



**Aberdeen City Council**  
Job Profile

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# Interim Director of Children's and Family Services

## About Aberdeen City Council

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

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

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

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

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

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

Aberdeen City Council is arranged into four functions. Each function is divided into clusters, and within each cluster are service areas/teams.

## About the **Children's and Family Services** Function

This Function provides vision, leadership, strategic direction and professional advice which will ensure effective management in order to deliver the Council's and Community Planning Partnership's priorities for children and young people.

The Function comprises Education, Children & Families, Justice, Youth and Support services which will be delivered in an integrated manner to achieve better outcomes for all children and young people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

This Interim Director of Children's and Family Services will have a key responsibility in leading the transformation required to ensure readiness for the changes associated with the implementation of the National Care Service and delivery of The Promise.

## About the **Clusters** within the Children's and Family Services Function

**Children's Social Work Cluster** - Responsible for the delivery of frontline services related to Children's Social Work.

**Education Cluster** - Responsible for the delivery of frontline services related to education.

## About the Role

The Interim Director of Children’s and Family Services 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.

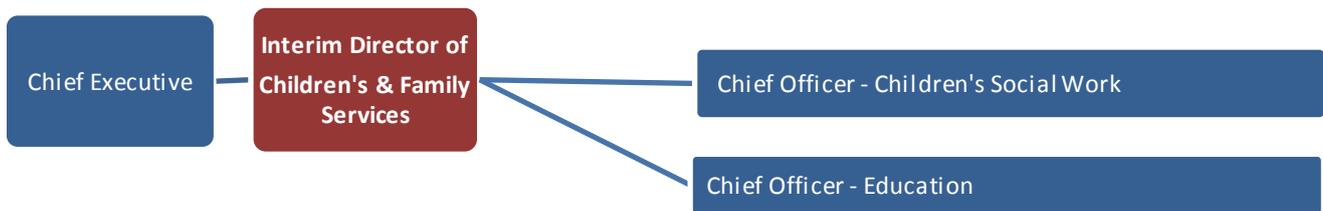
Job Title	Interim Director of Children’s and Family Services
Pay Grade	Chief Officer Salary Scale Point 53
Location	Marischal College

Subject to the Scottish Government’s preferred model for children’s services, against the backdrop of the establishment of the new National Care Service- this function will change as more of our services are delivered through partnerships and community self-help, or negated through improved demand management, and/or are delivered by other parties within and outside of the ACC group.

Whilst many aspects of this role profile were previously undertaken by the role of Chief Operating Officer, these aspects now need to be undertaken against the backdrop of preparing the function for the expected structural changes arising from the creation of the National Care Service.

Reporting directly to the Chief Executive, the Interim Director Children’s and Family Services 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 Commissioning, Customer and Resources.

Each Director in the CMT acts as the formal Deputy for the Chief Executive, and as Head of the Paid Service in their absence, to provide strategic leadership as well as direction to deliver the policies and priorities of the Council - in accordance with its Guiding Principles.



## Key Outcomes and Task Examples

The post holder will deliver:	Examples of related tasks:
<b>Further develop and embed an updated blueprint for Version 2 of the council’s Operating Model</b>	<ul style="list-style-type: none"> <li>Developing the next blueprint for continuing to evolve the council’s new operating model</li> <li>Within this, leading ACC’s development of a new target operating model for children which reflects the requirements of a range of Scottish Government policies</li> <li>As a member of CMT, providing the appropriate direction and oversight of the implementation of the next blueprint</li> <li>Navigating the impact of the National Care Service on services in Aberdeen City with a particular focus on children and families.</li> <li>Ensuring that the work of the Children’s and Family Services function helps support the economic recovery of the city</li> </ul>

<p><b>Being a Digitally Led Organisation</b></p>	<ul style="list-style-type: none"> <li>• Working with Customer, Resources, and Commissioning Directors to deliver the council's digital agenda</li> <li>• Working alongside Customer, Resources and Commissioning Directors and our digital partner to use business intelligence and continue to re-design the delivery of services using digital solutions where appropriate</li> </ul>
<p><b>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</b></p>	<ul style="list-style-type: none"> <li>• Utilising Data and Insights from within ACC and across the whole system to understand current, changing, and emerging needs of customers</li> <li>• From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing needs</li> <li>• Maximising needs and preferences through assessment analysis, work with local stakeholders and partner organisations to determine priorities for developing and transforming services, ensuring effective provision and real customer choice</li> <li>• Ensure effective mechanisms are in place to ensure that the lived experience of children and families helps inform the design and delivery of services</li> <li>• Ensure that children's rights inform the work of the function</li> </ul>
<p><b>To lead, direct change and manage an efficient and effective service</b></p>	<ul style="list-style-type: none"> <li>• Lead the integration of services, to ensure integrated children's service planning and performance management arrangements are in place. This will include the delivery, co-ordination, the preparation, and the application of key strategic documents including Children's Service Plans and Joint Commissioning Plans with Community Planning partners</li> <li>• Ensuring that a comprehensive and equitable range of efficient services are commissioned within allocated resources, across services and sectors which result in high quality responses which reduce risk/longer term demand</li> <li>• Promoting an environment of customer-focussed development and delivery, continuous improvement and innovation that will support the Council's ambitions for providing high quality services, to be developed for external trading where appropriate</li> <li>• Providing the Council with professional advice on the provision and development of education and children's services and to ensure that, in terms of the appropriate legislation, the Council's responsibilities are carried out</li> <li>• Appraising, reviewing, and ensuring the Council is responsive to the social needs of children and their families, in the context of an inclusive society, enabling accurate forecasting of developing need and the preparation of policy reviews and proposals</li> <li>• Leading, managing, and directing the provision of a comprehensive and efficient Children's and Family Service to the community, to ensure that these services achieve the highest possible standards, represent value for money and are responsive to the unique needs of the community</li> <li>• Leading and managing child protection services</li> <li>• Overseeing and ensuring the professional registration and fitness to practise of social workers and those working in Early Learning and Childcare with the SSSC and of teaching staff with the GTCS</li> <li>• Ensuring that effective systems are in place to develop, manage, monitor, evaluate and review performance at strategic, corporate, and service levels and be accountable to the Council for delivering agreed actions, service standards and budgets</li> <li>• Holding accountability over the specific responsibilities of the Chief Education Officer to drive raising attainment for all and promoting equity in education and wider aspects of their role; including school estate planning, parental engagement, headteacher recruitment, HMIE</li> </ul>

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

	<p>inspections, Gaelic education, additional support needs, devolved school management, Named Person Service, and the National Improvement Framework</p> <ul style="list-style-type: none"> <li>• In addition, holding accountability over the specific responsibilities of the Chief Social Work Officer as set out in Section 5(1) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government etc. (Scotland) Act 1994 and the Joint Public Bodies (Scotland) Act, 2014 as part of providing the strategic lead and evidence-based approach for improving outcomes for children and their families through the development and delivery of universal, targeted and specialist services for children and their families and the specialist functions of the post including, but not limited to: Secure Accommodation decisions, Supervision Orders and Children's Hearings</li> </ul>
<p><b>To lead and manage change and contribute to develop the culture of the organisation</b></p>	<ul style="list-style-type: none"> <li>• Leading by example and supporting the development of our organisational culture by promoting new ways of working and thinking, a risk positive approach, collaborative working, sharing of skills and knowledge, innovation and improvement and a commercial focus</li> <li>• Lead the cultural shift required to achieve true integration, through personal commitment to the values of collaborative leadership, strengthening partnership arrangements, through facilitation and active support to merge very different cultures, ensuring staff are supported to achieve transformational change that will foster a supportive, learning, outcome-focused organisation</li> <li>• Promoting innovation, enterprise and entrepreneurship at all levels and engaging staff in the redesign and development of services</li> <li>• Supporting staff through corporate change and developing talent at all levels</li> <li>• Promoting diversity and ensure equality of access and treatment in employment and service delivery</li> </ul>
<p><b>To work corporately and collaboratively</b></p>	<ul style="list-style-type: none"> <li>• Promoting corporate working within C&amp;FS and across the Council with service managers, corporate support colleagues recognising inter-dependencies and synergies from working collaboratively in pursuit of Council aims and objectives</li> <li>• Leading and extending collaborative approaches involving Education &amp; Children's Services working in close partnership with a range of partners represented on the Integrated Children Services Board</li> <li>• Working collaboratively with partner organisations to ensure Getting It Right For Every Child is at the heart of policies and practice including within the integrated children services plan and proactively planning the interface between GIRFEC and GIRFEE</li> </ul>
<p><b>To develop effective external relationships</b></p>	<ul style="list-style-type: none"> <li>• In pursuit of children and young people's interests, promoting positive external relations with other local authorities, government departments, other public agencies including the third sector, community bodies, the media, the private sector, and the public; including bodies such as the Wood Foundation, Hunter Foundation and Columba 1400</li> <li>• Promoting effective community engagement and developing locality management arrangements, such as with Incorporated Trades</li> <li>• Liaising with, and advising, all Services of the Council, Parent Councils, the Health Service, the Reporter to the Children's Panel, Scottish Social Services Council, Care Inspectorate, Community Justice Authority and any other relevant organisations on matters relating to the functions within Children's &amp; Family Services</li> </ul>

## Role Requirements

This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.

Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> <li>• Degree level qualification or equivalent and extensive leadership experience relating to the role</li> </ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Strategic policy development and implementation</li> <li>○ Developing/Managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Developing integrated services</li> <li>○ Managing consultation forums and relationships with trades unions</li> <li>○ Successful budgetary management and control</li> <li>○ Performance Management</li> <li>○ Managing and understanding a demanding client base</li> <li>○ Risk analysis, risk awareness, monitoring and management of risk</li> <li>○ Practical knowledge of negotiating and influencing in a complex environment</li> <li>○ Practical knowledge of setting strategy in a complex organisation</li> <li>○ Operational and strategic management of education, children's and family services</li> <li>○ Reporting to Committees and engaging with Elected Members</li> </ul> </li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> <li>• GIRFEC</li> <li>• Children and Young People (Scotland) Act 2014</li> <li>• Education (Scotland) Act 1980 and 2016</li> <li>• Education (Additional Support for Learning) (Scotland) Act 2004, as amended</li> <li>• Standards in Scotland's Schools Act 2000</li> <li>• Teachers' terms and conditions of employment as agreed by the Scottish Negotiating Committee for Teachers</li> <li>• National Improvement Framework</li> <li>• Scottish Attainment Challenge 2.0</li> <li>• Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government etc. (Scotland) Act 1994 and the Joint Public Bodies (Scotland) Act, 2014</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The Guiding Principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Flexibility to work out-with normal office hours if necessary</li> <li>• Flexibility to travel to other locations within and out-with the City when required</li> </ul>

## Our Guiding Principles

**We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:**

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

<b>Purpose</b>	We care about our purpose, our people and our city
<b>Pride</b>	We take pride in what we do and work to make things better
<b>Team</b>	One team, one council, one city
<b>Trust</b>	We trust each other and take responsibility
<b>Value</b>	We value each other and recognise a job well done

Function	Children's & Family Services	Version Date	21 September 2022		
		JE Number		Capability Framework Level	4