

ABERDEEN CITY COUNCIL

COMMITTEE	Finance, Policy and Resources
DATE	26 September 2013
DIRECTOR	Director of Corporate Governance
TITLE OF REPORT	Head of Infrastructure and Assets
REPORT NUMBER:	CG/13/105

1. PURPOSE OF REPORT

The purpose of this report is to provide Committee with details of a proposed new post which will allow the Directorate to meet its obligation to deliver a school estate which meets the needs of learners throughout the city.

2. RECOMMENDATION(S)

The Committee is requested to approve the establishment of an event related fixed term post of Head of Infrastructure and Assets on Chief officer terms and conditions of employment.

3. FINANCIAL IMPLICATIONS

The full year impact on the revenue budget, including employer's contributions will be £80,478.

Funding for this post has been agreed as part of the budget settlement for Education Culture and Sport at the budget setting meeting in February 2013.

Existing budget allocation will meet costs for the current financial year with any future growth being accounted for in budget setting discussions for future years.

4. OTHER IMPLICATIONS

Curriculum for Excellence is the biggest single educational reform in modern times and has caused local authorities to examine the way learning takes place in schools. In addition the Local Development Plan has been approved by Aberdeen City which has indicated a potential increase in housing in the order of 36,000 mainly around the periphery of the city.

The particular challenge that arises from these changes is how we plan for, and deliver, a fit for purpose school estate which meets the needs of learners now and into the future.

It is a statutory obligation for the local authority to provide fit for purpose learning environments and to secure educational improvement. This post will directly contribute to delivery of these obligations.

This is consistent with the Smarter City, Smarter People vision for Aberdeen city.

5. BACKGROUND/MAIN ISSUES

Education has been identified as one of Aberdeen City Council's key priorities. An essential part of the strategy to raise attainment in the city is ensuring that resources are available in the communities that require them. The review of the school estate is crucial to providing quality, fit for purpose learning environments in the right places.

A new post of Head of Infrastructure and Assets is to be created to oversee the strategic management of the Education Estate Programme across Aberdeen city. The job holder will have to ensure that all projects meet their objectives and deliver the projected benefits. He or she will ensure all projects maintain their focus in line with the requirements of the Scottish Futures Trust and the context, including risks, is actively managed

This is a lead role and the post holder will be taking personal responsibility for the successful delivery of the programme, associated projects and will both plan and deliver their work portfolio to realise service aims, objectives and outcomes.

This post is unusual because of the size and complexity of the programme and because of the degree of autonomy that the post holder will be expected to exercise. In practice he or she will take full responsibility for the entire programme and will report directly to the Director of Education Culture and Sport where they require managerial guidance or when additional authority is required.

These are very unusual circumstances. The size of the programme being overseen is particularly large. The scope of the job includes several high profile and potentially politically sensitive tasks. The job holder will not be reporting to a Head of Service and will have authority to act without that degree of supervision.

To reflect these circumstances it is considered that the post should be established on Chief Officer Terms and Conditions, and that this should be an event related fixed term contract, with the event that brings an

end to the contract being the completion of the school estate project. Other options were explored and consulted, however in response to feedback from UNISON and GMB, the approach outlined above was felt to be most appropriate.

6. IMPACT

This post directly supports strategic priority 10 of the Education, Culture and Sport Service Plan – Fit for Purpose Learning Environments. In addition there are a range of SPIs associated with school attainment performance that will be impacted by the delivery of appropriate learning environments.

7. BACKGROUND PAPERS

None

8. REPORT AUTHOR DETAILS

Charlie Penman, Head of Educational Development, Policy & Performance

Tel: (52) 2374

E-mail: cpenman@aberdeencity.gov.uk

Karen Templeton, Team Leader (Organisational Development)

Tel: 52 3314

E-mail: ktempleton@aberdeencity.gov.uk

ABERDEEN CITY COUNCIL

JOB PROFILE

1 Job Details	
Job Title:	Infrastructure and Assets Manager
Job Profile No:	
Directorate:	Education Culture and Sport
Service:	
Grade:	
Version Date:	

2 Job Purpose
<p>The post holder will oversee the strategic management of the Education Estate Programme across Aberdeen city, ensuring all projects meet their objectives and deliver the projected benefits. The post holder will ensure all projects maintain their focus in line with the requirements of the Scottish Futures Trust and the context, including risks, is actively managed.</p> <p>This is a lead role and the post holder must take personal responsibility for the successful delivery of the programme, associated projects and plan / deliver their work portfolio to realise service aims, objectives and outcomes.</p>

3 Reporting Relationships
<p>Director of Education Culture and Sport</p> <p> </p> <p>Infrastructure and Assets Manager</p> <p> </p> <p>Education Estate Project Team</p>

4 Outcomes
<p>The post holder will be expected to:</p> <ul style="list-style-type: none"> • Take ownership of the vision of the Schools Estate programme, ensuring the delivery of the school curriculum as set out by the Curriculum for Excellence. • Take the lead role in managing a programme of wide ranging projects from inception to Financial Close and beyond into the operational phase of projects; and provide clear leadership during the transition from the procurement phase to the delivery phase of projects. • Ensure that the various projects comply with SNCT regulations. • Focus on the delivery of the school estates programme timeline, milestones, budget, quality and safety. • Take on the responsibility as lead negotiator with developers. • Lead and oversee a wide range of statutory consultations, school closures and amalgamations. • Monitor and control the budget for a number of new build projects as the main budget holder. • Provide effective leadership to a team of project managers and officers and

support staff.

- Ensure successful delivery of all aspects of the Education Estates programme
- Identify, analyse and prioritise risks/issues internal and external to the programme and reconcile these with business objectives.
- Develop and implement a communications strategy for the programme and lead effective interface and communication with all stakeholders
- Ensure an appropriate programme management framework is in place
- Establish effective contract monitoring arrangements
- Develop and control the programme at a strategic and operational level and make recommendations on this.
- Lead on resulting asset disposal for Education Culture and Sport
- Ensure that the strategies and policies comply with legislation and prepare the council for any upcoming changes in legislation.
- Ensure high performance within the team and the efficient use of resources in the areas of HR, property, finance, ICT and facilities.
- Prepare reports and papers for council committees and other external agencies
- Liaise with other programme/project managers within the North hub group of authorities
- Take the lead role in managing relationships with Architects and Construction teams

5 Knowledge

The post holder needs to be able to demonstrate a sound understanding and extensive experience of:

- Leadership at a senior level in a large multi-functional organisation.
- Comparable procurement of assets and long term services, ideally gained from senior involvement for the public sector in revenue financed project(s).
- Expertise necessary to successfully deliver the programme ensuring it is scoped, planned, implemented and evaluated.
- Advising, influencing, persuading, commanding confidence and acting assertively in a political environment with all key partners, internal and external.
- Strong financial acumen including information management skills or reporting, monitoring, analysis and evaluating.
- Being responsible for significant budgets and delivering within balance.]
- Substantial knowledge of area(s) for which the post holder is responsible, including industry best practice and developments in areas relating to the functions of the post.
- Knowledge of all statutory legislation and best practice relevant to the post.

6 Job specific skills and competencies

The post holder is expected to demonstrate:

- Ability to negotiate and broker relationships with stakeholders within and outside the programme and demonstrate the sensitivities required to balance and resolve the tensions in working with a wide range of contacts (both internally and externally at senior levels)

- Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.
- Ability to think strategically and contribute to the senior management of the service, including balancing competing needs and interests
- Capacity to meet deadlines, satisfy political objectives and organisational priorities
- High level analytical skills
- An aptitude for strategic problem solving, decision-making and negotiating
- Ability to produce practical and creative solutions

7 Organisational Behaviours

The post holder is expected to display the following behaviours:

Communication

- Makes sure there are appropriate, sufficient and effective communication channels in place for the team, service or organisation for example regular 1-2-1s and team meetings
- Keeps people up to date
- Communicates information clearly and concisely
- Open and honest in communication
- Provides constructive feedback/ advice/ instruction

Customer Focus

- Encourages team and others to be customer focused
- Invests effort in making a difference to how services are planned and delivered
- Works collaboratively across service/ team/ organisational boundaries to deliver excellent customer service
- Actively seeks out customer feedback to identify service improvements

Professionalism

- A role model for professionalism
- Flexible and willing to support change
- Demonstrates honesty and integrity in their decisions and actions
- Accountable and holds others to account
- Task and solutions focused

Respect

- Recognises the time, effort and commitment of others
- Shows respect for people at all levels
- Supports corporate decisions once these are made
- Fair and consistent in their approach

Creative Thinking

- Looks for more effective ways to improve the service and encourages others to come up with ideas and new ways of working
- Prepared to take managed risks

Engagement

- Provides a shared vision and direction and aligns employee performance with team, service and organisational objectives
- Accessible and approachable
- Ensures relevant mechanisms are in place to encourage engagement
- Encourages good working relationships
- Explains how decisions have been reached and involves people in decisions which affect them
- Delegates responsibility appropriately – strikes the right balance between giving guidance and giving responsibility

Future Focused

- Demonstrates knowledge of the organisation's vision, mission and aims and works to achieve these
- Manages budgets and/ or resources effectively and looks for opportunities to maximise budgets/ resources
- Seeks to deliver results for the organisation
- Negotiates effectively
- Sees the bigger picture, both internally and externally, and takes this into account when making decisions

Team Leadership

- Demonstrates a positive approach to work
- Manages change effectively
- Creates a work environment which promotes health, safety and wellbeing
- Supportive and encouraging
- Represents team interests to higher management
- Creates a culture of learning, e.g. coaches and mentors others
- Regularly monitors and reviews performance - recognises and acknowledges good performance; deals with under performance and other problems at the earliest opportunity

8 Requirements of the Job

The post holder needs to hold as a minimum:

- Educated to degree level.

9 Development

The post holder must have undertaken or be committed to undertaking the following within a specified period:

- OIL – 'For your eyes only' ICT Security module
- OIL – 'Protecting Children'
- OIL module – Data Protection
- Project Management
- Behavioural Impact training including Negotiating and Influencing and Managing Performance