to support the cities future economy but responsibility for the delivery of such infrastructure projects should rest with dedicated development and delivery expertise.
	– External Funding and External Partnerships should both sit in City Growth	It is considered that External Funding is most closely aligned to the delivery of major projects to support the funding of the Capital Programme. External Partnership are currently aligned to City Growth.

	– **Capital PMO** should sit in **Governance** given it exists because of the need for tighter management of the **Capital** programme	A specific Capital PMO has been developed to ensure robust programme management principles are in place to deliver the Capital programme. As this is the responsibility of the Capital function the Capital PMO would be aligned there.
People and Organisation	– **Children's Social Work Learning** and **CPD Schools Professional Learning** should both sit in **Integrated Services for Children** to reflect their professional specialisms – **Internal Comms** and **Design and Marketing** should sit with **External Communications** in **Customer** as part of an **Integrated Communications Service**	The proposed organisational design aims to achieve an integrated approach to professional development **and ensure the local authority takes a whole system approach to the development of leadership for attainment across education, social work and the rest of the council, as well as supporting community leadership.** Further consideration has been given to the Design and Marketing service, which will now be integrated with External Communications in Customer to provide an integrated design and marketing function. Taking into account the consultation feedback, it is considered that Internal Communications has a closer alignment with Organisational Development activity as part of People and Organisation.
Estates and Facilities	– **Energy Management** should sit in **Place** to reflect its role in Smart City and Energy Infrastructure plans for the city – **Corporate Health and Safety** should sit in Governance or **Resources** to reflect its corporate and strategic nature	Whilst the relationship and links to energy for the Place of Aberdeen are recognised, this area relates to how ACC manages its own assets, which is why it is best aligned with Estates and Facilities (now Corporate Landlord). Of course, along with other place plans like the economic strategy , the city will need a strategy for clean and sustainable energy. Following consideration of the feedback received the strategy element of Health and Safety will be aligned to Governance as

		part of the assurance arm of the Governance function; the operational/ delivery elements of Health and Safety will be aligned to Operations.

Governance	Staff suggested	Response
Legal	− **Licensing** should sit with **Protective Services**	The alignment is in the Governance function, as the Licensing Team fulfils a statutory responsibility on behalf of the Council and requires to do this from within a dedicated Legal Team.
Information Governance	− **Information Governance** should sit in a dedicated cluster working flexibly across services, including **Libraries**	Information Governance will work flexibly across services from within the Governance function. This will be honoured through horizontal relationships across the structure.

Place Planning and City Growth	Query Area	Response
Place Planning	− **Building Control** should sit in **Protective Services** to ensure public health and safety in relation to the built environment	This is currently aligned to Place and may be further reviewed depending on the outcome of the planning review.
City Growth	− We should create a dedicated **Culture** cluster with different service areas such as **Libraries, Museums and Events** and **Archives** underneath it rather than including it in **City Growth** − **Archives** should be co-located with **Libraries** and sit either in **City Growth, Information Governance, Business Intelligence** or in a dedicated **Culture** cluster	The Culture cluster within the Place function includes Museums, Events, and Archives. As detailed above, it is considered that the Libraries service is best aligned within the Customer function. The Culture cluster brings together Archives with Museums and Events.

	– **City Deal** aligns better with **PMO**	The development of the City Deal is a strategic function around the city's infrastructure strategies required to support future growth so is better aligned with City Growth. The delivery of schemes funded through the CRD will be the responsibility of the Chief Officer (capital), maximising the expertise within this function.
	– **Lifelong Learning** should sit in **Integrated Children's Services** alongside **Community Learning and Development**	Lifelong Learning sits alongside Community Learning and Development within the Customer function under Early Intervention and Community Empowerment; this area focuses on developing sustainable communities and supporting individuals to manage their own lives.

Theme 3 - Proposed Organisational Structure

Staff comments in this respect broadly related to	Response
− The impact that the change could have on **current working relationships**	It has been recognised that the transition to the Target Operating Model requires to be effectively managed. The risks involved in the transition have been assessed, included within the Corporate Risk Register and are updated and reviewed regularly by the Corporate Management Team.
− The need for **clarity** about what the different functions would be responsible for and how they would work in practice (eg commissioning, operations)	It is critical that implementation of the proposed interim functional structure, and future redesign, continues to be founded upon the agreed design principle; that it is evidence led; that the Council's Model for Improvement is applied; and that the input of all internal and external stakeholders continues to be a major consideration.
− How **corporate accountability** would work for specific services	
− Impact of **potential loss of leadership** during the interim phase	While moving to the new transitional structure it is important that a clearly defined approach is developed and understood to avoid unnecessary disruption to the delivery of business as usual services. The approach to be taken while implementing the transitional structure is outlined below:
− How the effectiveness of the model would be **reviewed** and what opportunities there would be for **feedback**	❖ Focus on transition, not full transformational redesign; ❖ Transition led by Director and Tier 2 (following appointments); ❖ Communication and engagement is key and will be a focus throughout; ❖ Governance will be through the agreed Portfolio governance approach; ❖ Minimal movement and disruption to: staff; processes; technology; reporting; and customer channels; ❖ Consideration of rationalisation where possible, in areas of redesign consolidation; duplication of activity; VS/ER Promotion; and Redeployment; ❖ Minimal location movement, unless part of rationalisation activity; ❖ Minimal partner disruption;

Staff comments in this respect broadly related to	Response
	❖ No customer disruption.

2 Partner Engagement

Engagement was also carried out with key partners to get their views. Feedback from partners is included below:

RGU	– RGU looks forward to engaging with the City Council on the new organisation and strategic direction; the focus on 'place' and the continued focus on the economic development agenda for the city of Aberdeen is welcome and RGU looks forward to working with officers and Elected Members in future
Scottish Prison Service	– The Prison Service appreciated the very detailed, cohesive and forward thinking presentation; from a statutory partner's point of view, the Service can see no risks or impediments to the already positive partnership working arrangements that exist between HMP and YOI Grampian (Scottish Prison Service) and Aberdeen City Council – The proposed TOM will potentially bring new opportunities for better management of offenders and safer communities within the Community Justice environment, especially in relation to improved information sharing, housing and accommodation, as well as potential employment opportunities; the Prison Service is fully supportive of the Target Operating Proposal and can see the real benefits it can realise for citizens of Aberdeen
Police Scotland	– Police Scotland appreciate the opportunity to discuss the new operating model which builds on the very positive partnership working in the city from the most strategic planning to day to day operations – The strategic vision articulated was compelling and demonstrates the potential to align with Police Scotland's own plans for change, while enhancing the very positive and innovative partnership working through the Local Outcome Improvement Plans; plans are in place to ensure future strategies of Police Scotland and the City Council complement one another
Scottish Fire and Rescue Service (SFRS)	– SFRS fully support the ambitious direction of travel the Council is taking and can see no issues or consequences that may cause a negative impact for the Service; SFRS welcomes the opportunities for collaborative working the Council's proposal will bring and can see the benefits to all partners and to the communities of Aberdeen that will come as a result of this transformation; SFRS looks forward to working with the Council to achieve common goals and strengthen their existing partnership
NHS Grampian	– Both NHS Grampian and the Integration Joint Board (IJB) are strongly committed to partnership working with Aberdeen City Council and will work together to ensure that there are no unintended consequences from the introduction of the Target Operating Model, and equally that there are a range of opportunities, including digital transformation
Scotland Excel	– As a centre of expertise for procurement, Scotland Excel particularly welcome and applaud the move towards a "commissioning

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	council" and the changes this requires; we strongly endorse the proposal to recruit a Director of Commissioning to ensure this is a key deliverable for the organisation; we believe the roles associated with place and economic development are key to the success of the proposed changes in ensuring organisational outcomes are closely aligned with the needs/priorities of the Aberdeen community
Education Scotland	– Would not be responding formally but happy to meet to discuss further.
Scottish Government (CSWO)	- The Scottish Government can clearly see the rationale for bringing Education and Children's social work together and agree with the approach of earlier intervention through universal services. They were looking for clarity on where services for Looked After Children are aligned as well as the links with the Health and Social Care Partnership and the justice responsibilities around MAPPA. - In relation to the Chief Social Work Officer, they need to be able to hold all parts of the system to account for the statutory social work functions and in doing this they are acting as an officer of the Council with a direct responsibility to the Chief Executive of the Council. Although there is no guidance around level within the organisation, they need to be senior enough to call others to account and they must have a clear line of accountability to the Chief Executive.
Health and Safety Executive	- The HSE focusses on leadership and how senior leaders demonstrate their commitment to health and safety to ensure the correct level of support and governance within their organisations. Access to senior leaders is important through as short a management chain as possible; it is important that those who can ultimately make key decisions are provided with information without, where possible, the watering down or controlling of messages by those whom it could ultimately affect. Health and Safety along with other areas of risk management are business wide issues and should be able to operate in a manner which allows them to work across the business without barriers either real or perceived. - The structure is primarily aimed at "doing things" and it is my understanding that your Corporate Team is involved in policy development, auditing and monitoring and providing assurance to the Council that the risks are being adequately controlled. It is for the "doers" to implement policy. The HSE believe the independence of Corporate H&S is paramount and therefore best placed in a corporate function. The Council have to ensure legal compliance and there are undoubtedly synergies to be gained by working alongside others who also work within such a legal framework.
Care Inspectorate	- The Care Inspectorate believes the CSWO should be at head of service level in order to have sufficient seniority in the structure, and a link to the Chief Executive - They identified the need for clear and professional accountability for social work practice, the need for learning from practice and the maintenance of professional social work standards - The Business Intelligence Unit needs to be focussed on supporting people and they encouraged us to place as much emphasis on the unit and technologies predictive capabilities

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	- In relation to the Northern Alliance they noted some concerns about the educational focus of the regional collaborative approach, given the OECD report findings of only 30% improvement being linked to schools and talked about the importance of social work in improving outcomes for children. - They emphasised the importance of place in relation to childhood identity and keeping children and families together in Aberdeen. - Finally in relation to City Deal/City Growth it is important links are made to investing in young people and that developing the young workforce needs more emphasis in the document.

Synopsis of Trades Union consultation responses to 2nd tier proposals

Trade union consultation commenced on 7 November 2017 and concluded on 28 November 2017. During these dates there were three meetings between management and trades unions to receive feedback and give clarification in respect of the proposals.

Trades unions were invited to submit written representations and below is a summary of these. All individual responses are also attached to this Appendix B. Representations were provided on three main themes of:

- The **consultation** process
- The **Interim Functional Structure**
- The **Job Matching** Procedure

	Representations	Response
1.	**Consultation Process**	
	Concerns were raised with regard to the programme of consultation and engagement, including the opportunities available to school based staff.	Appendix A gives details of the very extensive engagement and consultation which has been undertaken and which will continue. Where specific concerns have been raised, for example, in relation to the consistency of the presentation of information, these have been recorded by the staff involved and the process and arrangements reviewed.

With respect to the opportunities for school based staff, the challenge of finding the best options for all staff in outlying establishments was recognised from the outset in developing the programme and, in particular, the difficulty for school staff to attend during normal hours. It is recognised that the series of "twilight" session which were organised was not successful and several were cancelled due to very low levels of sign up. The approach subsequently taken to engage with school based staff i.e. Head Teachers briefing their own teams was agreed following consultation with Head Teachers and did include consideration of an Associated School Group model. The Head Teachers, |

		who have confirmed that briefings have been conducted, covered over 1,300 school based staff. In addition, an ASG based session has been held at Harlaw Academy, where both Harlaw and Grammar ASGs were invited to attend. The Council is committed to engaging and consulting with all staff across the authority, and this is reflected in the numbers of staff who have participated in the development of these proposals. However, it is recognised that we need to continue to review arrangements for school based staff and the views of Trades Unions fully considered in that.
	Concerns expressed about simplified assumptions made about what services deliver and therefore wrong conclusions reached in terms of best fit of those services within the structure	The Extended Corporate Management Team (ECMT) were involved in helping shape the model and agree initial alignment of services as well as involvement of the Third Tier Network (3TN). Individual meetings with ECMT and 3TN followed which culminated in group sessions to agree changes to the initial proposed alignments. Further engagement with these groups continued and a further two group sessions have taken place to get agreement on the current proposed interim functional structure. Throughout this time staff have been involved, both through the engagement sessions that have taken place since August and the consultation process over the last 3 weeks. Feedback from these sessions has been taken into consideration when reviewing, amending and finalising proposals, and a number of amendments to the alignment of services have been made as a result.
2.	Interim Functional Structure	
	Comments were made on IT Services, specifically concerns that the proposed	In response to staff feedback through the consultation process, the proposal put to

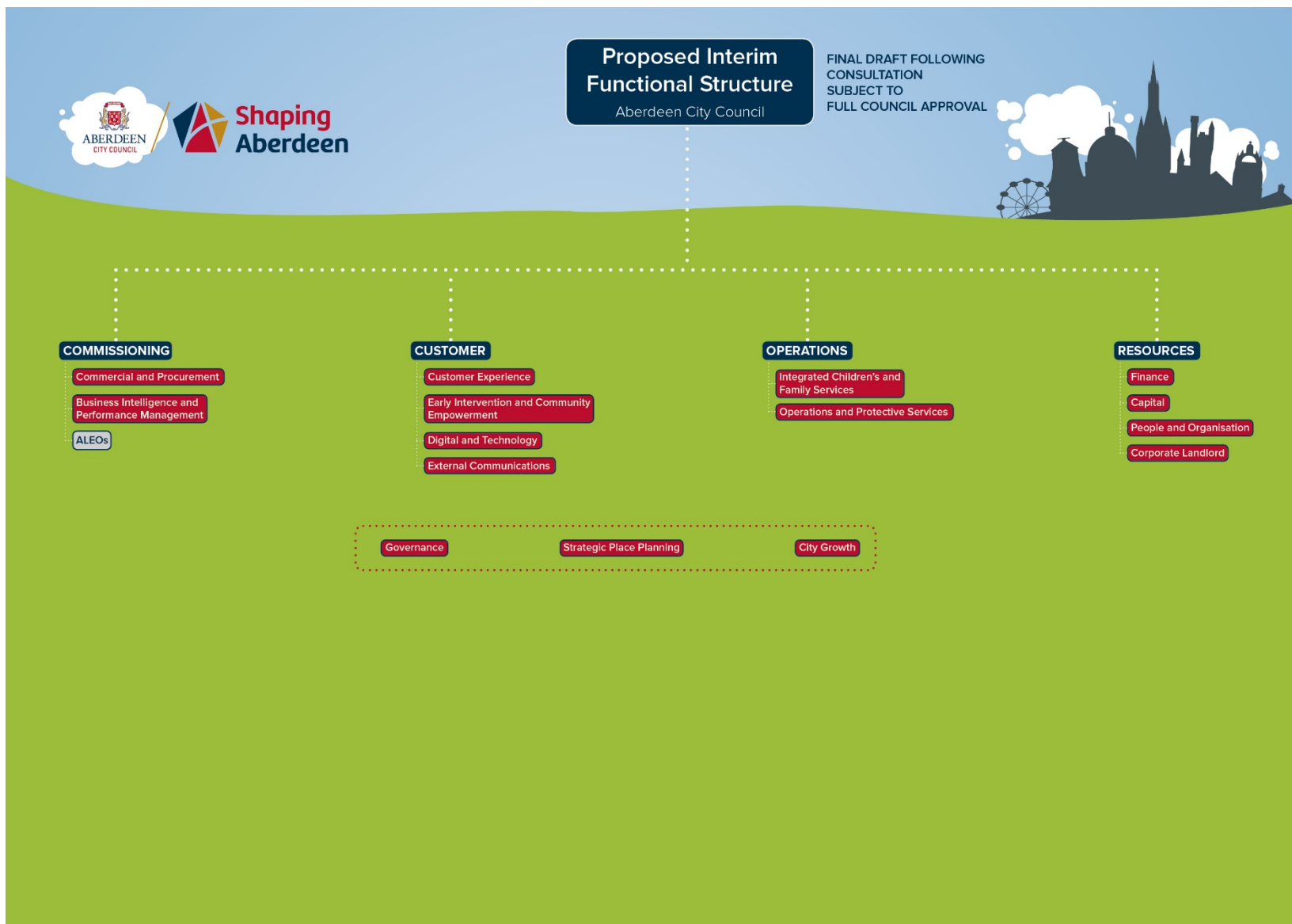|	
interim functional structure showed IT as a separate service to "Digital" and that the IT Helpdesk was aligned with Customer Services.	Council is that IT and Digital are part of one service. Consideration has been given to the role of the IT Helpdesk, the recommendation, however, remains that the alignment of this service with other 1st line contact within the Customer function is the most appropriate.
Comments were made on **Bereavement Services** being placed within the Customer function. The point was made that Bereavement services provide support to the Crematorium and are a core part of that function.	This issue was also raised directly by staff and this functional allocation has been amended and it is proposed that Bereavement Services will be aligned with the Crematorium and Burial Services in the Environment Services within the Operations and Protective Services function.
Comments were made that **Registrars** must be qualified and registered with National Records Scotland. It is asserted that this is a role with cannot be combined with any other in the Customer function and the regulatory body have refused to approve combined roles in other local authorities.	This comment has been recorded and will be given full consideration in the further redesign of specific roles, which is now required within the overall functional structure. Also to note, as stated above, Bereavement Services are no longer combined with Registrars.
Comments were made on the placement of Education and Children's Social Work within the **Operations** function. The EIS specifically indicated their concern that there is no **Director of Education** and expressed the fear that the replacement with a more generic management post will lead to a lack of educational vision by the Council. UNISON suggests there is a risk in incorporating these services within a broader function that the Council's oversight as an education authority may be reduced. They suggest that Education and Children's Social Work should be functions in their own right.	The purpose of the Target Operating Model is to design the organisation so that it can best deliver, with partners, the outcomes set out within the LOIP. This includes the priority of "Children are our Future". The interim functional structure will help us achieve that by integrating and strengthening strategic planning, resource allocation, commissioning, governance and delivery all towards achieving common outcomes, rather than service based priorities.
The EIS made registered concerns on the **Director of Operations** not requiring to have an Educational background given Education make up a significant part of the Operations function. In light of the £125 million savings the Council is	Improving Schools in Scotland, the OECD report states "having implemented the curriculum for excellence at the system level, the centre of gravity needs to shift towards schools, communities, networks of schools and local authorities in a

required to make over the next 5 years they expressed the view that the incoming Director of Operations has an understanding that Education and that it is vital it is correctly resourced.	framework of professional leadership and collective leadership". The term "strengthening the middle" is now understood to refer to the local authority, teachers, head teachers, different networks and collaborations. Strengthening the leadership of "the middle" appears to be valuable investment in terms of improving attainment. Rather than separating education and social work as functions, the OECD advocates for more collaboration.

A Chief Officer for Integrated Children's and Family Services is designed to facilitate a deeper collaboration between education and social work within the local authority, as well as enhancing the collaboration with NHS children services at a local level. This is in response to the findings of the OECD report which identifies the huge value of non-education children services in improving children's attainment.

Aberdeen community planning partnership has made significant progress in the development of its locality plans for its most deprived communities across the city and these are being supported by the established locality partnership boards, which of course, a number of head teachers, GPs and police inspectors are involved in. This approach is facilitating the shift in gravity towards communities as envisaged by the OECD report.

The OECD report and the government's own consultation on an Education Bill, focus on strengthening the professional leadership of curriculum for excellence and "the middle" The creation of a professional standards, development and |

| | conduct team within the People and Organisation function will enable the authority to support the ongoing development of leadership capability and maximise opportunity for joint development across the range of professionals involved in supporting children.

The Council has been an active contributor to the establishment of the northern regional collaborative and will ensure all Aberdeen schools have access to the work of the collaborative in terms of professional practice and development.

The OECD report identifies a key role for data agencies and the research community in monitoring the extent to which the attainment gap is being closed. The creation of the Council's first ever business intelligence unit, as part of the Business Intelligence and Performance Management function, will enable the Council to support our school leaders in monitoring the impact of locally and regionally driven tests of change as the middle drives efforts to "close the attainment gap". The job profile for all proposed chief officer posts in the structure will be submitted to Council for approval. The job profile for the Chief Officer - Integrated Children's and Family Services includes a clear responsibility for closing the attainment gap and for linking with the Chief Officer - Business Intelligence and Performance Management.

The draft Education Bill places a focus on parental and community engagement. The interim structure includes an early |
|---|---|

	intervention and community empowerment function. This is designed to provide the required organisational leadership to enable all our customers, including parents and pupils, to have much more involvement in the design of services and the decisions which impact on them. This theme, is not only a feature of the job profile for the Chief Officer – Early Intervention and Community Empowerment, but is also featured in job profiles of the Chief Officer - Integrated Children's and Family Services and the Chief Officer – Strategic Place Planning, ensuring that all children have an involvement in the design decisions of the city. The OECD report places an emphasis on innovation in secondary school learning. The recent appointment of our digital partner will accelerate the development of our digital strategy. Innovation in learning, focused on closing the attainment gap, will be enabled through our new partnership.
A comment was made that the proposals are unclear whether all services will be "commissioned" by the commissioning function or if this specifically relates to services falling under operations?	The Commissioning function will have responsibility for allocating resources, from all functions of the Council, appropriate to the delivery of outcomes agreed in the City's Local Outcome Improvement Plan. The Commissioning function will work with services to consider demand, required outcomes and how best to allocate resources to deliver those outcomes. It is recognised that this approach to commissioning both external and internal services of council represents a very different way of working and the Director of Commissioning will be tasked with setting out in detail our planned approach.

	Clarity sought on where HR policy sits and industrial relations	HR Policy will sit with the Chief Officer People and Organisation and, subject to council approval, responsibility for approving these policies will rest with the staff governance committee. People and Organisation will continue to take the lead role in industrial relations.
3.	**Job Matching**	
	At the meeting on 28 November 2017 UNITE indicated they would not agree the proposed revisions to the Job Matching Process 2nd Tier. The point on which agreement cannot be reached is the appeals provisions where the trade union are requiring a two stage appeal process first stage at Officer level and the second to elected members.	This is agreed and the report now recommends an amended Job Matching process with provision for a two stage appeal process first stage at officer level and the second to elected members.
	Request that trade unions are consulted prior to informing employees where roles are in scope.	All Trades Unions will be consulted and engaged throughout the process as per existing arrangements. We are committed to keeping them informed and to consider any alternative proposals they might have and we fully recognise their role in support and guidance for both the employees and the organisation.
	Clarity sought on period and sustainability on redeployment following displacement of staff	The Council has in place an agreed Redeployment Policy (agreed by FP&R in February 2011) and this policy will be used as appropriate when implementing the Interim Functional Structure.
	Sought an extension of the time scale on the job matching appeal response time to 5 days	We have considered this and agreed to amend the job matching appeal response time to five days.
	Commitment to providing support to the preparation of an in house in the event of council outsouring any services	We have committed to ensure an appropriate level of resource is available to support any in-house bids for any work that is being considered for tender.

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Proposed Interim Functional Structure
Aberdeen City Council

FINAL DRAFT FOLLOWING
CONSULTATION
SUBJECT TO
FULL COUNCIL APPROVAL

COMMISSIONING
- Commercial and Procurement
- Business Intelligence and Performance Management
- ALEOs

CUSTOMER
- Customer Experience
- Early Intervention and Community Empowerment
- Digital and Technology
- External Communications

OPERATIONS
- Integrated Children's and Family Services
- Operations and Protective Services

RESOURCES
- Finance
- Capital
- People and Organisation
- Corporate Landlord

Governance   Strategic Place Planning   City Growth

COMMISSIONING

COMMERCIAL AND PROCUREMENT
- Commissioning (including Social Work)
- Category and Contract Management
- Procurement
- Commercial Management
- Commercial Legal Team
- Sponsorship and Advertising

BUSINESS INTELLIGENCE AND PERFORMANCE MANAGEMENT
- Monitoring of outcomes
- Business Architecture
- Demand Management
- Research and Development
- Knowledge Management
- Performance Management
- Quality Assurance
- Reporting

ALEOs
- Aberdeen Sports Village Ventures Ltd
- AECC Ltd
- Bon Accord Care Ltd
- Sport Aberdeen
- Aberdeen Heat and Power Ltd
- Aberdeen Performing Arts
- Garthdee Alpine Sports

2

CUSTOMER

CUSTOMER EXPERIENCE
- Help Desks (HR, IT, Facilities)
- Customer Service Operations
- Customer Feedback
- Customer Development
- Transactions and Business Support (including Payroll)
- Revenue and Benefits
- Registrars

EARLY INTERVENTION AND COMMUNITY EMPOWERMENT
- Housing Access and Support
- Housing Management
- Welfare Reform
- Locality Planning
- Community Safety and ASBIT
- Community Learning
- Community and Learning Centres
- Libraries
- Equalities

DIGITAL AND TECHNOLOGY
- Digital Partner Management
- Digital Strategy and Technology
- IT Architecture
- Digital Process Innovation
- Digital Project Delivery
- Digital Performance
- ICT Systems and Operations
- Core Data Network
- ICT Security

EXTERNAL COMMUNICATIONS
- External Communications
- Marketing
- Design and Graphics

3

OPERATIONS

INTEGRATED CHILDREN'S AND FAMILY SERVICES

- Educ - Primary/Secondary Schools
- Educ - Quality Improvement
- Educ - Curriculum Support
- Educ - Music Service
- Educ - Early Years
- Educ - Safeguarding
- ASN - Specialist Provision
- ASN - Targeted Provision
- ASN - Education Psychology
- ASN - Virtual School
- CSW - Immediate Response Services
- CSW - Areas 1, 2 and 3
- CSW - Residential and Youth Services
- CSW - Family and Community Support Fostering and Adoption
- CSW - Child Protection Development
- CSW - Safeguarding

OPERATIONS AND PROTECTIVE SERVICES

- Waste Services
- Environmental Services
- Roads and Infrastructure Services
- Fleet and Transport
- Building Services
- Facilities Management
- Protective Services (including Private Sector Management)
- Bereavement Services
- Operational H&S

4

RESOURCES

FINANCE
- Budgeting Team
- Accounting
- Pensions
- Corporate Portfolio Management

CAPITAL
- Architects
- Quantity Surveyors
- Design Team
- Major Project Delivery (includingRoads, Schools, Flood Prevention)
- HRA Capital Programme
- City Centre Master Plan Delivery
- External Funding
- Capital PMO

PEOPLE AND ORGANISATION
- Employee Relations
- Talent Management and Talent Acquisition
- People Development
- Professional Standards,Development and Conduct (Teachers and Social Workers)
- Internal Communications

CORPORATE LANDLORD
- Asset Management Planning (including HRA)
- Non-Commercial Land and Property Assets (including Educ and CSW assets)
- Commercial Land and Property Assets
- Energy Management

5

GOVERNANCE

- Legal Services
- Committee Services
- Civic and Elections
- Audit
- Corporate Risk
- Information Governance
- Parliamentary Liaison
- Policy
- Emergency Planning
- Public Protection Assurance
- Corporate H&S (Strategy)

STATEGIC PLACE PLANNING

- Community Planning/LOIP
- Strategic Place Planning (e.g. Transportation, Environmental, Housing)
- Major Infrastructure Planning
- Planning Development and Applications
- Building Standards

CITY GROWTH

- Employability and Skills
- Smart Cities
- Galleries, Museums, Archives and Events
- Inward Investment and City Promotion
- City Growth Strategy (including City Deal Development)
- International Trade Support
- External Relations/Partnerships

6

Service Area Groupings

A. <u>Director of Customer</u>

Overview

This function is responsible for the management of the ACC customer 'platform', consolidated customer functions and has the duty of dealing with the first point of enquiry, assessment, managing demand and interfacing with operations where this is necessary. The function is focused on helping individuals and communities to help themselves, where appropriate, as part of the whole system overview of demand which the Council is facing.

The function is there to create the conditions for more of our service offer to be delivered through digital means, to enforce customer standards and to overtime build deeper and broader services directly through to customers and communities and away from 'services'. The role is highly reliant on the IT and business intelligence functions and the owner of the Strategic Digital Partner.

Cluster	Definition
Customer Experience	Responsible for managing all internal and external customer contact across all channels (face to face, telephony, mail, web, social media, business support needs etc).
Early Intervention and Community Empowerment	This area will bring together housing, libraries, community learning, community safety and locality planning to support the development of sustainable communities and enable individuals to manage their own lives. Focus will be on providing information, advice and guidance and working with partners to make it as easy as possible for people and communities to help themselves.
Digital Technology	The focus will be creating digital services with customers that are easy to use and improve access to services. This area will also deliver and manage our core, operational IT service and IT security.
External Communications	Responsible for providing external communications, marketing and design advice and support. The cluster will have responsibility for both proactive and reactive communications. They will ensure that we communicate effectively with key local, regional and national audiences and promote the reputation of the Council.

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B. <u>Director of Commissioning</u>

Overview

This function is responsible for the allocation of resources from budget to deliver on the Council's contribution to the Local Outcome Improvement Plan (LOIP). The function will have the budget and accountability for choosing how to allocate resources in order to make a contribution to the performance measures and other indicators of progress towards the outcome.

Cluster	Definition
Commercial and Procurement	This cluster will both commission and procure the best service / partner to monitor the identified outcomes within an agreed budget.
Business Intelligence and Performance Management	This area will be responsible for identifying and monitoring social, economic and digital trends; how they will impact our city in future; and how we can meet these needs through stronger partnership working.
	At an institutional level this function will be responsible for understanding why people use our services, how they access our services and analysing information to understand the impact and performance of the service.
	The unit has a role in identifying outcomes which will reduce demand for services across the Council.

C. <u>Chief Operating Officer</u>

Overview

This function brings together the leadership of the ACC 'in house' delivery functions. It is deliberately aimed at the removal of service specific silos and behaviours and charged with joining up our delivery, adapting to meet demand and continuous operational improvement. Services are commissioned through the Commissioning function.

Cluster	Definition
Integrated Children's Services and Family Services	Responsible for the delivery of frontline services related to education, Additional Support Needs, Children's Social Work and family and community support This area will be managed by both statutory positions of Chief Education Officer and Chief Social Work Officer
Operations and Protective Services	Responsible for the delivery of frontline services related to the cleanliness and condition of the Council's and the City's assets, infrastructure services, fleet, transport,

| | and protective services (eg environmental health). This area will also be responsible for delivering on the Council's Health and Safety responsibilities and for Bereavement services. |

D.   Director of Resources

   Overview

   This function is responsible for our people management, financial management and our information management. It will also have responsibility for the Council owned assets and, separately, the delivery of the Council capital programme.

Cluster	Definition
Finance	This cluster is responsible for the financial planning, monitoring and reporting of the Council.
Capital	This cluster includes the development of design, management and delivery of all strands of capital, including the city centre masterplan, the city region investments, the schools estate strategy, roads infrastructure, flood prevention, housing and all aspects of our current general fund capital programme. This includes the management of external funding. This proposal is in direct response to an instruction the Chief Executive received through the Audit, Risk and Scrutiny Committee to consider options for how to improve the delivery of the capital programme.
People and Organisation	This cluster is responsible for the selection, retention and development of the Council's people talent, as well as internal communications and professional standards and conduct
Corporate Landlord	This cluster includes the governance and strategic management of all our corporate landlord activities, including health and safety, commercial and non-commercial land and property assets and council house stock management

E.   <u>City Growth & Place Planning Functions</u>

Overview

This function will lead on the direction and delivery of economic, social and physical strategies for the continuous development of Aberdeen as a globally competitive city in response to the agreed priorities set out through the Local Outcome Improvement Plan. It will also work in partnership with organisations and agencies in the development and growth of Aberdeen's economy to deliver the Regional Economic Strategy.

In reconciling these draft proposals from the August report, you will see that a clustering of functions related to "place" have been brought together. This has been included based on the feedback from the staff engagement sessions. These are very strategic functions around the city's growth and productivity and all the required infrastructure strategies required to support future growth.

Cluster	Definition
City Growth	This area will be responsible for representing the Council and the city of Aberdeen on local, regional, national and international stages, supporting inward investment and the promotion of the city as a competitive business location. Key responsibilities will be outward trade, a diverse employability and skills base; and a focus on tourism, culture and the development of our events programme.
Place Planning	This area includes the physical, social and economic activities used to maintain, regenerate and strengthen the place of Aberdeen. The function will have responsibility for monitoring the Council's contribution to the strategic outcomes and priorities agreed with Community Planning Partners through the Local Outcome Improvement Plan. The focus is to enable, facilitate and deliver Strategic Place Planning. This includes all of the transport, environment, housing, building, planning, building standards and digital initiatives that will help to deliver major infrastructure projects.

F.   <u>Governance Function</u>

Overview

Supporting the organisation to manage its corporate governance activity, embedding governance principles, ensuring the systems of assurance are effective, overseeing the management of corporate risk.

Cluster	Definition
Legal Services	Provides legal advice and support to all areas of Council business including officers and elected members ensuring Council operates within the legal framework.
Committee Services	Manages reporting and governance around the committee structure to ensure effective decision making.
Civic and Elections	Supports the Returning Officer to deliver local authority, community council, Scottish Parliament and Westminster elections and provides support to the civic function including twinning.
Audit	Manages the council's audit evaluations to ensure compliance with best practice and relevant regulations
Corporate Risk	Develops city risk strategy, oversees corporate risk registers and corporate investigations.
Information Governance	Responsible for the framework governing the flow of information through the organisation.
Parliamentary Liaison	Horizon scans to anticipate and plan for responding to legislative and policy change.
Policy	This area delivers our corporate policy framework and then monitors delivery to ensure compliance.
Emergency Planning	This area co-ordinates and delivers our response as a statutory first responder to civil contingency incidents, as well as, non-civil contingency incidents.
Public Protection	Responsibility for reporting arrangements in relation public protection
Health & Safety	Oversight of the Council's governance arrangements in respect of Health & Safety.

Tier 2 Chief Officer Posts Job Profiles and Salary Levels

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Governance	
Job Profile No:		
Function:	Governance	
Grade:	CO SCP 36	
Version Date:	November 2017	
Salary	£85,135	

2	Job Purpose

The Chief Officer Governance will ensure that the Council fulfils its statutory duties and performs its functions and activities in accordance with the law and the principles of good governance.

Responsible for developing, leading and overseeing the management of a first-class Policy and Assurance Framework for the Council.

The post holder will discharge the following statutory roles:

- Returning Officer in accordance with the Representation of the People Act 1983;
- Monitoring Officer under Section 5 of the Local Government and Housing Act 1989.

The post holder will make arrangements on behalf of the Council to ensure that all duties and responsibilities associated with the following roles are discharged:

- Data Controller in accordance with the Data Protection Act 1998;
- Data Protection Officer in accordance with the General Data Protection Regulation;
- Clerk to the Licensing Board in accordance with the Licensing (Scotland) Act 2005; and
- Senior Information Risk Owner

3	Reporting Relationships

Reporting directly to the Chief Executive (in the interim pending further consideration by Council in March 2018)

The Chief Officer Governance will play an intrinsic role in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and the public.

The success of this role is interdependent on relationships with Chief Officer -

Finance; Chief Officer - Commercial and Procurement; Chief Officer - People and Organisation and Chief Officer - Corporate Landlord Key external Stakeholders: The Commissioner for Ethical Standards in Public Life in Scotland, Freedom of Information Commissioner, Moodies (Credit Rating Agency).

4   Outcomes

Corporate Outcomes

<u>Transition to the New Target Operating Model (TOM)</u>
- Provide the leadership to bring a range of services and cultures into one unified new Governance function.
- Support the design and implementation of the commissioning model.
- Develop the relationship with resources, customer, commissioning, operations and place, and support the transformation vision as per the TOM.
- Ensuring the Governance function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the TOM, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

<u>Being a Digitally Led Organisation</u>
- Work with digital partner(s) to exploit emerging technologies to enhance services and the decision-making process.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.
- Work with other functions in resources, customer, commissioning, operations and place, and the digital partner, to continue to digitise services.

<u>Developing the Workforce for a 21st Century Council</u>
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

<u>Performance Management</u>
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across Governance; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the

development of professional standards, development and conduct for the functions' staff thereby ensure compliance with professional bodies and regulatory requirements.

Risk Management

- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place;
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship

- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the Governance function.

Information Governance

- To oversee Information Governance across all functions, to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities

- To discharge the Council's duties under Local Government, Elections and Emergency Planning/Civil Contingencies legislation; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

- Make arrangements to ensure that the Council discharges its statutory duties in the area of information and data protection law and the Regulatory of Investigation Powers (Scotland) Act.

- Ensure that the Council's corporate governance framework is robust and effective and ensures compliance with the Council's duties as the holder of a credit rating and as an issuer of bonds on the London Stock Exchange.

- Act as the Council's principal legal adviser and ensure the provision of an innovative, comprehensive and robust legal service.

- Ensure that the Governance function operates to best practice strategically in respect of the health, safety and wellbeing of staff.

- Make arrangements to ensure that the Council is aware of and responsive to proposed changes to law and policy.

- Oversee the ALEO Assurance Framework.

- Develop, maintain and improve the Council's Local Code of Corporate Governance.

- Ensure that the Council's interests are well-serviced and promoted in respect of any activity, partnership or collaborate working.

- Ensure the implementation of any legal action required to support the Council's activities.

- Develop, lead and oversee the management of a corporate and effective approach to legal and democratic services through digitisation, staff and community empowerment, and the delivery of local and national elections.

- Oversee the development, maintenance and improvement of the Council's Scheme of Governance.

- Develop, lead and oversee the management of a first-class Policy and Assurance Framework for the Council with reference to the corporate functions of:

  o internal audit;
  o risk;
  o investigations;
  o public protection;
  o corporate H&S
  o information governance;
  o emergency planning;
  o business continuity; and
  o internal and external policy development.

- Responsible for the management and provision of services to the Licensing Board and Licensing Committee.

- Ensure Elected Members are supported in their leadership and community roles and that they receive appropriate support, training and development to carry out their roles in accordance with the Councillors' Code of Conduct.

- Develop, lead and oversee the management and promotion of a civic affairs function to promote the interests of the Council and the city.

5	Knowledge & Experience

- Proven experience or understanding of:

  o Managing corporate governance activities at a senior management level in a complex, multi-functional organisation, including experience of legal and democratic services.
  o Strategic policy development and implementation.
  o Developing / managing strategic partnerships.
  o Service transformation and improvement.
  o Successful budgetary management and control.
  o Developing integrated services.

o Performance management.   • Managing and understanding a demanding client base. • Risk analysis, risk awareness, monitoring and management of risk. • Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery. • Practical knowledge of negotiating and influencing in a complex environment. • Practical knowledge of setting strategy in a complex organisation.

6	**The Individual – the characteristics of a high performing individual**

• Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses. • Adjusted – ability to deal with pressure without affecting others. • Curious – being able to evaluate information and look for ways to change and improve performance. • Competitive – has a genuine desire to win and succeed. • Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options. • Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

7	**Organisational Behaviours**

Aberdeen City Council's purpose is to ensure the people and place of Aberdeen prosper and to protect the people and place from harm. We seek people who are active, adaptive and accountable. **Active:** Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning **Adaptive:** Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future **Accountable:** Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

8	Requirements of the Job

The post holder needs to hold as a minimum:

- Admitted as a solicitor in Scotland and holding a Practising Certificate from the Law Society of Scotland.

- Relevant degree or professional qualification.

- Evidence of Continuous Professional Development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Integrated Children's and Family Services	
Job Profile No:		
Function:	Operations	
Grade:	CO SCP 36	
Version Date:	November 2017	
Salary	£85,135	

2	Job Purpose

This role will provide the strategic lead and evidence based approach for improving outcomes for children and their families through the development and delivery of universal, specialist and targeted services for children and their families.

The role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to the services within the function as appropriate.

To carry out the responsibilities of the Chief Social Work Officer for Aberdeen City Council as set out in Section 5(1) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government etc. (Scotland) Act 1994 and the Joint Public Bodies (Scotland) Act, 2014.

3	Reporting Relationships

Reporting directly to the Chief Operating Officer.

As Chief Social Work Officer, the post holder will have direct access to the Chief Executive on matters deemed necessary to escalate and will liaise with the Leader/s of the Council and Conveners of relevant Committees.

The success of this post is interdependent on the following roles: Chief Officer (Business Intelligence), Chief Officer (Early Intervention and Community Empowerment, Chief Officer (Commercial and Procurement), Joint Accountable Officer (IJB).

4	Outcomes

Corporate Outcomes

Transition to the New Target Operating Model
- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Integrated Children's & Family function into a newly designed model.
- Develop the relationship with other functions and support the transformation.
- Ensuring the Integrated Children & Family function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through

community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Integrated Children & Family function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People and Organisation be responsible for the development of professional standards, personal development and conduct for the functions' staff, to thereby ensure compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the Integrated Children's & Family function.
- Ensure all regulatory conditions relating to financial reporting, including that for

the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Chief Officer Governance to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- To discharge the Council's duties under Social Work, Children, Education and Early Learning and Childcare legislations; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Deliver commissioned outcomes
- Support the commissioning function to specify children and family outcomes and appropriate service specifications for commissioned services as they relate to children.
- Support the commissioning function, in conjunction with National requirements, to specify actions for continual improvement in education across the city.
- Maximise the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.
- Responsible for promoting and improving outcomes and positive destinations for children and young people.
- Ensure that the Council meets its statutory obligations in relation to children and young people and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values with regards to integrated children's services.
- Deliver commissioned outcomes within the framework below, covering:
  o Universal.
  o Specialist.
  o Targeted interventions.
  o Community engagement and empowerment.

Monitoring & Improve Delivery of outcomes
- Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer expectations.
- Develop and implement strategies for the delivery of services provided by the function, considering anticipated developments in the external environment and to influence those developments where possible.
- Actively review all services to identify opportunities to improve delivery, on-going skills requirements, capacity and efficiencies to ensure that the Council is maximising outcomes for Aberdeen City.
- To engage with the customer, resources and commissioning functions to review effectiveness in delivering outcomes and meeting customer needs based on measurable performance indicators and data analysis.

- Conduct forensic analysis of performance to inform continual improvement by using measurable improvement methodologies.
- Manage all operational services provided or purchased by the Council to ensure that a range of appropriate services are in place, provide best value and meet the needs of all children.

Best Start in Life
- Drive the expansion and improve access to affordable childcare across the city ensuring the expansion is underpinned by appropriate universal, specialist and targeted services.
- Ensure support to look after children and their families is effective.
- Where appropriate, support NHS Grampian to improve health outcomes for children and their families.

Safe and responsible
- Improve multi agency support for vulnerable children and their families
- In conjunction with Chief Officer Early intervention and Community Empowerment, improve early intervention support for young offenders and their families in order to support them to become responsible and contributing citizens.
- In conjunction with Chief Officer Business Intelligence & Performance Management and the digital partner, look at how to improve the sharing of information across partners in order to facilitate predictive modelling with a view to preventing harm to children.

Respected, Included and Achieving
- Actively promote children's rights as UN convention on Rights of Children and their participation in decisions which affect them across universal, specialist or targeted services.
- In conjunction with the Chief Officer Strategic Place Planning, contribute to the process of a child friendly city by recognising children as partners in the planning design decisions of the city.
- Through participation in the regional education collaborative and our own school based improvement plans, work to close the attainment gap for all children and young people.

Management of Integrated Information
- In conjunction with the Chief Officer City Growth, maximise employment, education and training opportunities for all school leavers, ensuring required support for vulnerable children and their families.
- In conjunction with the Chief Officer Early Intervention and Community Empowerment support community capacity building to target the conditions that affect families and communities ability to care for their children.

Improving our Service User experience
- In conjunction with the Chief Officer Customer Experience develop responsive mainstream services:
  o Make it easy for front line staff to find out who does what across the whole children services system and processes they use and response times.
  o Improve access to specialist services across education, health and social care.

- o Develop integrated child and family assessments supported by multi-disciplinary teams.
- o Reduce waiting times for child assessments across education, health and social care.
- o Empower children and families to self-care.
- o Make best use of innovation in customer experience by integrating first contact and continuing responses across sectors.

In conjunction with the Joint Accountable officer (IJB)

- Consider how to improve links between education, health and social care within localities across the city to provide integrated services to children and families.
- Implement the ACC/IJB Career Strategy in terms of children who are carers themselves.

Management of the market

- In conjunction with the Director of Commissioning and Chief Officer Commercial and Procurement, develop the best commission mix within and across education, social work and health considering :
  - o Range and volume of services.
  - o Resource availability.
  - o Risk management.
  - o Manageability.

Act as Chief Social Work Officer in terms of the relevant legislation

- Oversee and ensure the professional registration and fitness to practise of social workers with the SSSC.
- To ensure that social work and social care services that are commissioned or directly provided by Aberdeen City Council and the Aberdeen Health and Social Care Partnership meet statutory and regulatory requirements.
- Undertake the role of Agency Decision Maker in Fostering and Adoption.
- Make the legal decisions about Secure Accommodation for Children and Young People, and challenge, where appropriate, Children's Hearings decisions.
- Oversee and authorise the appointment of Mental Health Officers.
- Authorise, ensure compliance with legislation, and act as Legal Guardian for adults without capacity.
- Make decisions about the transfer of a child subject to a Supervision Order in cases of urgent necessity.
- Make decisions associated with the management of drug treatment and testing orders.
- Carry out functions as the appropriate authority in relation to a breach of a supervised release order, or to appoint someone to carry out these functions.
- Attend the Integrated Joint Board of the Aberdeen Health and Social Care Partnership as a professional advisor.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Leading Education Services.
  - Leading in children and family social work.
  - Strategic policy development and implementation.
  - Developing/Managing strategic partnerships.
  - Service transformation and improvement.
  - Successful balance sheet management.
  - Developing integrated services.

- Managing consultation forums and relationships with trades unions.
- Risk analysis, risk awareness, monitoring and management of risk.
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
- Practical knowledge of negotiation and influencing in a complex organisation.
- Practical knowledge of working in a commissioning organisation.
- Embraces new technology to deliver services in an innovative way.

- Proven Education experience and knowledge covering:
  - National and local government development in education services.
  - Additional Support Needs legislation.
  - HGIOS4.
  - Parental Engagement.
  - Getting It Right For Every Child (GIRFEC).
  - Curriculum for Excellence.
  - Closing the Gap.
  - More Choices, More Chances.
  - School improvement and curriculum development.
  - Inclusive practice and research, particularly around the presumption of mainstreaming and Additional Support Needs legislation.

- Proven social care experience and knowledge covering:
  - Child Protection Services.
  - Looked after Children.
  - Statutory legislation relevant to social care, youth justice, Every Child Matters.
  - High level, extensive operational and strategic management of social work and social care in both children's and adult's services.
  - Key legislation and regulations that underpin the provision of social work services and the functions of the CSWO in single and integrated settings.
  - Influencing change and providing challenge at a senior level.
  - Financial management, in order to provide well balanced advice on the impact of fiscal decisions on social work services in single and integrated settings.
  - Performance management and data analysis in order to provide oversight and challenge on the effectiveness and impact of social work services.
  - Making high level, complex decisions about the deprivation of liberty of children and adults; adoption and permanence of children and young

people, child and adult support and protection.
- o Advising, influencing, persuading, acting assertively and commanding confidence in a political environment and with a range of internal and external key partners.

6	The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

7	Organisational Behaviours

Aberdeen City Council's purpose is to ensure the people and place of Aberdeen prosper and to protect the people and place from harm.

We seek people who are active, adaptive and accountable.

Active:
Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning.

Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant professional Social Work qualification (i.e. Dip SW, CSS, CQSW or equivalent)
- Educated to degree level or above
- Current registration with the Scottish Social Services Council or UK equivalent

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Operations and Protective Services	
Job Profile No:		
Function:	Operations	
Grade:	CO SCP 34	
Version Date:	November 2017	
Salary	£81,504	

2 Job Purpose

This role will provide the strategic lead for the delivery and development of the Council's Operations and Protective Services function and have responsibility for services including waste, environmental services, roads and infrastructure, fleet and transport, building services, facilities management and protective services.

The role will ensure all Operations and Protective Services are undertaken in accordance with health and safety, vehicle / fleet and other compliance policy protocols and practices.

The role will also develop and maintain the city's roads and greenspace to the benefit of the city's economy and the health and wellbeing of its citizens.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services procured as part of delivering the commissioning strategy.

3 Reporting Relationships

Reporting directly to the Chief Operating Officer.

The Chief Officer Operations and Protective Services will play an intrinsic role in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees.

The success of this post is interdependent on the following roles: Chief Officer – Corporate Landlord; Chief Officer – Strategic Place Planning.

4 Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Operations and Protective Services function into newly designed model.
- Develop the relationship with other functions to support the transformation.
- Ensuring the Operations and Protective Services function is appropriately designed to meet the needs of customers and the Target Operating Model
- In conjunction with other functions, and as part of the Target Operating Model,

facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Operations and Protective Services function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People and Organisation, be responsible for the development of professional standards, development and conduct for the functions' staff to thereby ensure compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship
- Accountable for the management of the financial performance of the Operations and Protective Services function.
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need

for ensuring cost effective service delivery and value for money activities.
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Chief Officer Governance to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- To discharge the Council's duties under Roads, Environmental Protection, Public Health, Control of Pollution, Trading Standards and Waste legislations; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Deliver commissioned outcomes
- Managing the successful delivery of services in line with specified outcomes by the commissioning function.
- Exploiting the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.
- To provide a strong vision and delivery ethos for the Operations and Protective Services function areas of responsibility, bringing innovation, creativity and forward-thinking approaches, whilst ensuring that strategies are well evidenced and evaluated.
- Provide a total facilities management service for all of the Council's property resources including 22,000 houses, 450 operational properties, and land holdings.
- Provide a lead within the Council for the Local Authority's requirements to comply with its statutory obligations for the health and safety of all of its buildings, regular maintenance and suitability.

Monitoring & Improve Delivery of outcomes
- Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer expectations and needs.
- Develop and implement strategies for the delivery of services provided by the function, considering anticipated developments in the external environment and to influence those developments where possible.
- Actively review all services to identify opportunities to improve delivery, on-going skills requirements, capacity and efficiencies to ensure that the Council is maximising outcomes for Aberdeen City.
- To engage with the functions to review effectiveness in delivering outcomes and meeting customer needs based on measurable performance indicators and data analysis.
- Conduct forensic analysis of performance to inform continual improvement by

using measurable improvement methodologies.

Service Delivery and Partnership Engagement
- To represent the Council at meetings with partners and other public and private sector agencies, voluntary groups and individuals at a local, regional and national level as required.
- To ensure that all activities undertaken by the services are in accordance with health and safety, vehicle/ fleet and other compliance policy protocols and practices.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Strategic policy development and implementation.
  - Developing/Managing strategic partnerships.
  - Service transformation and improvement.
  - Successful balance sheet management.
  - Developing integrated services.

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiation and influencing in a complex organisation.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

6	The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – can cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

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Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job

The post holder needs as a minimum:

- Relevant degree or professional qualification and/or extensive experience relevant to the role.
- Evidence of continued professional development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:		Chief Officer – Digital and Technology

Job Profile No:	
Function:	Customer
Service:	
Grade:	CO SCP 20
Salary:	£58,182
Version Date:	November 2017

2 Job Purpose

This role will have responsibility for the provision of a corporate ICT service encompassing strategy, operational support, infrastructure and security.

The role will also be the lead for digital innovation, deliver the digital strategy and manage the Digital Partner(s), while continuing to introduce technical and service innovation to the Council. As part of this the role will also be responsible for the development of a phased digital transformation for the Council, demonstrating strong leadership delivery of a development plan for the overall division, maintaining good communication throughout the process.

Ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to the services provided by functions.

3 Reporting Relationships

Reporting directly to the Director of Resources.

The ICT Manager will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and ACC ALEOs.

Key external stakeholders will include all Community Planning Partners and our existing supply chain of private and 3rd sector bodies locally and nationally.

4 Outcomes

Corporate Outcomes

Transition to the New Target Operating Model
- Provide the leadership to bring a range of services and cultures into one unified new Digital and Technology function and operational responsibility for the transition of services from old to new model.
- Support the design and implementation of the digital services and new Digital and Technology function.
- Develop the relationship with other functions in commissioning, customer and operations and support the transformation vision as the TOM.
- Ensuring the Digital and Technology function is appropriately designed to meet the needs of commissioning, customer, operations and resources functions.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.
- To manage and monitor the digital partner(s) delivery.
- To work with other functions in customer, commissioning and operations, and the digital partner(s), using business intelligence, to continue to digitise services.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Digital and Technology function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff and thereby ensure their compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management and Stewardship
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.

- Accountable for the management of the financial performance of the Digital and Technology function.
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities
- Accountable for the management of the financial performance of the Digital and Technology function.

Information Governance
- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Specify Services for the Achievement of the LOIP
- Develop a strategic framework to ensure that policies, procedures and practices provide for the effective provision of customer-centric digital services.
- Ensure a comprehensive and equitable range of high quality, response to need and efficient customer-centric digital services are implemented within allocated resources across services and sectors.
- Promote an environment of customer focussed development and delivery, continuous improvement and innovation that will support the Council's ambitions for providing high quality digital services that can be developed for external trading where appropriate.
- Constantly scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.

Digital Services and Digital Partner(s) Management
- To lead the development and implementation of digital strategies for the delivery of customer-centric services.
- To develop and monitor the digital programme(s) and the effective allocation of resources and to monitor the delivery of digital projects.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.
- To direct and monitor the work of the digital partner(s) to support the implementation of new customer centric services Council-wide.
- To maximise emerging digital technologies and enhance self-service provision for customers and automation opportunities of staff.
- The post holder will implement the IT architecture that will enable the digitisation of services.

- To engage with suppliers to ensure that prospective platforms/systems align with the design principles and to ensure they meet all business processing and user requirements and ensure service levels are adhered to.
- To be responsible for ensuring the controlled transfer between the projects and operations teams and to develop a road-map for the transition of digital services within the organisation. Establish transition processes and transition readiness criteria, and design the necessary internal controls to ensure adherence to the processes.
- To work closely with Chief Officer Customer Experience to implement solutions designed to further increase digital service provision.
- To have foresight of upcoming changes associated with service transitions and to ensure that change associated with service transitions is managed effectively.

Digital and Technology Services Management
- Accountable for the design and delivery of a new Digital and Technology function of the Council from start up to fully operational.
- Responsible for technology business leadership and for providing and maintaining a single source of consistent information on all IT services delivered to the council.
- Ensure and verify service performance against stated Service Level Agreements while overseeing and managing the service delivery of third parties as contractually obligated.
- Ensure the Digital and Technology function provides support to the new organisational structure by providing a professional and customer focussed service (including supplier engagement and driving value for money).
- Coordinate Disaster Recovery testing and Business Continuity Planning.
- Manage technology services over cross sector services including corporate services and school estates.

Monitoring and Improving the Digitisation of Outcomes
- Conduct continuous needs analysis and intelligence gathering to inform and guide the Council's strong customer-service role.
- As part of the feedback loop, work with commissioning, customer and operations to refine outcomes based upon performance data.
- To work alongside the Chief Officer Customer Experience and Chief Officer Business Intelligence to utilise data and performance trends to inform future digital opportunities and initiatives.

5	Knowledge

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Design, development and implementation of customer centric digital services
  - Managing and delivering effective human resource capital
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiating and influencing in complex environments.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

6 The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – can cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – can confront problems, take calculated risks, have difficult conversations and consider a range of options.

7 Organisational Behaviours

The post holder is expected to display the following behaviours:

Aberdeen City Council's purpose is to ensure the people and place of Aberdeen prosper and to protect the people and place from harm.

We seek people who are active, adaptive and accountable.

Active:
Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning.

Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to

start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant degree or professional qualification and/or extensive experience related to the role.
- Evidence of continued professional development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Finance	
Job Profile No:		
Function:	Resources	
Grade:	CO SCP 36	
Version Date:	November 2017	
Salary	£85,135	

2 Job Purpose
This role will provide the strategic lead for all the dimensions of financial management. This role also has responsibility for the statutory duties of The Proper Officer under Section 95 of the Local Government (Scotland) Act 1973 and for meeting the financial reporting requirements of the London Stock Exchange (LSE). This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function as appropriate.

3 Reporting Relationships
Reporting directly to the Director of Resources. The Chief Officer Finance will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees, external stakeholders: all external audit and inspection bodies considering use of resources; internal audit, Moodies' Credit Rating Agency. The post holder will also have direct access to the Chief Executive on matters deemed necessary to escalate. Key ECMT relationships: The success of this role is interdependent on the relationship with Chief Officer Capital; Chief Officer City Growth; Chief Officer People and Organisation.

4 Outcomes
Corporate Outcomes Transition to the New Target Operating Model • Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Finance function into newly designed model. • Develop the relationship with other functions and support the transformation. • Ensuring the Finance function is appropriately designed to meet the needs of the Target Operating Model • In conjunction with other functions, and as part of the Target Operating Model,

facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- Working with other functions and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Finance function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff to thereby ensure compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with

Financial Management & Stewardship
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the Finance

function.

- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

Professional Standards, Development & Conduct
- In conjunction with Chief Officer People and Organisation overseeing the professional framework to ensure it remains current to enable professional staff within the function to meet the requirements of professional regulatory bodies

Statutory Responsibilities
- To discharge the Council's duties under Local Government Pension and Finance Legislation; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Financial Governance
- Develop and maintain a scheme of financial delegation, which will have to mirror the development of the commissioning model and increased community empowerment
- Oversee the stewardship of the council to ensure that the authority puts in place effective internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems and authorisation and approval processes, cash flows borrowings and investments and financial systems.
- Be responsible for the financial governance and scrutiny in the organisation.
- Ensure that the council's relationship with external and internal audit is effective in relation to financial controls.
- Responsible for the provision of financial advice and assistance to the council in respect of Arms-Length External Organisations, Trusts, Partnership Arrangements and other bodies or organisations as directed by the Council.

Financial Planning
- Support the Commissioning function to develop its financial outcomes framework.
- Support the annual requirement for Council to set a council tax and to consider whether to reduce the national rate of non-domestic rates, as per statutory requirement.
- Develop and implement strategies for the effective acquisition, deployment and safeguarding of the Council's resources considering actual and anticipated developments in the external environment.

- Support the requirement of the LSE to produce a LIT financial plan.
- Provide strategic financial advice related to assets and investments, sourcing and procuring external advice as appropriate and building relationships with external advisers.
- Provide financial guidance and advice to develop innovative solutions for the funding and implementation of corporate strategies and the effective use of resources.
- Develop and negotiate partnership and collaborative arrangements including with other Local Authorities acting as lead finance negotiator on delivery models.

Finance for Decision-making
- Provide the financial analysis for inclusion in all capital outline and full business cases and provide the financial analysis for including in benefits tracking.
- Provide financial analysis to support the implementation of the target operating model

Financial Monitoring
- Produce a full set of financial statements on a quarterly basis to committee and the LSE
- Advise on corporate risk profiling and management, including safeguarding assets, risk assistance.
- Monitor the financial benefits being realised through the implementation of the Target Operating Model.

Financial Reports
- Meet the statutory requirement to produce local authority SCRP compliant set of accounts in line with the statutory deadline
- Meet the requirement of the LSE for an earlier set of accounts
- Ensure that the financial statements meet the requirements of the law and of accounting standards as reflected in the Code of Practice on Local Authority Accounting in Great Britain, developed by CIPFA/LASAAC Joint Committee.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:
- Proven extensive experience in:
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services

- Managing consultation forums and relationships with trades unions
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
- Practical knowledge of negotiation and influencing in a complex organisation
- Practical knowledge of working in a commissioning organisation
- Embraces new technology to deliver services in an innovative way.

6   The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

7   Organisational Behaviours

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Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

8   Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant Accountancy qualification from a recognised UK chartered professional body and extensive experience related to the role.
- Evidence of continuous professional development

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer – People and Organisation	
Job Profile No:		
Function:	Resources	
Grade:	CO SCP 27	
Version Date:	November 2017	
Salary	£68,806	

2	Job Purpose

This role will provide the strategic lead for the reshaping of the council's workforce within the context of a 21st century workforce strategy and ensuring an aligned organisational culture.

Through the management of the function the role will provide support in the recruitment, selection and ongoing retention of all staff and for promoting good practice in staff communication and engagement.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, as applicable.

3	Reporting Relationships

Reporting directly to the Director of Resources.

The Chief Officer People and Organisation will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees, key external stakeholders: All statutory partners in terms of reshaping the public sector workforce, CoSLA (pay negotiating body).

4	Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the People and Organisation function into newly designed model.
- Develop the relationship with other functions and support the transformation.
- Ensuring the People and Organisation function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

<u>Being a Digitally Led Organisation</u>
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

<u>Developing the Workforce for a 21st Century Council</u>
- Support the alignment of culture with the vision of the target operating model.
- To lead the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

<u>Performance Management</u>
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the People and Organisation function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with all function's Chief Officers, support and oversee the development of professional standards, development and conduct for staff, thereby ensure their compliance with professional bodies and regulatory requirements.

<u>Risk Management</u>
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

<u>Financial Stewardship & Management</u>
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the People and Organisation function.

<u>Information Governance</u>

- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- To discharge the Council's duties under Employment Acts, including Teachers' legislation; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Strategic Partner
- Promoting a clear vision for people and organisation to ensure equality, consistency, transparency and fairness in the way ACC attracts, motivates, rewards and develops its employees.
- Lead the development and implementation of a workforce strategy suitable for the 21st century Council.
- Responsible for organisational design and the design of work positions (in conjunction with digital partner).
- Inform, facilitate and lead on the recruitment of staff.
- Develop and manage an effective reward and recognition process and terms and conditions that meet the needs of the organisation.
- Develop and manage an efficient and effective performance development and appraisal system for the whole organisation ensuring where necessary the system meets the requirements of the relevant professional bodies.
- Inform and support the organisation to effectively career and succession plan.
- In conjunction with relevant Chief Officers ensure accuracy of the professional framework ensuring that all staff can meet the requirements of all professional regulating bodies.

Employee Advocate
- In conjunction with Chief Officers and the Digital Partner, create a work environment in which people can contribute and be motivated.
- Foster staff empowerment through staff self-managing and self-learning as appropriate and ensuring personal accountability.
- In conjunction with the Chief Officer Customer Experience, shape organisational culture and climate in which staff have competency, concern and commitment to serve customers well.
- Promote a range of employee assistance programmes including a focus on staff, physical and mental health and wellbeing.
- Making full use of the skills within the Internal Communications team to ensure staff are engaged and informed of the transformation process through effective management of the internal communications service and providing opportunities for staff to be engaged.

Change Champion

- Ensure appropriate disciplines for change management are in place prior to significant change programmes being introduced.
- Monitoring employee satisfaction and measuring results of organisation initiatives.
- Develop and take forward strategies to enable cultural, behavioural and organisational change, encourage new ways of thinking and working across the Council and its partner organisations to deliver better outcomes for the people of Aberdeen.
- Challenge existing practices and lead initiatives for new and more efficient use of resources by providing effective leadership and management that will contribute to the continuous improvement and innovation of the Council.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Managing and delivering effective human resource capital
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiation and influencing in a complex organisation.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

6	The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

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- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

7   Organisational Behaviours

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Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8   Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant degree or professional qualification and / or extensive experience related to the role.
- Evidence of continuous professional development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer – Corporate Landlord	
Job Profile No:		
Function:	Resources	
Grade:	CO SCP 34	
Version Date:	November 2017	
Salary	£81,504	

2	Job Purpose

This role will provide the strategic lead for the delivery and development of the Council's Corporate Landlord function.

The role will ensure the Council's property assets, commercial portfolio, operational portfolio and housing stock support its core business needs and optimised to meet corporate service delivery requirements, customer and tenant needs, and to maximise financial return.

The role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to the services provided by functions.

The role will act as the Corporate Landlord function of the Council, providing strategic direction on all property matters.

3	Reporting Relationships

Reporting directly to the Director of Resources.

The Chief Officer Corporate Landlord will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees, key Council stakeholders: all community partners.

4	Outcomes

This post is accountable for the design and delivery of a new Corporate Landlord function of the Council from start up to fully operational. This will include:

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified new commissioning function and operational responsibility for the transition of services from old to new model.
- Support the design and implementation of the commissioning model.
- Develop the relationship with the other functional areas and support the transformation vision as per the target operating model.
- Ensuring the Corporate Landlord function is appropriately designed to meet the needs of the Target Operating Model.

- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making as part of community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities
- Review activity across the function to ensure effective deployment of employees and all other resources in order to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Corporate Landlord function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff and thereby ensure their compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans
- Monitor and review processes both corporately and across the function to ensure risk and compliance arrangements are in place;
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship
- Accountable for the management of the financial performance of the Corporate

Landlord function.

- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

<u>Information Governance</u>
- Working with the Chief Officer Governance to ensure the integrity of data and information within the function meets regulatory requirements.

<u>Statutory Responsibilities</u>
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

- Develop a centre of excellence for strategic asset management and project delivery

- Develop management resource plans to meet operational needs and effect change where required

- Maintaining commercial, technical, legal and insurance knowledge to support the Function

- Demonstrate and maintain a high level of operational and commercial knowledge and work closely with the wider team to review techniques and solutions to meet business/customer needs

- Early identification of business risks in projects, ensuring that risk management, risk registers and contingency are in place to manage risk

- Ensuring works are scoped in line with relevant technical standards

- Develop short, medium and long term investment priorities for the Council's land and property assets (working with colleagues across the Council and the wider public sector and, in particular, the services of finance, legal and procurement).

- Support the delivery of Strategic Infrastructure Plan programmes for new affordable housing and regeneration and the Council's Capital Plan.

- Lead the corporate Health and Safety service.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiation and influencing in a complex organisation.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

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8	Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant degree or professional qualification and / or extensive experience related to the role.
- Evidence of continued professional development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Customer Experience
Job Profile No:	
Function:	Customer
Grade:	CO SCP 27
Version Date:	November 2017
Salary	£68,806

2	Job Purpose

This role will provide the strategic lead for the development and delivery of the Council's Customer Experience function, maximising an assumption of self service and self-help.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.

The role will continually improve the performance of the customer experience and support the Director in promoting the values of 'customer' across the Council.

3	Reporting Relationships

Reporting directly to the Director of Customer

The Chief Officer Customer Experience will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include our Community Planning Partners, our ACC ALEO's and our supply chain providers.

The success of this role is interdependent on relationships within the key Extended Corporate Management Team: the Chief Officer of Early Intervention and Community Empowerment, the Chief Officer of Commercial and Procurement, the Chief Officer of Operations and the Joint Accountable Officer (Integrated Joint Board)

4	Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified new Customer Experience function and share the operational responsibility for the transition of services from the old to new model.
- Develop the relationship with other functions and support the transformation vision as per the Target Operating Model.

- Support the design and implementation of the Customer Experience function.
- Ensuring the Customer Experience function is appropriately designed to meet the needs of the customers and partners of the City.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions, and the digital partner, using business intelligence, to continue to digitise services to enhance the customer experience
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service and automation options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.
- Support the development and implementation of a performance management led Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities based on customer demand and need.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Customer Experience function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place;
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are

fully complied with.

Financial Management & Stewardship
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the Customer Experience service.
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- To discharge the Council's duties under Finance legislation (for Revenue and Benefits); as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Customer Experience
- Develop seamless customer journeys with internal and external partners.
- Develop an information, advice and signposting function which is a multi-channel, digital engagement facility that acts as first point of enquiry and puts customers in touch with the most appropriate support
- Develop community hubs with internal and external partners which are face-to-face offering where a range of support services may be co-located to provide easy access for communities and contribute to fostering long term independence
- Deliver high levels of customer satisfaction based on the needs of the customer
- Effective use of the website and other digital technologies to promote and encourage self-service, automation and partnership community and engagement
- Be accountable for the achievement of all key metrics and KPIs within the Customer Experience function which will be designed to include productivity and efficiency.
- Be responsible for the ongoing development of customer experience standards and compliance across the Council.

Preventing Demand
- Using the Business Intelligence Unit to understand the causes of demand and inform initiatives to manage the causes of demand and demand itself.
- Using digital technology to sign post customers to alternative support and/or

advice.
- Using digitally integrated solutions to ensure automated end to end service. Educating and enable customers to be self-supporting using digital channels and channel shift from physical contact to digital.

Monitoring Outcomes
- As part of a continuous improvement loop to provide feedback to inform the commissioning and delivery cycles to drive up improvement in service delivery and ultimately outcomes.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Designing and delivering customer centric seamless services based on digital technology
  - Business intelligence and demand management
  - Strategic policy development and implementation
  - Engagement with community groups as part of building empowered communities
  - Service transformation and improvement
  - Successful budgetary management and control
  - Developing integrated services
  - Delivering measurable outcomes
  - Changing an organisation culture to become customer centric

- Risk analysis, risk awareness, monitoring and management of risk

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery

- Practical knowledge of negotiating and influencing in complex environments

- Embraces new technology to deliver services in an innovative way.

6	The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed

information, conflicting opinions and different options.

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

7	Organisational Behaviours

Aberdeen City Council's purpose is to ensure the people and place of Aberdeen prosper and to protect the people and place from harm.

We seek people who are active, adaptive and accountable.

Active:
Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning.

Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future .

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job
The post holder needs to hold as a minimum:	

- Relevant degree or professional qualification relating to the position and/or extensive experience related to the role.
- Evidence of continuous professional development

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Early Intervention & Community Empowerment	
Job Profile No:		
Function:	Customer	
Grade:	CO SCP 34	
Version Date:	November 2017	
Salary	£81,504	

2	Job Purpose

This role will provide the strategic lead for the development and delivery of the Council's Early Intervention & Community Empowerment function.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function as appropriate.

This role will take a strategic lead in shifting the Council (and partners) to adopt a more upstream preventative approach in order to tackle cause rather than consequences of failure demand.

3	Reporting Relationships

Reporting directly to the Director of Customer.

The Chief Officer Early Intervention and Community Empowerment will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include all Community Planning Partners, including the Director of Public Health (NHS Grampian), public and private sector supply chain and all strands of civic society.

Key Extended Corporate Management Team: the success of this role is interdependent on relationships with the Chief Officer of Business Intelligence, Chief Officer of Integrated Children and Family Services and the Chief Officer of Commercial and Procurement.

4	Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified new customer function and share the operational responsibility for the transition of services from the old to new model.
- Develop the relationship with other functions and support the transformation vision as per the Target Operating Model.
- Ensuring the Early Intervention and Community Empowerment function is

appropriately designed to meet the needs of the customers and internal and external partners.

- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

<u>Being a Digitally Led Organisation</u>
- Working with digital partner(s) to exploit emerging technologies to enhance engagement with community groups.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

<u>Developing the Workforce for a 21st Century Council</u>
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

<u>Performance Management</u>
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Early Intervention and Community Empowerment function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

<u>Risk Management</u>
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

<u>Financial Management & Stewardship</u>

- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the Early Intervention & Community Empowerment function.
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- To discharge the Council's duties under the Housing, Antisocial Behaviour, Welfare and Libraries' legislations; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service Specific Outcomes

Customer Engagement
- Work with communities, partners and business intelligence to identify causes of demand and implement mitigating solutions to manage the emergence of the demand.
- Develop an information, advice and signposting function which is a multi-channel, digital engagement facility that acts as first point of enquiry and puts customers in touch with the most appropriate support.
- Develop community hubs which are face-to-face offering where a range of support services may be co-located to provide easy access for communities and contribute to fostering long term independence.

Community Capacity Building and Empowerment
- Actively improve outcomes for themes such as equality and community safety and resilience (financial inclusion and employability).
- Support strategies which bring together physical and social regeneration interventions which meet the desires and expectations of communities in so far as is possible within resource constraints.
- In conjunction with our External Communications team and the Director of Public Health (NHS Grampian) devise whole and targeted population campaigns to influence behaviour which could result in improved public health.
- Ensure effective management, administration and governance of the Council's grants programmes associated with community capacity building and empowerment.

Monitoring Outcomes
- As part of a continuous improvement look to provide feedback to inform the commissioning and delivery cycles to drive up further upstream preventative activity.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Designing prevention and early intervention services with communities and partners.
  - Business intelligence and demand management.
  - Strategic policy development and implementation.
  - Engagement with community groups as part of building empowered communities.
  - Service transformation and improvement.
  - Successful budgetary management and control.
  - Developing integrated services.
  - Delivering measurable outcomes.
  - Changing an organisation culture to become customer centric.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiating and influencing in complex environments.

- Embraces new technology to deliver services in an innovative way.

6	The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

7	Organisational Behaviours

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Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job

The post holder needs as a minimum:

- Relevant degree or professional qualification and / or extensive experience related to the role.

- Evidence of continuous professional development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Capital	
Job Profile No:		
Function:	Resources	
Grade:	CO SCP 34	
Version Date:	November 2017	
Salary	£81,504	

2	Job Purpose

This role is responsible for leading and delivering the Council's General Fund Capital Programme, including the City Centre Masterplan and the City Region Deal as well as the Housing Review Account (HRA) Capital Programme.

The role is responsible for the full project delivery process from inception through to delivery and benefit realisation, including the management of all services within the delivery process, including in-house delivery teams, external consultants and contractors.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, as appropriate.

3	Reporting Relationships

Reporting directly to the Director of Resources

The role will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and external stakeholders: Moodies External Credit Rating Agency.

Key Extended Corporate Management Team: the success of this role is interdependent on relationships with Chief Officer (Finance), Chief Officer (City Growth), Chief Officer (Strategic Place Planning) and Chief Officer (Commercial & Procurement).

4	Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Capital function into newly designed model.
- Develop the relationship with other and support the transformation.
- Ensuring the Capital function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through

community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions in and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Capital function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across the function to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the Capital

function.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Governance of the Capital Programme
- Ensure all projects are grouped together into programmes of work with a programme board, a programme sponsor and programme manager.
- Maintain 4 stage reviews: proposal, business case, close and benefits review, within scope for additional stage gate reviews depending on complexity and size of project.
- Chair the strategic asset and capital board, working to the approved terms of reference of the Board.
- Ensure that the Programme and Project Managers manage all projects from inception through to completion and sign off, ensuring all necessary project documentation is in place and taken through the agreed gateway review process.
- Responsible for the Capital Plan programme governance, including the Programme Management Office, Programme and Project Managers, both internal and external.
- Responsible for providing update reports on the whole Capital Plan and individual programmes and projects as necessary to internal management Boards and Committees.

Define Projects
- Ensure project governance is established and in place.
- Ensure robust business cases are developed and taken through the Council's capital governance structures.
- Review and comment on business cases of 3rd parties and all requests for financial support from the Council.
- Work with the Chief Officer Finance in developing the Council's capital budget.

Implement Projects
- Responsible for project initiation, design, change controls, management of risk and dashboard reporting.
- Responsible for the delivery of major cross-function capital projects across the Council.
- Responsible for the professional service delivery teams, including Architects, Quantity Surveyors and Design Teams, both internal and external.
- Ensure detailed project specifications are developed, liaising with the internal clients to ensure that comprehensive project briefs are in place.

- Instruct and oversee regular project health checks to ensure good project management, budgetary control and resource management is in place.
- Ensure comprehensive cost plans that accurately forecast project expenditure are developed.
- Responsible for authorising expenditure, within agreed delegated authority, for projects within the Capital Plan.
- Highlight and report any cost pressures or time delays, provide mitigation and implement any remedial actions.
- Ensure robust preparation of all tender and contract documentation.
- Manage and participate in complex negotiations gaining co-operation and agreement from all parties involved in the delivery of the Capital Plan.
- Ensure effective risk management, through robust risk registers, is in place for all assigned projects.
- Ensure all projects comply with current legislation, statutory requirements, health and safety and building regulations.

Close Projects
- Ensure post project evaluations are completed for all completed capital projects and a process for Lessons Learned is in place to inform future projects.

Measure the Benefits
- Ensure post occupancy reviews (in conjunction with Chief Officer City Growth and Chief Officer Strategic Place Planning) are completed for all capital projects.
- Ensure all programmes and projects deliver their objectives and deliver expected benefits.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Managing capital programmes.
  - Strategic policy development and implementation.
  - Developing/Managing strategic partnerships.
  - Service transformation and improvement.
  - Successful balance sheet management.
  - Developing integrated services.
  - Managing capital programmes.

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiation and influencing in a complex organisation.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

6   The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

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Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant degree or professional qualification and/or experience in managing large capital programmes.
- Evidence of Continuous Professional Development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Business Intelligence & Performance Management	
Job Profile No:		
Function:	Commissioning	
Grade:	CO SCP 27	
Version Date:	November 2017	
Salary	£68,806	

2 Job Purpose

This role will provide the strategic lead for the delivery and development of the Council's Business Intelligence & Performance Management function.

The role ensures the high-quality analysis and evaluation of key data and information to support the strategic objectives of the Council and its services and is responsible for the design, development and maintenance of the strategic corporate performance management framework, including the introduction of benchmarking.

The role will ensure that functions have access to up-to-date and robust Performance Management and Improvement tools and techniques they need to make continuous improvements to service delivery in line with organisational priorities and objectives and the statutory duty of continuous improvement.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, if appropriate.

3 Reporting Relationships

Reporting directly to the Director of Commissioning.

The Chief Officer Business Intelligence and Performance Management will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include all our Statutory Partners and other Partners within the CPP Partnership, including the IJB.

Key ECMT relationships with: Chief Officer (Early Intervention and Empowerment) and Chief Officer (Commercial and Procurement).

4 Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified new Business Intelligence and Performance Management function and share the

operational responsibility for the transition of services from old to new model.
- Develop the relationship with the other functions and support the transformation vision as per the Target Operating Model.
- Ensuring the Business Intelligence and Performance Management function is appropriately designed to meet the needs of the resources, customer and operations function.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit existing and emerging technologies to support the establishment of a robust Business Intelligence and Performance Management function.
- To work with other functions, and the digital partner, using business intelligence, to inform the further digitisation of services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Business Intelligence and Performance Management function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place;

- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with

Financial Stewardship & Management
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities
- Accountable for the management of the financial performance of the Business Intelligence and Performance Management function
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework

Information Governance
- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements

Statutory Responsibilities
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Analyse and Understand Demand
- To manage the business intelligence unit to deliver timely, accurate and robust analysed data to commissioners, customers, operations and partners as required, using best practice in analytics and appropriate business intelligence tools.
- Using needs and preferences assessment analysis, work with local stakeholders and partner organisations to determine local priorities for services.
- Lead on the development and implementation of business intelligence strategies
- Understand where our demand comes from; define how we measure demand; analyse the data and information to identify hot spots and understand the dependencies between different types of demand; identify the links from our lower level activities to the priority outcomes; work with service areas to understand how we can manage demand through early intervention and prevention; provide information on this to inform decision making and commissioning in support of how we respond to predicted future demand.

Specify Council Services for the Achievement of the LOIP
- Provide the data and information to ensure a comprehensive and equitable range of high quality response to need and efficient services are commissioned within allocated resources across services and sectors.
- Input into the development of an effective strategic commissioning framework, market development and contract management systems for the Council.
- Ensure the regular research on emerging trends and best practice in performance and information management.

- Establish and ensure intuitive reporting methodologies which support strategy and analyse organisational performance.

Development and Maintenance of a Performance Framework for ACC, ACC Group and Commissioned Suppliers

- Development of a tiered performance framework meeting the needs of Council.
- Devise a framework that is aligned to the LOIP, locality plans and strategic plans of Council.
- In conjunction with the Digital and Technology function develop digital performance dashboards
- Ensure the robustness and reliability of performance data.
- Coordinate performance monitoring and reporting of the Local Outcome Improvement Plan.
- In conjunction with Chief Officer Customer Experience, design and develop strategy and implement corporate arrangements for establishing customer feedback and building this into performance management and planning arrangements.

Support the Commissioning Cycle

- Report progress against outcomes to inform future commissioning decisions by the Director of Commissioning.

Provide Improvement Support to Service

- Support the consistent application of self-evaluation across operations.
- Support the development of Institute of Healthcare Improvement style improvement plans and tracking reports.
- Provide corporate guidance on quality assurance systems including self-evaluation and facilitate corporate, service and cross-service self-evaluation exercises as required.
- Work with services to ensure that performance measurement data and information produced is regularly collated and updated into central records.

Support External Inspections of Services and National Collection of Local Data

- Manage the annual establishment, collection, recording and auditing of Statutory Performance Indicators.
- Liaise with external auditors on the submission and reporting of Statutory Performance Indicators.
- Ensure corporate adherence with the requirements of Statutory Performance Indicators.
- Design and develop strategy and implement corporate arrangements for the statutory duty of Public Performance Reporting.

| 5 | Knowledge & Experience |

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Developing outcome for an outcome based commissioning of services.
  - Designing, developing and implementing performance management regimes.
  - Developing and managing a business intelligence unit that informs outcomes.
  - Strategic policy development and implementation.
  - Developing/Managing strategic partnerships.
  - Service transformation and improvement.
  - Successful budgetary management and control.
  - Developing integrated services.
  - Performance Management.

- Managing and understanding a demanding client base.

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiating and influencing in a complex environment.

- Practical knowledge of setting strategy in a complex organisation.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

| 6 | The Individual – the characteristics of a high performing individual |

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – can confront problems, take calculated risks, have

difficult conversations and consider a range of options.

7	**Organisational Behaviours**

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We seek people who are active, adaptive and accountable.

Active:
Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning

Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

8	**Requirements of the Job**

The post holder needs to hold as a minimum:

- Relevant degree/professional qualification and/or extensive experience related to the post.
- Evidence of continued professional development.

ABERDEEN CITY COUNCIL

1	Job Details	
Job Title:	Chief Officer - Strategic Place Planning	
Job Profile No:		
Function:	Place	
Grade:	CO SCP 34	
Version Date:	November 2017	
Salary	£81,504	

2	Job Purpose

This role will provide the strategic lead for the development and delivery of the Council's and the Community Planning Partnership's strategic priorities in relation to place shaping and place planning.

Working alongside the lead for city growth support the establishment of strategic partnerships with the public and private sector to foster growth & sustainable development.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function.

3	Reporting Relationships

Reporting directly to the Chief Executive (in the interim pending further consideration by Council in March 2018).

The Chief Officer Strategic Place Planning will play an intrinsic part of the Extended Corporate Management Team and will ensure excellent working relationships with all appropriate internal stakeholders including other functional areas, elected members, trade union representatives, and employees.

Key external stakeholders will include all Community Planning partners, community groups, development community, NESTRANS, SAPA, Scottish Government and its relevant agencies.

The success of this role is interdependent on relationships with key ECMT members: Chief Officer City Growth, Chief Officer Integrated Children Services, Chief Officer Capital, and Joint Accountable Officer (Integrated Joint Board).

4	Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Strategic Place Planning function into newly designed model.
- Develop the relationship with other functions and support the transformation.

- Ensuring the Strategic Place Planning function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Strategic Place Planning function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff to thereby ensure compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship

- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities
- Accountable for the management of the financial performance of the Strategic Place Planning function
- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework

Information Governance

- Working with the Governance function ensure the integrity of data and information within the function meets regulatory requirements

Statutory Responsibilities

- To discharge the Council's duties under Planning and Buildings Legislation; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

The Place

- Integrate land use planning for transportation, environment, housing digital and regeneration plans including the city centre
- Enable the community of smart city implementers to find optimal solutions
- Improve the collaboration between planning and all house developers (including the council as a housing provider) to accelerate the delivery of housing supply and to promote more innovative delivery models
- Participate proactively in the wider objectives of the City Growth function through full involvement in multi-disciplinary teams delivering a wide range of regeneration, development and investment activity.
- In conjunction with the Chief Officer City Growth and the Chief Officer Capital, work collegiately to ensure that all major development, including the council's own, demonstrate the 6 qualities of a successful place (distinctive, safe, pleasant, welcoming, adaptable, resource efficient and easy to move around and beyond)
- Support present local democratic decision-making structures and emerging developments in civic engagement approaches, to ensure growth is inclusive.
- Co-ordinate the city's spatial planning with those of neighbouring councils and national agencies to ensure effective regional planning

The People

- Contribute to the process of building a child friendly city by recognising children as partners in the planning design decisions of the city
- Facilitate the active, meaningful engagement of people with dementia and their families

- Unite public health, planning and housing developers to plan and build healthier places
- In conjunction with the NHS Grampian Directors of Public Health, ensure consideration is given to how to improve the local population's health through place design
- In conjunction with Chief Officer Early Intervention and Community Empowerment, engage with a growing societal trend of crowd sourcing decisions on plans that affect residents and communities.

Service
- In conjunction with the Chief Officer Business Intelligence and Performance Management, establish an intelligence and evidence-led approach to spatial policies, to target investment and policy-making to meet the growth ambitions of the city.

Specify Council Services for the Achievement of the LOIP
- Devise a framework that is aligned to the LOIP and locality plans and strategic plan of Council.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services

- Managing consultation forums and relationships with trades unions.

- Risk analysis, risk awareness, monitoring and management of risk.

- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

- Practical knowledge of negotiation and influencing in a complex organisation.

- Practical knowledge of working in a commissioning organisation.

- Embraces new technology to deliver services in an innovative way.

6	The Individual – the characteristics of a high performing individual

- Ethical and Professional – uphold the highest professional standards, understand the role of providing high quality advice as part of robust and transparent decision making.

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

- Adjusted – ability to deal with pressure without affecting others.

- Curious – being able to evaluate information and look for ways to change and improve performance.

- Competitive – has a genuine desire to win and succeed.

- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.

- Healthy approach to risk – can confront problems, take calculated risks, have difficult conversations and consider a range of options.

7	Organisational Behaviours

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Adaptive:
Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.

Accountable:
Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

8	Requirements of the Job

The post holder needs to hold as a minimum:

- Relevant degree or professional qualification and / or extensive experience related to the role.

- Chartered membership of the Royal Town Planning Institute is desirable

- Evidence of continued professional development.

ABERDEEN CITY COUNCIL

1   Job Details

Job Title:	Chief Officer - City Growth
Job Profile No:	
Function:	Place
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£81,504

2   Job Purpose

This role will provide the strategic lead for the delivery and development of the Council's City Growth function, including culture and events as important economic and social levels.

The role will have responsibility for working with a range of strategic stakeholders in ensuring and securing the economic growth of the city so that the mix of jobs, skills and quality of place is supported by the Council's organisational priorities.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.

3   Reporting Relationships

Reporting directly to the Chief Executive (in the interim pending further consideration by Council in March 2018).

The Chief Officer City Growth will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees, key external relationships will include Community planning partners, Culture network, ONE, and industry body groups e.g. Chamber of Commerce, Scottish Enterprise, relevant UK government departments, Moody's (credit rating agency).

The success of this role is interdependent on relationships with Chief Officer Strategic Place Planning, Chief Officer Finance and Chief Officer Capital.

4   Outcomes

Corporate Outcomes

Transition to the New Target Operating Model (TOM)
- Provide the leadership to bring a range of services and cultures into one unified City Growth function and take operational responsibility for the transition of the function into newly designed model.
- Develop the relationship with other functions and support the transformation.
- Ensuring the City Growth function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of

services in their areas and strengthening their voice in decision-making through community empowerment.
- Using data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.

Being a Digitally Led Organisation
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner using business intelligence, to continue to digitise services.
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Developing the Workforce for a 21st Century Council
- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.

Chief Officer Responsibilities

Performance Management
- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the City Growth function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.
- In conjunction with the Chief Officer People & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

Risk Management
- Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.
- Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

Financial Management & Stewardship
- Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.
- Accountable for the management of the financial performance of the City Growth function.

- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.

Information Governance
- Working with the Governance function ensure the integrity of data and information within the function meets regulatory requirements.

Statutory Responsibilities
- In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

Service-Specific Outcomes

Investment
- Through the inward investment plan, bring greater coherence to local, regional and national outcomes to attract foreign direct investment in the City.
- In conjunction with the Chief Officer Strategic Place Planning and supported by the Chief Officer Business Intelligence and Performance Management, identify the changing infrastructure needs to support to the City's economy and track investment to finance those infrastructure needs.
- In conjunction with the CEO of Visit Aberdeenshire and Chamber of Commerce, coordinate and promote the City as a competitive business location.
- Bring the market a pipeline of investor ready proposals to fund and deliver the City Centre Master Plan and other infrastructure opportunities.

Skills
- At a local level, align learning and skills agencies, including Aberdeen City Council as an education authority to better join up how education services and training are planned and provided to learners and employers.
- In conjunction with Civic Leaders, support the creation of a City Wide learning partnership.

Innovation
- Support the action of innovative behaviours across the public sector in Aberdeen in order to create workplace innovation which might support a growing digital economy.
- Play an active role in fostering innovation 'clusters' across the City.

Internalisation
- Support the development of the North East Trade Group into a more dynamic expert partnership in order to supply local businesses having greater exposure to international markets.

Enterprise

- In conjunction with the Digital Partner, lead the development of single digital access point for business to supply
- Lead the internal redesign of Council Services in businesses in order to make Aberdeen City Council and easy organisation to do business with.
- In conjunction with Opportunities North East, support to improve the dynamism of the business base within the identified sectoral strategies.
- Use the Events 360 Programme and Culture Programme in order to diversify the business base of Aberdeen.

Governance Matters

- Data Performance and Evaluation.
- In conjunction with the Aberdeen City Policy Panel and the new Scottish Government Analytical Unit, drive the development of an effective and transparent system of measurement for regional economies.
- With a view to considering the impact on, in conjunction with the Chief Officer Business Intelligence and Performance Management, analyse the City's economy, places and people data with a review to impact city strategies.
- Support the design of a new set of co-ordinating structures in line with Council decisions on urban governance.

5	Knowledge & Experience

The post holder needs to be able to demonstrate an understanding or experience as follows:

- Proven extensive experience in:
  - o Strategic policy development and implementation.
  - o Developing/Managing strategic partnerships.
  - o Service transformation and improvement.
  - o Successful balance sheet management.
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JOB MATCHING PROCESS – SECOND TIER RESTRUCTURE 2017/18

<u>**Context of Job Matching Process**</u>

Scope

This process is solely for the purpose of matching employees to posts in relation to the Second Tier restructure.

Determining the management structure

Once a new structure has been proposed it will immediately be shared with all substantive Heads of Services.

Consultation with Trades Unions

Meaningful consultation with the Trades Unions will be undertaken throughout the process.

<u>**Steps in the Job Matching Process**</u>

Matching Pool - Eligibility

Job matching pools for Head of Service/Chief Official posts will be restricted to current Heads of Service.

Classification of posts for Job Matching

There will be 3 classifications for job matching:

i)   **'Existing' Posts** - are the same or very similar to jobs in the former structure.

   It should be recognised that, in some cases, all the functions of an existing post may appear in a proposed role, however this will not constitute a direct match where there are also other functions present within the proposed job.

ii) **'Amalgamated' Posts** – are changed posts which still contain substantial functions (defined as more than half) of the job in the former structure.

   In this situation a 'significant link' will be established

iii) **'New' Posts** – may contain limited functions of jobs in the former structure but are significantly different i.e. less than half the functions of the former job are contained within a new post.

   In this situation no Director or Head of Service will be able to make a link to the new post, which may be held for redeployment purposes or advertised.

Establishing a Claim

Heads of Service who are within the relevant matching pool and considered to have a **direct match** would have a claim to **one** job in the new structure. This is also usually the case for most of those in the matching pool with a **significant link**. However, in very exceptional circumstances, where the functions of a job have been equally split in two, the current job holder may be eligible to make a claim to the two jobs into which those duties have transferred.

In the case of a **new post**, no Head of Service will be able to make a 'claim' on that post.

Direct matches and significant links will be identified by the Human Resources Service and the Heads of Service will be notified accordingly. Should a Head of Service wish to make a further claim, this will be done on the job matching form which will be attached to the notification of direct matches and/or significant links. The job matching form must be returned to the Chief Executive/appropriate Director within **3 working days** of issue to allow them to be assessed.

How Identified Claims will be Progressed

Where a Head of Service has a direct match established they will be confirmed in the post without the need for an interview or assessment meeting.

Where a Head of Service has a significant link to an amalgamated post, and they are the only candidate, an assessment meeting will take place. The assessment will discuss the new areas of the job portfolio to ensure that any development needs are identified. Following the assessment, and where there is mutual agreement that the identified gap in development is achievable, the Head of Service will be confirmed in post. For the sake of clarity, where the development gap is assessed as not being achievable, the Head of Service will not be matched to the job and in this situation (s)he will be subject to provisions of the redeployment process. Where a significant link has been established by two or more Heads of Service there will be a competitive interview.

Job Matching Interviews

Where appropriate, a matching panel will be arranged and conducted within **10 working days** of receipt of job matching claim forms.

Successful and unsuccessful candidates will be notified of the outcome of their interview within **two working days**.

Displaced Employees

For those who are displaced by the process, every effort will be made to redeploy them to other **suitable** roles.

Right of Appeal

A Head of Service will have a right of appeal against the job matching decision. An appeal must be raised in writing with the Chief Executive within **five working days** of being informed of the decision. An appeal hearing will be arranged as soon as possible and heard by a Director or the Chief Executive. A Head of Service will have a further right of appeal against the outcome of the Officer's

appeal decision to the Appeals Committee. Any such appeal should be intimated to the Clerk to the Appeals Committee within **five working days** of receipt of the appeal decision.

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