

DANIELS REVIEW

Scottish Government commissioned The Centre for Excellence for Children’s Care and Protection (CELCIS) to undertake research to help inform decision making about how best to deliver children's services in Scotland in light of the proposed introduction of the National Care Service, and its commitment to Keep the Promise of the Independent Care Review (2020). The Scottish Government will decide which, if any, children’s health and social care services are to be included in the National Care Service. An Independent Steering Group chaired by Professor Brigid Daniel, Professor Emerita at Queen Margaret University, Edinburgh, has supported the design, implementation and delivery of the research study.

The commissioned research study aims to answer the question, **“What is needed to ensure that children, young people and families get the help they need, when they need it?”** and has four separate research strands and concluding summary report.

STRAND 1 – Rapid Evidence Review

In June 2023, CELCIS published a report on the first strand of work titled, [Children’s Services Reform Research: Rapid evidence Review](#). High level findings are in **bold text**.

There is a lack of evidence of models of systems-level integration. The studies reviewed were based to a large extent on service and team integrations, rather than macro-level system integrations. This means that whilst the evidence may be strong in relation to what works at service-level integration, it gives little information as to the impacts, benefits, and challenges, that may be encountered in system-level integration.

Integration should be viewed as an outcome of a range of components. Through the process of the review, CELCIS developed a ‘components of integration model’ which combines the different perspectives of what integration ‘is’ across the papers. The value of this model lies in allowing a more nuanced understanding of integration, not as a singular process activity.



Figure 1: Components model of integration

Shared culture, with committed leadership at all levels is important. A shared culture with committed leadership at all levels appears to be a significant facilitator for integration. Strategically, leaders need to drive change and connect with those implementing change. Operationally, the workforce needs time to build new relationships across different professional peer groups and have the support from and confidence of leaders, including managers, to develop new shared ways of working which take years, not months.

CELCIS found that Governments need to support transformational reform programmes involving integration through clear direction, aligning legislative and policy agendas, properly resourcing integrated efforts and providing the necessary context for integration.

Professionals need appropriate support, resources and time during the process of integration. Implementation of an integrated service or system requires significant, long-term, commitment and resourcing from the highest levels of political and policy leadership. Where integrated services worked well together, there were benefits of improved levels of professional skills and knowledge, greater sharing of knowledge and expertise, and changes to practice including more time working directly with children, young people, and their families.

Supporting and supportive relationships are vital to integration. Relationships are vital in providing support to children and their families. The importance of relationships also extends to how integration is experienced and facilitated by and for professionals. It is important to allow time for trusting relationships to develop. Time spent together with a consistent professional allows understanding, and the trust that comes with that, to develop. Young people, parents and carers alike reflected on the importance of a strong relationship with a relevant professional. There are links to being co-located, but the evidence indicates that co-location without the additional time needed to meet, discuss, build and maintain those relationships is not sufficient.

Holistic practice with children, young people and families is important. The importance of holistic practice was a consistent theme. Whilst only a few services may have explicitly set out to provide holistic support, the importance of seeing the child, young person, parent, carer, and family in the round, appeared in many papers.

More evidence is needed about the impact of integration on rights. Across the evidence reviewed, there was a lack of discussion or consideration of the rights implications of integrative efforts. Many papers at some point referred to the 'empowerment' of individuals, as well as the importance of people needing and using services being central in identifying and shaping the provision of appropriate services, but there was no discussion of these ideas from a rights-based perspective.

It is important to involve children and families in the design and implementation of integration. There was limited evidence that those who use the support of services helped shape them. Understanding the experiences of children, young people, parents and carers is vitally important. The Promise of the Independent Care Review in Scotland (2020) noted the tendency of services and systems to measure predominantly process based indicators, which are often easier to measure, rather than the things which are meaningful to children and families.

Conclusion of Stand 1.

There were very few longitudinal studies available for review, and even fewer which looked beyond a two-year timescale in their assessment of the integration efforts. As a result, evidence for structural integration is limited.

STRAND 2 – Case Studies

In late June 2023, CELCIS published a report on the second strand of work titled, [Case-studies-transformational-reform-programmes](#). Key findings are again listed in **bold text**.

5 countries (Finland, Northern Ireland, the Netherlands, New Zealand and the Republic of Ireland) were considered as ‘case studies’ to understand each country’s children’s social care models and the connections to health, education and adult social care structures. CELCIS looked for approaches taken to the national, regional and local organisational delivery and governance and also considered what could be learned from Scotland’s experiences of national service reorganisation through the development of Police Scotland.

Common reasons for embarking on a transformational reform programme included systems being:

- **Fragmented across national, regional and local structures;**
- **Marginalised within a larger health and social care system for all ages.**
- **Practice being risk-oriented, deficit-based and centred on crisis management.**
- **Limited participation of children, young people and families in decisions and planning that affect their lives.**
- **An imbalance in service funding and provision towards specialist and reactive services rather than early help and preventative services.**

Each of the 5 countries identified a positive and ambitious ‘vision’ of what the reforms would achieve including:

- **Closer integration of national, regional and local organisations to enable more joined up planning, funding and delivery of children’s health and social care services.**
- **Re-balancing service funding and provision towards early help and preventative services which, in turn, aim to improve children’s outcomes.**
- **Improved access to services for children and families, including enhanced or seamless transitions between different services.**
- **Embedding of children’s rights and building a new relationship between services and children and families – one characterised by professionals practicing in a positive, strengths-based, and empowering manner.**
- **Enhanced working between practitioners from different services. • Improved workforce supports through professionalising the children’s social care workforce and opening up career development and progression opportunities.**

Implementation is a prolonged, complex and challenging process. Across all six case studies, there was a recognition that transformational change is not a single event but a prolonged process, taking many years to: create a new structure or agency and its associated governance arrangements, data and IT infrastructure; build a shared organisational or multi-agency culture; establish national practice models and implement new ways of working, and/or build constructive relationships with children, families and partner organisations.

Transformational reform programmes are complex. The success of structural reforms is dependent on changes in organisational and professional cultures and practice, public expenditure levels, attention being paid to addressing wider structural inequalities, and workforce recruitment and retention levels. Without attention to these, the 'push factors' that were the catalyst for the reform programmes will continue.

Transformational reform programmes require transformational leadership.

From the case studies, CELCIS identified the key characteristics of such leadership as including:

- An understanding of complex, multi-disciplinary systems and how to bring about changes in such systems
- Recognition of the need to have a theory of change that sets out the structural, process and/or practice change(s) involved and the expected outcomes and impacts of these, and
- Effective and inclusive communication of the reforms to internal and external stakeholders and audiences, explaining clearly what the change is, how it will be brought about, and why it is needed.

A conducive and settled domestic environment is required. Given their long-term nature, any transformational reform programme will be subject to external, unanticipated events. Notwithstanding these, at a domestic political level, this study found that a conducive and settled domestic environment should be sought when introducing and implementing major transformational reform programmes, including:

- Cross-party political support for the transformational reform programme, thus enabling continuity of support should there be electoral change.
- Creating 'buy-in' and support for the reforms from the public.
- Providing long-term budgetary stability that can ensure the required investment levels are available over the reform programme's multiyear timeframe.
- Keeping the number of transformational change programmes progressed at any one time to a minimum.

Successful implementation needs strong foundations. The study found that a series of inter-related foundations need to be in place for the successful implementation of transformational reform programmes. Driven by transformational leadership, the foundations encompass the need for thorough planning and appraisal of the reform programme at its inception stage and the development of a clearly articulated theory of change through to the importance of having long-term political and implementation support for the reform.

There were commonalities in the structures and functions present at the national, regional, local and locality levels.

The transformational reform programmes each took a different form but, despite their differences, CELCIS found there were commonalities to the structures and functions:

- At the national level, there was a lead government department and/or national children and family agency that set national policy and legislation, and was responsible for implementing the transformational reform programmes, working in partnership with multiple stakeholder organisations. Also at the national level were the children's services inspectorate and children's rights commissioner functions.

- At the regional level, health services for children and adults were widely planned and delivered.
- At the local (authority) level, children and families' social care services were jointly planned for, managed and increasingly commissioned.
- At the locality level, branded, multi-agency teams and hubs operated (often in co-located sites) to provide prevention and early intervention support. Services and joint working at this level were found to be most impactful on the lives of children and families.

Strong national leadership and investment is required for the design and implementation of transformational reform. Across the case studies, stakeholders had asked for stronger national leadership and investment in the following areas:

- National leadership in delivering on children's health and social care needs.
- National practice guidance, standards, models and tools that provide clarity to multi-agency practitioners and can support inter-agency working.
- Integrated IT systems that can support information sharing and recording.
- National measures or indicators of children's outcomes and a national data information system that supports consistent recording and reporting of these.
- National workforce planning.
- Standardisation of procurement processes and requirements.

The locality level is the main setting for integrated working. The crucial level of service delivery was at the locality level. It is characterised by co-located, multi-agency staff working flexibly together to listen to and meet the needs of children, young people and families before they require more specialist and statutory support. The learning from the case studies is that these structures benefit from having a consistent public recognition across the country and operate at a level where they each serve an average catchment size of 40,000-60,000 people.

Continued attention needs to be paid to the interfaces between services.

Across the health and social care case studies, persistent challenges were evident in how children, young people and families can access more specialist services, such as disability and mental health services, and how to support young people's transitions to adult services. The dynamic nature of the interfaces between different services, for example, due to changing waiting list sizes, mean that continued attention is needed into how services work together so that these are seamless for children, young people and families.

Continued attention needs to be paid to workforce recruitment and retention.

The impact of worsening workforce recruitment and retention challenges must also be understood. These have a direct impact on staffing and resource levels, waiting lists for services, and impede opportunities for more strategic planning and developments.

Wider policy agendas influence - and must be influenced by the experiences of children and families. Across the case studies, services were reporting increasing and more complex needs among children and families, with rising poverty levels and the impact of the COVID-19 pandemic contributing to this. The children's health and

social care system and services alone cannot tackle these wider economic and societal challenges. Other government departments, such as housing and social security departments, need to listen to the circumstances that children and families are experiencing and actively consider how their policy and funding decisions can play their part in responding to their needs.

Integrated children’s health and social care systems require a range of features to be in place. Figure 3 uses learning from the case studies to put forward the features that support integration.



Figure 3: Features of Integrated Children's Health and Social Care Systems

Conclusion of Strand 2

The conclusion from these case studies is that there is no one approach that can be recommended for implementation in Scotland. However, there is learning to be taken from the case studies, not least the consensus around the functions that require national leadership, investment and development; the critical importance of facilitating multi-agency working at the most local level to children and families; and the need to attend to the factors that support effective implementation of reforms.

Findings strongly steer the focus on locality working to improve outcomes for children and families. The report also recognises the criticality of the interface between children and adult services.

STRAND 3 – Mapping integration and outcomes across Scotland

The [Third strand](#) of work was published by CELCIS in August 2023. This report presents a statistical analysis of the available quantitative data on integration and outcomes in order to understand if the last major structural reform of health and social care services in Scotland changed outcomes for children. Key findings are listed in **bold text**.

CELCIS developed a methodology to determine if different approaches to structural integration are associated with changes to a range of outcome indicators. To do this, they categorised local authority areas based on the extent of integration. CELCIS then looked at 25 quantitative datasets and associated trend data as outlined in the visual, and used statistical modelling to determine if change was associated with different approaches to the structural integration of children's services.



There is no consistent evidence of an association between structural integration and outcomes. The analysis found no statistically significant association between the level of structural integration of children's services in local authority areas for twenty-two of the twenty-five indicators assessed.

While not connected to the structural integration of services, outcomes are changing for children, young people and families. Analysis of trends over time showed that changes are taking place in the outcomes of children, young people and families. However, there is no consistent evidence of an association between structural integration and outcomes. Many factors may be influencing the change observed, but there was no consistent evidence that the level of structural integration was associated with these changes.

Context matters: deprivation, population density and the COVID-19 pandemic have all had an impact on the lives and health and social care needs of children and families. CELCIS looked specifically at factors believed to be having an impact on children's outcomes. These were deprivation, population density, the effects of the COVID-19 pandemic and the associated public health restrictions, and whether the local authority had a coterminous health board (that is, whether the local authority and health board had the same boundary). CELCIS found that changes within 16 of the 25 indicators were significantly associated with the level of deprivation within a local authority area, and changes within 9 of the indicators were associated with the population density of the authority area. The impact of the COVID-19 pandemic was also present: statistically significant changes were associated with the pandemic in 14 of the 25 indicators involved. No relationship between children's outcomes and whether local authorities and health boards shared the same boundary was identified.

The quality of children's data in Scotland needs to improve. The breadth and quality of children's data available within Scotland impacted on the analysis. CELCIS identified areas where there continue to be gaps in what is collected and therefore what is known about children's outcomes, the experiences of children and their families, and the wellbeing of the children's services workforce.

There are geographical patterns in the approach to structural integration in Scotland. The level of structural integration of children's services does not appear to be randomly distributed geographically across Scotland. There is somewhat of an east/west divide in terms of the local authority areas that have not structurally integrated children's services and those that have.

Conclusion of Strand 3

Analysis found that there is no consistent evidence to suggest that the level of structural integration of children's services within Health and Social Care Partnerships is associated with changes to outcomes for children, young people and their families in the period studied.

STRAND 4 – The views and experiences of the children's services workforce

In November 2023, CELCIS published the final strand of work titled, [The views and experiences of the children's services workforce](#) which seeks to understand the perspectives and experiences of Scotland's children's services workforce. High level findings are in **bold text**.

CELCIS defined the children's services workforce as practitioners who provide support, care and/or protection for children, young people and families who need the support of services including social work, health, early learning and childcare, education, youth justice, police and third sector services.

CELCIS encouraged engagement with an online survey, ran a series of focus groups and interviews where participants were asked about their experiences of local services for children, young people and families, including statutory, universal, third sector and specialist services; multiagency working; continuity of support when young people transition from children's services to adult services; children, young people and families' relationships with practitioners and participation in decision-making; the support the workforce receives and needs; and their experiences of leadership and the ability of leaders to bring about change.

The COVID-19 pandemic has had a profound impact on Scotland's children's services. This research highlights how significant the impact of the COVID-19 pandemic has been on Scotland's children's services. Reflecting on experiences before the pandemic, services were perceived to have been improving (with the exception of young people's transitions to adult services), but the experience of the pandemic has halted many of these improvements and led to a perception that local services for children, young people and families have got worse. The members of the workforce who worked through the COVID-19 pandemic report being exhausted, and this is exacerbated by the need to respond to greater demand and the more complex needs of children, young people and families post pandemic.

Scotland's children's services are responding to greater diversity and complexity of need. Increasing levels of mental health difficulties and additional support needs among children, young people and families are increasing the demand for services. At the same time, the rising cost of living is contributing to more children, young people and families experiencing the pressures of poverty and housing instability. Cuts to public sector budgets, the closure of key services, and the staffing crisis in the recruitment and retention of people to the children's services workforce, are making it more challenging to respond as the level of investment in services and in the workforce is not keeping up with demand.

The children's services workforce is in crisis and urgently needs investment.

The children's services workforce is passionate, highly committed, and working extremely hard to build supportive relationships with Scotland's children, young people and families and best meet their needs. However, it is a workforce that has been in crisis for some time with unmanageable workloads and high levels of sickness, absence, turnover and vacancies. National and co-ordinated attention and investment in the workforce is needed.

The legislative, policy and funding landscape is cluttered and inadvertently hindering implementation. The volume of policies, frameworks, legislation and programmes across Scotland's children's services landscape in recent years has led to a cluttered landscape. The foundations on which Scotland's children's services are built, particularly the UNCRC (1989), Getting It Right For Every Child (2012), and The Promise of the Independent Care Review (2020), are widely supported and endorsed. However, these are not always fully aligned and the number of additional legislative, policy and funding developments targeted at different parts of the children's services system. The workforce find this challenging and confusing. New developments, which often have unrealistic timeframes for implementation and assessment of their impact, are diverting leadership and workforce attention and resources.

There are persistent longstanding gaps and weaknesses in services and transitions. A number of longstanding service gaps and weaknesses in Scotland's children's services continue to persist. Some are specific to children's services including:

- The provision of preventative and early intervention services, such as family support and parenting services.
- Access to specialist health services, particularly mental health services.
- Access to supports for children with additional support needs.

Other gaps and weaknesses stretch across children's and adult services:

- Holistic family support where adult services and children's services work together to respond to the needs of families as a whole.
- Transitions for young people into support from adult services.
- Recovery services for children, young people and adults who have experienced trauma for as long as they need these.

A different approach to implementing change is needed, not least having a dedicated long-term national and local focus on each of these gaps and weaknesses that builds on Scotland's growing understanding of what it takes to implement change.

The workforce needs long-term clarity, commitment and investment from national and local leaders. More co-ordinated leadership across all levels is needed to address the many challenges faced by Scotland's children's services. Key functions that the workforce said need to be in place are:

- Long-term clarity of policy direction and vision over a 10-20 year timeframe.
- Co-ordination between national and local leadership so that the long-term vision and agreed policy direction is held at all structural levels and geographies.
- Long-term commitment to children, young people and families so that support can follow them as long as they need it.

- A strong national children's services voice so that the needs of the sector are not lost in wider policy discussions.
- An agreed set of outcomes, and supporting indicators, that are tied to the long-term vision.
- The provision of longer-term funding, but with flexibility in commissioning to meet local needs.
- The design of effective policies and programmes that is built on a clear description of how and why a change is expected to happen.

The expectations and requirements of leaders are significant. Scotland's children's services leaders therefore also need to be supported, including technical support around change methodologies, and mentoring and peer support.

Service structures need to enable and support practitioners to work together at the local level. CELCIS did not find any association between different levels of structural integration and the workforce's experiences of services, nor did the workforce share any strong opinions on what a restructure of Scotland's children's services could or should look like. Instead, the main sentiment expressed about any potential restructure of Scotland's children's services was one of unease, including that:

- It would lead to significant upheaval at a time when the sector is under substantial pressure.
- Whatever the design of the restructure, no structure can encompass all services that children, young people and families need. There will consequently always be some boundaries where different services will need to work together to support children, young people and families.
- There is an 'opportunity cost' argument that the financial and human resources necessary to deliver a restructure would be better allocated to improving services, building relationships, and investing in the workforce.
- There was concern around whether Scotland's children's services leadership has the necessary skills, knowledge and capacity to deliver a significant restructure.

While there was no strong support for a significant national and/or local restructure in services and delivery, there was recognition that structures could facilitate enhanced multi-agency working to the benefit of children, young people and families. At the national level, there could be benefit in:

- Developing a national statement of service expectations to support more consistent services and practice across the country.
- Establishing nationally consistent means of referral and points of access into different services.
- Investing in an integrated data and IT infrastructure.

For the workforce, the priority was given to partnership working arrangements at the local or community level that enable practitioners to work closely and flexibly with colleagues from other services. Any strengthening of national structures, bodies or functions would therefore need to allow for 'local footprints and flexibility' so that local, community needs are responded to.

Every service type should be valued as a key strategic and delivery partner.

Multi-agency working requires respect for all service types and practitioner roles. Any hierarchies that exist between different professions must be challenged with the aim of fostering a culture of respect and team-working to best meet the needs of children, young people and families. There is a particularly strong need to more fully involve third sector organisations in the planning and commissioning of services, and to listen to the voices of practitioners that often know individual children, young people and families best (for example, early learning and childcare and/or family support workers) in the assessment, planning and delivery of child's plans. Addressing imbalances in pay, terms and conditions across different services and sectors can support this sense of equity and respect across partners.

An integrated IT and data infrastructure would support practitioners to work together. The multiple IT and management information systems that exist within and across different services is a common frustration, impeding practice and how children, young people and families can best be supported. There was therefore a desire expressed for integrated IT and data systems that facilitate the efficient sharing of information, and also support the development of multi-agency chronologies, assessments and child's plans. There is also a need for a common set of outcomes and quality indicators that all services can work towards and report on. This would help to simplify and standardise reporting, but more importantly, help to ensure all services are oriented towards the same national vision and policy direction to support children, young people and families.

Conclusion of Strand 4

CELCIS found a passionate, highly committed workforce that is working extremely hard to build supportive relationships with Scotland's children, young people and families to meet their needs but that it is a workforce which faces many challenges in being able to do their best to improve outcomes for the people they work with. CELCIS identified a number of issues to be addressed at all levels of the system but did not draw the conclusion that structural reform would provide a means of doing so.

CONCLUDING SUMMARY – [Children's Services Reform Research](#): Learning and implications for Scotland was published on 13th December 2023.

The concluding report distils findings from the 4 earlier strands of work into a set of study-wide findings focussed on what is needed to improve the wellbeing of children, young people and families rather than simply identify which services should be 'in' or 'out' of the National Care Service.

The research concluded that there is no clear structural solution that can be recommended for implementation. The review of existing national and international evidence did however highlight the importance of relationships between children, young people, families and the practitioners who support them, and of multi-agency working at the local/community level.

Across all four strands of work there was evidence of consistent challenges around access to services, workforce recruitment and retention, stable funding and in successfully translating the aims and vision of change into improving outcomes for children, young people and families.

Examination and analysis of experiences regarding structural integration in Scotland did not find evidence of a clear relationship between structural integration and outcomes for children, young people and families, or between structural integration and the experiences and views of the children's services workforce. The evidence throughout this study emphasised that whilst structures do matter in a variety of ways, what matters most is not the structure itself, but how the structure enables the workforce to provide the help and support that children, young people and families need, when they need this.

Any change to the structure and delivery of children's services must focus on creating the optimal conditions needed to enable success in improving the lives of the children, young people and families who need the support of services. The study has identified a range of elements that contribute to developing these optimal conditions:

- Supportive, trusting and consistent relationships between children, young people and families, and the practitioners who support them.
- A focus on realising rights and improving the participation of children, young people and families in decisions which affect their lives.
- Local, high quality and long-term funded service provision that is non-stigmatising and responsive to the wide range of needs of children and young people, families and communities.
- A sufficient and skilled workforce who have manageable workloads and receive the support they need from leaders at all levels.
- Some functions being led at a national level, including development and implementation of national policy and guidance, workforce planning and data infrastructure to support local service delivery.
- Structures which actively enable the workforce to provide the help and support that children, young people and families need, and to work together in partnership seamlessly across service and system boundaries.
- Effective and wide-reaching measures to combat the poverty faced by many children and families.
- A simplified and aligned legislative and policy landscape.
- An approach to planning and implementing change that acknowledges the complexity of human relations and systems, makes the best use of existing evidence but also pays attention to emerging learning. The approach needs to use both technical strategies and innovation to overcome barriers and achieve sustainable outcomes, being supported by people skilled in complex change, sufficiently resourced and with a long-term commitment.

The Independent Steering Group note that working to ensure that these elements are in place will assist Scotland to continue to work towards fulfilling its aim to be the best place in the world for children and young people to grow up in.

The Steering Group further note that the integration of services is often thought to be a solution to the challenges of providing seamless, timely and well-managed services, but the process of integration is complex and nuanced, with many factors that can facilitate or impede the ability to achieve the aims behind integration. Close attention needs to be paid to the very real examples and evidence brought together in this study to use this learning to shape the way forward for improving children's services for all Scotland's children, young people and their families.

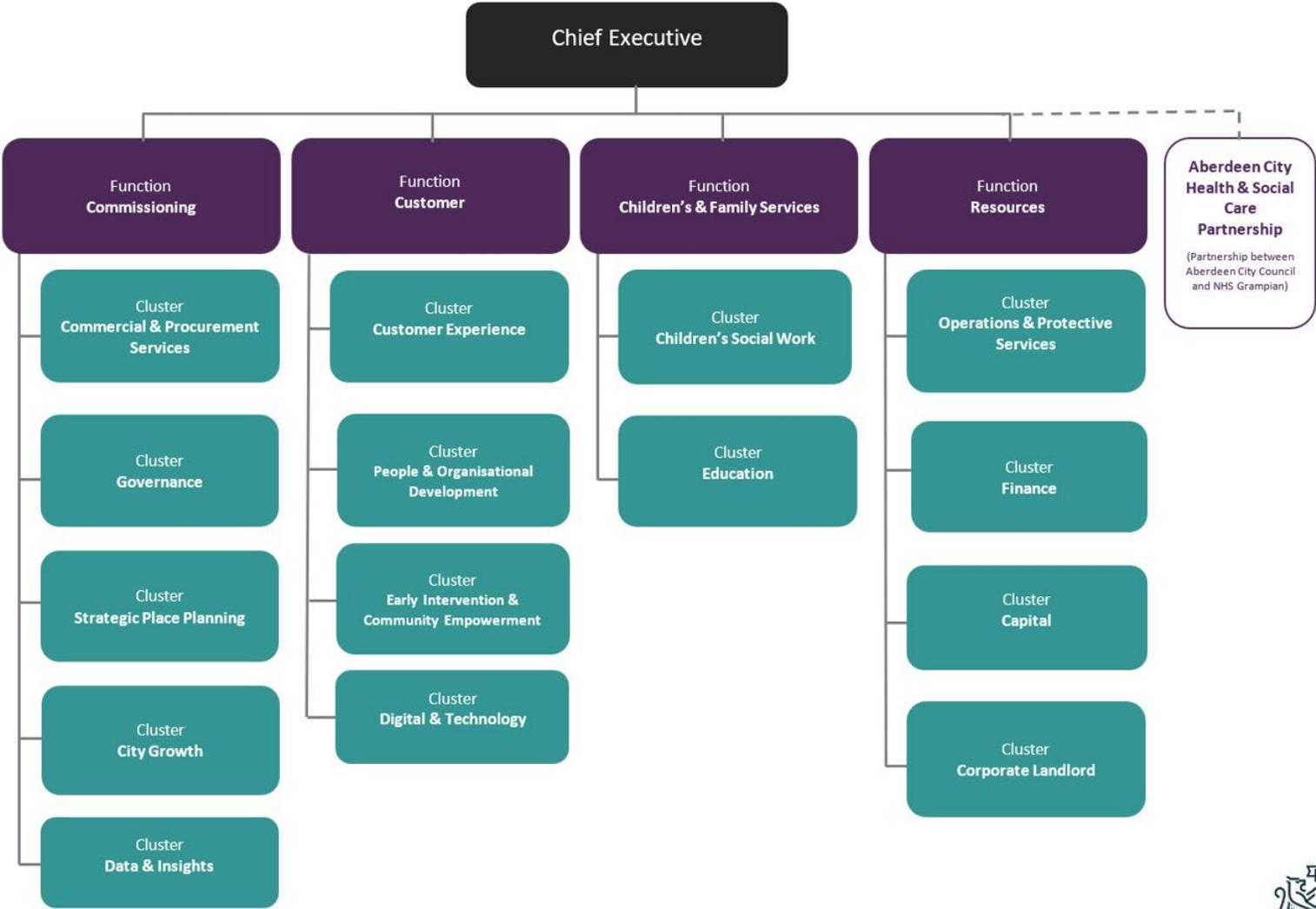
Consultation and Trade Union Engagement

Alongside the consultation required for full council, engagement has taken place with those staff members directly affected by the proposals; whose comment and feedback has been encompassed within the final report and appendices.

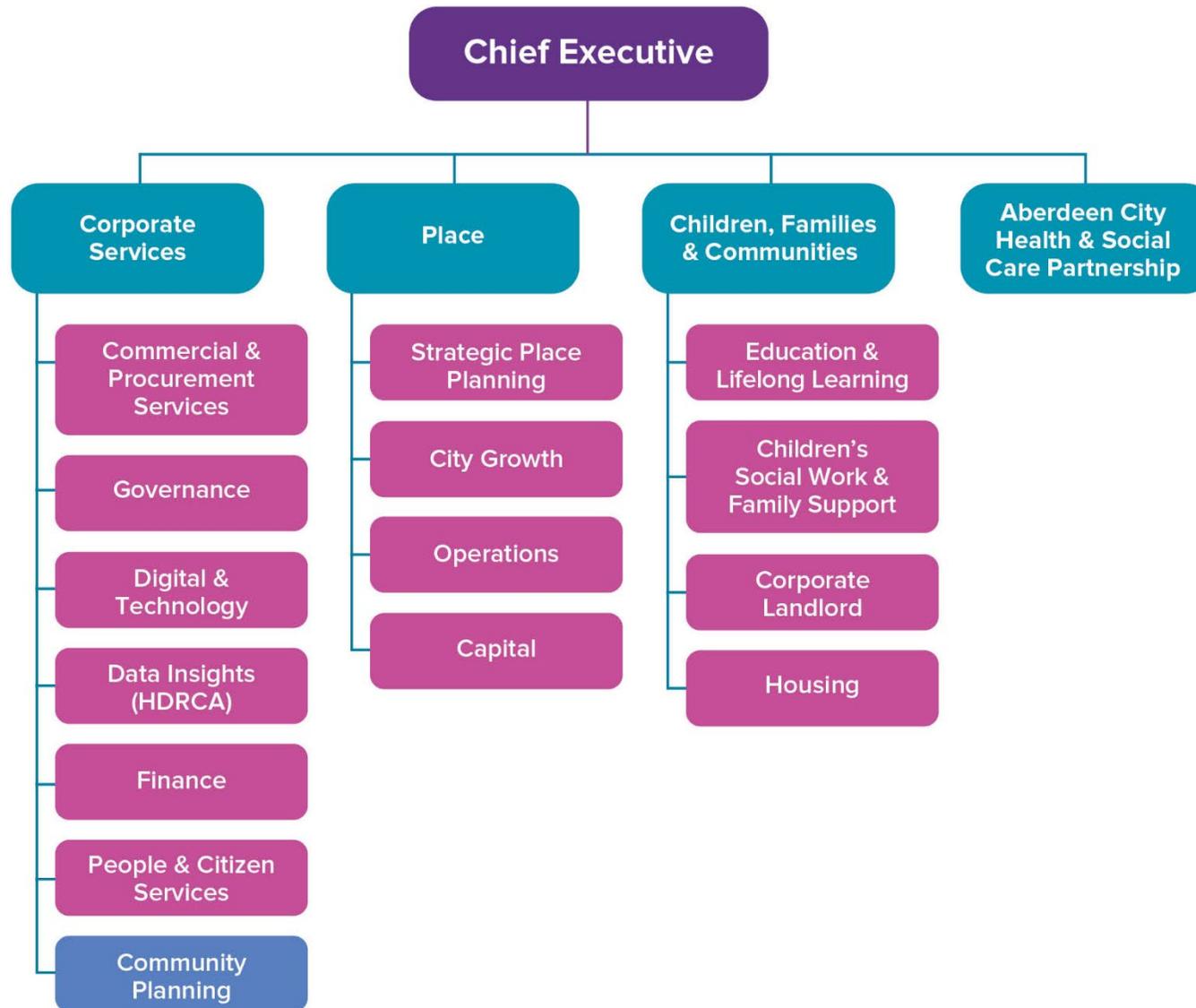
Weekly People & Organisational Development meetings with Trade Unions and the weekly Executive Director and Unions Engagement (DUE) meetings have been ongoing as standard. Alongside these, since January 2023, have been monthly People & Transformation meetings between Trade Union colleagues, the Executive Director of Customer and the Chief Officer People & OD. These sessions have shared the organisation design progress with TU colleagues throughout this time, seeking their input and feedback. In addition, there has been time with the Chief Executive to discuss the structure further at the weekly Executive Director Union Engagement meeting. Trade Union colleagues were invited to submit written responses (please see below table for these).

<u>Trade Union</u>	<u>Trade Union's Response</u>
<u>Unison</u>	(Unison sought clarification regarding Chief Officer placing in the new structure and were provided with this.) "Unison recognises the need for restructure, following the retiral of the Executive Director Resources. We welcome the detail around the new Chief Officer remit to provide clarity moving forward."
<u>GMB</u>	"GMB note the content of the report. We recognise the financial difficulties that have necessitated the reforms to organisational design and welcome the commitment to no compulsory redundancies from all political groups. No further comment at this moment."
<u>Unite</u>	"Unite note the content of the report, recognise financial difficulties of the council and appreciate the ongoing commitment to no compulsory redundancies. No further comment at this time."
<u>EIS</u>	"The EIS notes this report and welcomes the opportunity to comment at TOM meetings between Andy McDonald and sister trade unions. At this point we have no further observations to make."

Current Structure

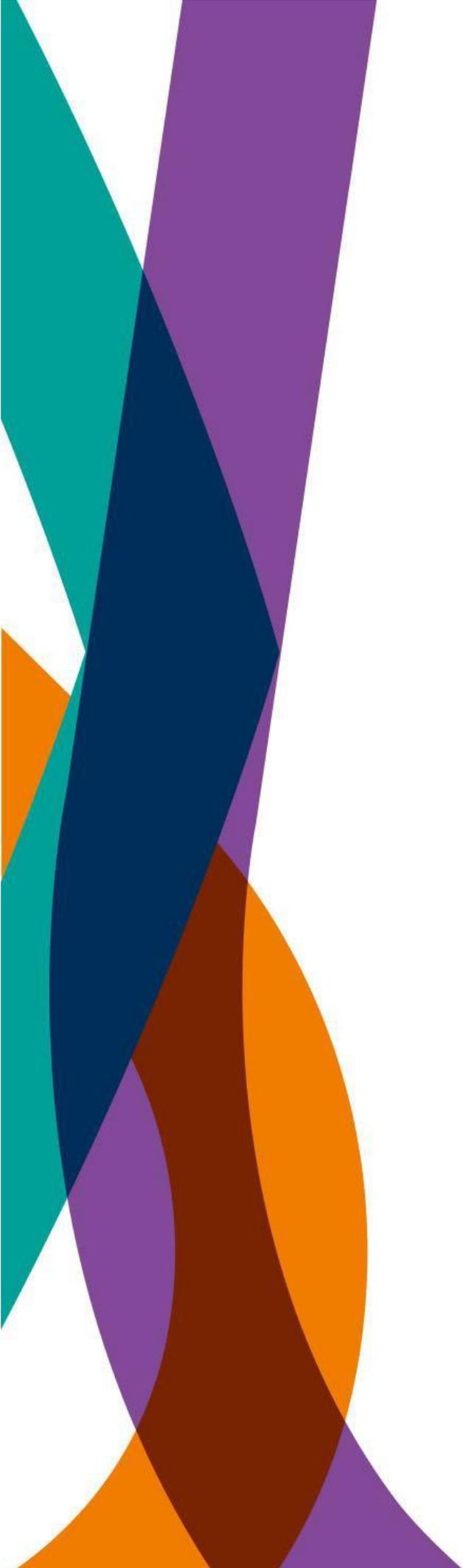


Proposed Structure



KEY:





Aberdeen City Council
Job Profile

Chief Executive

About Aberdeen City Council

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

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

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

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

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

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

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

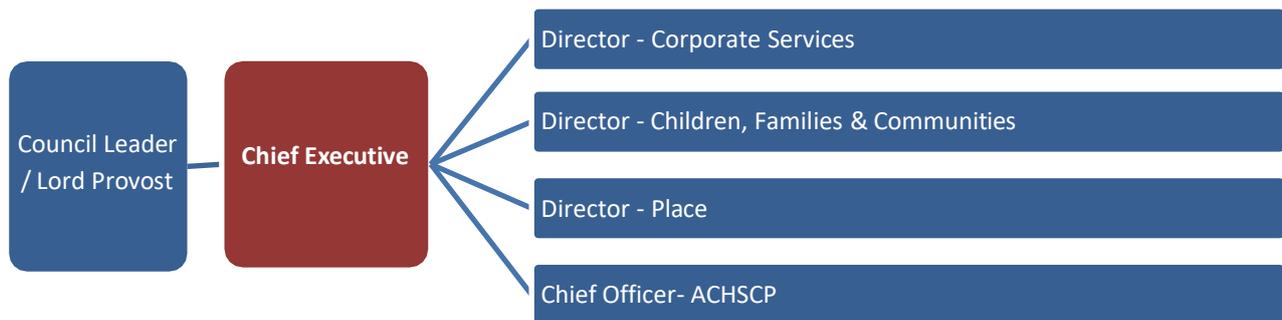
About the Role

The Chief Executive is the Head of Paid Service and is the most senior employee of Aberdeen City Council. Their main function is to provide overall leadership and vision in developing, in close partnership with the Council, the strategic direction of the Council. The Chief Executive will manage the overall business to ensure strategic and business plans are effectively implemented, the results are monitored and reported to Council, and financial and operational objectives are maintained.

Job Title	Chief Executive
Pay Grade	SJNC Chief Officials Salary Point
Job Family	Chief Officer
Location	Marischal College

The post holder will discharge the statutory role of Returning Officer, in accordance with the Representation of the People Act 1983.

Key relationships include: Leader of the Council, the Lord Provost and the Leader of the Opposition/Political Groups, All other Elected Members, Corporate Management Team and Chief Officers, Trade Union representatives, Community Leaders, Leaders of public sector partners, Scottish and Central Government (Ministers and Senior Officials), Other Regional and National bodies and organisations, and Business and Voluntary Sector organisations.



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Political Interface

- Acting as the principal policy adviser to the Council and assessing and advising the Council, in conjunction with other senior officers, on major issues of risk. Keeping the Council fully informed on all aspects of the Council's operational and financial affairs, and all matters of significant relevance to the Council and the citizens of Aberdeen. This includes developing and recommending strategic plans to the Council to ensure that the Council meets its vision and values and manages risk.
- Playing a key role in the vision, shape and context of the Council and its services.
- Managing the political/managerial interface.
- Ensuring that the Council's assets are adequately safeguarded and maintained.

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.

	<ul style="list-style-type: none"> Overseeing the quality of timelines of financial reporting in conjunction with the Executive Director - Corporate Services. This includes recommending an annual budget for Council approval and prudently managing the Council's resources within that budget. Implementing, maintaining and regularly evaluating the effectiveness of internal controls, in conjunction with the Executive Director - Corporate Services, to provide reasonable assurances that the financial statements of the Council are fairly and accurately presented in accordance with statutory requirements. This includes reporting any deficiencies in such controls to Committee in a timely manner and ensuring that the appropriate remedial action is taken.
Management	<ul style="list-style-type: none"> Providing effective leadership to the management and employees of the Council and establishing an effective means of control and co-ordination for all operations and activities. Working with the Corporate Management Team to ensure commitment to a business like approach.
Strategic Management	<ul style="list-style-type: none"> Enabling the Council to fulfil its corporate governance function. Securing continuous improvement in the performance of the Council whilst ensuring that robust performance management procedures are in place. Driving strategic management of the Council. Ensuring that the core values and behaviours of the Council are maintained and promoted in all activities and at all times. Ensuring the effective and efficient implementation of the Council's policies, procedures and programmes. Developing and maintaining a sound, effective organisation structure that is "fit for purpose". This includes ensuring capable management succession planning, progressive employee training and development programmes, promoting the Council's core behaviours and reporting regularly to the Council on these matters and officer performance. Championing culture change and driving through a process of change management that forms the basis of the Council's objectives. Further developing Community Planning to deliver tangible service and financial benefits for Aberdeen's residents and tax payers. Ensuring that the Council has emergency planning and business continuity arrangements in place in accordance with the Civil Contingencies Act 2004 and plays the leading role in the response to emergencies as described in the Council's Emergency Planning Policy and Procedures document.
Internal Relationships	<ul style="list-style-type: none"> Fostering a corporate culture that promotes high quality performance and customer care, integrity and a positive work climate, enabling the Council to attract, retain and motivate a diverse and high quality workforce. Setting the tone, standards and values by personal example, being highly visible, both listening and informing.

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.

	<ul style="list-style-type: none"> To actively build, support and encourage joint working to deliver an integrated approach to service delivery. Develop and maintain effective channels of communication across the organisation ensuring appropriate mechanisms to consult, listen and inform internal stakeholders including all employees, trade unions, Directors, Chief Officers and Senior Managers.
External Relationships	<ul style="list-style-type: none"> Ensuring that effective communications and appropriate relationships are maintained with all stakeholders including Community Planning Partners, neighbouring Councils, the Scottish Parliament and the Scottish Executive, the media, the private sector and the citizens of Aberdeen. Ensuring that the Council and its vision, objectives, values and services are consistently presented in a strong, positive image to relevant stakeholders. With Council Leaders to be responsible for liaison with external organisations and the fostering/brokering of contractual and partnership arrangements. Addressing community concerns and working with others in a community leadership role.
Role Specific Duties	<ul style="list-style-type: none"> Head of the Council's paid service. Acting as the Returning Officer for elections. Clerk to the Lieutenancy.

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

- Relevant degree or professional qualification and/or Member of Professional Institution/Association.
- Evidence of continuous professional and management development.
- DESIRABLE:** A further Management Qualification (e.g. MBA).

As a minimum, demonstrate skills and experience in

- Demonstrable evidence of effective leadership at a senior management level (i.e. Chief executive/Director) within an organisation of comparable scope, size and complexity within the public, private or voluntary sector.
- A proven track record of achievement and decision making, strategy and policy formulation at senior management level (i.e. Chief executive/Director).
- An inclusive and visible leader who inspires confidence.
- Successfully led major organisational and cultural change through inception to delivery.
- Strong evidence of improving performance, delivering positive outcomes and establishing and maintaining a high performance culture.
- Successfully developed effective partnership working and networking with key stakeholders e.g. citizens, voluntary sector, business communities, government and public agencies.
- Demonstrable experience of successfully applying strategic and corporate management techniques and models to improve organisational performance.
- Substantial experience of working in a political environment.

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.

	<ul style="list-style-type: none"> • Outstanding communication and negotiation skills and a proven ability to influence outcomes through effective reasoning and persuasion. • The ability to drive organisational strategy and be innovative. • Excellent interpersonal skills with a proven ability to effectively engage the workforce and stakeholders. • Motivational, empowering leader with high level of determination and resilience. • Sound financial management skills and commercial awareness with the ability to interpret and understand complex financial and budgetary information. • A personal and professional credibility that promotes and enhances the organisation's reputation locally, regionally and nationally. • High standard of personal and professional integrity. • Sound political judgement and strong political antennae locally, regionally and nationally. • A proven track record of effectively engaging, developing and managing talent in the organisation. • Ability to manage change effectively and sensitively. • Strong analytical skills. Ability to focus, co-ordinate and implement effective corporate strategies that deliver results. • Ability to motivate others to perform to the highest possible standards. • Has ethics, values and personal qualities consistent with the vision, culture and values of the Council.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Detailed knowledge of major legislative and other issues facing local government with a particular focus of the continuing effective delivery of services at a time of significant change.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council. • The Aberdeen City Council Target Operating Model. • The Local Outcome Improvement Plan.
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary. • Ability to travel to other locations within and outwith the City when required.

Our Guiding Principles

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

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

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.

Management Behaviours	
Communication	Communicates in a way which is clear, open, honest and constructive; shares, listens and responds to information, options, ideas and instructions.
Creative Thinking	Looks for creative ways to continuously improve the service.
Customer Focus	Recognises customer service is part of everyone's job; takes into account customer needs and expectations; strives to meet expectations where possible, manages expectations where this is not possible; is proactive in improving the service
Engagement	Understands the importance of employee commitment; creates a positive atmosphere which motivates people to contribute to the task at hand.
Future focused	Looks to the future of the organisation and its contribution to the City; focuses on sustainability; has a business focus; is commercially aware – understands that everything has a cost and is able to make best use of all resources; understands how the organisation operates both formally and informally; demonstrates awareness of political sensitivity.
Leadership	Provides active leadership to the team, service or organisation; demonstrates organisational values, is transparent in their approach, ethical, encourages trust and respect, is self-aware and self regulates their behaviour.
Professionalism	Maintains the standards expected by the service and the organisation at all times; remembers that they are representing the Council.
Respect	Behaves in a way that demonstrates respect for people, property and policy.

Function	Chief Executive	Version Date	January 2023
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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.



Aberdeen City Council
Job Profile

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

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

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

About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the Clusters within this Function

People & Citizen Services Cluster – This cluster is responsible for reshaping the council's workforce within the context of a 21st century workforce strategy and ensuring an aligned organisational culture. It supports the delivery of the Target Operating Model by enabling, empowering and engaging staff to maximise the employee experience and to inspire them to deliver the prescribed citizen experience and meet priority outcomes. All internal and external contact across all channels (face to face, telephony, mail, web, social media etc) will be managed by the cluster, in addition to teams supporting the talent management, employee relations, wellbeing, and people development of all staff and the promotion of good practice in internal and external communications and engagement.

Digital and Technology Cluster - The Digital & Technology cluster is an enabling service, providing Information Technology (IT) services that are secure, highly available, effective and efficient to enable the provision of customer focussed services to the citizens, visitors and businesses of Aberdeen. The cluster provides core IT infrastructure, implements and supports line of business applications and delivers and supports End User Computing services. The

cluster also provides business analysis and project management to support digital transformation for the council and the wider city.

Finance Cluster- This cluster is responsible for the financial planning, monitoring and reporting of the council.

Commercial and Procurement Services Cluster - This cluster both commissions and procures the best service/partner to deliver the identified outcomes within agreed budgets. This will extend to include the decommissioning and/or recommissioning of services, as well as activities focused on shaping the market.

Governance Cluster - This cluster supports the organisation to manage its corporate governance activities, including democratic decision-making structures, legal compliance and systems of assurance; all of which are supporting the achievement of the LOIP outcomes. Through Statutory Duties: The cluster will protect and improve the public health of the people of Aberdeen, whether they live in, work in or are visiting the city. The cluster will also act as “the local weights and measures authority” enforce consumer protection and trading standards laws to protect and promote the health, safety and economic wellbeing of residents and businesses in the city. Through the Scientific Services Laboratory the cluster will develop a “Centre of Excellence” and be a Statutory Public and Agricultural Analyst Service for various local authorities across the UK and Statutory Food Examiner Service for the City and partner Local Authorities.

Data Insights (HDRCA) Cluster - This cluster is responsible for identifying social, economic and digital trends; how they will impact our city in future; and how we can meet these needs through stronger partnership working. At an instructional level this cluster will be responsible for understanding why people use our services, how they access our services and analysing information to understand the impact of the service. The cluster has a role in identifying outcomes which will reduce demand for services across the Council.

About the Role

The role will be responsible for leading, directing and implementing the Council's target operating model and overseeing an executive portfolio of corporate functions which support the strong governance and financial stewardship across the council; Finance, Commercial & Procurement Services, Digital and Technology, Data & Insights (HDRCA), Governance and People & Citizen Services and Community Planning.

Job Title	Director - Corporate Services
Pay Grade	Chief Officer Salary Scale Point 58
Job Family	Chief Officer
Location	Marischal College

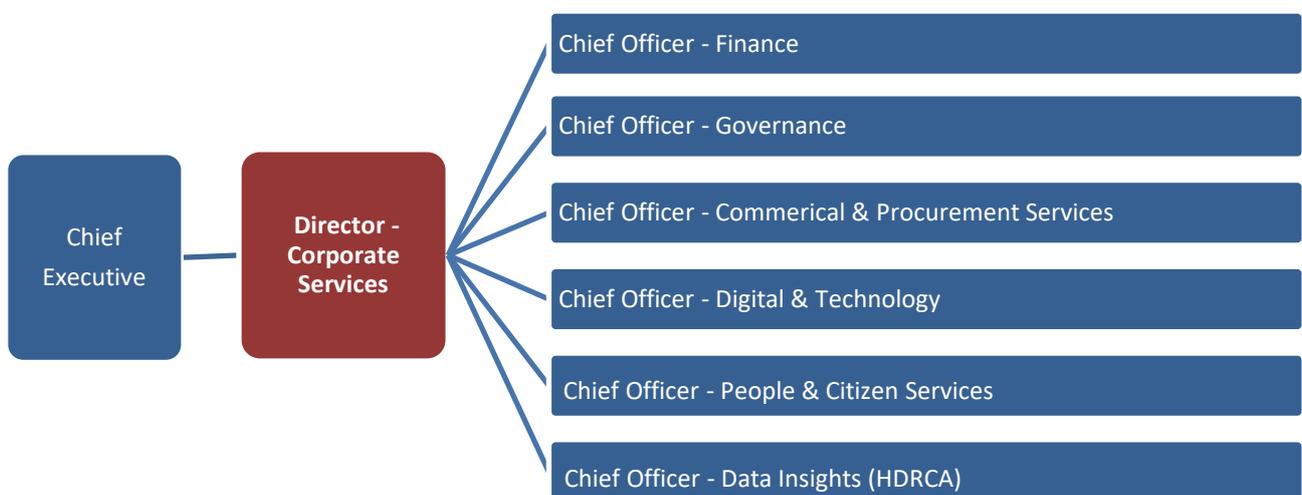
This role is responsible for the management of the ACC customer 'platform' and has the duty of dealing with the first point of enquiry, assessment, managing demand and interfacing with operations where this is necessary. The Director must be focused on helping individuals and communities to help themselves, where appropriate, as part of the whole system overview of demand which the council is facing.

The Director - Corporate Services 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 the owner of the Strategic Digital partner.

The Director - Corporate Services 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.

Reporting directly to the Chief Executive, the Director - Corporate Services will perform at an executive level with responsibility for a range of functions and will be an intrinsic part of the Corporate Management Team. The success of this role is interdependent on relationships with the Director of Place and Director-Children, Families & Communities.

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.



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.

Key Outcomes and Task Examples	
The post holder will deliver the following outcomes:	Examples of related tasks:
Further develop and embed an updated blueprint for Version 2 of the council's Operating Model	<ul style="list-style-type: none"> • Develop the next blueprint for continuing to evolve the council's new operating model. • Within this leading ACC's transformation programme and development of a new corporate services operating model. • As a member of CMT, provide the appropriate direction and oversight of the implementation of the next blueprint. • Develop the relationship with Place and Children, Families & Communities to enable and support the transformation. • Ensure the function is appropriately designed to meet the needs of Place and Children, Families and Communities functions.
Being a Digitally Led Organisation	<ul style="list-style-type: none"> • Work with Place and Children, Families & Communities Directors to deliver the council's digital agenda. • Working with digital partner(s) to exploit emerging technologies to enhance services. • To work alongside Place and Children, Families & Communities Directors and our digital partner to use business intelligence to continue to re-design the delivery of services using digital solutions.
On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen	<ul style="list-style-type: none"> • Utilising Data and Insights from within ACC and across the whole system to understand current, changing and emerging needs of customers. • From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing the needs. • 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.
To lead and manage change and contribute to develop the culture of the organisation	<ul style="list-style-type: none"> • 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. • 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. • Promoting innovation, enterprise and entrepreneurship at all levels and engage staff in the redesign and development of services. • Supporting staff through corporate change and developing talent at all levels.

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.

	<ul style="list-style-type: none"> Promoting diversity and ensure equality of access and treatment in employment and service delivery.
Financial Stewardship	<ul style="list-style-type: none"> Ensure all regulatory conditions relating to financial reporting, including that for the LSE 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.
Developing the Workforce for a 21st Century Council	<ul style="list-style-type: none"> 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. Supporting the development of senior executive team of the council in order to ensure it is a high performing team.
Preventing Demand	<ul style="list-style-type: none"> To manage the business intelligence unit to deliver timely, accurate and robust analysed data to commissioners, customers and children's & family services. Using digital technology to sign post customers to alternative support and/or advice. Using digitally unified service to interface with partners to support customers. Enabling 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.
Procurement and Contract Management	<ul style="list-style-type: none"> Ensuring appropriate providers are in place to deliver the specified outcomes required. Leading on the responsibility for contracts with providers within the national procurement framework and the management of contracts to continually improve value for money for achieving outcomes. Embedding the key principles of sustainability into procurement activity for the benefit of society, the economy and the environment.
Information Governance	<ul style="list-style-type: none"> To ensure the integrity of data and information within the Council and its partners.
Assessment & Early Intervention Approach	<ul style="list-style-type: none"> 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.

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.

Monitoring Outcomes	<ul style="list-style-type: none"> • 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. • Manage contracts and monitor achievement of outcomes feeding results into the business intelligence unit.
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Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Degree qualification and/or extensive experience relating to the position. • Evidence of Continuous Professional Development.
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Demand management ○ Changing an organisation culture to become customer centric ○ Developing and managing a business intelligence unit that informs outcomes ○ Strategic policy development and implementation ○ Developing/managing strategic partnerships ○ Engagement with community groups as part of building empowered communities ○ Service transformation and improvement ○ Successful budgetary management and control ○ Developing integrated services ○ Managing consultation forums and relationships with trades unions ○ Delivering measurable outcomes ○ Performance Management ○ Reporting to Committees and engaging with Elected Members • Risk analysis, risk awareness, monitoring and management of risk. • Practical knowledge of negotiating and influencing in complex environments. • Embracing new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council. • The Aberdeen City Council Target Operating Model. • The Local Outcome Improvement Plan.
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary. • Ability to travel to other locations within and outwith the City when required.

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.

Our Guiding Principles

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Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Function	Corporate Services	Version Date	January 2024
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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.



Aberdeen City Council
Job Profile

Director - Children, Families & Communities

About Aberdeen City Council

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

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

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

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

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

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

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

About the Children, Families & Communities Function

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

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

About the Clusters within this Function

Education & Lifelong Learning Cluster - The Education & Lifelong Learning cluster aims to reduce inequalities in educational outcomes and raise attainment by working with other partners to take account of what we know about the wider determinates of good health. The cluster supports lifelong learning to enable and empower the people of Aberdeen to fulfil their potential and contribute to the social, cultural and economic prosperity of our city.

Children's Social Work & Family Support Cluster - works with other Clusters and functions to prevent families from experiencing the care and justice systems by offering early and preventative help wherever possible. The Chief Officer is responsible for the delivery of all frontline services designed to keep children safe and to oversee their redesign of children's social work as we transform delivery models to better reflect The Promise. The Cluster takes a lead role in ensuring that the Council complies with Corporate Parenting and child protection responsibilities and leads the coordination of the multi-agency model of Family Support.

Housing Cluster – The Housing cluster delivers housing strategy and services for families and aims to reduce inequalities by taking account of what we know about the wider determinates of good health. It has a key role in understanding community need, increasing community capacity and resilience, and working with partners to tackle the cause rather than the consequences of failure demand.

Corporate Landlord Cluster – This cluster is responsible for the management of commercial and non-commercial land and property assets, facilities management, contractor management and council house stock management.

About the Role

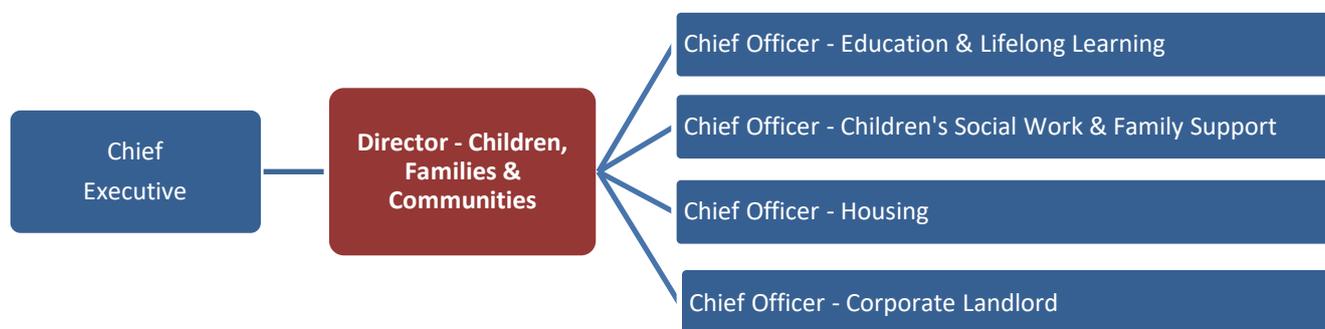
The Director - Children, Families and Communities is responsible for overseeing an executive portfolio of corporate functions in the alignment of the council's commissioning approach, through strategic planning with partners and the integration of services at a locality level.

Job Title	Director - Children, Families and Communities
Pay Grade	Chief Officer Salary Scale Point 58
Job Family	Chief Officer
Location	Marischal College

Subject to delivery of the emerging model of Family Support, 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. The role will have a key responsibility in leading the transformation required to ensure readiness for the changes associated with various reforms impacting children and families and for delivery of The Promise by using the determinates of good health and improved data to prevent harm whenever possible to do so.

Reporting directly to the Chief Executive, the Director - Children, Families & Communities will perform at an executive level with responsibility for a range of functions and will be an intrinsic part of the Corporate Management Team. The success of this role will be interdependent on relationships with the Director - Place and the Director - Corporate Services.

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 the following outcomes:

Further develop and embed an updated blueprint for Version 2 of the council's Operating Model

Examples of related tasks:

- Develop the next blueprint for continuing to evolve the council's new operating model.
- Within this, leading ACC's development of a new operating model for children and families which reflects the requirements of a range of Scottish Government policies.
- As a member of CMT, providing the appropriate direction and oversight of the implementation of the next blueprint.
- Strategic responsibility for implementing and managing

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>the impact of the National Care Service and other reforms on services in Aberdeen City with a particular focus on children and families.</p> <ul style="list-style-type: none"> • Ensuring that the work of the Children, Families & Communities function helps support the economic recovery of the city.
<p>Being a Digitally Led Organisation</p>	<ul style="list-style-type: none"> • Work with the Director - Place and the Director - Corporate Services to deliver the council's digital agenda. • Work alongside Director - Place and the Director - Corporate Services and our digital partner to use business intelligence and continue to re-design the delivery of services using digital solutions where appropriate.
<p>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</p>	<ul style="list-style-type: none"> • Utilising Data and Insights from within ACC and across the whole system to understand current, changing, and emerging needs of customers. • From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing need at the earliest opportunity. • 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. • Establish and maintain effective mechanisms to ensure that the lived experience of children and families helps inform the design and delivery of services. • Ensure that children's rights inform the work of the function. • Ensure the Council's property assets, commercial and operational portfolio, housing stock, building services and facilities management support our service aims and citizen needs whilst maximising financial return.
<p>To lead, direct change and manage an efficient and effective service</p>	<ul style="list-style-type: none"> • Responsible for the alignment of the council's commissioning approach through strategic planning with partners and the integration of services at a locality level. • Lead the integration of services, to ensure integrated children service planning and performance management arrangements are in place. This will include the preparation, delivery, co-ordination, and the application of key strategic documents including Children's Service Plans and Joint Commissioning Plans with Community Planning partners. • 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. • 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. • Providing the council with professional advice on the provision and development of education, life-long learning and children's services and to ensure that, in terms of the appropriate legislation, the Council's responsibilities are carried out.

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.

	<ul style="list-style-type: none"> • Appraising, reviewing, and ensuring the council is responsive to the needs of children and their families, in the context of an inclusive society, enabling accurate forecasting of changing needs and the preparation of policy reviews and proposals. • Leading, managing, and directing the provision of a comprehensive and efficient Children, Family & Communities function 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. • Leading and managing child protection services. • 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. • 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. • 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 inspections, Gaelic education, additional support needs provision, devolved school management, delivery of the named person service, and the National Improvement Framework. • 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. • Lead on the redesign of the Corporate Landlord function to oversee all Council owned assets. • Ensure statutory obligations are met in relation to housing and the development of strategic housing plans to meet the Council’s vision and values. • Lead on the delivery of continual improvement in housing services across the city.
<p>To lead and manage change and contribute to develop the culture of the organisation</p>	<ul style="list-style-type: none"> • 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. • Lead the cultural shift required to achieve true integration, through personal commitment to the values of collaborative

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>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.</p> <ul style="list-style-type: none"> • Promoting innovation, enterprise and entrepreneurship at all levels and engage staff in the redesign and development of services. • Supporting staff through corporate change and developing talent at all levels. • Promoting diversity and ensure equality of access and treatment in employment and service delivery.
To work corporately and collaboratively	<ul style="list-style-type: none"> • Promoting corporate working within Children, Families & Communities 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. • Leading and extending collaborative approaches involving the function working in close partnership with a range of partners represented on the Integrated Children Services Board. • 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 GIRFE.
To develop effective external relationships	<ul style="list-style-type: none"> • 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. • Promoting effective community engagement and developing locality management arrangements, such as with Incorporated Trades. • 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, Families & Communities.

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.

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

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.

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

Function	Children, Families & Communities	Version Date	January 2024
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Aberdeen City Council
Job Profile

Director - Place

About Aberdeen City Council

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

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

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

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

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

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

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

About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

About the Clusters within this Function

City Growth Cluster - This cluster is responsible for contributing to the outcomes stated in the LOIP as well as those stated in the regional economic strategy. The cluster will represent the Council and the city of Aberdeen on local, regional, national and international stages, supporting inward investment and the promotion of the city as a competitive business location. Key responsibilities will be outward trade, a diverse employability and skills base, and a focus on tourism, culture alongside the development of our events programme.

Strategic Place Planning - This cluster includes the physical, social and economic activities used to maintain, regenerate and strengthen the place of Aberdeen- seeking to strike the balance across economic, social and environmental outcomes as stated in the LOIP. The focus is to enable, facilitate and deliver Strategic Place Planning. This includes all transport, environment, net zero, climate change and planning strategies, development management and building standards in order to help deliver major infrastructure projects; meeting the outcomes in the Local Outcome Improvement Plan and advancing sustainable city growth.

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Capital Cluster - This cluster includes the development of design and delivery of all strands of capital, including the city centre masterplan, the city region investments, the schools estate strategy, roads infrastructure, housing and all aspects of our current general fund capital programme.

Operations Cluster – Responsible for the delivery of frontline services related to environment, fleet, roads, waste and NESS Energy from waste facility, with a focus on the city’s Net Zero Route map and Enabling Strategies as a key part of the operations remit and ensuring operational health and safety and fleet compliance requirements in accordance with legislation are met.

About the Role

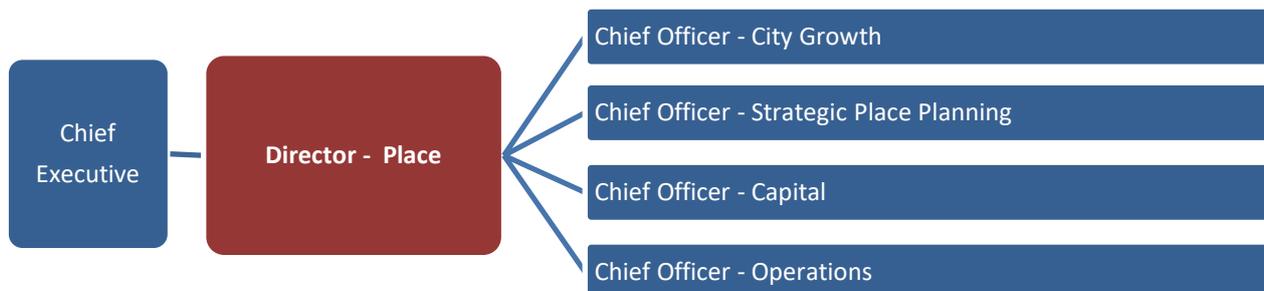
The Director role is responsible for the alignment of the council's commissioning approach through strategic planning with partners and the integration of services at a locality level.

Job Title	Director - Place
Pay Grade	Chief Officer Salary Scale Point 58
Job Family	Chief Officer
Location	Marischal College

This role will oversee an executive portfolio of the Clusters of City Growth, Strategic Place Planning, Operations, and Capital.

Reporting directly to the Chief Executive, the Director - Place will perform at an executive level and be an intrinsic part of the Corporate Management Team. The success of this role is interdependent on relationships with the Director – Corporate Services and the Director- Children, Families & Communities.

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 the following outcomes:

Examples of related tasks:

Further develop and embed an updated blueprint for Version 2 of the councils Operating Model

- Develop the next blueprint for continuing to evolve the council's operating model.
- Within this, co-leading ACC's commissioning approach and development of the target operating model for Place.
- As a member of CMT, provide the appropriate direction and oversight of the implementation of the next blueprint.

Being a Digitally Led Organisation

- Working with Director - Corporate Services and Director - Children, Families & Communities to deliver the council's digital agenda.
- Working alongside Director - Corporate Services and Director - Children, Families & Communities and our digital partner to use business intelligence and continue to re-design the delivery of services using digital solutions.

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>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</p>	<ul style="list-style-type: none"> • Utilising data and insights from within ACC and across the whole system to understand current, changing and emerging needs of Customers. • From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing the needs. • 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.
<p>In response to need, plan the delivery of services, including the redesign of services</p>	<ul style="list-style-type: none"> • Ensuring that a comprehensive and equitable range of high quality responses to need and efficient services are commissioned within allocated resources, across services and sectors. • 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. • Scanning the landscape of the public sector for further collaboration opportunities and potential shared service arrangements; including joint ventures with the private sector.
<p>To lead and manage change and contribute to develop the culture of the organisation</p>	<ul style="list-style-type: none"> • 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. • 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. • Promoting innovation, enterprise and entrepreneurship at all levels and engage staff in the redesign and development of services. • Supporting staff through corporate change and developing talent at all levels. • Promoting diversity and ensure equality of access and treatment in employment and service delivery.
<p>Investment in Aberdeen City's Infrastructure in order to Strengthen the Economy</p>	<ul style="list-style-type: none"> • 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.
<p>Review performance against outcomes and service standards and, using feedback, determine future commissioning activities</p>	<ul style="list-style-type: none"> • Conducting continuous needs analysis, intelligence-gathering and performance review to inform and guide the Council's future commissioning intentions; as well as those of the community planning partnership.

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	<ul style="list-style-type: none"> • Collaborating with Corporate Services and Children, Families & Communities to refine outcomes, based upon performance data as part of the feedback loop.
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Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Degree level qualification or equivalent and extensive leadership experience relating to the role. • Evidence of Continuous Professional Development.
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Outcomes- based commissioning of services ○ Strategic policy development and implementation ○ Developing/managing strategic partnerships ○ Service transformation and improvement ○ Successful budgetary management and control ○ Developing integrated services ○ Managing consultation forums and relationships with trades unions ○ Delivering measurable outcomes ○ Performance Management ○ Reporting to Committees and engaging with Elected Members • Managing and understanding a demanding client base • Risk analysis, risk awareness, monitoring and management of risk • Practical knowledge of negotiating and influencing in a complex environment • Practical knowledge of setting strategy in a complex organisation
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery • The importance of modelling the standards expected from all public service providers for sustainable procurement
Demonstrate commitment to	<ul style="list-style-type: none"> • The Guiding Principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Flexibility to work out-with normal office hours if necessary • Flexibility to travel to other locations within and out-with the City when required

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Function	Place	Version Date	January 2024
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Aberdeen City Council
Job Profile

**Chief Officer -
People & Citizen 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.

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- Empowering staff to meet priority outcomes aligned to the determinates of good health
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About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the People & Citizen Services Cluster

This cluster is responsible for reshaping the council's workforce within the context of a 21st century workforce strategy and ensuring an aligned organisational culture. It supports the delivery of the Target Operating Model by enabling, empowering and engaging staff to maximise the employee experience and to inspire them to deliver the prescribed citizen experience and meet priority outcomes. All internal and external contact across all channels (face to face, telephony, mail, web, social media etc) will be managed by the cluster, in addition to teams supporting the talent management, employee relations, wellbeing, and people development of all staff and the promotion of good practice in internal and external communications and engagement.

About the Role

This role will provide the strategic lead for the development and delivery of the Council's People & Citizen Services function.

The postholder will have responsibility for;

- People & Organisational Development including the reshaping of the council's workforce within the context of a 21st century workforce strategy and ensuring an aligned organisational culture,
- development and delivery of customer experience, maximising an assumption of self service and self-help,
- leading the councils Business Services section with responsibility for revenue and benefits, corporate business hub, transaction services, registrars, personal support and members supports.

Job Title	Chief Officer – People & Citizen Services
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.

The role will continually improve the performance of the customer experience and support in promoting the values of 'customer' across the Council.

Reporting directly to the Director - Corporate Services, the Chief Officer – People & Citizen Services will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include all statutory partners in terms of reshaping the public sector workforce, CoSLA (pay negotiating body), our Community Planning Partners, our ACC ALEO's and our supply chain providers.



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

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

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	<p>areas and strengthening their voice in decision-making through community empowerment.</p> <ul style="list-style-type: none"> • Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health. •
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function.

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.

	<ul style="list-style-type: none"> • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Strategic People Partner (Cluster Responsibility)	<ul style="list-style-type: none"> • Promoting a clear vision for the People & Citizen Services function to ensure equality, consistency, transparency and fairness in the way ACC delivers both people experience and citizen experience. • Lead the development and implementation of a workforce strategy suitable for the 21st century Council. • Responsible for organisational design and the design of job role (in conjunction with digital partner). • Inform, facilitate and lead on the recruitment of staff. • Develop and manage an effective reward and recognition process and terms and conditions that meet the needs of the organisation. • Develop and manage an efficient and effective performance development and appraisal system for the whole organisation

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>ensuring where necessary the system meets the requirements of the relevant professional bodies.</p> <ul style="list-style-type: none"> • Inform and support the organisation to effectively career and succession plan. • In conjunction with relevant Chief Officers ensure accuracy of the professional framework ensuring that all staff can meet the requirements of all professional regulating bodies.
<p>Employee Advocate (Cluster Responsibility)</p>	<ul style="list-style-type: none"> • In conjunction with Chief Officers and the Digital Partner, create a work environment in which people can contribute and be motivated. • Foster staff empowerment through staff self-managing and self-learning as appropriate and ensuring personal accountability. • Shape organisational culture and climate in which staff have competency, concern and commitment to serve customers well. • Promote a range of employee assistance programmes including a focus on staff, physical and mental health and wellbeing. • Embed a culture of progressive equality, diversity, and inclusion across the organisation, ensuring it is considered in all Council activity; • Lead Internal Communications and Engagement to ensure staff are engaged and informed providing opportunities for employee voice.
<p>Citizen Experience (Cluster Responsibility)</p>	<ul style="list-style-type: none"> • Influence seamless user journeys with internal and external partners. • Develop an information, advice and signposting function which is a multi-channel, digital engagement facility that acts as first point of enquiry and puts customers in touch with the most appropriate support. • Develop community hubs with internal and external partners 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. • Deliver high levels of satisfaction based on the needs of the customer. • Be accountable for the achievement of all key metrics and KPIs within the Cluster which will be designed to include productivity and efficiency. • Be responsible for the ongoing development of citizen experience standards and compliance across the Council.
<p>Business Services (Cluster Responsibility)</p>	<ul style="list-style-type: none"> • Be responsible for the effective provision of administrative support and data processing across all functions. • To oversee all aspects of the Revenue and Benefits section ensuring compliance with appropriate regulations, legislation and council policy. • To administer the Council's payroll system. • Be accountable for the recovery of all service income and Council house unpaid rent due to the Council in accordance with legislation. • Actively improve outcomes for themes such as financial inclusion.

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>Preventing Demand (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Using the Business Intelligence Unit to understand the causes of demand and inform initiatives to manage the causes of demand and demand itself. • Using digital technology to sign post customers to alternative support and/or advice. • Using digitally integrated solutions to ensure automated end to end service. Educating and enable customers to be self-supporting using digital channels and channel shift from physical contact to digital.
<p>Change Champion (Cluster Responsibility)</p>	<ul style="list-style-type: none"> • Ensure appropriate disciplines for change management are in place prior to significant change programmes being introduced. • Monitor organisational and community satisfaction and measure results of organisation initiatives, taking appropriate actions with lesson learned approaches adopted. • Develop and take forward strategies to enable cultural, behavioural and organisational change, encourage new ways of thinking and working across the Council and its partner organisations to deliver better outcomes for the people of Aberdeen. • Challenge existing practices and lead initiatives for new and more efficient use of resources by providing effective leadership and management that will contribute to the continuous improvement and innovation of the Council. • As part of a continuous improvement loop provide feedback to inform the commissioning and delivery cycles to drive up improvement in service delivery and ultimately outcomes. • In conjunction with the Data Insights (HDRCA) Cluster understand the causes of demand and apply this to inform initiatives to manage the causes of demand and demand itself

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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant degree or professional qualification and / or extensive experience related to the role. • Evidence of continuous professional development.
<p>As a minimum, demonstrate skills and experience in</p>	<p>Proven extensive experience in:</p> <ul style="list-style-type: none"> • Managing and delivering effective human resource capital • Strategic policy development and implementation • Developing/Managing strategic partnerships • Service transformation and improvement • Successful budgetary management and control • Developing integrated services • Business intelligence and demand management • Engagement with community groups as part of building empowered Communities • Delivering measurable outcomes • Changing an organisation culture to become customer centric

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.

	<ul style="list-style-type: none"> Managing consultation forums and relationships with trades unions, in line with the FAIR agreement. 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.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> Relevant Employment Acts, including an awareness of Teachers' legislation Relevant legislation pertaining to the revenue and benefits section including Welfare Funds (Scotland) Act 2015. Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> The principles and aims of Aberdeen City Council The Aberdeen City Council Target Operating Model The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> Ability to work outwith normal office hours if necessary Ability to travel to other locations within and outwith the City when required

Our Guiding Principles

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

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

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> Demonstrates visionary and strategic thinking Engages and influences stakeholders Considers the wider context and the long-term impact of a decision Communicates clearly and in a structured way, persuading others effectively Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. Connects and inspires others behind shared strategic outcomes
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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.

Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Corporate Services	Version Date	January 2024		
Cluster	People & Citizen Services	Job Family	Chief Officers	JE Number	-

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.



Aberdeen City Council
Job Profile

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

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

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

About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the Commercial & Procurement Services Cluster

This cluster both commissions and procures the best service/partner to deliver the identified outcomes within agreed budgets. This will extend to include the decommissioning and/or recommissioning of services, as well as activities focused on shaping the market.

About the Role

This role will provide the strategic lead for devising and implementing the procurement plan to support the commissioning strategy of ACC and Aberdeen’s Integrated Joint Board.

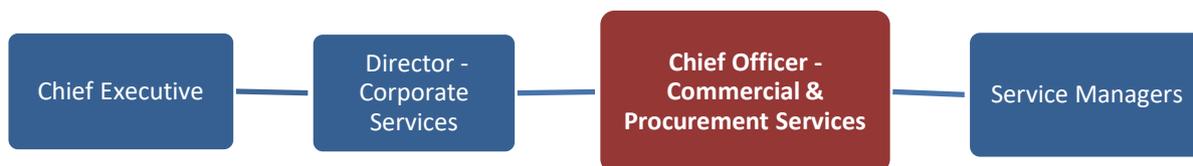
Responsible for the procurement services agreed under the SLA with Highland Council and Aberdeenshire Council which cover a range of commodities and includes supporting their IJBs.

This role will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to services within the function.

Reporting directly to the Director Corporate Services, the Chief Officer Commercial and Procurement Services will play an intrinsic part in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and ACC ALEOs.

Key external stakeholders will include all Community Planning Partners and our existing supply chain of private and 3rd sector bodies locally and nationally and our service agreement with Highland and Aberdeenshire Councils.

Job Title	Chief Officer – Commercial & Procurement Services
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College / Woodhill House



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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>Being a Digitally Led Organisation (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
<p>Developing the Workforce for a 21st Century Council (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
<p>Performance Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
<p>Risk Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
<p>Financial Management & Stewardship (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.

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.

Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Specify Services for the Achievement of the LOIP (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Develop a strategic framework to ensure that policies, procedures and practices provide for the effective provision of commissioning, procurement and commercial services. • Develop an effective strategic commissioning framework, market development and contract management systems for the Council. • Ensure a comprehensive and equitable range of high quality, response to need and efficient services are commissioned within allocated resources across services, its group structure and broader external Council’s supply chain. • 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.

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>Procurement and Contract Management (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Identify appropriate providers that will deliver the specified outcomes required. • Agree contracts with providers within the national and regional procurement framework. • Manage contracts and monitor achievement of outcomes, liaising with the business intelligence unit to identify areas for continual improvement • Manage contracts to continually improve value for money for achieving outcomes • Maximise use of commissioning benefit clauses within all contracts awarded, linked to the outcomes in the LOIP. • Ensure legal compliance with all commissioning, procurement and commercial matters • Lead in the identification, assessment and management of potential risks associated with different sourcing strategies. • Be constantly aware of local and national policy changes to procurement and devise implementation plans accordingly.
<p>Monitoring and Improving the Commissioning of Outcomes (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • 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 the other functions to refine outcomes based upon performance data.

<h2>Role Requirements</h2>	
<p>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.</p>	
<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant degree and/or professional qualification and/or extensive experience related to the role. • Evidence of continuous professional development.
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Outcome based commissioning of services ○ 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 • Practical knowledge of negotiating and influencing in a complex environment • Practical knowledge of setting strategy in a complex organisation
<p>As a minimum, demonstrate an understanding of</p>	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.

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.

Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary • Ability to travel to other locations within and outwith the City when required

Our Guiding Principles

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

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

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

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

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.

Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Corporate Services	Version Date	January 2024		
Cluster	Commercial & Procurement Services	Job Family	Chief Officer	JE Number	7866

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.



Aberdeen City Council
Job Profile

**Chief Officer -
Data Insights
(HDRCA)**

About Aberdeen City Council

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

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

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

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

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

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

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

About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the Data Insights (HDRCA) Cluster

This cluster is responsible for identifying social, economic and digital trends; how they will impact our city in future; and how we can meet these needs through stronger partnership working. At an instructional level this cluster will be responsible for understanding why people use our services, how they access our services and analysing information to understand the impact of the service. The cluster has a role in identifying outcomes which will reduce demand for services across the Council.

About the Role

This role will provide the strategic lead for the delivery and development of the Council's Data Insights (HDRCA) function.

The role will develop and deliver data analysis, intelligence, evidence, evaluation, performance and information strategy and ensure the quality and protection of data as well as the direct delivery and support for high-quality analysis and evaluation of key data and information to support the strategic objectives of the Council and its services.

The role will ensure that data is effectively managed across all of the Council's functions and that those functions have access to up-to-date and relevant data, analysis and evidence as well as effective Performance Management and Improvement tools and techniques in order to make continuous improvements to service delivery in line with organisational priorities and objectives and the statutory duty of continuous improvement.

The post holder will make arrangements on behalf of the Council to ensure that all duties and responsibilities associated with the following roles are discharged:

- Data Controller in accordance with the Data Protection Act 1998;
- Data Protection Officer in accordance with the General Data Protection Regulation.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, if appropriate.

The post-holder, in the role of Chief Officer of Data Insights (HDRCA), will lead the delivery and development of the Health Determinants Research Collaboration Aberdeen (HDRCA) as Director of the collaboration. This is a high profile role delivering a major project for a national external funding body to ensure that ACC becomes an exemplar of a research led Council.

The HDRCA vision is that:

Aberdeen City Council is a research active organisation, commissioning and generating research, curating and translating research evidence to support people to be healthy, happy and prosper regardless of their background or where they live.

Through the initial funded 5 years, objectives of the HDRCA are:

- Research outputs, evaluation generated by the HDRCA and its partners, are consistently used to support decision making locally and more widely
- Research evidence is mobilised, translated and applied for use in local contexts to support local planning and change in practice
- Strategies, plans and programmes of activity are rigorously evaluated with support from the HDRCA multidisciplinary research and development team
- Research programmes on health determinants are established, comprising locally commissioned and externally funded projects
- Strong community engagement and involvement in health determinants research and its translation into practice, including local and national planning and policy making
- Health determinants datasets are made available for research and are accessible by local, national and international researchers
- Training in research skills is embedded in routine staff development
- The HDRCA positively impacts health outcomes locally, nationally and internationally

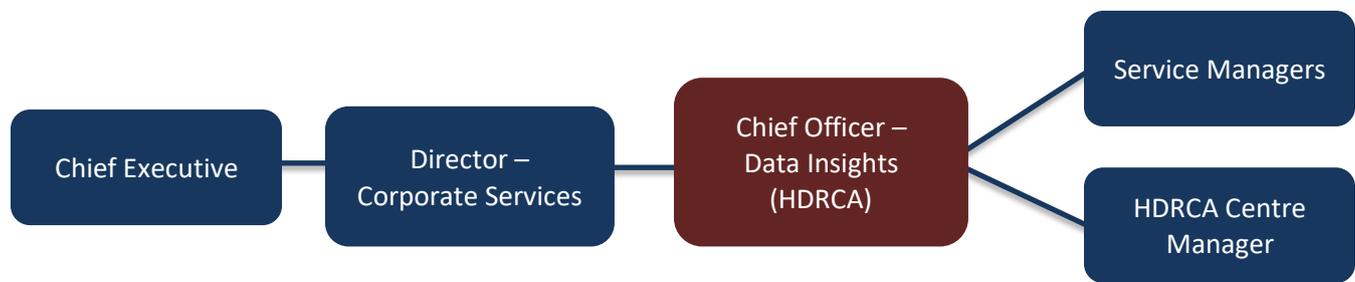
Reporting directly to the Director of Corporate Services, the Chief Officer Data Insights (HDRCA) will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include all our Statutory Partners and other Partners within the CPP Partnership,

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.

including the IJB.

Key ECMT relationships with: Chief Officer – Digital and Technology and Chief Officer - Governance and Chief Officer - Finance.



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Working within the Target Operating Model (Corporate Outcome)

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

Being a Digitally Led Organisation (Corporate Outcome)

- Work with digital partner(s) to exploit emerging technologies to enhance services.
- Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.
- Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.

Developing the Workforce for a 21st Century Council (Corporate Outcome)

- Support the alignment of culture with the vision of the target operating model.
- Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.

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>Performance Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
<p>Risk Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
<p>Financial Management & Stewardship (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
<p>Information Governance (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
<p>Statutory Responsibilities (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.

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.

	<ul style="list-style-type: none"> • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
<p>Lead the delivery of the HDRCA programme, working across the Council and with partners to ensure programme development, delivery and reporting (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Strategic planning through collaborative needs assessment and prioritisation to produce, resource and deliver the key outputs from the cluster.
<p>Lead on development of research infrastructure and capacity within the organisation and across partners (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Oversee data analytics and data science, research skills, training and infrastructure needs assessment for ACC and related partnerships. • Oversee development of a long term data analytics, data science and research skills, training and infrastructure programme to meet needs. • Oversee delivery of the programme.
<p>Lead on the commissioning of new research and management of varied research portfolio (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Lead on prioritisation of data analytics, data science and research to be commissioned and ensure that the undertaking commissioned activity is appropriate and effective • Ensure that research is relevant, timely, independent and effectively disseminated
<p>Establish strong engagement and ways of working between policy makers and academic researchers (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Act as the key strategic lead and link between Data Insights (HDRCA) and policy makers both within ACC and Community Planning Aberdeen • Continuous high level engagement with decision makers, providing both support and challenge of the use of data, research and evidence
<p>Support the operation of HDRCA governance structures so that infrastructure and policies are robust and research is commissioned and managed to high standards (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Establish Data Insights (HDRCA) governance structures including the Steering Group and Expert Advisory Group • Chair the HDRCA Executive Management Group • Produce reporting and provide assurance through ACC, partner and NIHR governance arrangements on the effective operation and impact of the cluster.

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>Develop strong working relationships with local partners and communities (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Embed community representation within the work of the cluster • Organise and attend engagement events, representing the leadership of the cluster/ HDRCA
<p>Oversee the development of a research culture within the Council and partnerships (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Lead the strategic development of a culture change programme • Contribute to culture change through visibility and communications
<p>Oversee the development of research data infrastructure and practices to support wider determinants of health research (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Provide strategic leadership across ACC and with partner organisations to develop and implement a prioritised data analytics, data science, research data and information strategy, ensuring the collection, storage, management, quality, sharing and protection of data to support the strategic objectives of the cluster, the Council and Community Planning Aberdeen.
<p>Develop and maintain policies, procedures and systems for information and data governance (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Oversee data protection arrangements for the Council • Ensure maintenance of the Council's Information Asset Register
<p>Participate in and promote knowledge sharing locally, regionally, nationally and internationally to support the development and growth of the wider health determinants evidence base (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Develop relationships and networks across Scottish, UK and international institutes colleagues • Contribute the wider network of HDRCs across the UK • Ensure HDRCA is properly represented and both shares its learning and that learning is taken from others

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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant degree/professional qualification and/or extensive experience related to the post. • Evidence of continued professional development.
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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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> ● Proven extensive experience in: <ul style="list-style-type: none"> ○ Developing outcome for an outcome based commissioning of services. ○ Designing, developing and implementing performance management regimes. ○ 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. ● Managing consultation forums and relationships with trades unions. ● Risk analysis, risk awareness, monitoring and management of risk. ● Practical knowledge of negotiating and influencing in a complex environment. ● Practical knowledge of setting strategy in a complex organisation. ● Practical knowledge of working in a commissioning organisation. ● Embracing new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> ● Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery. ● Statistics, public health policy, health economics and the wider determinants of health evidence base ● Social and political environments ● Data management including Information Governance ● Equality and Diversity issues ● The opportunities and issues facing Aberdeen and its communities ● Organisational culture and change ● Community engagement and empowerment ● Approaches to early intervention and prevention ● Relevant legislation e.g. UK GDPR and the Data Protection Act 2018
Demonstrate commitment to	<ul style="list-style-type: none"> ● The principles and aims of Aberdeen City Council ● The Aberdeen City Council Target Operating Model ● The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> ● Ability to work outwith normal office hours if necessary ● Ability to travel to other locations within and outwith the City when required

Our Guiding Principles

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

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

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.

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candor to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Corporate Services	Version Date	January 2024		
Cluster	Data Insights (HDRCA)	Job Family	Chief Officer	JENumber	7883

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.



Aberdeen City Council
Job Profile

Chief Officer
Digital & Technology

About Aberdeen City Council

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

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

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

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

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

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

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

About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the Digital & Technology Cluster

The Digital & Technology cluster is an enabling service, providing Information Technology (IT) services which are secure, highly available, effective and efficient in enabling the provision of customer focussed services to the citizens, visitors and businesses of Aberdeen. The cluster provides core IT infrastructure, implements and supports line of business applications and delivers and supports End User Computing services. The cluster also provides business analysis and project management to support digital transformation for the Council and the wider city.

About the Role

This role holds the responsibility for the provision of a corporate ICT service encompassing strategy, operational support, infrastructure and security.

The role is also the lead for digital innovation, delivering the digital strategy and managing the Digital Partner(s), while continuing to introduce technical and service innovation at the Council.

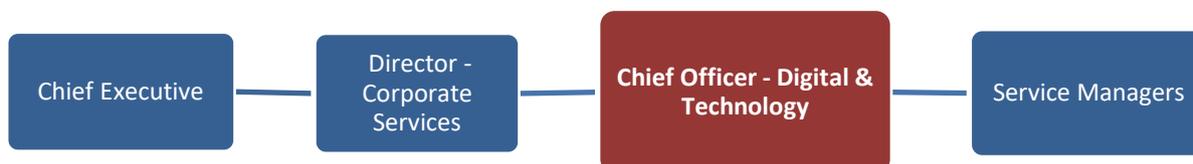
As part of this, the role will also be responsible for the ongoing phased digital transformation for the Council, demonstrating strong leadership delivery of a development plan for the overall division, whilst maintaining good communication throughout the process.

The role ensures the Council's compliance with statutory obligations and scrutiny regimes pertaining to the services provided by functions.

Reporting directly to the Director - Corporate Services, the Chief Officer - Digital and Technology will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and ALEOs.

Key external stakeholders will include all Community Planning Partners and our existing supply chain of private and third sector bodies, locally and nationally.

Job Title	Chief Officer – Digital & Technology
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

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

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>with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.</p> <ul style="list-style-type: none"> • Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.

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	<ul style="list-style-type: none"> • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.

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>Specify Services for the Achievement of the LOIP (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Develop a strategic framework to ensure that policies, procedures and practices provide for the effective provision of customer-centric digital services. • Ensure a comprehensive and equitable range of high quality, response to need and efficient customer-centric digital services are implemented within allocated resources across services and sectors. • Promote an environment of customer focussed development and delivery, continuous improvement and innovation that will support the Council’s ambitions for providing high quality digital services that can be developed for external trading where appropriate. • Scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.
<p>Digital Services and Digital Partner(s) Management (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • To lead the development and implementation of digital strategies for the delivery of customer-centric services. • To develop and monitor digital programme(s) and the effective allocation of resources and to monitor the delivery of digital projects. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options. • To direct and monitor the work of the digital partner(s) to support the implementation of new customer centric services Council-wide. • To maximise emerging digital technologies and enhance self-service provision for customers and automation opportunities of staff. • To lead the implementation of the IT architecture that will further enable the digitisation of services. • To engage with suppliers to ensure that prospective platforms/systems align with the TOM design principles, to ensure they meet all business processing and user requirements and that service levels are adhered to. • To be responsible for ensuring the controlled transfer between the projects and operations teams and to further develop the roadmap for the transition of digital services within the organisation. Establish transition processes and transition readiness criteria and design the necessary internal controls to ensure adherence to the processes. • To work closely with the Chief Officer – People & Citizen Services to implement solutions designed to further increase digital service provision. • To have foresight of upcoming changes associated with service transitions and to ensure that change associated with service transitions is managed effectively.
<p>Digital and Technology Services Management (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Accountable for the design and delivery of the Digital and Technology function of the Council.

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.

	<ul style="list-style-type: none"> • Responsible for technology business leadership and for providing and maintaining a single source of consistent information on all IT services delivered to the council. • Responsible for data platform architecture and alignment with technology services to ensure outcomes can be evidenced using performance data. • Ensure and verify service performance against stated Service Level Agreements while overseeing and managing the service delivery of third parties as contractually obligated. • Ensure the Digital and Technology function provides support to the organisational structure via a professional and customer focussed service. • Coordinate Disaster Recovery testing and Business Continuity Planning. • Manage technology services over cross sector services including corporate services and school estates.
<p>Monitoring and Improving the Digitisation of Outcomes (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Conduct continuous needs analysis and intelligence gathering to inform and guide the Council’s key customer-service role. • As part of the feedback loop, work with commissioning, customer and operations to refine outcomes based upon performance data. • To work alongside the Chief Officer – People & Citizen Services and Chief Officer – Data Insights (HDRCA) to utilise data and performance trends to inform digital opportunities and initiatives.

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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant degree or professional qualification and/or extensive experience related to the role. • Evidence of continued professional development.
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Design, development and implementation of customer centric digital services ○ Managing Digital and Technology strategy within a large complex organisations ○ Managing and delivering effective human resource capital ○ Service Planning, strategic policy development and implementation ○ Developing/Managing strategic partnerships ○ Service transformation and improvement ○ Successful balance sheet management ○ Developing integrated services ○ Experience of providing strategic and technical IM&T advice ○ Delivering large scale change and knowledge of quality improvement methodologies and evidence. ○ Creating integrated digital platforms of online and offline solutions ○ Procuring and implementing digital solutions in large complex organisations

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.

	<ul style="list-style-type: none"> • Managing consultation forums and relationships with trade unions. • Risk analysis, risk awareness, monitoring and management of risk. • Practical knowledge of negotiating and influencing in complex environments. • Practical knowledge of working in a commissioning organisation. • Embracing new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> • The Guiding Principles of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Flexibility to work outwith normal office hours if necessary • Flexibility to travel to other locations within and outwith the City when required

Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
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Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance

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.

Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Corporate Services	Version Date	January 2024		
Cluster	Digital & Technology	Job Family	Chief Officer	JE Number	7869

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.



Aberdeen City Council
Job Profile

Chief Officer

Finance

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:

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

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the Finance Cluster

This cluster is responsible for the financial planning, monitoring and reporting of the Council.

About the Role

This role will provide the strategic lead for all aspects of financial management, strategy and governance, supporting the strategic aims and objectives of the Council.

This role has responsibility for the statutory duties of The Proper Officer under Section 95 of the Local Government (Scotland) Act 1973 and for meeting the financial reporting requirements of the London Stock Exchange (LSE), credit rating agencies and other relevant bodies.

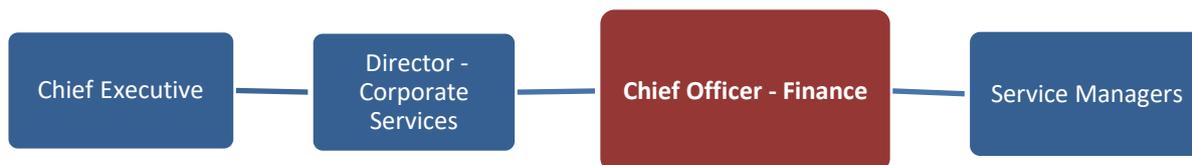
This role will lead the Finance function including the administration of the pension funds and ensuring compliance with legislation on behalf of members and employers.

Reporting directly to the Director - Corporate Services, the Chief Officer - Finance will play an intrinsic part of the Extended Corporate Management Team (ECMT) and will ensure excellent working relationships with all appropriate stakeholders. This will include other Council functions, elected members, trade union representatives, employees, external stakeholders, all external audit and inspection bodies, internal audit, credit rating agencies.

The post holder will report directly to the Chief Executive where matters are deemed appropriate for escalation.

Key ECMT relationships: The success of this role is interdependent on the relationship with Chief Officer - Capital; Chief Officer – City Growth; Chief Officer – People & Citizen Services.

Job Title	Chief Officer - Finance
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift

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.

	resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function.

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.

	<ul style="list-style-type: none"> • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Financial Governance (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Be responsible for the financial governance and scrutiny in the organisation. • Ensure that the Council’s relationship with external and internal audit is effective in relation to financial controls. • Develop and maintain a scheme of financial delegation, which reflects the development of the commissioning model and increased community empowerment. • Oversee the stewardship of the Council to ensure that the authority puts in place effective internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems and authorisation and approval processes, cash flows borrowings and investments and financial systems.

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.

	<ul style="list-style-type: none"> • Oversee the stewardship of the Council to ensure that corporate financial policies are effectively co-ordinated and implemented at all levels across the Council including revenue and capital budgets and budgetary control, collection of income, treasury management, banking and statutory accounts, prudential framework and reserves. • Responsible for the provision of financial advice and assistance to the Council in respect of Arms-Length External Organisations, Trusts, Partnership Arrangements and other bodies or organisations as directed by the Council. • Advise on corporate risk profiling and management, including safeguarding of assets.
<p>Financial Planning (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Support the commissioning function to develop its financial outcomes framework. • Ensure the Council's corporate aims and objectives are achieved through the provision of financial leadership, vision, strategy and plans. • Work with the Chief Officer - Capital in developing the Council's capital budget and lead the financing of the capital programme. • Provide financial advice to the Council's requirement to set and administer a council tax and national non-domestic rates, as per legislation. • Support the requirement of the LSE to produce a long-term financial plan. • Develop and negotiate partnership and collaborative arrangements including with other Local Authorities, acting as lead finance negotiator on delivery models.
<p>Finance for Decision-Making (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Provide the financial analysis for inclusion in all capital outline and full business cases and provide the financial analysis for including in benefits tracking. • Provide financial analysis to support the development of the Target Operating Model. • Develop and implement strategies for the effective acquisition, deployment and safeguarding of the Council's resources considering actual and anticipated developments in the external environment. • Provide strategic financial advice related to assets and investments, sourcing and procuring external advice as appropriate and building relationships with external advisers. • Provide financial guidance and advice to develop innovative solutions for the funding and implementation of corporate strategies and the effective use of resources.
<p>Financial Monitoring and Reporting (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Ensure that the financial statements meet the deadlines and requirements of the law and of accounting standards as reflected in the Code of Practice on Local Authority Accounting in Great Britain, developed by CIPFA/LASAAC Joint Committee. • Ensure the Council's reporting meets the requirements of the LSE, credit rating agencies and any other applicable requirements related to the Council's portfolio of treasury instruments, investments and interests.

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.

	<ul style="list-style-type: none"> • Produce a full set of financial statements on a quarterly basis to Elected Members and the LSE. • Monitor the financial benefits being realised through the implementation of the Transformation Programme and Target Operating Model.
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Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Qualified membership of a recognised UK chartered accountancy body and extensive experience related to the role. • Evidence of continuous professional development.
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Strategic policy development and implementation ○ Developing/managing strategic partnerships ○ Service transformation and improvement ○ Successful asset and balance sheet management ○ Developing integrated services • Managing consultation forums and relationships with trades unions • Risk analysis, risk awareness, monitoring and management of risk • Practical knowledge of negotiation and influencing in a complex organisation • Practical knowledge of working in a commissioning organisation • Embraces new technology to deliver services in an innovative way
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery • Relevant legislation e.g. Local Government (Scotland) Act 1973 • Local Government Pension Regulations.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary • Ability to travel to other locations within and outwith the City when required

Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city

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.

Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Corporate Services	Version Date	January 2024
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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.

Cluster	Finance	Job Family	Chief Officer	JE Number	7877
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Aberdeen City Council
Job Profile

Chief Officer

Governance

About Aberdeen City Council

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

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

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

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

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

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

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

About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

About the Governance Cluster

This cluster supports the organisation to manage its corporate governance activities, including democratic decision-making structures, legal compliance and systems of assurance; all of which are supporting the achievement of the LOIP outcomes.

Through Statutory Duties: The cluster will protect and improve the public health of the people of Aberdeen, whether they live in, work in or are visiting the city. The cluster will also act as “the local weights and measures authority” enforce consumer protection and trading standards laws to protect and promote the health, safety and economic wellbeing of residents and businesses in the city. Through the Scientific Services Laboratory the cluster will develop a “Centre of Excellence” and be a Statutory Public and Agricultural Analyst Service for various local authorities across the UK and Statutory Food Examiner Service for the City and partner Local Authorities.

About the Role

The Chief Officer – Governance will ensure that the Council fulfils its statutory duties and performs its functions and activities in accordance with the law and the principles of good governance.

Responsible for developing, leading and overseeing the management of a first-class Policy and Assurance Framework for the Council.

Job Title	Chief Officer – Governance
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College

The post holder will discharge the following statutory roles:

- Monitoring Officer under Section 5 of the Local Government and Housing Act 1989.
- Act as Depute to the Returning Officer, in accordance with the Representation of the People Act 1983;

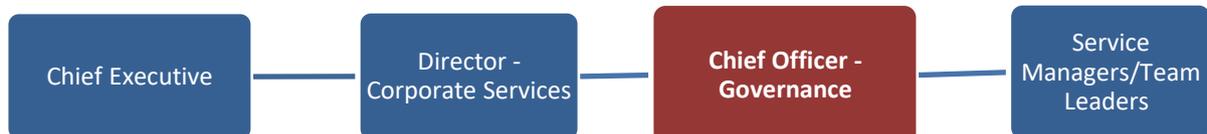
The post holder will make arrangements on behalf of the Council to ensure that all duties and responsibilities associated with the following roles are discharged:

- Clerk to the Licensing Board in accordance with the Licensing (Scotland) Act 2005; and
- Senior Information Risk Owner

Reporting directly to the Director - Corporate Services, the Chief Officer - Governance will play an intrinsic role in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and the public.

The success of this role is interdependent on relationships with Chief Officer - Finance; Chief Officer - Commercial and Procurement Services; Chief Officer – People & Citizen Services and Chief Officer – Corporate Landlord.

Key external Stakeholders: The Commissioner for Ethical Standards in Public Life in Scotland, Freedom of Information Commissioner, Moody's (Credit Rating Agency).



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

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

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>communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.</p> <ul style="list-style-type: none"> • Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function.

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.

	<ul style="list-style-type: none"> • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Cluster Specific Outcomes	<ul style="list-style-type: none"> • Make arrangements to ensure that the Council discharges its statutory duties in the area of information and data protection law and the Regulatory of Investigation Powers (Scotland) Act. • Ensure that the Council’s corporate governance framework is robust and effective and ensures compliance with the Council’s duties as the holder of a credit rating and as an issuer of bonds on the London Stock Exchange. • Act as the Council’s principal legal adviser and ensure the provision of an innovative, comprehensive and robust legal service. • Ensure that the Governance function operates to best practice strategically in respect of the health, safety and wellbeing of staff. • Make arrangements to ensure that the Council is aware of and responsive to proposed changes to law and policy. • Oversee the ALEO Assurance Framework.

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.

	<ul style="list-style-type: none"> • Develop, maintain and improve the Council’s Local Code of Corporate Governance. • Ensure that the Council’s interests are well-served and promoted in respect of any activity, partnership or collaborate working. • Ensure the implementation of any legal action required to support the Council’s activities. • Develop, lead and oversee the management of a corporate and effective approach to legal and democratic services through digitisation, staff and community empowerment, and the delivery of local and national elections. • Oversee the development, maintenance and improvement of the Council’s Scheme of Governance. • Develop, lead and oversee the management of a first-class Policy and Assurance Framework for the Council with reference to the corporate functions of: <ul style="list-style-type: none"> ○ internal audit; ○ risk; ○ investigations; ○ public protection; ○ corporate H&S ○ information governance; ○ emergency planning; ○ business continuity; ○ protective services; ○ community safety and enforcement; and ○ internal and external policy development. • Responsible for the management and provision of services to the Licensing Board and Licensing Committee. • Ensure Elected Members are supported in their leadership and community roles and that they receive appropriate support, training and development to carry out their roles in accordance with the Councillors’ Code of Conduct. • Develop, lead and oversee the management and promotion of a civic affairs function to promote the interests of the Council and the city.
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Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Admitted as a solicitor in Scotland and holding a Practising Certificate from the Law Society of Scotland. • Relevant degree or professional qualification. • Evidence of Continuous Professional Development.

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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> ● Proven experience or understanding of: <ul style="list-style-type: none"> ○ Managing corporate governance activities at a senior management level in a complex, multi-functional organisation, including experience of legal and democratic services. ○ 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. ● Practical knowledge of negotiating and influencing in a complex environment. ● Practical knowledge of setting strategy in a complex organisation.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> ● Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery. ● Local Government (Scotland) Act 2003 ● Community Empowerment (Scotland) Act 2015 ● Data Protection Act 1998 ● Local Government and Housing Act 1989 ● Licenses, Civic Government (Scotland) Act 1982
Demonstrate commitment to	<ul style="list-style-type: none"> ● The principles and aims of Aberdeen City Council ● The Aberdeen City Council Target Operating Model ● The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> ● Ability to work outwith normal office hours if necessary ● Ability to travel to other locations within and outwith the city when required

Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

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.

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Corporate Services	Version Date	January 2024		
Cluster	Governance	Job Family	Chief Officer	JE Number	7879

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.



Aberdeen City Council
Job Profile

Chief Officer
Education & Lifelong
Learning

About Aberdeen City Council

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

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

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

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

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

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

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

About the Children, Families & Communities Function

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

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

About the Education & Lifelong Learning Cluster

The Education & Lifelong Learning cluster aims to reduce inequalities in educational outcomes and raise attainment by working with other partners to take account of what we know about the wider determinates of good health. The cluster supports lifelong learning to enable and empower the people of Aberdeen to fulfil their potential and contribute to the social, cultural and economic prosperity of our city.

About the Role

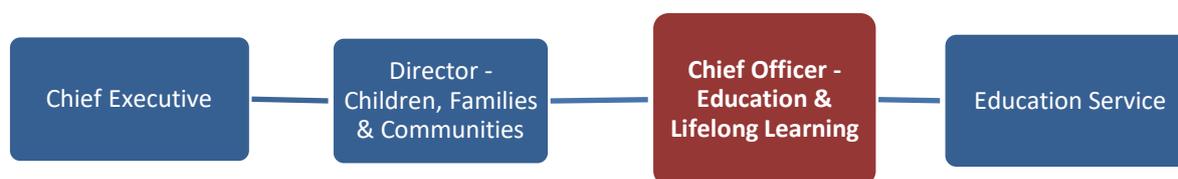
The purpose of this role is to provide the lead on the strategic development of all education services for the city of Aberdeen, including adult learning, family learning, libraries, community learning, in school learning, transitions, early years, employability services, inclusion and attainment and, in accordance with 'Getting It Right for Every Child', deliver improved outcomes for children and young people.

Job Title	Chief Officer – Education & Lifelong Learning
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College

As Chief Education Officer, the postholder will ensure the provision of effective, professional advice to the local authority, elected members and officers in relation to the authority's provision of education related services.

Reporting directly to the Director - Children, Families & Communities, the Chief Officer - Education & Lifelong Learning will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key Extended Corporate Management Team: the success of this role is interdependent on relationships with the Chief Officer - Children's Social Work & Family Support, Chief Officer - Housing, Chief Officer - Commercial and Procurement Services and Chief Officer – Data Insights (HDRCA).



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Working within the Target Operating Model (Corporate Outcome)

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

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.

	<ul style="list-style-type: none"> Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> Work with digital partner(s) to exploit emerging technologies to enhance services. Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> Support the alignment of culture with the vision of the target operating model. Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. Accountable for the management of the financial performance of the function. Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.

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.

	<ul style="list-style-type: none"> Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.
Deliver commissioned outcomes (Cluster Specific Outcome)	<ul style="list-style-type: none"> Utilise improvement science, in conjunction with national requirements, to specify actions for continual improvement in education across the city. Maximise the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes. Responsible for promoting and improving outcomes and positive destinations for children and young people and the people of Aberdeen. Ensure that the Council meets its statutory obligations in relation to Education and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values with regards to integrated children’s services. Deliver commissioned outcomes within the framework below, covering: <ul style="list-style-type: none"> Community engagement and empowerment Universal Targeted interventions Specialist Ensure that a commissioning approach is the centre of children's services in Aberdeen, driving change and innovation with a relentless focus on improving outcomes aligned to the determinates of good health. Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review”. Adopt a whole system approach to needs assessment, design, facilitation and performance. Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system.

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>Monitoring & Improve Delivery of outcomes associated with, but not limited to the determinates of good health (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer expectations. • Develop and implement strategies for the delivery of services provided by the cluster and function, considering 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. • Manage all operational services provided or purchased by the Council to ensure that a range of appropriate services are in place, provide best value and meet the needs of all.
<p>Best Start in Life (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Improve access to wider Family supports including the provision of childcare across the city by ensuring that delivery models are underpinned by appropriate universal, targeted and specialist services. • Ensure support for care experienced children and their families is effective. • Where appropriate, support NHS Grampian to improve health outcomes for children and their families.
<p>Safe and responsible (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Improve multi agency support for vulnerable children and their families • In conjunction with Chief Officer- Children’s Social Work & Family Support and Chief Officer - Housing , improve multi agency support for vulnerable children and their families. • In conjunction with Chief Officer – Data Insights (HDRCA) and the digital partner, look at how to improve the sharing of information across partners in order to facilitate predictive modelling with a view to preventing harm to children.
<p>Respected, Included and Achieving (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Actively promote children’s rights in keeping with the UN convention on Rights of Children and their participation in decisions which affect them across universal, targeted services and specialist services. • In conjunction with the Chief Officer – Strategic Place Planning, Chief Officer - Children’s Social Work & Family Support and Chief Officer - Housing, ensure that children and young people have a genuine voice in the future of the city. • Collaborate nationally, regionally and at locality level to close the attainment gap for all children and young people.

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>Management of Integrated Information (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • In conjunction with the Chief Officer - City Growth, Chief Officer - Children’s Social Work & Family Support and Chief Officer Housing, maximise employment, education and training opportunities for all school leavers, ensuring required support for vulnerable children and their families.
<p>Improving our Service User experience (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • In conjunction with the Chief Officer – People & Citizen Services and Chief Officer- Children’s Social Work & Family Support, develop responsive mainstream services: <ul style="list-style-type: none"> o Make it easy for front line staff to find out who does what across the whole children services system and processes they use and response times. o Improve access to targeted and specialist services across education, health and social care. o Develop integrated child and family assessments supported by multi-disciplinary teams. o Reduce waiting times for child assessments across education, health and social care. o Empower children and families to self-care. o Make best use of innovation in customer experience by integrating first contact and continuing responses across sectors.
<p>In conjunction with the Joint Accountable officer (IJB) (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Consider how to improve links between education, health and social care within localities across the city to provide integrated services to children and families.
<p>Management of the market (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • In conjunction with the Director - Place, Chief Officer - Children’s Social Work & Family Support and Chief Officer Commercial and Procurement Services, develop the best commission mix within and across education, social work and health considering: <ul style="list-style-type: none"> o Range and volume of services. o Resource availability. o Risk management. o Manageability.
<p>A high performing Education service that delivers on national and local priorities and is fully integrated with the other aspects of Children’s and Family services (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Lead on the development of an Education, Learning and Attainment strategy focused on improvement which takes into account legislative requirements and national and local drivers for delivery and improvements in education, learning and attainment • Manage the delegated budget and be able to demonstrate the service’s value proposition • Ensure effective deployment of staff and resources to ensure that operational priorities are delivered • Ensure active engagement with colleagues within and across clusters and functions to ensure that robust support and appropriate challenge is in place, thus leading to improved outcomes across all stages of the young person’s involvement with the integrated children’s and family services • Ensure the development and maintenance of effective partnerships with other local authorities and stakeholders in the public, private and voluntary sectors

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>As Chief Education Officer, an Education service which performs all statutory functions as outlined in legislation (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Advise on matters relating to statutory responsibilities in the Education (Scotland) Act 1980, Education (Scotland) Act 2016, Standards in Scotland’s Schools Act 2000, Education (Additional Support for Learning) (Scotland) Act 2004, as amended, Children and Young People (Scotland) Act 2014, CLD regulations 2013 and all other legislation pertaining to Scottish education • Ensure that the education authority discharges its function in relation to a wide range of matters including inequalities outcomes in education and ensuring the interests of children are paramount including their safety and wellbeing • Ensure that there is an adequate and effective scheme of devolved school management for all schools in the education authority • Lead consultation processes with stakeholders as required by legislation • Ensure that effective governance, risk management and business continuity arrangements are in place as appropriate
<p>A collaborative service that actively participates in the strategic development of the Council (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Actively contribute to corporate policy, planning and strategic decision making • Lead and contribute to joint service planning and delivery in partnership with all the relevant internal/external stakeholders and/or service providers

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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Education related degree or postgraduate degree • Eligibility for full GTCS registration • Evidence of Continuous Professional Development.
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> • Operational and strategic management of education services • Managing stakeholder consultation and working with trade unions • Reporting to Committees and engaging with Elected Members • Motivating and empowering staff to high levels of performance and autonomy • Proactively managing the health, safety and wellbeing for self and others • Solution focussed problem solving • Managing and deploying resources including human, financial and ICT to ensure effective service delivery • Working with others, both within and outwith ACC, co-operatively and flexibly to achieve fully integrated services and customer-focused outcomes. • Proven education experience and knowledge covering: <ul style="list-style-type: none"> • Additional Support Needs legislation. • HGIOS4. • Parental Engagement.

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	<ul style="list-style-type: none"> • Getting It Right For Every Child (GIRFEC). • Curriculum for Excellence. • Closing the Gap. • School improvement and curriculum development. • Inclusive practice and research, particularly around the presumption of mainstreaming and Additional Support Needs legislation.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Children and Young People (Scotland) Act 2014 • Education (Scotland) Act 1980 and 2016 • Education (Additional Support for Learning) (Scotland) Act 2004, as amended • Standards in Scotland's Schools Act 2000 • Teachers' terms and conditions of employment as agreed by the Scottish Negotiating Committee for Teachers • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary • Ability to travel to other locations within and outwith the City when required

Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes

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.

Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Education & Lifelong Learning	Job Family	Chief Officer	JE Number	8284

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.



Aberdeen City Council
Job Profile

Chief Officer
Children's Social Work &
Family Support

About Aberdeen City Council

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

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

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

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

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

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

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

About the **Children, Families & Communities** Function

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

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

About the **Children's Social Work & Family Support** Cluster

The Children's Social Work & Family Support Cluster works with other Clusters and functions to prevent families from experiencing the care and justice systems by offering early and preventative help wherever possible. The Chief Officer is responsible for the delivery of all frontline services designed to keep children safe and to oversee their redesign of children's social work as we transform delivery models to better reflect The Promise. The Cluster takes a lead role in ensuring that the Council complies with Corporate Parenting and child protection responsibilities and leads the coordination of the multi-agency model of Family Support.

About the Role

This role provides the strategic leadership to help improve outcomes for children, young people and their families who are impacted by abuse and neglect as well as those within the care and justice systems by offering coordinated intensive and targeted services to prevent and mitigate risk for children and their families across the Council and wider partnership. As the Chief Social Work Officer the post holder has a key role in sharing emerging risks with universal and targeted services so that our partnership model of Family Support can flex accordingly.

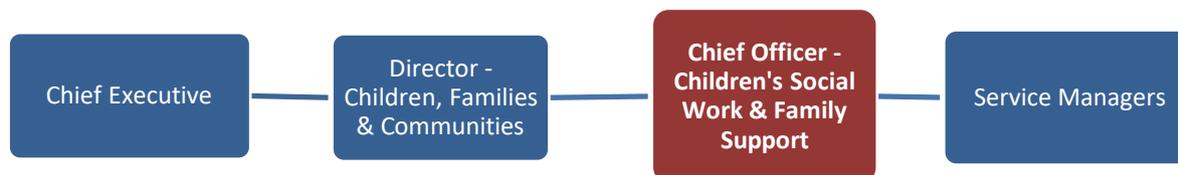
Job Title	Chief Officer – Children’s Social Work & Family Support
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College

The post holder will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to the children’s social work and partnership services designed to keep children safe. The post holder will carry out the responsibilities of the Chief Social Work Officer for Aberdeen City Council 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.

Reporting directly to the Director - Children, Families and Communities, the Chief Officer - Children’s Social Work & Family Support will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

As Chief Social Work Officer, the post holder will have direct access to the Chief Executive on matters deemed necessary to escalate and will liaise with the Leader/s of the Council and Conveners of relevant Committees as appropriate.

The success of this post is interdependent on all Council functions and Clusters prioritising the needs of those we have a duty to protect from abuse and harm as well as those we hold Corporate Parenting responsibilities for and being a key interface with adult services.



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Working within the Target Operating Model (Corporate Outcome)

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

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.

	<ul style="list-style-type: none"> • In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment. • Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.

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.

	<ul style="list-style-type: none"> • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Statutory role of Chief Social Work Officer in accordance with legislation, including on-call requirements. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • To discharge the Council's duties; as delegated to the post holder in accordance with the Council's scheme of delegation. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.
Deliver commissioned outcomes (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Support commissioning functions within the Council in conjunction with national requirements, to specify actions for continual improvement in education across the city. • Maximise the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes. • Responsible for promoting and improving outcomes and positive destinations for children and young people and the people of Aberdeen. • Ensure that the Council meets its statutory obligations in relation to children's social work and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values with regards to children and families. • Deliver commissioned outcomes within the framework below, covering: <ul style="list-style-type: none"> ○ Community engagement and empowerment. ○ Universal. ○ Targeted interventions. ○ Intensive. • Ensure that a commissioning approach is the centre of children's services in Aberdeen, driving change and innovation with a relentless focus on improving outcomes aligned to the determinates of good health • Manage the strategic planning cycle relating to "Analyse, Plan, Do, Review" • Adopt a whole system approach to needs assessment, design, facilitation and performance

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.

	<ul style="list-style-type: none"> • Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system
Monitoring & Improve Delivery of outcomes associated with, but not limited to the determinates of good health (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Be responsible to children, young people and families for ensuring that the quality and achievement of service provision meets or exceeds expectations in part through regular reporting of data to the Chief Officers Group and Child Protection Committees. • Develop and implement strategies for the delivery of services provided by the cluster and function, considering 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 the outcomes for children, young people and families of Aberdeen City. • To engage with the Corporate Services and Place 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. • Manage all operational services provided or purchased by the Council to ensure that a range of appropriate services are in place, provide best value and meet the needs of all.
Best Start in Life (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Improve access to wider Family supports across the city by ensuring that delivery models are underpinned by appropriate universal, targeted and intensive services. • Ensure support for care experienced children and their families is effective. • Work to improve the outcomes for children identified at being at risk of harm and neglect by ensure effective multi-agency support and intervention. • Where appropriate, support NHS Grampian to improve health outcomes for children and their families.
Safe and responsible (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Work with multi-agency partners to improve support and protection to vulnerable children and their families • In conjunction with Chief Officer Housing, improve early intervention support for young offenders and their families in order to support them to become responsible and contributing citizens. • In conjunction with Chief Officer - Data Insights (HDRCA) and the digital partner, look at how to improve the sharing of information across partners in order to facilitate predictive modelling with a view to preventing harm to children.
Respected, Included and Achieving (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Actively promote children’s rights in keeping with the UN convention on Rights of Children and their participation in decisions which affect them across universal, specialist or targeted services.

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	<ul style="list-style-type: none"> Proactively guide the participation of children and young people and use their lived experience to support service improvement. Ensure that children and young people identified as being more vulnerable are able to have a voice in Council decision making
Management of Integrated Information (Cluster Specific Outcome)	<ul style="list-style-type: none"> In conjunction with the Chief Officer - Housing and Chief Officer - Education & Lifelong Learning support community capacity building to target the conditions that affect families and communities ability to care for their children. Continue to improve shared intelligence with partners including NHS Grampian, the Health and Social Care Partnership, Police Scotland and the third sector.
Improving our Service User experience (Cluster Specific Outcome)	<ul style="list-style-type: none"> In conjunction with the Chief Officer People & Citizen Services, develop responsive mainstream services: <ul style="list-style-type: none"> Make it easy for front line staff to find out who does what across the whole children services system and processes they use and response times. Improve accessibility to intensive services across education, health and social care. Develop integrated child and family assessments supported by multi- disciplinary teams. Reduce waiting times for child assessments across education, health and social work. Empower children and families to self-care. Make best use of innovation in customer experience by integrating first contact and continuing responses across sectors.
In conjunction with the Joint Accountable officer (IJB) (Cluster Specific Outcome)	<ul style="list-style-type: none"> In collaboration with Adult Social Work, work to improve links between children’s and adult services in order to provide more integrated services to children and families. Implement the ACC/IJB Carers Strategy in terms of children who are carers themselves. Implement the ACC/IJB Autism Strategy.
Management of the market (Cluster Specific Outcome)	<ul style="list-style-type: none"> In conjunction with the Director - Place and Chief Officer Commercial and Procurement Services, develop the best commissioning mix within and across the partnership considering: <ul style="list-style-type: none"> Range and volume of services. Resource availability. Risk management. Manageability.
Act as Chief Social Work Officer in terms of the relevant legislation (Cluster Specific Outcome)	<ul style="list-style-type: none"> Oversee and ensure the professional registration and fitness to practise of social workers with the SSSC. To ensure that social work and social care services that are commissioned or directly provided by Aberdeen City Council and the Health and Social Care Partnership meet statutory and regulatory requirements. Undertake the role of Agency Decision Maker in Fostering and Adoption.

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.

	<ul style="list-style-type: none"> • Make the legal decisions about Secure Accommodation for Children and Young People, and challenge, where appropriate, Children’s Hearings decisions. • Oversee and authorise the appointment of Mental Health Officers. • Authorise, ensure compliance with legislation, and act as Legal Guardian for adults without capacity. • Make decisions about the transfer of a child subject to a Supervision Order in cases of urgent necessity. • Make decisions associated with the management of drug treatment and testing orders. • Carry out functions as the appropriate authority in relation to a breach of a supervised release order, or to appoint someone to carry out these functions. • Attend the Integrated Joint Board of the Health and Social Care Partnership as a professional advisor.
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Role Requirements

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

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant professional Social Work qualification (i.e. Dip SW, CSS, CQSW or equivalent). • Educated to degree level or above. • Current registration with the Scottish Social Services Council or UK equivalent. • Evidence of Continuous Professional Development.
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> • Leading children and family social work. • Strategic policy development and implementation. • Developing/Managing strategic partnerships. • Service transformation and improvement. • Successful balance sheet management. • Developing integrated services. • Managing consultation forums and relationships with trade 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. <p>Proven social care experience and knowledge covering:</p> <ul style="list-style-type: none"> • Child Protection Services. • Looked after Children. • Statutory legislation relevant to social care, youth justice, Every Child Matters. • High level, extensive operational and strategic management of social work and social care in both children’s and adult’s services. • Key legislation and regulations that underpin the provision of social work services and the functions of the CSWO in single and integrated settings. • Influencing change and providing challenge at a senior level.

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.

	<ul style="list-style-type: none"> Financial management, in order to provide well balanced advice on the impact of fiscal decisions on social work services in single and integrated settings. Performance management and data analysis in order to provide oversight and challenge on the effectiveness and impact of social work services. Making high level, complex decisions about the deprivation of liberty of children and adults; adoption and permanence of children and young people, child and adult support and protection. Advising, influencing, persuading, acting assertively and commanding confidence in a political environment and with a range of internal and external key partners.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> Relevant legislation e.g. Social Work (Scotland) Act 1968, Children (Scotland) Act 1995, Children’s Hearings (Scotland) Act 2011, Social Care (Self-directed Support) (Scotland) Act 2013, Children and Young People (Scotland) Act 2014, Adoption and Children (Scotland) Act 2007, Looked After Children (Scotland) Regulations 2009 other legislation relating to children’s social work matters. Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> The principles and aims of Aberdeen City Council The Aberdeen City Council Target Operating Model The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> Ability to work outwith normal office hours if necessary Ability to travel to other locations within and outwith the City when required

Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> Demonstrates visionary and strategic thinking Engages and influences stakeholders Considers the wider context and the long-term impact of a decision Communicates clearly and in a structured way, persuading others effectively Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. Connects and inspires others behind shared strategic outcomes

Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Children's Social Work & Family Support	Job Family	Chief Officer	JE Number	8283

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.



Aberdeen City Council
Job Profile

Chief Officer

Housing

About Aberdeen City Council

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

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

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

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

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

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

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

About the Children, Families and Communities Function

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

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

About the Housing Cluster

The Housing cluster delivers housing strategy and services for families and aims to reduce inequalities by taking account of what we know about the wider determinates of good health. It has a key role in understanding community need, increasing community capacity and resilience, and working with partners to tackle the cause rather than the consequences of failure demand.

About the Role

The role will provide the strategic lead for the development and delivery of the Council’s Housing function.

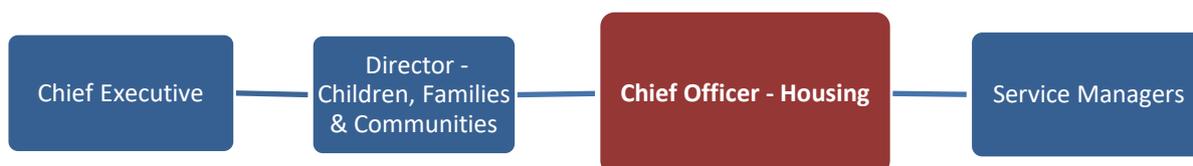
This role will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to services within the function as appropriate.

This role will take a strategic lead in Housing strategy and shifting the Council (and partners) to adopt a more upstream preventative approach in order to tackle cause rather than consequences of failure demand.

Reporting directly to the Director - Children, Families & Communities , the Chief Officer - Housing will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key Extended Corporate Management Team: the success of this role is interdependent on relationships with the Chief Officer Data Insights (HDRCA), Chief Officer Education & Life Long Learning, Chief Officer Children’s Social Work & Family Support and the Chief Officer of Commercial and Procurement Services.

Job Title	Chief Officer - Housing
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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>Being a Digitally Led Organisation (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
<p>Developing the Workforce for a 21st Century Council (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
<p>Performance Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
<p>Risk Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
<p>Financial Management & Stewardship (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.

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>Information Governance (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
<p>Statutory Responsibilities (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
<p>Deliver commissioned outcomes (Cluster Specific Outcome)</p>	<p>Support the commissioning function, in conjunction with National requirements, to specify actions for continual improvement in housing services across the city by:</p> <ul style="list-style-type: none"> • Maximising the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes. • Ensure that the Council meets its statutory obligations in relation to housing and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values • Deliver preventative and early intervention approaches to support a reduction in longer term demand whilst taking account of the determinates of good health • Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review” • Adopt a whole system approach to needs assessment, design, facilitation and performance • Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system

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>Customer Engagement (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Work with communities, partners and business intelligence to identify causes of demand and implement mitigating solutions to manage the emergence of the demand. • Develop an information, advice and signposting function which is a multi-channel, digital engagement facility 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.
<p>Community Capacity Building and Empowerment (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • Support strategies which bring together physical and social regeneration interventions which meet the desires and expectations of communities in so far as is possible within resource constraints. • In conjunction with our External Communications team and the Director of Public Health (NHS Grampian) devise whole and targeted population campaigns to influence behaviour which could result in improved public health. • Ensure effective management, administration and governance of the Council's grants programmes associated with community capacity building and empowerment.
<p>Monitoring Outcomes (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • As part of a continuous improvement look to provide feedback to inform the commissioning and delivery cycles to drive up further upstream preventative activity.

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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant degree or professional qualification and / or extensive experience related to the role. • Evidence of continuous professional development.
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Designing prevention and early intervention services with communities and partners. ○ 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. • Practical knowledge of negotiating and influencing in complex environments. • Embraces new technology to deliver services in an innovative way.

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.

As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council. • The Aberdeen City Council Target Operating Model. • The Local Outcome Improvement Plan.
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary. • Ability to travel to other locations within and outwith the City when required.

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

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.

Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Housing	Job Family	Chief Officer	JE Number	7870

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.



Aberdeen City Council
Job Profile

Chief Officer
Corporate Landlord

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.

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- **Prosperous Economy** - Aberdeen has a flourishing, thriving and successful local economy.
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- **Enabling Technology** - Innovative, integrated and transformed public services.

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

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

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

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

About the Children, Families & Communities Function

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

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

About the Corporate Landlord Cluster

This cluster consolidates all our corporate landlord activities, which include the consolidation of all health and safety activities, and is responsible for the management of commercial and non-commercial land and property assets, facilities management, contractor management and council house stock management.

About the Role

This role will provide the strategic lead for the delivery and development of the Council’s Corporate Landlord function.

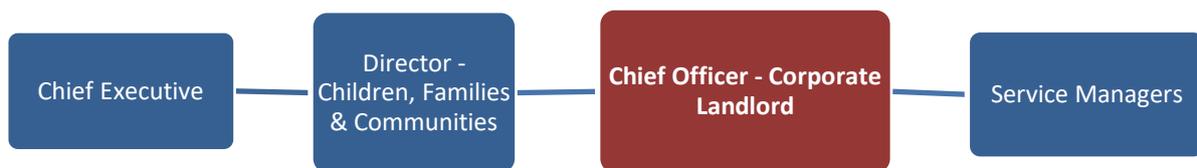
The role will ensure the Council’s property assets, commercial portfolio, operational portfolio, housing stock, construction service and facilities management service support its core business needs and are optimised to meet corporate service delivery requirements, customer and tenant needs, and to maximise financial return.

The role will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to the services provided by functions.

The role will act as the Corporate Landlord function of the Council, providing strategic direction on all property matters.

Reporting directly to the Director – Children, Families & Communities, the Chief Officer - Corporate Landlord will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees, key Council stakeholders: all community partners.

Job Title	Chief Officer – Corporate Landlord
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model
(Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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>Being a Digitally Led Organisation (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
<p>Developing the Workforce for a 21st Century Council (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
<p>Performance Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the development of professional standards, development and conduct for the function’s employees to thereby ensure compliance with professional bodies and regulatory requirements.
<p>Risk Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
<p>Financial Management & Stewardship (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.

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>Information Governance (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.
<p>Statutory Responsibilities (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
<p>Cluster Specific Tasks</p>	<ul style="list-style-type: none"> • Develop a centre of excellence for strategic asset management and project delivery. • Develop management resource plans to meet operational needs and effect change where required. • Maintaining commercial, technical, legal and insurance knowledge to support the Function. • Demonstrate and maintain a high level of operational and commercial knowledge and work closely with the wider team to review techniques and solutions to meet business/customer needs. • Early identification of business risks in projects, ensuring that risk management, risk registers and contingency are in place to manage risk. • Ensuring works are scoped in line with relevant technical standards. • Develop short, medium and long term investment priorities for the Council’s land and property assets (working with colleagues across the Council and the wider public sector and, in particular, the services of finance, legal and procurement). • Support the delivery of Strategic Infrastructure Plan programmes for new affordable housing and regeneration and the Council’s Capital Plan. • Provide a total facilities management service for all of the Council’s property resources including 22,000 houses, 450 operational properties, and land holdings. • Provide a lead within the Council for the Local Authority’s requirements to comply with its statutory obligations for the

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.

	health and safety of all of its buildings, regular maintenance and suitability.
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Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Relevant degree or professional qualification and / or extensive experience related to the role. • Evidence of continued professional development.
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Strategic policy development and implementation ○ Developing/Managing strategic partnerships ○ Service transformation and improvement ○ Successful balance sheet management ○ Developing integrated services • Managing consultation forums and relationships with trades unions. • Risk analysis, risk awareness, monitoring and management of risk. • Practical knowledge of negotiation and influencing in a complex organisation. • Practical knowledge of working in a commissioning organisation. • Embraces new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary • Ability to travel to other locations within and outwith the City when required

Our Guiding Principles	
We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:	
Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Corporate Landlord	Job Family	Chief Officer	JE Number	7867

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.



Aberdeen City Council
Job Profile

Chief Officer
Strategic Place Planning

About Aberdeen City Council

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

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

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

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

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

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

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

About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

About the Strategic Place Planning Cluster

This cluster includes the physical, social and economic activities used to maintain, regenerate and strengthen the place of Aberdeen- seeking to strike the balance across economic, social and environmental outcomes as stated in the LOIP. The focus is to enable, facilitate and deliver Strategic Place Planning. This includes all transport, environment, net zero, climate change and planning strategies, development management and building standards in order to help deliver major infrastructure projects; meeting the outcomes in the Local Outcome Improvement Plan and advancing sustainable city growth.

About the Role

This role will provide the strategic lead for the development and delivery of the Council's and the Community Planning Partnership's strategic priorities in relation to place shaping and place planning.

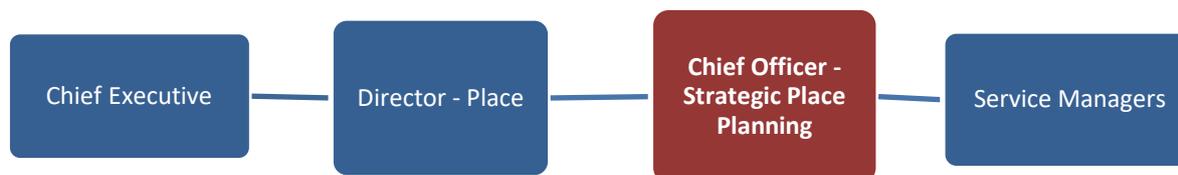
The post holder will discharge the statutory role of Chief Planning Officer in accordance with the Town and Country Planning (Scotland) Act 1997 (as amended).

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function.

Reporting directly to the Director - Place, the Chief Officer – Strategic Place Planning will play an intrinsic part of the Extended Corporate Management Team and will ensure excellent working relationships with all appropriate internal stakeholders including other functional areas, elected members, trade union representatives, and employees.

Key external stakeholders will include all Community Planning partners, community groups, development community, NESTRANS, SEPA, Scottish Government and its relevant agencies.

Job Title	Chief Officer – Strategic Place Planning
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

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.

	<ul style="list-style-type: none"> Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> Work with digital partner(s) to exploit emerging technologies to enhance services. Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> Support the alignment of culture with the vision of the target operating model. Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. Accountable for the management of the financial performance of the function. Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.

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.

	<ul style="list-style-type: none"> Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
The Place (Cluster Specific Outcome)	<ul style="list-style-type: none"> Integrate land use planning for transportation, environment, housing digital and regeneration plans including the city centre. Improve the collaboration between planning and all house developers (including the council as a housing provider) to accelerate the delivery of housing supply and to promote more innovative delivery models. Participate proactively in the wider objectives of the Commissioning function through full involvement in multi-disciplinary teams delivering a wide range of regeneration, development and investment activity. In conjunction with the Chief Officer – City Growth and Chief Officer – Capital, work collegiately to ensure that all major development, including the council’s own, demonstrates the 6 qualities of a successful place (distinctive, safe, pleasant, welcoming, adaptable, resource efficient and easy to move around and beyond).

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.

	<ul style="list-style-type: none"> • Support local democratic decision-making structures and emerging developments in civic engagement approaches, to ensure growth is inclusive. • Co-ordinate the city’s spatial planning with those of neighbouring councils and national agencies to ensure effective regional and national planning.
The People (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Contribute to the process of building a child friendly city by recognising children as partners in the planning design decisions of the city. • Facilitate the active, meaningful engagement of people with dementia and their families. • Unite public health, planning and housing developers to plan and build healthier places. • In conjunction with the NHS Grampian Director of Public Health, ensure consideration is given to how to improve the local population’s health through place design. • In conjunction with Chief Officer – Housing, engage with a growing societal trend of crowd sourcing decisions on plans that affect residents and communities.
Service (Cluster Specific Outcome)	<ul style="list-style-type: none"> • In conjunction with the Chief Officer – Data Insights (HDRCA), establish an intelligence and evidence-led approach to spatial policies, to target investment and policy-making to meet the growth ambitions of the city.
Specify Council Services for the Achievement of the LOIP (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Devise a framework for delivering outcomes that is aligned to the Local Development Plan, LOIP and locality plans and strategic plan of Council.
Deliver Commissioned Outcomes (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review”. • Adopt a whole system approach to needs assessment, design, facilitation and performance. • Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system.

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"> • A degree in Town Planning or an associated discipline, or professional qualification and / or extensive experience related to the role • Chartered membership of the Royal Town Planning Institute • Evidence of continued professional development
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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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Strategic policy development and implementation ○ Developing/Managing strategic partnerships ○ Service transformation and improvement ○ Successful balance sheet management ○ Developing integrated services • 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
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Current and emerging Scottish legislation on Planning, Building Standards, Transport and Climate Change • Approaches to delivering a net zero City • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Ability to work out-with normal office hours if necessary • Ability to travel to other locations within and out-with the City when required

Our Guiding Principles

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

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

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. • Connects and inspires others behind shared strategic outcomes
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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.

Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Place	Version Date	January 2024		
Cluster	Strategic Place Planning	Job Family	Chief Officer	JE Number	7884

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.



Aberdeen City Council
Job Profile

Chief Officer
City Growth

About Aberdeen City Council

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

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

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

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

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

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

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

About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

About the City Growth Cluster

This cluster is responsible for contributing to the outcomes stated in the LOIP as well as those stated in the regional economic strategy. The cluster will represent the Council and the city of Aberdeen on local, regional, national and international stages, supporting inward investment and the promotion of the city as a competitive business location. Key responsibilities will be outward trade, a diverse employability and skills base, and a focus on tourism, culture alongside the development of our events programme.

About the Role

This role will provide the strategic lead for the delivery and development of the Council's City Growth function, culture and events as important economic and social levels.

The role will have responsibility for working with a range of strategic stakeholders in ensuring and securing the economic growth of the city so that the mix of jobs, skills and quality of place is supported by the Council's organisational priorities.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.

Reporting to the Director - Place, the Chief Officer - City Growth will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include Community Planning partners, Culture network, ONE, and industry body groups e.g. Chamber of Commerce, Scottish Enterprise, relevant UK government departments, Moody's (credit rating agency).

The success of this role is interdependent on relationships with Chief Officer – Strategic Place Planning, Chief Officer - Finance, Chief Officer – Corporate Landlord, Chief Officer – Commercial and Procurement Services and Chief Officer - Capital.

Job Title	Chief Officer – City Growth
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

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.

	<ul style="list-style-type: none"> • Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
Being a Digitally Led Organisation (Corporate Outcome)	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
Developing the Workforce for a 21st Century Council (Corporate Outcome)	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
Performance Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
Risk Management (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
Financial Management & Stewardship (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function.

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.

	<ul style="list-style-type: none"> • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Investment (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Through the inward investment plan, bring greater coherence to local, regional and national outcomes to attract foreign direct investment in the City. • In conjunction with the Chief Officer – Strategic Place Planning and supported by the Chief Officer – Data Insights (HDRCA), identify the changing infrastructure needs to support to the City’s economy and track investment to finance those infrastructure needs. • In conjunction with the CEO of Visit Aberdeenshire and Chamber of Commerce, coordinate and promote the City as a competitive business location. • Bring the market a pipeline of investor ready proposals to fund and deliver the City Centre Master Plan and other infrastructure opportunities.

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.

Innovation (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Support the action of innovative behaviours across the public sector in Aberdeen in order to create workplace innovation which might support a growing digital economy. • Play an active role in fostering innovation ‘clusters’ across the City.
Internalisation (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Support the development of the North East Trade Group into a more dynamic expert partnership in order to supply local businesses having greater exposure to international markets.
Enterprise (Cluster Specific Outcome)	<ul style="list-style-type: none"> • In conjunction with Digital Partners, lead the development of single digital access point for business to supply • Lead the internal redesign of Council Services in businesses in order to make Aberdeen City Council an easy organisation to do business with. • In conjunction with Opportunities North East, support to improve the dynamism of the business base within the identified sectoral strategies. • Use the Events 360 Programme and Culture Programme in order to diversify the business base of Aberdeen.
Governance (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Data Performance and Evaluation including processes are in place for lessons learned to inform future priorities and delivery. • In conjunction with the Aberdeen City Policy Panel and the new Scottish Government Analytical Unit, drive the development of an effective and transparent system of measurement for regional economies. • With a view to considering the impact on, in conjunction with the Chief Officer – Data Insights (HDRCA), analyse the City’s economy, places and people data with a review to impact city strategies. • Support the design of a new set of co-ordinating structures in line with Council decisions on urban governance.

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"> • Relevant degree or professional qualification and/or extensive experience related to the role. • Evidence of continuous professional development.
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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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> ● Proven extensive experience in: <ul style="list-style-type: none"> ○ Strategic policy development and implementation. ○ Developing/Managing strategic partnerships. ○ Service transformation and improvement. ○ Successful balance sheet management. ○ Developing integrated services. ● 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. ● Embraces new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> ● Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> ● The principles and aims of Aberdeen City Council ● The Aberdeen City Council Target Operating Model ● The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> ● Ability to work outwith normal office hours if necessary ● Ability to travel to other locations within and outwith the City when required

Our Guiding Principles

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

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

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> ● Demonstrates visionary and strategic thinking ● Engages and influences stakeholders ● Considers the wider context and the long-term impact of a decision ● Communicates clearly and in a structured way, persuading others effectively ● Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. ● Connects and inspires others behind shared strategic outcomes
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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.

Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> • Shows personal initiative in transformation and digital leadership • Makes confident evidenced based decisions on data • Analyses and mitigates against risk when exploring opportunities and making decisions. • Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> • Understands and adapts to the political environment in which they work • Builds effective relationships with partners to achieve shared outcomes • Takes a collaborative approach to problem-solving and decision making • Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> • Ensures compliance with governance • Demonstrates sound financial management of balancing the budget • Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> • Empowers and encourages others to increase their capability and confidence • Notices, recognises and celebrates the good work of the council and colleagues • Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others • Shows self-awareness, is committed to their own personal development • Sets high personal goals and is ambitious for progression • Demonstrates personal resilience in the face of adversity

Function	Place	Version Date	January 2024		
Cluster	City Growth	Job Family	Chief Officer	JE Number	7865

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.



Aberdeen City Council
Job Profile

Chief Officer

Capital

About Aberdeen City Council

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

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

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

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

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

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

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

About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

About the Capital Cluster

The cluster includes the development of design and delivery of all strands of capital, including the city centre masterplan, the city region investments, the schools estate strategy, roads infrastructure, housing and all aspects of our current general fund capital programme.

About the Role

This role is responsible for leading and delivering the Council's General Fund Capital Programme, including the City Centre Masterplan and the City Region Deal as well as the Housing Review Account (HRA) Capital Programme.

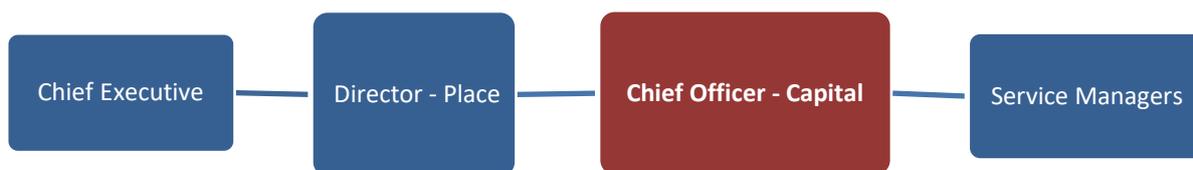
The role is responsible for the full project delivery process from inception through to delivery and benefit realisation, including the management of all services within the delivery process, including in-house delivery teams, external consultants and contractors.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, as appropriate.

Reporting to the Director - Place, the Chief Officer – Capital will play an intrinsic part of the Extended Corporate Management Team and will ensure excellent working relationships with all appropriate internal stakeholders including other functional areas, elected members, trade union representatives, and employees.

Key ECMT relationships: The success of this role is interdependent on the relationships with Chief Officer - Finance, Chief Officer - City Growth, Chief Officer – Strategic Place Planning, Chief Officer – Corporate Landlord and Chief Officer - Commercial & Procurement Services.

Job Title	Chief Officer - Capital
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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>Being a Digitally Led Organisation (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
<p>Developing the Workforce for a 21st Century Council (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
<p>Performance Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
<p>Risk Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
<p>Financial Management & Stewardship (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed. • Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.

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.

Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> • Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> • To discharge the Council's duties; as delegated to the post holder in accordance with the Council's scheme of delegation. • Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. • In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. • The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. • The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> ○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. ○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council's Scheme of Governance. ○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Governance of the Capital Programme (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Ensure all projects are grouped together into programmes of work with a programme board, a programme sponsor and programme manager. • Maintain 4 stage reviews: proposal, business case, close and benefits review, with scope for additional stage gate reviews depending on complexity and size of project. • Chair the strategic asset and capital board, working to the approved terms of reference of the Board. • Ensure that the Programme and Project Managers manage all projects from inception through to completion and sign off, ensuring all necessary project documentation is in place and taken through the agreed gateway review process. • Responsible for the Capital Plan programme governance, including the Programme Management Office, Programme and Project Managers, both internal and external. • Responsible for providing update reports on the whole Capital Plan and individual programmes and projects as necessary to internal management Boards and Committees.
Define Projects (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Ensure project governance is established and in place. • Ensure robust business cases are developed and taken through the Council's capital governance structures.

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.

	<ul style="list-style-type: none"> • Review and comment on business cases of third parties and requests for financial support from the Council. • Work with the Chief Officer - Finance in developing the Council's capital budget.
Implement Projects (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Responsible for project initiation, design, change controls, management of risk and dashboard reporting. • Responsible for the delivery of major cross-function capital projects across the Council. • Responsible for the professional service delivery teams, including Architects, Quantity Surveyors and Design Teams, both internal and external. • Ensure detailed project specifications are developed, liaising with the internal clients to ensure that comprehensive project briefs are in place. • Instruct and oversee regular project health checks to ensure good project management, budgetary control and resource management is in place. • Ensure comprehensive cost plans that accurately forecast project expenditure are developed. • Responsible for authorising expenditure, within agreed delegated authority, for projects within the Capital Plan. • Highlight and report any cost pressures or time delays, provide mitigation and implement any remedial actions. • Ensure robust preparation of all tender and contract documentation. • Manage and participate in complex negotiations, seeking co-operation and agreement from all parties involved in the delivery of the Capital Plan. • Ensure effective risk management, through robust risk registers, is in place for all assigned projects. • Ensure all projects comply with current legislation, statutory requirements, health and safety and building regulations.
Close Projects (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Ensure post project evaluations are completed for all completed capital projects and a process for lessons learned is in place to inform future projects.
Measure the Benefits (Cluster Specific Outcome)	<ul style="list-style-type: none"> • Ensure post occupancy reviews (in conjunction with Chief Officer – City Growth and Chief Officer – Strategic Place Planning) are completed for all capital projects. • Ensure programmes and projects deliver their objectives and expected benefits.

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 /

- Relevant degree or professional qualification and/or experience in managing large capital programmes.
- Evidence of Continuous Professional Development.

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.

Memberships etc. required	
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Managing capital programmes ○ Strategic policy development and implementation ○ Developing/managing strategic partnerships ○ Service transformation and improvement ○ Successful asset and balance sheet management ○ Developing integrated services • Managing consultation forums and relationships with trades unions. • Risk analysis, risk awareness, monitoring and management of risk. • Practical knowledge of negotiation and influencing in a complex organisation. • Practical knowledge of working in a commissioning organisation. • Embraces new technology to deliver services in an innovative way.
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary • Ability to travel to other locations within and outwith the City when required

Our Guiding Principles

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

Purpose	We care about our purpose, our people and our city
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Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><i>We focus on our communities and customers first to provide the highest standards of service</i></p> <ul style="list-style-type: none"> • Demonstrates visionary and strategic thinking • Engages and influences stakeholders • Considers the wider context and the long-term impact of a decision • Communicates clearly and in a structured way, persuading others effectively • Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.
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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.

	<ul style="list-style-type: none"> Connects and inspires others behind shared strategic outcomes
Change & Improvement	<p><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></p> <ul style="list-style-type: none"> Shows personal initiative in transformation and digital leadership Makes confident evidenced based decisions on data Analyses and mitigates against risk when exploring opportunities and making decisions. Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance
Working with Others	<p><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></p> <ul style="list-style-type: none"> Understands and adapts to the political environment in which they work Builds effective relationships with partners to achieve shared outcomes Takes a collaborative approach to problem-solving and decision making Provides constructive feedback and uses radical candour to challenge and support others
Accountability	<p><i>We take responsibility for compliance with the legal and ethical duties of the council</i></p> <ul style="list-style-type: none"> Ensures compliance with governance Demonstrates sound financial management of balancing the budget Reacts to issues as they arise and decisively deals with crisis situations
Care	<p><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></p> <ul style="list-style-type: none"> Empowers and encourages others to increase their capability and confidence Notifies, recognises and celebrates the good work of the council and colleagues Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others Shows self-awareness, is committed to their own personal development Sets high personal goals and is ambitious for progression Demonstrates personal resilience in the face of adversity

Function	Place	Version Date	January 2024		
Cluster	Capital	Job Family	Chief Officer	JE Number	7864

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.



Aberdeen City Council
Job Profile

Chief Officer Operations

About Aberdeen City Council

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

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

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

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

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

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

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

About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

About the Operations Cluster

Responsible for the delivery of frontline services related to environment, fleet, roads, waste and NESS Energy from waste facility, with a focus on the city's Net Zero Route map and Enabling Strategies as a key part of the operations remit and ensuring operational health and safety and fleet compliance requirements in accordance with legislation are met.

About the Role

This role will provide the strategic lead for the delivery and development of the Council's Operations function and have responsibility for services including waste and NESS Energy from Waste Facility, environment, roads & infrastructure, fleet & transport, with a focus on the city's Net Zero Route map and Enabling Strategies as a key part of the operations remit.

Job Title	Chief Officer – Operations
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College

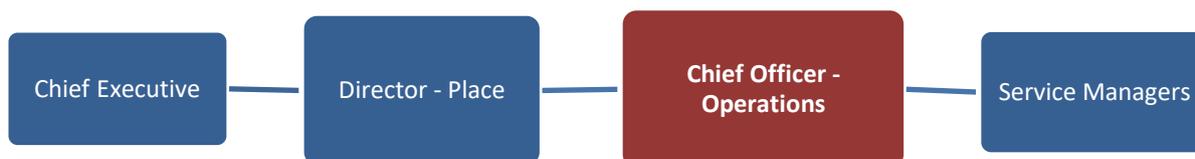
The role will ensure all operations are undertaken in accordance with health and safety, vehicle / fleet and other compliance policy protocols and practices.

The role will also develop and maintain the city's roads and greenspace to the benefit of the city's economy and the health and wellbeing of its citizens.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services procured as part of delivering the commissioning strategy.

Reporting directly to the Director - Place, the Chief Officer - Operations will play an intrinsic role in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees.

The success of this post is interdependent on the following roles: Chief Officer – Corporate Landlord; Chief Officer – Strategic Place Planning, and Chief Officer - Capital.



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Working within the Target Operating Model (Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to

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	<p>prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</p>
<p>Being a Digitally Led Organisation (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Work with digital partner(s) to exploit emerging technologies to enhance services. • Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. • Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.
<p>Developing the Workforce for a 21st Century Council (Corporate Outcome)</p>	<ul style="list-style-type: none"> • Support the alignment of culture with the vision of the target operating model. • Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.
<p>Performance Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities. • Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance. • Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach. • In conjunction with the Chief Officer – People & Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.
<p>Risk Management (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans. • Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place. • Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.
<p>Financial Management & Stewardship (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> • Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities. • Accountable for the management of the financial performance of the function. • Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.

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	<ul style="list-style-type: none"> Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.
Information Governance (Chief Officer Responsibility)	<ul style="list-style-type: none"> Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.
Statutory Responsibilities (Chief Officer Responsibility)	<ul style="list-style-type: none"> To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation. Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints. In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service. The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required. The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming. Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance. Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.
Deliver commissioned outcomes (Cluster Specific Outcome)	<ul style="list-style-type: none"> 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. To provide a strong vision and delivery ethos for the Operations cluster’s areas of responsibility, bringing innovation, creativity and forward-thinking approaches, whilst ensuring that strategies are well evidenced and evaluated. Provide a lead within the Council for the Local Authority’s requirements to comply with its statutory obligations for operational health and safety.
Monitoring & Improve Delivery of outcomes (Cluster Specific Outcome)	<ul style="list-style-type: none"> Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer expectations and needs. Develop and implement strategies for the delivery of services provided by the function, considering anticipated developments

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	<p>in the external environment and to influence those developments where possible.</p> <ul style="list-style-type: none"> • 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 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.
<p>Service Delivery and Partnership Engagement (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> • To represent the Council at meetings with partners and other public and private sector agencies, voluntary groups and individuals at a local, regional and national level as required. • To ensure that all activities undertaken by the services are in accordance with health and safety, Vehicle Operators Licence and other statutory legislation.

Role Requirements	
<p>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.</p>	
<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> • Relevant degree or professional qualification and/or extensive experience relevant to the role. • Evidence of continued professional development.
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Strategic policy development and implementation. ○ Developing/Managing strategic partnerships. ○ Service transformation and improvement. ○ Successful balance sheet management. • Developing integrated services. • Managing consultation forums and relationships with trades unions. • Risk analysis, risk awareness, monitoring and management of risk. • Practical knowledge of negotiation and influencing in a complex organisation. • Practical knowledge of working in a commissioning organisation. • Embraces new technology to deliver services in an innovative way.
<p>As a minimum, demonstrate an understanding of</p>	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
<p>Demonstrate commitment to</p>	<ul style="list-style-type: none"> • The principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
<p>Other requirements</p>	<ul style="list-style-type: none"> • Ability to work outwith normal office hours if necessary • Ability to travel to other locations within and outwith the City when required

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Our Guiding Principles

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

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

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

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

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

Function	Place	Version Date	January 2024		
Cluster	Operations	Job Family	Chief Officer	JE Number	7881

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JOB MATCHING PROCESS – FIRST AND SECOND TIER RESTRUCTURE 2024

Context of Job Matching Process

Scope

This process is solely for the purpose of matching employees to posts in relation to the First and Second Tier restructure.

Determining the management structure

Once a new structure has been proposed it will be shared with all substantive Chief Officers and Directors.

Consultation with Trades Unions

Meaningful consultation with the Trades Unions will be undertaken throughout the process.

Steps in the Job Matching Process

Matching Pool - Eligibility

Job matching pools for Chief Official posts will be restricted to current Directors and Chief Officers .

Classification of posts for Job Matching

There will be 3 classifications for job matching:

- i) **‘Existing’ Posts** - are the same or very similar to jobs in the former structure.

It should be recognised that, in some cases, all the functions of an existing post may appear in a proposed role, however this will not constitute a direct match where there are also other functions present within the proposed job.

- ii) **‘Redesigned / Amalgamated’ Posts** – are changed posts which still contain substantial functions (defined as more than half) of the job in the former structure.

In this situation a ‘significant link’ will be established

- iii) **‘New’ Posts** – may contain limited functions of jobs in the former structure but are significantly different i.e. less than half the functions of the former job are contained within a new post.

In this situation no Director or Chief Officer will be able to make a link to the new post, which may be held for redeployment purposes or advertised.

Establishing a Claim

Directors and Chief Officers who are within the relevant matching pool and considered to have a **direct match** would have a claim to **one** job in the new structure. This is also usually the case for most of those in the matching pool with a **significant link**. However, in very exceptional circumstances, where the functions of a job have been equally split in two, the current job holder may be eligible to make a claim to the two jobs into which those duties have transferred.

In the case of a **new post**, no Director or Chief Officer will be able to make a 'claim' on that post.

Direct matches and significant links will be identified by the People & OD Cluster and agreed by the Chief Executive, with affected staff being notified accordingly. Should a Director or Chief Officer wish to make a further claim, this will be done on the job matching form which will be attached to the notification of direct matches and/or significant links. The job matching form must be returned to the Chief Executive/appropriate Director within **3 working days** of issue to allow them to be assessed.

How Identified Claims will be Progressed

Where a Director/Chief Officer has a direct match established, they will be confirmed in the post without the need for an interview or assessment meeting.

Where a Director/Chief Officer has a significant link to an amalgamated post, and they are the only candidate, an assessment meeting will take place. The assessment will discuss the new areas of the job portfolio to ensure that any development needs are identified. Following the assessment, and where there is mutual agreement that the identified gap in development is achievable, the Director/Chief Officer will be confirmed in post. For the sake of clarity, where the development gap is assessed as not being achievable, the Director/Chief Officer will not be matched to the job and in this situation they will be subject to provisions of the redeployment process. Where a significant link has been established by two or more Directors/Chief Officers there will be a competitive interview.

Job Matching Interviews

Where appropriate, a matching panel will be arranged and conducted within **10 working days** of receipt of job matching claim forms.

Successful and unsuccessful candidates will be notified of the outcome of their interview within **two working days**.

Right of Appeal

A Director/Chief Officer will have a right of appeal against the job matching decision. An appeal must be raised in writing with the Chief Executive within **five working days** of being informed of the decision. An appeal hearing will be arranged as soon as possible and heard by a Director or the Chief Executive.

Displaced Employees

For any employees who are displaced by the process, every effort will be made to redeploy them to other **suitable** roles in accordance with the Councils Redeployment Process.