

ABERDEEN CITY COUNCIL

JOB PROFILE

1 Job Details	
Job Title:	Director of Resources
Job Profile No:	1
Directorate:	Resources
Grade:	Director
Version Date:	August 2017
Salary	£115,002

2 Job Purpose
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This function is responsible for our People Management, Financial Management, and Information Management. It also will have responsibility for both the Council owned assets, and separately, the delivery of the Council capital programme.</p> <p>The Director's role will be to support the Council's credit rating and to manage our relationship with our investors through the bond to ensure we continue to meet the requirements of the London Stock Exchange regulatory framework.</p>

3 Reporting Relationships
<p>Reporting directly to the Chief Executive</p> <p>The Director of Resources will be an intrinsic part of the Corporate Management Team and the success of this role is interdependent on relationships with the Directors of Commissioning and Customer and the Chief Operating Officer.</p>

4 Outcomes
<p>The post is accountable for the service delivery of a redesigned resources function from start up to fully operational, this will include:</p> <ol style="list-style-type: none"> 1. Transition to the New Target Operating Model <ul style="list-style-type: none"> • Provide the vision to bring a range of services and cultures into one unified function take operational responsibility for the transition of the resources function from old to new models. • Lead on the implementation and own the future resources function operating model. • Develop the relationship with commissioning, customer and operations and support the transformation. • Ensuring the resources function is appropriately designed to meet the needs of commissioning, customer and operational functions. 2. Being a Digitally Led Organisation <ul style="list-style-type: none"> • Work with Directors of Customer and Commissioning and the Chief Operating Officer to select the most appropriate digital partner to work with the functions to deliver the Council's digital agenda.

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with Directors of Customer and Commissioning and the Chief Operating Officer and digital partner using business intelligence to continue to digitise services.

3. Financial Stewardship

- Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.
- Manage the financial cycle of the Council.
- To manage the requirement for the annual re-assessment of our credit rating from Moody's.

4. Investment in Aberdeen City's Infrastructure in Order to Strengthen the Economy

- Have overall control on the Council's capital programmes (general fund, HRA and City Region Deal) to ensure programme management and execution of programmes is on time and within budget.
- Design and implement a landlord function to oversee all Council owned assets.

5. Information Governance

- To ensure the integrity of data and information within the Council and its partners.

6. Developing the Workforce for a 21st Century Council

- Support the alignment of culture with the vision of the target operating model.
- Develop and implement a Workforce Development Strategy to support the 21st century Council.
- Support the development of the senior executive team of the Council in order to ensure it is a high performing team.

5 Knowledge & Experience

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

- Proven extensive experience in:
 - Strategic policy development and implementation
 - Developing/Managing strategic partnerships
 - Service transformation and improvement
 - Successful balance sheet management
 - Developing integrated services
 - Managing capital programmes
- Managing consultation forums and relationships with trades unions
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery

- Practical knowledge of negotiation and influencing in a complex organisation
- Practical knowledge of working in a commissioning organisation
- Embracing new technology to deliver services in an innovative way

6 The Individual – the characteristics of a high performing individual

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

7 Organisational Behaviours

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

We seek people who are active, adaptive and accountable.

Active:

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

Adaptive:

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

Accountable:

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

8 Requirements of the Job

The post holder needs to hold as a minimum:

Degree qualification and/or extensive experience relating to the position.

ABERDEEN CITY COUNCIL
JOB PROFILE

1 Job Details	
Job Title:	Director of Customer
Job Profile No:	2
Directorate:	Customer
Grade:	Director
Version Date:	August 2017
Salary	£115,002

2 Job Purpose
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This role is responsible for the management of the ACC customer 'platform', consolidated customer functions and has the duty of dealing with the first point of enquiry, assessment, managing demand and interfacing with operations where this is necessary. The Director must be focused on helping individuals and communities to help themselves, where appropriate, as part of the whole system overview of demand which the Council is facing.</p> <p>The Director role is there to create the conditions for more of our service offer to be delivered through digital means, to enforce customer standards and to overtime build deeper and broader services directly through to customers and communities and away from 'services'. The role is highly reliant on the IT and business intelligence functions and the owner of the Strategic Digital Partner.</p>

3 Reporting Relationships
<p>Reporting directly to the Chief Executive.</p> <p>The Director of Customer will be an intrinsic part of the Corporate Management Team and the success of this role is interdependent on relationships with the Directors of Commissioning and Resources and Chief Operating Officer.</p>

4 Outcomes
<p>The post is accountable for the service delivery of the redesigned customer function from start up to fully operational, this will include:</p> <p>1. Transition to the New Target Operating Model</p> <ul style="list-style-type: none"> • Provide the vision to bring a range of services and cultures into one unified function and take operational responsibility for the transition of customer services from the old model • Develop the relationship with commissioning, resources and operations to enable and support the transformation. • Develop an information, advice and signposting function which is a multi-channel, digital 'front door' that acts as first point of enquiry and puts

customers in touch with the most appropriate support

- Develop community hubs which are face-to-face offering where a range of support services may be co-located to provide easy access for communities and contribute to fostering long term independence
- Ensure the customer function is appropriately designed to meet the needs of resources, commissioning and operational functions

2. Being a Digitally Led Organisation

- Work with Directors of Resources, Commissioning and the Chief Operating Officer to select the most appropriate digital partner to work with the functions to deliver the Council's customer platform for acting as first point of enquiry.
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with Directors of Resources, Commissioning, the Chief Operating Officer and digital partner using business intelligence to continue to digitise customer led services.

3. Preventing Demand

- Use the Business Intelligence Unit to inform initiatives to prevent demand.
- Use digital technology to signpost customers to alternative support and/or advice.
- Use digitally unified services to interface with partners to support customers.
- Enable customers to manage their own transactions.
- Educating customers to be self-supporting through the use of digital channels and channel shift from physical contact to digital.

4. Assessment & Early Intervention Approach

- Manage initial multi-disciplinary assessments through multi-agency teams.
- Manage early action support services which may be a range of mid/upstream drop-in and outreach services.
- Manage targeted support services which may be a package of services co-ordinated by a key support worker for customers.

5. Monitoring Outcomes

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

5 Knowledge & Experience

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

- Proven extensive experience in:
 - Business intelligence and demand management
 - Strategic policy development and implementation
 - Engagement with community groups as part of building empowered communities
 - Service transformation and improvement
 - Successful budgetary management and control

- Developing integrated services
- Delivering measurable outcomes
- Changing an organisation culture to become customer centric
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
- Practical knowledge of negotiating and influencing in complex environments
- Embracing new technology to deliver services in an innovative way.

6 The Individual – the characteristics of a high performing individual

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
- Adjusted – ability to deal with pressure without affecting others.
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7 Organisational Behaviours

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8 Requirements of the Job

The post holder needs to hold as a minimum:

Degree qualification and/or extensive experience relating to the position.

ABERDEEN CITY COUNCIL JOB PROFILE

1 Job Details	
Job Title:	Director of Commissioning
Job Profile No:	3
Directorate:	Commissioning
Grade:	Director
Version Date:	August 2017
Salary	£115,002

2 Job Purpose
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This role is responsible for the allocation of resources from budget to deliver on the Council's contribution to the Local Outcome Improvement Plan (LOIP). The post holder will have the budget and accountability for choosing how to allocate resources in order to make a contribution to the performance measures and other indicators of progress towards the outcome.</p>

3 Reporting Relationships
<p>Reporting directly to the Chief Executive.</p> <p>The Director of Commissioning will be an intrinsic part of the Corporate Management Team and the success of this role will be interdependent on relationships with the Directors of Resources and Customer and the Chief Operating Officer.</p>

4 Outcomes
<p>The post is accountable for the service delivery of a redesigned commissioning function from start up to fully operational, this will include:</p> <ol style="list-style-type: none"> 1. Transition to the New Target Operating Model <ul style="list-style-type: none"> • Provide the vision to bring a range of services and cultures into one unified function and take operational responsibility for the transition of services from old to new models. • Lead on the implementation and own the future commissioning function operating model. • Develop the relationship with resources, customer and operations and support the transformation. • Ensure the commissioning function is appropriately designed to meet the needs of resources, customer and operational functions. 2. Being a Digitally Led Organisation <ul style="list-style-type: none"> • Work with Directors of Customer and Resources and the Chief Operating Officer to select the most appropriate digital partner to work with the functions to deliver the Council's digital agenda. • To work with Directors of Customer, Resources, the Chief Operating Officer and digital partner using business intelligence to continue to digitise customer

led services.

- To manage and monitor the digital partner(s) contract(s).

3. Analyse and Understand Demand

- To manage the business intelligence unit to deliver timely, accurate and robust analysed data to commissioners, customers and operations.
- In collaboration with resources, customer and operations, assess the needs and preferences of local communities, the public and professionals to gain an understanding of service expectations and wishes; mapping those against current service provision including an assessment of the structure of supply and the ability of customers to choose.
- Using needs and preferences assessment analysis, work with local stakeholders and partner organisations to determine local priorities for developing and transforming services, ensuring effective provision and real customer choice.

4. Specify Services for the Achievement of the LOIP

- Ensure a comprehensive and equitable range of high quality, response to need and efficient services are commissioned within allocated resources across services and sectors.
- Develop an effective strategic commissioning framework, market development and contract management systems for the Council.
- Promote an environment of customer focussed development and delivery, continuous improvement and innovation that will support the Council's ambitions for providing high quality services that can be developed for external trading where appropriate.
- Constantly scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.

5. Procurement and Contract Management

- Identify appropriate providers that will deliver the specified outcomes required.
- Agree contracts with providers within the national procurement framework.
- Manage contracts and monitor achievement of outcomes feeding results into the business intelligence unit.
- Manage contracts to continually improve value for money for achieving outcomes.

6. Monitoring and Improving the Commissioning of Outcomes

- Conduct continuous needs analysis and intelligence gathering to inform and guide the Council's strong commissioning role.
- As part of the feedback loop, work with customer, operations and resources to refine outcomes based upon performance data.

5 Knowledge & Experience

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

Proven extensive experience in:

- Outcome based commissioning of services
 - Developing and managing a business intelligence unit that informs outcomes
 - Strategic policy development and implementation
 - Developing/Managing strategic partnerships
 - Service transformation and improvement
 - Successful budgetary management and control
 - Developing integrated services
 - Performance Management
- Managing and understanding a demanding client base
 - Risk analysis, risk awareness, monitoring and management of risk
 - Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
 - Practical knowledge of negotiating and influencing in a complex environment
 - Practical knowledge of setting strategy in a complex organisation

6 The Individual – the characteristics of a high performing individual

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8 Requirements of the Job

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ABERDEEN CITY COUNCIL JOB PROFILE

1 Job Details	
Job Title:	Chief Operating Officer
Job Profile No:	4
Directorate:	Operations
Grade:	Director
Version Date:	August 2017
Salary	£115,002

2 Job Purpose
<p>The role will be responsible for leading, directing and implementing the new target operating model from start up through to business as usual.</p> <p>This role brings together the leadership of the ACC ‘in house’ delivery functions. It is deliberately aimed at the removal of service specific silos and behaviours and charged with joining up our delivery, adapting to meet demand and continuous operational improvement. The Chief Operating Officer manages a significant amount of Council employees but is ‘commissioned’ through the function of the Director of Commissioning. In practice this means they need to agree the contribution they are making to the outcome the commissioner is charged with delivering and agree a budget, specification and target performance against which they are held to account.</p>

3 Reporting Relationships
<p>Reporting directly to the Chief Executive.</p> <p>The Chief Operating Officer will be an intrinsic part of the Corporate Management Team and the success of this role is interdependent on relationships with the Directors of Commissioning, Customer and Resources.</p>

4 Outcomes
<p>The post holder will be expected to:</p> <p>1. Transition to the New Target Operating Model</p> <ul style="list-style-type: none"> • Provide the vision to bring a range of services and cultures into one unified function take operational responsibility for the transition of the operating function from old to new models. • Lead on the implementation and own the future delivery operating model. • Develop the relationship with commissioning, customer and resources and support the transformation. • Ensuring the operations function is appropriately designed to meet the needs of commissioning, customer and resources functions. <p>2. Being Digitally Led Organisation</p>

- Work with Directors of Customer, Commissioning and Resources to select the most appropriate digital partner to work with the functions to deliver the Council's digital agenda.
- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with Directors of Customer, Commissioning, Resources and digital partner using business intelligence to continue to digitise customer led services.

3. Deliver Commissioned Outcomes

- Managing the successful delivery of services in line with specified outcomes by the commissioning function.
- Exploiting the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.

4. Monitoring & Improve Delivery of Outcomes

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

5 Knowledge & Experience

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

- Proven extensive experience in:
 - Running frontline services
 - Strategic policy development and implementation
 - Developing/Managing strategic partnerships
 - Service transformation and quality improvement methodologies
 - Developing integrated services
 - Delivering measurable outcomes
 - Performance Management
- Managing and understanding a demanding client base
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery

- Practical knowledge of negotiation and influencing in a complex organisation
- Practical knowledge of setting strategy in a complex organisation
- Practical knowledge of working in a commissioning organisation
- Experience in business/service improvement methodologies

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