



Aberdeen City Council
Job Profile

Fairer Futures Partnership Lead

About Aberdeen City Council

Our purpose is to ensure the People and Place of Aberdeen prosper and to protect the People and Place from harm.

The [Local Outcome Improvement Plan 2016 – 2026](#) (LOIP) identifies how Aberdeen City Council, together with our [Community Planning Partners](#), will tackle the key issues facing our city to ensure Aberdeen is a place where all people prosper. The LOIP sets out our shared promises to the people of Aberdeen:

- **Prosperous Economy** - Aberdeen has a flourishing, thriving and successful local economy.
- **Prosperous People** - People in Aberdeen are happy, healthy and enjoy positive life outcomes.
- **Prosperous Place** - People experience Aberdeen as the best place to invest, live and visit.
- **Enabling Technology** - Innovative, integrated and transformed public services.

To deliver our promises to the city of Aberdeen, our focus is on:

- Empowering staff to meet priority outcomes aligned to the determinates of good health
- Empowering the communities we serve to be self-sufficient
- Early intervention and prevention of harm to the people, place and economy of Aberdeen
- Connecting with citizens, customers and partners through our use of digital
- Using data and information to help us understand the demand on the Council and how we can better improve outcomes
- Being entrepreneurial - creative and innovative in how we do our business.

We count on our employees to be enthusiastic and proactive public servants, who are committed to our purpose and motivated to make a positive and lasting difference to the city and its people.

Aberdeen City Council is arranged into three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

About the Families and Communities Function

This function leads the development and delivery of a Family Support Model to enable delivery of The Promise and closer multi-disciplinary working at locality and neighbourhood level. It will provide vision, leadership, strategic direction and professional advice to enable successful delivery the council's and Community Planning Partnership's priorities for children, families and our communities. The function will facilitate multi-agency working at the most local level to support children and families; and ensure readiness and effective implementation of anticipated reforms to further strengthen the model of Family Support.

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives. The function is supported by the Data and Insights cluster (and health Determinates Research Collaborative) to ensure that the Fairer Futures Programme is guided by available evidence.

Although the post holder will report to the Chief Officer Data and Insights, they will work closely with the staff at all levels across the Families and Communities Function and will be working on behalf of a range of Community Planning partners including Aberdeen City Health and Social Care Partnership, NHS Grampian, Police Scotland, Scottish Fire and Rescue and Public health.

About the Role

The role leads on delivering the cultural transformation required to deliver an effective partnership model of Family Support as part of our Fairer Futures Partnership with Scottish Government. The initial phase will focus on a community with a high proportion of families living in SIMD 1.

Job Title	Fairer Futures Lead
Pay Grade	Point SCP27
Job Family	Chief Officer
Location	Marischal College

The post holder will lead on the development, implementation, and on-going evaluation of the Fairer Futures pathfinder which focusses on prevention, early intervention and long term sustainability. This will include driving a number of interconnected workstreams and empowering multi-disciplinary localitybased teams to develop, implement, and take account of learning from a range of improvement projects designed to help find more person centred ways of addressing the challenges facing our citizens, families and communities.

The role is also responsible for the design, development and maintenance of strategic performance management and evaluation arrangements and ongoing, regular reporting of progress to a range of stakeholders including Community Planning Partners, citizens and Scottish Government. Although the post is hosted by Aberdeen City Council, the post holder will be accountable to Executive teams across NHSG, Public Health and ACHSCP, and will regularly report progress to Scottish Government.



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Working within the Target Operating Model (Corporate Outcome)

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, 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.
- Use 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

	<p>system in keeping with the wider determinates of good health.</p>
<p>Being a Digitally Led Organisation (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), 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.
<p>Developing the Workforce for a 21st Century Council (Corporate Outcome)</p>	<ul style="list-style-type: none"> • 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.
<p>Risk Management</p>	<ul style="list-style-type: none"> • 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.
<p>Financial Management & Stewardship</p>	<ul style="list-style-type: none"> • 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. • Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.
<p>Information Governance</p>	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
<p>Develop and coordinate the delivery of the Fairer Futures Programme Plan designed to improve the long term outcomes of our citizens.</p>	<ul style="list-style-type: none"> • Provide a leadership and coordination role in the development of the Fairer Futures Partnership Programme Plan and associated evaluation framework in keeping with the aim to improve the determinates of health. • Deliver regular progress reports against an agreed schedule that meet the needs of a range of stakeholders including citizens, staff, partners and Scottish Government. • Utilise learning from the programme to lead the review of partners organisational policies to better support families and communities • Identify, mitigate, and manage key risks associated with the delivery of the Fairer Futures programme. • Establish and oversee governance arrangements that align with partnership arrangements to enable effective decision making arrangements <p>Undertake Horizon Scanning to ensure the Community Planning Partnership are sighted on, and appropriately prepared for, all policy and legislative developments that will impact on the change programme.</p>

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

<p>Service Transformation</p>	<ul style="list-style-type: none"> • Support a core group of front line staff working within a locality to take responsibility for designing and implementing the change ideas required to deliver on the strategic aims and objectives of the pathfinder • Working with this initial core group and ACC's Digital function, exploit the adoption of Dynamics 365 for managing the Family Support Case load at the locality level and use the data analytics capability within ACC to identify scope for earlier intervention • Build on the foundation of the initial core group, by empowering further core group's across other localities in the city • Raise awareness of the programme of change with all key inspection and regulatory bodies • Manage, deploy, and coordinate resources and commissioned resources in a well-planned manner ensuring that resources are matched to service and system requirements as they develop. • With the support of Aberdeen's HDRC, Undertake/model evaluation at programme, workstream and improvement project level to clearly demonstrate and document the impact of change
<p>Routine reporting of progress</p>	<ul style="list-style-type: none"> • Lead the on-going capture of learning from staff involved in the change programme and from citizens in communities being supported to help track the impact of changes made and inform next steps • Share accessible learning from a range of sources with key stakeholders including with Community Planning Partners, communities and national partners as required according to an agreed schedule • Track the impact of changes on the social determinates of health(macro and micro) and make recommendations to Community Planning Partners on the changes required to secure further improvement. • Work with Data and Insights to ensure that learning is shared through the full range of public protection governance arrangements to ensure efficiency and effectiveness • Work with Scottish Government evaluation partners to distil learning to inform national policy • Work in collaboration with Chief Officers to identify, analyse, and utilise data and evaluation information to support evidence-based decision making in the short and longer term. Support the Community Planning Partnership to develop operational performance arrangements that ensure the efficient running of the services and continuous improvement is achieved.
<p>Services are planned and led locally</p>	<ul style="list-style-type: none"> • Working with the initial core group of front line workers, take a deliberate approach to involving those with relevant lived experience in the implementation of the tests of change.

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	<ul style="list-style-type: none"> • Support the development and delivery of Locality Plans ensuring these are aligned to the Local Outcome Improvement Plan • Lead the co-location of multi-agency services within assets in the community • Lead work to support the development of agency and voice at community level <p>Oversee the development of the tests of change so they can be scaled up and ensure that they are 'teachable' to other core groups of front line staff working in other localities</p>
Services take account of people's needs	<ul style="list-style-type: none"> • Lead the exploration and adoption of an agreed definition of 'holistic support' to ensure that the Community Planning Partnership work to a common purpose • Lead the exploration, with the Chief Social work officer, of how best to remove existing thresholds of support • Ensure demographic and condition specific data is available for the long-term prediction of future demand shaping the development of future service provision • Provide mechanisms to capture the views of staff, service users, carers, and the general public to identify current and future needs.
Services take account of the particular characteristics and circumstances of different service users in different parts of the city	<ul style="list-style-type: none"> • Provide a framework, guidance, support, and training to ensure that the Community Planning Partnership meet their duties under the Equality Act 2010, and the Scottish Specific Duties contained within the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 • Foster relationships with representatives from the various groups in Aberdeen representing those with Protected Characteristics ensuring two-way links are made and seldom heard voices are represented.
Services respect the rights and dignity of service users	<ul style="list-style-type: none"> • Ensure all new policies and service change decisions are subject to a Health Inequality Impact Assessment and that the analysis of the findings from these are appropriately reflected in final decisions. • Use technology to help ensure that service users only have to tell their stories once
Relationships with communities and partners are developed and maintained	<ul style="list-style-type: none"> • Facilitate positive collaboration and co-design with communities, ensuring local ownership of services and that the voices of lived experience are heard in service design and delivery through community empowerment • Facilitate positive collaboration and co-design with ward members across targeted communities • Establish lived experience architecture • Work in collaboration with communities to establish an agreed communications plan • Communicate effectively within a variety of forums. • Deliver challenging information to stakeholder groups within the organisation and within the community that may be unpopular. • Develop linkages and greater collaborative working with strategic partners

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High performing services	<ul style="list-style-type: none"> • Ensure effective deployment of employees and commissioned resources to achieve high individual, team, service and partnership performance • Build capacity and capability in locality teams to take a person centred approach and track their journey to enable spread • Continually and actively look for ways to improve and transform the service and the partnership, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities
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Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Degree in relevant field and extensive experience of leading complex change.
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Demonstrable and extensive experience in: <ul style="list-style-type: none"> ○ Developing and delivering strategies within a complex, public sector environment ○ Experience of delivering complex change at scale ○ Improvement methodologies and implementation science ○ Managing a complex range of programmes and projects ensuring outcomes are delivered to challenging deadlines and within budget ○ Developing and managing a diverse team, motivating them to succeed in often challenging circumstances. ○ Strategic policy development and implementation. ○ Developing/managing strategic partnerships. ○ Service transformation and improvement. ○ Developing integrated services. ○ Delivering compliance with various legislative duties particularly in relation to the integration of services, Human Rights, Equality, Fairer Scotland, Community Empowerment • Working as part of a multifunctional whole system • Managing consultation forums and relationships with partners and communities. • Fostering innovation and encouraging brave decision making • Infrastructure developments and best use of buildings to achieve strategic aims • Risk analysis, risk awareness, monitoring and management of risk. • Embracing new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Human Rights Act 1998, • The Equality Act 2010, the Scottish Specific Duties contained within the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 • Community Empowerment (Scotland) Act 2015 • Fairer Scotland Duty 2018
Demonstrate commitment to	<ul style="list-style-type: none"> • The Local Outcome Improvement Plan • The principles and aims of Aberdeen City Council

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Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary. • Ability to travel to other locations within and outwith the City when required .
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Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations

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Care

We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.

- Empowers and encourages others to increase their capability and confidence
- Notices, recognises and celebrates the good work of the council and colleagues
- Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others
- Shows self-awareness, is committed to their own personal development
- Sets high personal goals and is ambitious for progression
- Demonstrates personal resilience in the face of adversity