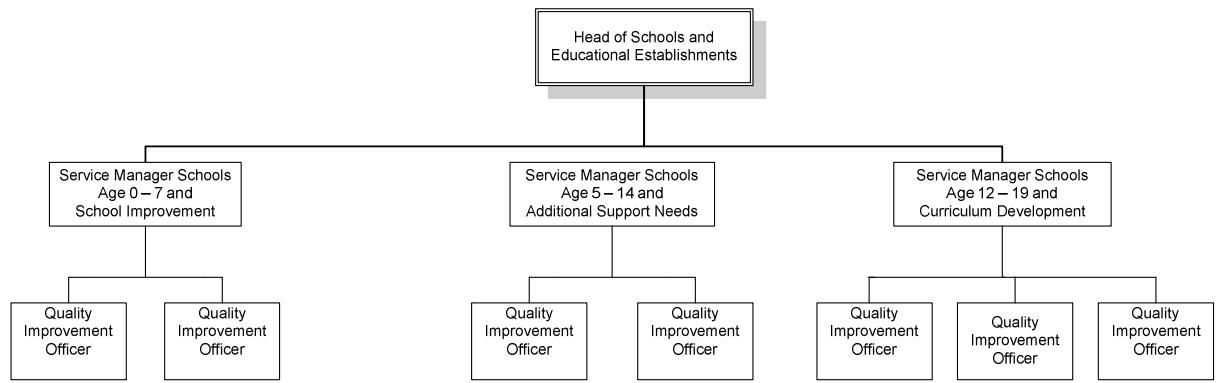
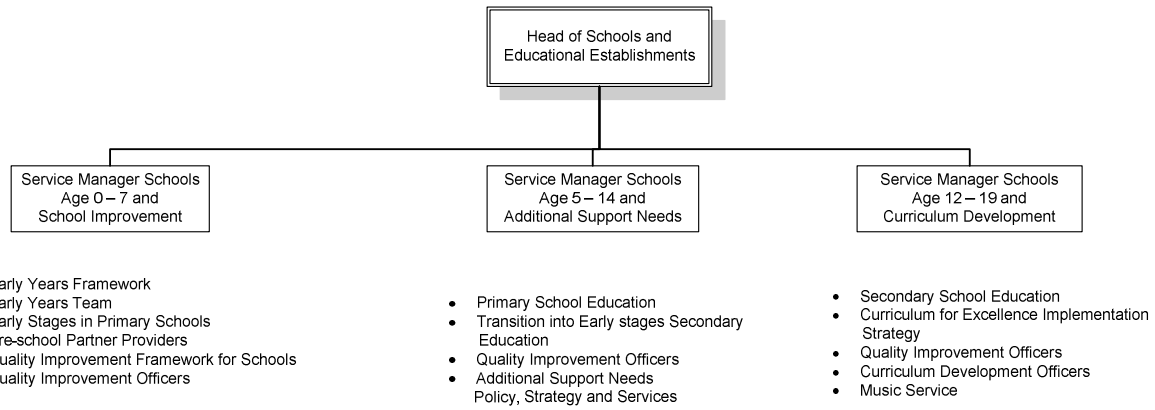


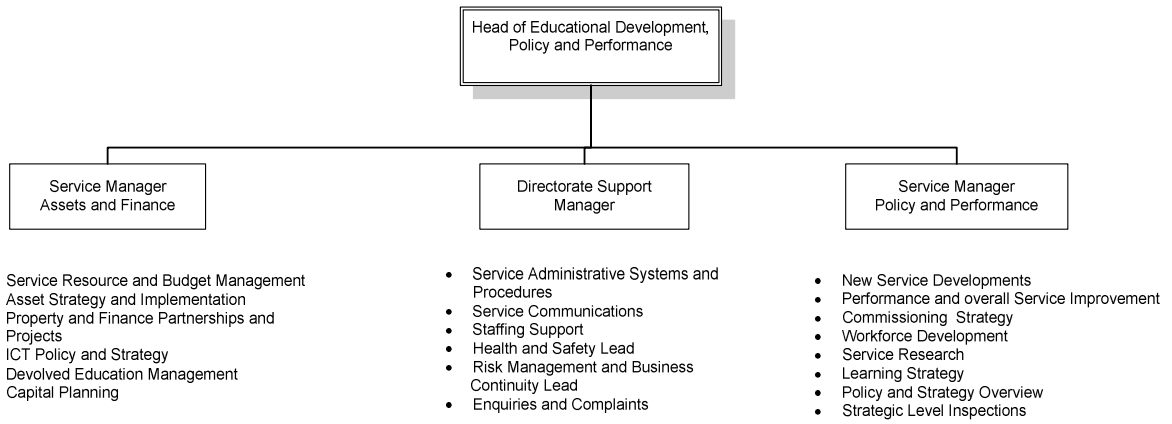
- Community Learning and Development
- Community Training Unit
- Work Experience Unit
- Community Economic Development Unit
- Neighbourhood Community Planning Officers
- Adventure Aberdeen
- Lifelong Learning Forum
- Leased Community Centres

- Arts Development
- Arts Education
- City Moves
- Libraries Service
- Museums and Galleries Service
- Beach Ballroom
- Civic Catering
- Active Aberdeen Forum
- Cultural Forum

- Educational Psychology Service
- Family Learning Team
- Family Information Service
- Post-school Transitions
- Children's Services Joint Working
- Child Protection









ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Directorate Support Manager
Accountable to:	Head of Educational Development, Policy and Performance
Line management:	Team Manager for Staffing Support and Development for Education, Culture and Sport Development Officers Administration Officers for the Communications, Administrative and School External Support functions
Key Relationships:	Senior Management Team and Service Managers in Education, Culture and Sport Senior Management Teams and staff in other Council Directorates Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including the voluntary and non statutory sector

2. JOB PURPOSE

As a member of the Education, Culture and Sport Directorate, the Directorate Support Manager will be responsible to the Head of Educational Development, Policy and Performance for providing leadership, professional advice and management of effective and responsive support service functions across the Directorate.

The post holder will demonstrate sound governance at financial and operational levels and along with Educational Development, Policy and Performance Team colleagues, will be accountable to the Head of Educational Development, Policy and Performance, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the service under their responsibilities. The post holder will also ensure compliance with service standards in schools, community and cultural establishments.

3. CORE RESPONSIBILITIES

3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused
3.4	• coaching and developing staff

3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Directorate Support Manager will be accountable for will include:</p> <ul style="list-style-type: none"> Managing the available resources within the Directorate Support Team for the delivery of the following support functions to Directorate stakeholders <ul style="list-style-type: none"> Administration, including finance processing Communications Staffing Support; Assisting and supporting the Directorate and Senior Managers in contributing to the objectives of the Services and the Council; Ensure the continuous improvement of service delivery through the use of effective performance monitoring systems and efficient information management and reporting; Leading the development and implementation of the Council's corporate policy, procedures and strategy, including the implementation and monitoring of legislation, and regulation in respect of Support Services for Education, Culture and Sport; Responsibility and accountability for co-ordinating and overseeing health and safety related matters for the Directorate, ensuring adherence to safety legislation, and that health and safety arrangements in relation to

	statutory and local obligations are implemented.
4.1	<ul style="list-style-type: none"> Monitoring, controlling and being accountable for all resources within the postholder's service remit in accordance with Standing Orders and Financial Regulations
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement and for the monitoring and evaluation of services purchased by the Council to ensure effective following of the public pound
4.3	<ul style="list-style-type: none"> Preparing, in conjunction with the Educational Development, Policy and Performance Team, the Support Service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.4	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.5	<ul style="list-style-type: none"> Managing the implementation and support of priority work programmes as detailed in the strategic framework, service plans and objectives of the Directorate
4.6	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.7	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's Learning Strategy
4.8	<ul style="list-style-type: none"> Providing advice and guidance to the Directorate in relation to the support functions
4.9	<ul style="list-style-type: none"> Support the Directorate in decision making on appropriate courses of action including the resolution of complex and sensitive issues
4.10	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Educational Development, Policy and Performance and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.11	<ul style="list-style-type: none"> Leading the Directorate Support Team and being responsible and accountable for a co-ordinated and integrated approach to service development and delivery
4.12	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.13	<ul style="list-style-type: none"> Plan, prepare, monitor and evaluate all performance management activities within remit and reporting information to both internal and external bodies
4.14	<ul style="list-style-type: none"> Leading the development and implementation of the Council's corporate policy, procedures and strategy for the Directorate's Support Services
4.15	<ul style="list-style-type: none"> Responsibility for ensuring that administrative and financial procedures are consistently applied in all Directorate establishments and ensuring that

	appropriate and effective networking relationships are in place
4.16	<ul style="list-style-type: none"> • Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place
4.17	<ul style="list-style-type: none"> • Ensure compliance through the development of appropriate checking mechanisms eg audit self checks, audit reports
4.18	<ul style="list-style-type: none"> • Design and implement effective channels of communication across the Directorate
4.19	<ul style="list-style-type: none"> • Undertake an oversight, co-ordinating and monitoring role for the Directorate for <ul style="list-style-type: none"> ○ Health and Safety ○ Data Protection ○ The Freedom of Information (Scotland) Act 2002 ○ Committee Reporting ○ Enquiries and Complaints ○ Educational Maintenance Allowances ○ Clothing Grants ○ School Placings Requests/Out of Zone Admissions ○ Requisitioning, procurement and authorisation of goods and services ○ Race Equality ○ Human Rights ○ Disability Discrimination ○ ICT ○ Disclosure Scotland ○ Protection of Children (Scotland) Act 2003
4.20	<ul style="list-style-type: none"> • Ensure the development and maintenance of the Directorate's health and safety policies and procedures and health and safety action plan
4.21	<ul style="list-style-type: none"> • Responsibility for the collation and reporting of health and safety data and advising on actions required by services
4.22	<ul style="list-style-type: none"> • Responsibility for maintenance of the Workplace Inspection programme across all Directorate establishments and reporting on findings as required
4.23	<ul style="list-style-type: none"> • Responsibility for statutory reporting of and monitoring accident and incident reporting across the Directorate, ensuring that appropriate records and data are maintained
4.24	<ul style="list-style-type: none"> • Representing the Directorate at Corporate Health and Safety Committee and Health and Safety/Union Management Forum Committee
4.25	<ul style="list-style-type: none"> • Leading the implementation of Risk Management and Business Continuity planning, initiating reviews as appropriate in accordance with Corporate timeframes
4.26	<ul style="list-style-type: none"> • Participate in the design, delivery and implementation of appropriate major projects
4.27	<ul style="list-style-type: none"> • Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver

	Council priorities in a mixed economy
4.28	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators, using external challenge to drive service improvement
4.29	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.30	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.31	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		✓		
Developing Others		✓		
Empowering Others		✓		
Best Value Focus		✓		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			✓	
Acting with Integrity				✓
Customer Focus			✓	
Achieving Results			✓	

Continuous Improvement			✓	
Being Accountable			✓	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Directorate Support Manager	Grade		Person Spec. No.	
SELECTION CRITERIA		ESSENTIAL			DESIRABLE		
QUALIFICATIONS		<ul style="list-style-type: none"> • Degree in a relevant subject or a relevant professional qualification 			<ul style="list-style-type: none"> • Relevant Professional qualification in management/administration field ie finance, personnel, facilities management 		
CORE COMPETENCIES							
Team Leadership							
Developing Others							
Empowering Others							
Best Value Focus							
Working with others							

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues relevant to the specific post</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Quality Improvement Officer (Education)
Accountable to:	Service Manager for Schools
Line management:	Group of Head Teachers and other officers within area of lead responsibility
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including Head Teachers and Partner Providers

<p>2. JOB PURPOSE</p> <p>As a member of the Schools and Educational Establishments Team, the post holder will have a Quality Improvement responsibility for a group of Head teachers in one or more Learning communities. This will mean being the first point of contact for these schools and managing all aspects of the Quality Improvement Framework through the Head Teachers. The post holder will also provide leadership for areas of strategy or policy development across all school sectors, as determined by the Head of Schools. This might include a review of the Inclusion policy, or the development of a strategy for literacy across the curriculum. Finally the post holder will manage a group of officers responsible for the delivery of a key central service to schools and educational establishments. For example the early year's team or curriculum development officers.</p> <p>The post holder will also demonstrate sound governance at a financial and operational level and along with Schools Team colleagues, will be accountable to the Head of Schools and Educational Establishments, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services under their responsibilities.</p>
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3. CORE RESPONSIBILITIES	
3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused
3.4	• coaching and developing staff

3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Quality Improvement Officer (Education) will be responsible for are:</p> <ul style="list-style-type: none"> Quality Improvement in one or more Learning Communities Management of link Head Teachers in relation to the Quality Improvement Framework Lead responsibility for areas of strategic or policy development as determined by the Head of Schools. Lead responsibility for a central service to schools or educational establishments Management of the officers associated with this lead role Links with HMle and Care Commission in relation to the schools in their designated Learning Community
4.1	<ul style="list-style-type: none"> Leading the implementation of the Quality Improvement Framework in designated Learning Communities
4.2	<ul style="list-style-type: none"> Supporting and Challenging Head Teachers as required in the interests of

	School Improvement
4.3	<ul style="list-style-type: none"> • Providing advice, support and guidance to Head teachers, colleagues and others the Learning community
4.4	<ul style="list-style-type: none"> • Oversight and monitoring of the quality and coherence of education delivery within an Learning Community
4.5	<ul style="list-style-type: none"> • Lead in the development of strategy or policy in a designated area of educational provision in conjunction with other appropriate officers
4.5	<ul style="list-style-type: none"> • Link with partners within and beyond the service to ensure effective implementation of the strategy/policy
4.6	<ul style="list-style-type: none"> • Lead a central service that supports schools and educational establishments
4.7	<ul style="list-style-type: none"> • Manage the team that delivers the central service effectively and efficiently
4.8	<ul style="list-style-type: none"> • Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.9	<ul style="list-style-type: none"> • Contribute to relevant objectives within Aberdeen City's learning strategy
4.10	<ul style="list-style-type: none"> • Contributing to supporting the development and maintenance of effective relationships with external regulators such as HMIE and the Care Commission, using external challenge to drive service improvement
4.11	<ul style="list-style-type: none"> • Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.12	<ul style="list-style-type: none"> • Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.13	<ul style="list-style-type: none"> • Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver Council priorities in a mixed economy
4.15	<ul style="list-style-type: none"> • Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.16	<ul style="list-style-type: none"> • Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Schools and Educational Establishments and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.17	<ul style="list-style-type: none"> • Preparing, in conjunction with the Schools Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.18	<ul style="list-style-type: none"> • Contributing to supporting the development and fostering of a positive

	culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.19	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.20	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	

Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Quality improvement Officer (Education)	Grade	National Grade: Quality Improvement Officer Pt1-Pt3	Person Spec. No.	
SELECTION CRITERIA	ESSENTIAL			DESIRABLE			
QUALIFICATIONS	<ul style="list-style-type: none"> • Educated to degree level or equivalent • Ability to provide evidence of GTC registration 			<ul style="list-style-type: none"> • Relevant Professional in Education e.g. MEd 			
CORE COMPETENCIES							
Team Leadership	Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills						
Developing Others	Committed to investing time in coaching and developing people to improve performance and outcomes						
Empowering Others	Able to delegate decision making responsibility and demonstrate trust where appropriate						
Best Value Focus	Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price						
Working with others	Able to work with others collegiately and co-						

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>operatively (both internally and externally) in order to achieve better services and customer focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the</p>

	<p>practice.</p> <p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory,</p>	<p>wider community</p> <p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>regulatory, strategic and key operational issues relevant to the specific post, including Curriculum for Excellence</p> <p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Assets and Finance
Accountable to:	Head of Educational Development, Policy and Performance
Line management:	Team managers and officers with responsibilities within the overall responsibility of the Service Manager Assets and Finance
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Senior Managers in other Directorates across the council with responsibility for Assets and Finance Scottish Government and other external partners with whom the Council works to improve the value it delivers through its assets and finances.

2. JOB PURPOSE

As a member of the Educational Development, Policy and Performance Team, the Service Manager Assets and Finance will provide leadership, vision, professional advice and effective management to the Council, and the Head of Educational Development, Policy and Performance on the strategic development, maintenance and improvement of all aspects of the Education, Culture and Sport Directorate's fixed assets, finances and ICT. Ensuring effective partnership working with relevant service providers and service clients to ensure acceptable service quality and impact will be essential.

The post holder will also demonstrate sound governance at financial and operational level and along with Educational Development, Policy and Performance Team colleagues, will be accountable to the Head of Educational Development, Policy and Performance, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services and functions under their responsibilities.

3. CORE RESPONSIBILITIES

3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused

3.4	<ul style="list-style-type: none"> coaching and developing staff
3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Assets and Finance will be accountable for will include:</p> <ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's asset strategy, policy and plans. Acting as the lead support for the development and implementation of the Education, Culture and Sport Directorate's finance strategy and policy. Leading the development and implementation of the Education, Culture and Sport Directorate's ICT strategy and policy. Managing the relationship with all partners that are commissioned to deliver or provide asset and finance support services to the Education, Culture and Sport Directorate. The Education, Culture and Sport Directorate's Asset Policy Team, ICT Teams and DEM co-ordinator.
4.1	<ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and

	<p>Sport Directorate's asset strategy, asset policy and asset plans, including the learning estate, to ensure that appropriate fixed assets are in place to enable the effective and efficient delivery of the Directorate's outcome priorities for Aberdeen City</p>
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement and for the monitoring and evaluation of any associated services purchased by the Council to ensure effective following of the public pound.
4.3	<ul style="list-style-type: none"> Responsibility and accountability for the development of working with internal and external partners in all aspects of developing and managing fixed assets and finance.
4.4	<ul style="list-style-type: none"> Lead the negotiation and monitoring of service level agreements with other directorates for the provision of services to support the effective and efficient development and management of Education, Culture and Sport assets and finances, particularly Corporate Governance and Environment, Planning and Infrastructure.
4.5	<ul style="list-style-type: none"> Acting as the lead support for the development and implementation of the Education, Culture and Sport Directorate's finance strategy and policy, including zero based budgeting, review of devolved education management and effective management accounting and support.
4.6	<ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's ICT strategy and policy, including the development of GLOW, the implementation and maintenance of relevant management implementation systems and electronic financial and administrative systems.
4.7	<ul style="list-style-type: none"> Acting as the lead support for the development, implementation and monitoring of the Education, Culture and Sport Directorate's capital investment programme including investment through the Scottish Futures Trust.
4.8	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's learning strategy
4.9	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.10	<ul style="list-style-type: none"> Oversee the monitoring, controlling and accountability for all the Directorate's financial resources in accordance with Standing Orders and Financial Regulations
4.11	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators, using external challenge to drive service improvement
4.12	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.13	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their

	specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.14	<ul style="list-style-type: none"> Leading the Assets and Finance Management Team and be responsible and accountable for a co-ordinated and integrated approach to service development and delivery
4.15	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for asset integration and/or shared assets for improvement, to deliver Council priorities in a mixed economy
4.16	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.17	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Educational Development, Policy and Performance and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.18	<ul style="list-style-type: none"> Preparing, in conjunction with relevant Council colleagues and the Assets and Finance Management Team, the team's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.19	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.20	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.21	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. **Duties and responsibilities** attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	

Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Assets and Finance	Grade		Person Spec. No.	
SELECTION CRITERIA		ESSENTIAL			DESIRABLE		
QUALIFICATIONS		<ul style="list-style-type: none"> • Educated to degree level or equivalent 			<ul style="list-style-type: none"> • Relevant Professional qualification. 		
CORE COMPETENCIES							
Team Leadership		Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills					
Developing Others		Committed to investing time in coaching and developing people to improve performance and outcomes					
Empowering Others		Able to delegate decision making responsibility and demonstrate trust where appropriate					
Best Value Focus		Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price					
Working with others		Able to work with others collegiately and co-operatively (both internally and externally) in order to achieve better services and customer					

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues relevant to the specific post</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Communities.
Accountable to:	Head of Communities, Culture and Sport
Line management:	Team managers and officers with responsibilities within the overall responsibility of the Service Manager Communities
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including the private, voluntary and non-statutory sector Community leaders Community learning and development, skills development and employability bodies

2. JOB PURPOSE

As a member of the Communities, Culture and Sport Team, the Service Manager Communities will provide leadership, vision, professional advice and effective management to the Council, and the Head of Communities, Culture and Sport on the provision of the full range of high quality services for stakeholders in community development, community learning, employability and skills. Ensuring effective partnership working with the voluntary and private sectors and with local and national bodies, including service delivery partners, with an interest in community development, community learning, employability and skills will be essential.

The post holder will also demonstrate sound governance at financial and operational level and along with Communities, Culture and Sport Team colleagues, will be accountable to the Head of Communities, Culture and Sport, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services under their responsibilities.

3. CORE RESPONSIBILITIES

3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused

3.4	<ul style="list-style-type: none"> coaching and developing staff
3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Communities will be accountable for will include:</p> <ul style="list-style-type: none"> Community Learning and Development services; Community Training Unit and Work Experience Unit Community Economic Development Unit Neighbourhood community planning Adventure Aberdeen Facilitating and enabling the City's community planning activity for lifelong learning; Leading the development and implementation of the Education, Culture and Sport Directorate's policy and strategy for community development, community learning, employability and skills. Managing the relationship with all the Council's partners that are commissioned by the Education, Culture and Sport Directorate to deliver community development, community learning, employability and skills services.

4.1	<ul style="list-style-type: none"> Leading the development of all communities services provided or purchased by the Education, Culture and Sport Directorate to ensure that an appropriate range of services are in place to support the sustainable development and lifelong learning of individuals and communities in Aberdeen City
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement and for the monitoring and evaluation of services purchased by the Council to ensure effective following of the public pound.
4.3	<ul style="list-style-type: none"> Responsibility and accountability for the development of working with internal and external partners in all aspects of community development, community learning, employability and skills
4.4	<ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's policy and strategy for communities
4.5	<ul style="list-style-type: none"> Leading the facilitation and enabling of the City's community planning activity for lifelong learning
4.6	<ul style="list-style-type: none"> Managing and supporting areas of building social capital, economic regeneration, skills development and improving health and wellbeing through community learning to meet Council objectives for Aberdeen City and the North East
4.7	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's learning strategy
4.8	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.9	<ul style="list-style-type: none"> Monitoring, controlling and being accountable for all resources within the service in accordance with Standing Orders and Financial Regulations
4.10	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators, using external challenge to drive service improvement
4.11	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.12	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.13	<ul style="list-style-type: none"> Leading the Communities Management Team and be responsible and accountable for a co-ordinated and integrated approach to service development and delivery
4.14	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver

	Council priorities in a mixed economy
4.15	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.16	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Communities, Culture and Sport and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.17	<ul style="list-style-type: none"> Preparing, in conjunction with relevant Council colleagues and the Communities Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.18	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.19	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.20	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development
4.21	<ul style="list-style-type: none"> Ensuring effective management, administration and governance of the Council's grants programmes associated with communities.
4.22	<ul style="list-style-type: none"> Leading the Council's policy development and associated capacity building required to enhance the role of volunteering within the city.
4.23	<ul style="list-style-type: none"> Leading the Council's policy development and associated capacity building required to enhance the role of community involvement and engagement, including parental involvement in education and Additional Support Needs Forums.

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. **Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.**

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		

Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Communities	Grade		Person Spec. No.	
SELECTION CRITERIA		ESSENTIAL			DESIRABLE		
QUALIFICATIONS		<ul style="list-style-type: none"> • Educated to degree level or equivalent 			<ul style="list-style-type: none"> • Relevant Professional qualification. • Relevant Management / Leadership qualification e.g. MBA, Institute of Leadership and Management 		
CORE COMPETENCIES							
Team Leadership	Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills						
Developing Others	Committed to investing time in coaching and developing people to improve performance and outcomes						
Empowering Others	Able to delegate decision making responsibility and demonstrate trust where appropriate						
Best Value Focus	Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price						
Working with others	Able to work with others collegiately and co-operatively (both internally and externally) in order to achieve better services and customer						

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues relevant to the specific post</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Culture and Sport
Accountable to:	Head of Communities, Culture and Sport
Line management:	Team managers and officers with responsibilities within the overall responsibility of the Service Manager Culture and Sport
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including the voluntary and non statutory sector Community leaders Arts, Culture, Libraries and Sport bodies

2. JOB PURPOSE

As a member of the Communities, Culture and Sport Team, the Service Manager Culture and Sport will provide leadership, vision, professional advice and effective management to the Council, and the Head of Communities, Culture and Sport on the provision of the full range of high quality services for stakeholders in culture and sport. Ensuring effective partnership working with the voluntary sector and with local and national bodies, including service delivery partners, with an interest in culture and sport will be essential.

The post holder will also demonstrate sound governance at financial and operational level and along with Communities, Culture and Sport Team colleagues, will be accountable to the Head of Communities, Culture and Sport, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services under their responsibilities.

3. CORE RESPONSIBILITIES

3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused
3.4	• coaching and developing staff

3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Culture and Sport will be accountable for will include:</p> <ul style="list-style-type: none"> Participatory Arts Services including the Arts Development, Arts Education Services and City Moves services; Museums and Galleries Service; Libraries Service; Beach Ballroom and Civic Catering; Facilitating and enabling the City's community planning activity for culture and sport; Leading the development and implementation of the Council's policy and strategy for culture and sport. Managing the relationship with all the Council's partners that are commissioned to deliver Culture and Sport services.
4.1	<ul style="list-style-type: none"> Leading the development of all Culture and Sport services provided or purchased by the Council to ensure that an appropriate range of services are in place to support the sustainable cultural and sporting life of the

	community in Aberdeen City
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement and for the monitoring and evaluation of services purchased by the Council to ensure effective following of the public pound.
4.3	<ul style="list-style-type: none"> Responsibility and accountability for the development of working with internal and external partners in all aspects of culture and sport
4.4	<ul style="list-style-type: none"> Leading the development and implementation of the Council's policy and strategy for culture and sport
4.5	<ul style="list-style-type: none"> Leading the facilitation and enabling of the City's community planning activity for culture and sport
4.6	<ul style="list-style-type: none"> Managing and supporting areas of building social capital, economic regeneration, tourism development and improving health and wellbeing through culture and sport to meet Council objectives for Aberdeen City and the North East
4.7	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's learning strategy
4.8	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.9	<ul style="list-style-type: none"> Monitoring, controlling and being accountable for all resources within the service in accordance with Standing Orders and Financial Regulations
4.10	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators, using external challenge to drive service improvement
4.11	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.12	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.13	<ul style="list-style-type: none"> Leading the Culture and Sport Management Team and be responsible and accountable for a co-ordinated and integrated approach to service development and delivery
4.14	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver Council priorities in a mixed economy
4.15	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.16	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Communities, Culture and Sport and Elected Members and presenting clear reports, strategies and policies to the

	relevant committees
4.17	<ul style="list-style-type: none"> Preparing, in conjunction with relevant Council colleagues and the Culture and Sport Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.18	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.19	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.20	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development
4.21	<ul style="list-style-type: none"> Ensuring effective management, administration and governance of the Council's grants programmes associated with culture and sport.

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4

Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Culture and Sport	Grade		Person Spec. No.	
SELECTION CRITERIA		ESSENTIAL			DESIRABLE		
QUALIFICATIONS		<ul style="list-style-type: none"> Educated to degree level or equivalent 			<ul style="list-style-type: none"> Relevant Professional qualification in culture or sport. Relevant Management / Leadership qualification e.g. MBA, Institute of Leadership and Management 		
CORE COMPETENCIES							
Team Leadership		Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills					
Developing Others		Committed to investing time in coaching and developing people to improve performance and outcomes					
Empowering Others		Able to delegate decision making responsibility and demonstrate trust where appropriate					
Best Value Focus		Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price					
Working with others		Able to work with others collegiately and co-operatively (both internally and externally) in order to achieve better services and customer					

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues relevant to the specific post</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Families and Vulnerable Learners.
Accountable to:	Head of Communities, Culture and Sport
Line management:	Team managers and officers with responsibilities within the overall responsibility of the Service Manager Families and Vulnerable Learners
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including the private, voluntary and non-statutory sector Community leaders Bodies with a role in the development and provision of integrated children's services, family support, managing and supporting transitions post school and support for vulnerable adult learners.

2. JOB PURPOSE

As a member of the Communities, Culture and Sport Team, the Service Manager Families and Vulnerable Learners will provide leadership, vision, professional advice and effective management to the Council, and the Head of Communities, Culture and Sport on the provision of the full range of high quality services for stakeholders in integrated children's services and support to families and vulnerable learners. Ensuring effective partnership working with the voluntary and private sectors and with local and national bodies, including service delivery partners, with an interest in integrated children's and adult's services and family support will be essential.

The post holder will also demonstrate sound governance at financial and operational level and along with Communities, Culture and Sport Team colleagues, will be accountable to the Head of Communities, Culture and Sport, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services under their responsibilities.

3. CORE RESPONSIBILITIES

- | | |
|-----|---|
| 3.1 | • providing effective management and leadership |
|-----|---|

3.2	<ul style="list-style-type: none"> • maximising levels of performance, motivation and morale of staff
3.3	<ul style="list-style-type: none"> • being action-oriented and people-focused
3.4	<ul style="list-style-type: none"> • coaching and developing staff
3.5	<ul style="list-style-type: none"> • maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> • actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> • ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> • using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> • continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> • working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> • actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> • actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> • proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> • recruiting competent staff
3.15	<ul style="list-style-type: none"> • valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> • actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Families and Vulnerable Learners will be accountable for will include:</p> <ul style="list-style-type: none"> • Educational Psychology Service • Family Learning Team • Family Information Service • Being the Education, Culture and Sport Directorate's lead for 'children in need'. • The development and production of the City's Integrated Children's Services Plan. • Facilitating and enabling the City's community planning activity for Integrated Children's Services and More Choices More Chances; • Leading the development and implementation of the Education, Culture and Sport Directorate's policy and strategy for Integrated Children's Services, managing and supporting transitions post school and support

	<p>for families and vulnerable learners.</p> <ul style="list-style-type: none"> • Leading the Education, Culture and Sport Directorate's responsibilities for child protection. • Managing the relationship with all the Council's partners that are commissioned by the Education Culture and Sport Directorate to deliver integrated children's services, manage and support transitions post school, support vulnerable learners and provide family support services.
4.1	<ul style="list-style-type: none"> • Leading the development of all integrated children's services, post school transitions services, support for vulnerable learners and family support services that are provided or purchased by the Education, Culture and Sport Directorate to ensure that an appropriate range of services are in place to support the learning, protection and development of individuals and families in Aberdeen City
4.2	<ul style="list-style-type: none"> • Lead on the Education, Culture and Sport Directorate's interface with Social Care & Wellbeing, National Health Service, Grampian Police & other relevant stakeholders with regards to Integrated Children's Services, post school transitions and family support.
4.3	<ul style="list-style-type: none"> • To ensure that Education, Culture and Sport are adequately represented on relevant multi-disciplinary working groups, including all integrated children's services groups, the Specialist Services Forum, Community Screening and Resource Group, Pre-reception Screening and Fostering and Adoption Panel.
4.4	<ul style="list-style-type: none"> • Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement and for the monitoring and evaluation of services purchased by the Council to ensure effective following of the public pound.
4.5	<ul style="list-style-type: none"> • Responsibility and accountability for the development of working with internal and external partners in all aspects of integrated children's services and support for families and vulnerable learners.
4.6	<ul style="list-style-type: none"> • Leading the development and implementation of the Education, Culture and Sport Directorate's policy and strategy for integrated children's services, , GIRFEC, managing and supporting transitions post school, support for families and support for vulnerable learners, including looked after children.
4.7	<ul style="list-style-type: none"> • Leading the facilitation and enabling of the City's community planning activity for Integrated Children's Services and More Choices More Chances including supporting the designated leads.
4.8	<ul style="list-style-type: none"> • Leading the Education, Culture and Sport Directorate's role in developing the continuum of support for vulnerable learners including the Intensive Community Support and Learning Service, Cordyce redevelopment and Shared Services Project.
4.9	<ul style="list-style-type: none"> • Leading the Education, Culture and Sport Directorate's responsibilities for child protection.
4.10	<ul style="list-style-type: none"> • Contribute to relevant objectives within Aberdeen City's learning strategy
4.11	<ul style="list-style-type: none"> • Plan and deliver services according to organisational and service priorities

	and goals, single outcome agreements and performance and budgetary targets
4.12	<ul style="list-style-type: none"> Monitoring, controlling and being accountable for all resources within the service in accordance with Standing Orders and Financial Regulations
4.13	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators, using external challenge to drive service improvement
4.14	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.15	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.16	<ul style="list-style-type: none"> Leading the Families and Vulnerable Learners Management Team and be responsible and accountable for a co-ordinated and integrated approach to service development and delivery
4.17	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver Council priorities in a mixed economy
4.18	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.19	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Communities, Culture and Sport and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.20	<ul style="list-style-type: none"> Preparing, in conjunction with relevant Council colleagues and the Families and Vulnerable Learners Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations, including 'out of authority' expenditure.
4.21	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.22	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.23	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

4.24	<ul style="list-style-type: none"> Ensuring effective management, administration and governance of the Council's funding programmes associated with integrated children's services and support to families and vulnerable learners.
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The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Families and Vulnerable Learners	Grade		Person Spec. No.	
SELECTION CRITERIA	ESSENTIAL			DESIRABLE			
QUALIFICATIONS	<ul style="list-style-type: none"> • Educated to degree level or equivalent 			<ul style="list-style-type: none"> • Relevant Professional qualification. • Relevant Management / Leadership qualification e.g. MBA, Institute of Leadership and Management 			
CORE COMPETENCIES							
Team Leadership	Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills						
Developing Others	Committed to investing time in coaching and developing people to improve performance and outcomes						
Empowering Others	Able to delegate decision making responsibility and demonstrate trust where appropriate						
Best Value Focus	Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price						
Working with others	Able to work with others collegiately and co-operatively (both internally and externally) in						

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>order to achieve better services and customer focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>relevant to the specific post</p> <p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Policy and Performance
Accountable to:	Head of Educational Development, Policy and Performance
Line management:	Team managers and officers with responsibilities within the overall responsibility of the Service Manager Policy and Performance
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Senior Managers in other Directorates across the council with responsibility for policy, performance and improvement. External regulators

2. JOB PURPOSE

As a member of the Educational Development, Policy and Performance Team, the Service Manager Policy and Performance will provide leadership, vision, professional advice and effective management to the Council, and the Head of Educational Development, Policy and Performance on the Directorate's strategic planning, policy development, performance management and continuous improvement. Focussing on providing a sound, efficient and effective learning strategy the post holder will support the implementation of new developments within the Education service and lead the strategic development of performance improvement.

The post holder will also demonstrate sound governance at financial and operational level and along with Educational Development, Policy and Performance Team colleagues, will be accountable to the Head of Educational Development, Policy and Performance, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services and functions under their responsibilities.

3. CORE RESPONSIBILITIES

3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused

3.4	<ul style="list-style-type: none"> coaching and developing staff
3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Policy and Performance will be accountable for will include:</p> <ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's learning strategy. Leading the development and implementation of the Education, Culture and Sport Directorate's performance improvement strategy and policy. Leading the development and implementation of the Education, Culture and Sport Directorate's commissioning strategy and policy. Maintaining a policy and strategy overview of the Directorate and ensuring effective policy and strategy review and coherence across the Directorate. Maintaining a performance overview of the Directorate and ensuring performance coherence across the Directorate. The Education, Culture and Sport Directorate's Research Team, Performance and Planning Team and Continuous Professional Development Team.

4.1	<ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's learning strategy, to enable the effective and efficient delivery of the Directorate's outcome priorities for Aberdeen City
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement and for the monitoring and evaluation of any associated services purchased by the Council to ensure effective following of the public pound.
4.3	<ul style="list-style-type: none"> Responsibility and accountability for the development of working with internal and external partners in relevant aspects of developing and managing Education, Culture and Sport policy and performance.
4.4	<ul style="list-style-type: none"> Lead on strategic level inspections of the Education, Culture and Sport Directorate.
4.5	<ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's performance improvement and performance reporting strategy and policies including, appropriate benchmarking, effective self and joint-evaluation, sharing of best practice and supporting services to ensure coherent implementation and appropriate public accountability.
4.6	<ul style="list-style-type: none"> Leading the development and implementation of the Education, Culture and Sport Directorate's commissioning strategy and policies including supporting services to ensure coherent and consistent implementation.
4.7	<ul style="list-style-type: none"> Maintain a policy and strategy overview of the Directorate and ensuring effective policy and strategy review and coherence across the Directorate
4.8	<ul style="list-style-type: none"> Lead the development, implementation, monitoring and reporting of the Education, Culture and Sport Directorate's Service Plan, Standards and Quality Report and reporting on Statutory Performance Indicators.
4.9	<ul style="list-style-type: none"> Lead the Education, Culture and Sport Directorate's research and knowledge management activity to inform policy and strategy development, keep abreast of best practice and drive service innovation, creativity and improvement.
4.10	<ul style="list-style-type: none"> Lead the effective integration of the continuous professional and staff development within the Directorate's Human Resources strategy and ensure a high impact from this CPD.
4.11	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's learning strategy
4.12	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.13	<ul style="list-style-type: none"> Monitoring, controlling and being accountable for all resources within the service in accordance with Standing Orders and Financial Regulations
4.14	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators, using external challenge to drive service improvement
4.15	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the

	needs of customers, service users and the community
4.16	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.17	<ul style="list-style-type: none"> Leading the Policy and Performance Management Team and be responsible and accountable for a co-ordinated and integrated approach to service development and delivery
4.18	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared service for improvement, to deliver Council priorities in a mixed economy
4.19	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.20	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Educational Development, Policy and Performance and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.21	<ul style="list-style-type: none"> Preparing, in conjunction with relevant Council colleagues and the Policy and Performance Management Team, the team's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.22	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.23	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.24	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

The above is intended to provide a description of the KEY TASKS and ACTIVITIES of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS

Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Policy and Performance	Grade		Person Spec. No.	
SELECTION CRITERIA		ESSENTIAL			DESIRABLE		
QUALIFICATIONS		<ul style="list-style-type: none"> Educated to degree level or equivalent 			<ul style="list-style-type: none"> Relevant Professional qualification. 		
CORE COMPETENCIES							
Team Leadership		Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills					
Developing Others		Committed to investing time in coaching and developing people to improve performance and outcomes					
Empowering Others		Able to delegate decision making responsibility and demonstrate trust where appropriate					
Best Value Focus		Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price					
Working with others		Able to work with others collegiately and co-operatively (both internally and externally) in					

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>order to achieve better services and customer focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>relevant to the specific post</p> <p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Schools – Age 0-7 and School Improvement
Accountable to:	Head of Schools and Educational Establishments
Line management:	Officers within the overall responsibility of the Service Manager Schools – Age 0-7 and School Improvement
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including Head Teachers and Partner Providers

2. JOB PURPOSE

As a member of the Schools and Educational Establishments Team, the Service Manager Schools - Age 0-7 and School Improvement will provide leadership, vision, professional advice and effective management to the Council, and the Head of Schools and Educational Establishments on the provision of the full range of high quality services for stakeholders in Early Years and Early Stages school based education. Ensuring effective partnership working with schools, partner providers and the voluntary sector and with local and national bodies with an interest in early years will be vital.

The post holder will also provide leadership for the School Improvement programme across all school sectors, overseeing aspects of the work of Quality Improvement Officers and ensuring implementation of the Quality Improvement framework for schools.

The post holder will also demonstrate sound governance at a financial and operational level and along with Schools Team colleagues, will be accountable to the Head of Schools and Educational Establishments, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services under their responsibilities.

3. CORE RESPONSIBILITIES

3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused
3.4	• coaching and developing staff

3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Schools – Age 0-7 and School Improvement will be accountable for will include:</p> <ul style="list-style-type: none"> Early Years Framework Early Years team Early Stages in Primary schools; Pre-school Partner providers; A team of Quality Improvement Officers Quality improvement framework for schools; Strategic direction of the Quality Improvement aspect of the Officer team; Links with HMIE and Care Commission
4.1	<ul style="list-style-type: none"> Leading the development and implementation of the Early Years framework
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement
4.3	<ul style="list-style-type: none"> Responsibility and accountability for the development of working with

	internal and external partners in all aspects of early years learning
4.4	<ul style="list-style-type: none"> • Oversight of the transitions between pre-school and Primary education in conjunctions with the other Service Managers for Schools.
4.5	<ul style="list-style-type: none"> • Leading and managing the early years team
4.5	<ul style="list-style-type: none"> • Leading a team of Quality improvement Officers
4.6	<ul style="list-style-type: none"> • Lead on the implementation of the Quality Improvement Framework for schools
4.7	<ul style="list-style-type: none"> • Provide strategic direction for the Quality Improvement aspects of the Quality Improvement Officer team
4.8	<ul style="list-style-type: none"> • Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.9	<ul style="list-style-type: none"> • Contribute to relevant objectives within Aberdeen City's learning strategy
4.10	<ul style="list-style-type: none"> • Contributing to supporting the development and maintenance of effective relationships with external regulators such as HMIE and the Care Commission, using external challenge to drive service improvement
4.11	<ul style="list-style-type: none"> • Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.12	<ul style="list-style-type: none"> • Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.13	<ul style="list-style-type: none"> • Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver Council priorities in a mixed economy
4.15	<ul style="list-style-type: none"> • Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.16	<ul style="list-style-type: none"> • Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Schools and Educational Establishments and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.17	<ul style="list-style-type: none"> • Preparing, in conjunction with the Schools Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.18	<ul style="list-style-type: none"> • Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.19	<ul style="list-style-type: none"> • Contributing to the modernisation of Education Culture and Sport through

	effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.20	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	

Being Accountable			√	
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ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Schools Age 0-7 and School Improvement	Grade	National Grade: Quality Improvement Manager in Education	Person Spec. No.	
SELECTION CRITERIA	ESSENTIAL			DESIRABLE			
QUALIFICATIONS	<ul style="list-style-type: none"> • Educated to degree level or equivalent 			<ul style="list-style-type: none"> • Relevant Professional in Education e.g. MEd, GTC registration 			
CORE COMPETENCIES							
Team Leadership	Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills						
Developing Others	Committed to investing time in coaching and developing people to improve performance and outcomes						
Empowering Others	Able to delegate decision making responsibility and demonstrate trust where appropriate						
Best Value Focus	Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price						
Working with others	Able to work with others collegiately and co-operatively (both internally and externally) in						

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>order to achieve better services and customer focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best practice.</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the wider community</p>

	<p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory, regulatory, strategic and key operational issues</p>	<p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>relevant to the specific post</p> <p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Schools – Age 5-14 and Additional Support Needs (ASN)
Accountable to:	Head of Schools and Educational Establishments
Line management:	Officers within the overall responsibility of the Service Manager Schools – Age 5-14 and Additional Support Needs
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including Head Teachers and Partner Providers

<p>2. JOB PURPOSE</p> <p>As a member of the Schools and Educational Establishments Team, the Service Manager Schools – Age 5-14 and Additional Support Needs, will provide leadership, vision, professional advice and effective management to the Council, and the Head of Schools and Educational Establishments on the provision of the full range of high quality services for stakeholders in Primary School education. Ensuring effective partnership working with schools, partner providers and the voluntary sector and with local and national bodies with an interest in primary education will be vital. The post holder will also provide leadership for Additional Support Needs across all school sectors, overseeing all aspects of the work of ASN services</p> <p>The post holder will also demonstrate sound governance at a financial and operational level and along with Schools Team colleagues, will be accountable to the Head of Schools and Educational Establishments, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council’s corporate and strategic objectives are met and are reflected in the services under their responsibilities.</p>

3. CORE RESPONSIBILITIES	
3.1	• providing effective management and leadership
3.2	• maximising levels of performance, motivation and morale of staff
3.3	• being action-oriented and people-focused

3.4	<ul style="list-style-type: none"> coaching and developing staff
3.5	<ul style="list-style-type: none"> maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> recruiting competent staff
3.15	<ul style="list-style-type: none"> valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Schools – Age 5-14 and Additional Support Needs will be accountable for will include:</p> <ul style="list-style-type: none"> Primary school education Transition into early stages secondary education A team of Quality Improvement Officers Additional Support Needs policy and strategy Additional Support Needs services Links with HMle and Care Commission
4.1	<ul style="list-style-type: none"> Leading the development of primary school education
4.2	<ul style="list-style-type: none"> Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement
4.3	<ul style="list-style-type: none"> Responsibility and accountability for the development of working with internal and external partners in all aspects of primary school learning

4.4	<ul style="list-style-type: none"> Oversight of the transitions between Primary and Secondary education in conjunctions with the other Service Managers for Schools.
	<ul style="list-style-type: none"> Leading a team of Quality improvement Officers
4.5	<ul style="list-style-type: none"> Leading the city-wide Additional Support Needs services
4.6	<ul style="list-style-type: none"> Provide strategic direction for ASN
4.7	<ul style="list-style-type: none"> Lead on the implementation of the ASN policy and procedures for children and young people
4.8	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.9	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's learning strategy
4.10	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators such as HMIE and the Care Commission, using external challenge to drive service improvement
4.11	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.12	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.13	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver Council priorities in a mixed economy
4.15	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.16	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Schools and Educational Establishments and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.17	<ul style="list-style-type: none"> Preparing, in conjunction with the Schools Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.18	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.19	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery

4.20	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development
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The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	
Being Accountable			√	

ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Schools Age 5-14 and Additional Support Needs	Grade	National Grade: Quality Improvement Manager in Education	Person Spec. No.	
SELECTION CRITERIA	ESSENTIAL			DESIRABLE			
QUALIFICATIONS	<ul style="list-style-type: none"> • Educated to degree level or equivalent 			<ul style="list-style-type: none"> • Relevant Professional in Education • Relevant Management / Leadership qualification e.g. MEd, GTC registration 			
CORE COMPETENCIES							
Team Leadership	Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills						
Developing Others	Committed to investing time in coaching and developing people to improve performance and outcomes						
Empowering Others	Able to delegate decision making responsibility and demonstrate trust where appropriate						
Best Value Focus	Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price						
Working with others	Able to work with others collegiately and co-						

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>operatively (both internally and externally) in order to achieve better services and customer focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
<p>JOB SPECIFIC COMPETENCIES (gained through knowledge and experience)</p>	<p>Demonstrate integrated and cross-cutting approaches to policy and service development, implementation and improvement</p> <p>Experience relating to work portfolio and knowledge of relevant legislation and best</p>	<p>Experience of working at a management level within a large complex organisation.</p> <p>Ability to develop effective and productive links with Elected Members/ politicians and working successfully in a political environment and the</p>

	<p>practice.</p> <p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory,</p>	<p>wider community</p> <p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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	<p>regulatory, strategic and key operational issues relevant to the specific post</p> <p>Substantial knowledge of area(s) for which the post holder is responsible, including best practice and developments in areas relating to the functions of the specific post</p> <p>Knowledge of all statutory legislation relevant to the specific post</p> <p>Ability to use all methods of communication to engage, influence and gain support in order to achieve organisational aims.</p> <p>Able to work creatively within rules, processes and standards.</p> <p>Inspirational team leader and effective team player.</p> <p>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</p> <p>Excellent people management skills.</p> <p>Capacity to meet deadlines, satisfy political objectives and organisational priorities</p>	
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ABERDEEN CITY COUNCIL

JOB DESCRIPTION

Job Title:	Service Manager Schools – Age 12-19 and Curriculum Development
Accountable to:	Head of Schools and Educational Establishments
Line management:	Officers within the overall responsibility of the Service Manager Schools – Age 12-19 and Curriculum Development
Key Relationships:	Senior Management Team and Service Managers Conveners and Vice-Conveners of relevant service Committees Elected Members Service users and partners including Head Teachers and Partner Providers

<p>2. JOB PURPOSE</p> <p>As a member of the Schools and Educational Establishments Team, the Service Manager Schools – Age 12-19 and Curriculum Development, will provide leadership, vision, professional advice and effective management to the Council, and the Head of Schools and Educational Establishments on the provision of the full range of high quality services for stakeholders in Secondary School education. Ensuring effective partnership working with schools, partner providers and the voluntary sector and with local and national bodies with an interest in secondary education will be vital. The post holder will also provide leadership for Curriculum Development and in particular the implementation of Curriculum for Excellence across all school sectors and within the wider learning community.</p> <p>The post holder will also demonstrate sound governance at a financial and operational level and along with Schools Team colleagues, will be accountable to the Head of Schools and Educational Establishments, the Director for Education, Culture and Sport, the Chief Executive and Elected Members for ensuring that the Council's corporate and strategic objectives are met and are reflected in the services under their responsibilities.</p>

3. CORE RESPONSIBILITIES	
3.1	<ul style="list-style-type: none"> providing effective management and leadership
3.2	<ul style="list-style-type: none"> maximising levels of performance, motivation and morale of staff

3.3	<ul style="list-style-type: none"> • being action-oriented and people-focused
3.4	<ul style="list-style-type: none"> • coaching and developing staff
3.5	<ul style="list-style-type: none"> • maintaining and promoting the core values and corporate goals of the Council and ensuring they are communicated effectively to staff
3.6	<ul style="list-style-type: none"> • actively supporting and implementing corporate objectives, and being accountable for the delivery of those objectives
3.7	<ul style="list-style-type: none"> • ensuring that staff are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide
3.8	<ul style="list-style-type: none"> • using resources appropriately to achieve best value results for the organisation and the wider community, keeping a considered and appropriate balance between cost, quality and price
3.9	<ul style="list-style-type: none"> • continually reviewing service performance and striving to improve the quality and efficiency of the service within their functional area
3.10	<ul style="list-style-type: none"> • working with others co-operatively (including external organisations where appropriate) to meet corporate objectives
3.11	<ul style="list-style-type: none"> • actively promoting and delivering equality of opportunity to staff and service users
3.12	<ul style="list-style-type: none"> • actively contributing to a flexible, agile and learning organisation
3.13	<ul style="list-style-type: none"> • proactively managing the health and safety of staff within the post's functional area and ensuring that all key elements of effective health and safety management are in place (e.g. risk assessments)
3.14	<ul style="list-style-type: none"> • recruiting competent staff
3.15	<ul style="list-style-type: none"> • valuing others by delegating responsibility and demonstrating trust within agreed boundaries
3.16	<ul style="list-style-type: none"> • actively supporting the creation of a culture where innovation and managed risk taking are encouraged

4. ROLE SPECIFIC RESPONSIBILITIES	
	<p>The specific roles that the Service Manager Schools – Age 12-19 and Curriculum Development will be accountable for will include:</p> <ul style="list-style-type: none"> • Secondary school education • Supporting transitions into life-long learning opportunities • A team of Quality Improvement Officers • Curriculum for Excellence implementation strategy • Curriculum development officers • Links with HMIE and Care Commission
4.1	<ul style="list-style-type: none"> • Leading the development of secondary school education
4.2	<ul style="list-style-type: none"> • Responsibility and accountability for the planning and delivery of the Council's services within the post's remit including service improvement
4.3	<ul style="list-style-type: none"> • Responsibility and accountability for the development of working with

	internal and external partners in all aspects of secondary school learning
4.4	<ul style="list-style-type: none"> Supporting the effective transitions between Secondary education and life-long learning opportunities in conjunctions with the other Service Managers.
	<ul style="list-style-type: none"> Leading a team of Quality improvement Officers
4.5	<ul style="list-style-type: none"> Leading the city-wide Curriculum development services
4.6	<ul style="list-style-type: none"> Provide strategic direction for Curriculum for Excellence
4.7	<ul style="list-style-type: none"> Lead on the implementation of the Curriculum for Excellence in all schools and within the wider learning communities.
4.8	<ul style="list-style-type: none"> Plan and deliver services according to organisational and service priorities and goals, single outcome agreements and performance and budgetary targets
4.9	<ul style="list-style-type: none"> Contribute to relevant objectives within Aberdeen City's learning strategy
4.10	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective relationships with external regulators such as HMIE and the Care Commission, using external challenge to drive service improvement
4.11	<ul style="list-style-type: none"> Promoting, managing and being accountable for the performance of all functions within the post's remit, ensuring that these services achieve the highest possible standards, represent best value and are responsive to the needs of customers, service users and the community
4.12	<ul style="list-style-type: none"> Ensuring that effective and robust systems are in place to develop, manage and monitor performance of the service within the post's remit and their specific functions. This includes ensuring that the highest standards of corporate governance are in place.
4.13	<ul style="list-style-type: none"> Contributing to supporting the development and maintenance of effective partnerships with neighbouring authorities and stakeholders in the public, private and voluntary sectors, exploring and enhancing opportunities for service integration and/or shared services for improvement, to deliver Council priorities in a mixed economy
4.15	<ul style="list-style-type: none"> Through visible leadership, based on the Council's Vision and Values Statement, facilitating integrated working to achieve service excellence
4.16	<ul style="list-style-type: none"> Providing sound advice, guidance and support to the Director of Education, Culture and Sport, Head of Schools and Educational Establishments and Elected Members and presenting clear reports, strategies and policies to the relevant committees
4.17	<ul style="list-style-type: none"> Preparing, in conjunction with the Schools Management Team, the service's capital and revenue budgets and thereafter prudently and effectively managing the Council's resources within that approved budget whilst ensuring that expenditure is within the Council's policies and financial regulations
4.18	<ul style="list-style-type: none"> Contributing to supporting the development and fostering of a positive culture, excellent working relationships and effective ways of working with employees, Trades Unions and Elected Members
4.19	<ul style="list-style-type: none"> Contributing to the modernisation of Education Culture and Sport through effective workforce planning. Contribute to ensuring that the service has a

	comprehensive organisational, employee development, recruitment and retention strategy in place that supports high quality service delivery
4.20	<ul style="list-style-type: none"> Motivating and empowering staff through clear direction, appraisal and effective communication to develop their full potential. Increase organisational capacity through workforce learning and development

The above is intended to provide a description of the **KEY TASKS** and **ACTIVITIES** of the job. Duties and responsibilities attached to jobs may change from time to time without changing the general character of the duties or the level of responsibility entailed.

5. EXPECTED BEHAVIOURS				
Management Core Competencies	Level 1	Level 2	Level 3	
Team Leadership		√		
Developing Others		√		
Empowering Others		√		
Best Value Focus		√		
Core Competencies	Level 1	Level 2	Level 3	Level 4
Working with Others			√	
Acting with Integrity				√
Customer Focus			√	
Achieving Results			√	
Continuous Improvement			√	

Being Accountable			√	
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ABERDEEN CITY COUNCIL

PERSON SPECIFICATION

Service Group	Education, Culture and Sport	Job Title	Service Manager Schools Age 12-19 and Curriculum Development	Grade	National Grade: Quality Improvement Manager in Education	Person Spec. No.	
SELECTION CRITERIA	ESSENTIAL			DESIRABLE			
QUALIFICATIONS	<ul style="list-style-type: none"> • Educated to degree level or equivalent 			<ul style="list-style-type: none"> • Relevant Professional Qualification in Education e.g. MEd, GTC registration 			
CORE COMPETENCIES							
Team Leadership	Able to provide effective leadership and committed to effective employee communication and engagement sound leadership skills						
Developing Others	Committed to investing time in coaching and developing people to improve performance and outcomes						
Empowering Others	Able to delegate decision making responsibility and demonstrate trust where appropriate						
Best Value Focus	Able to make the best use of resources, including employees, ICT and financial resources, whilst striking a balance between cost, quality and price						
Working with others	Able to work with others collegiately and co-						

<p>Acting with integrity</p> <p>Customer Focus</p> <p>Achieving Results</p> <p>Continuous Improvement</p> <p>Being Accountable</p> <p>Providing and safe and healthy working environment</p>	<p>operatively (both internally and externally) in order to achieve better services and customer focused outcomes</p> <p>Able to behave in a transparent, consistent and reliable manner whilst ensuring that everyone is treated fairly and with respect</p> <p>Able to take a balanced view of customer needs and place this at the centre of all decision making</p> <p>Able to ensure that organisational and performance objectives and standards are achieved</p> <p>Able to demonstrate aspiration service improvement and a pro-active drive and desire to improve performance, deliver better services and increase public value</p> <p>Accepts responsibility for own actions and able to deal with performance issues quickly and decisively</p> <p>Ability to plan and monitor health and safety performance and motivate employees to work in a safe and healthy manner</p>	
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	<p>practice.</p> <p>Demonstrate experience of reporting within a publicly accountable environment.</p> <p>Proven record at management level of delivering required results within a customer focused organisation.</p> <p>Established and maintained successful, complex internal and external relationships across a variety of forums.</p> <p>Effectively designed and developed organisational policy and short and long-term strategies in order to improve service delivery and achieve organisational aims.</p> <p>Effectively interpreting and implementing organisational policy in order to design and improve service delivery.</p> <p>Proven record of maximising resources and enhancing the quality ethos to ensure efficiency and best value.</p> <p>Demonstrate an evidence based and innovative approach to policy and service development and improvement.</p> <p>Effectively managed resources including human, property, financial and ICT in order to achieve excellence in service delivery and organisational capability.</p> <p>Demonstrable knowledge of the statutory,</p>	<p>wider community</p> <p>Experience of promoting a positive and enabling culture</p> <p>Track record of managing risk whilst effectively managing services</p> <p>Experience of incorporating the public, private and voluntary sectors in service delivery</p> <p>Understanding the statutory basis for local government services and the major issues facing local government.</p> <p>Experience of managing multiple projects and budgets within an organisation and with partners</p> <p>Experience of achieving efficiencies to reduce unit cost and improve value and customer service</p> <p>Knowledge of shaping and developing services via commissioning and partnership working</p> <p>Comprehensive understanding of fairness and inclusion issues and how they affect different sections of the community/service delivery needs</p> <p>Understanding of urban and community issues, including sustainability</p> <p>Dedicated to promoting a positive image of the organisation to communities and partners.</p>
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