



COMMISSIONING



COMMERCIAL AND PROCUREMENT

- Commissioning (including Social Work)
- Category and Contract Management
- Procurement
- Commercial Management
- Commercial Legal Team
- Sponsorship and Advertising

BUSINESS INTELLIGENCE AND PERFORMANCE MANAGEMENT

- Monitoring of outcomes
- Business Architecture
- Demand Management
- Research and Development
- Knowledge Management
- Performance Management
- Quality Assurance
- Reporting

ALEOs

- Aberdeen Sports Village Ventures Ltd
- AECC Ltd
- Bon Accord Care Ltd
- Sport Aberdeen
- Aberdeen Heat and Power Ltd
- Aberdeen Performing Arts
- Garthdee Alpine Sports

CUSTOMER



CUSTOMER EXPERIENCE

- Help Desks (HR, IT, Facilities)
- Customer Service Operations
- Customer Feedback
- Customer Development
- Transactions and Business Support (including Payroll)
- Revenue and Benefits
- Registrars

EARLY INTERVENTION AND COMMUNITY EMPOWERMENT

- Housing Access and Support
- Housing Management
- Welfare Reform
- Locality Planning
- Community Safety and ASBIT
- Community Learning
- Community and Learning Centres
- Libraries
- Equalities

DIGITAL AND TECHNOLOGY

- Digital Partner Management
- Digital Strategy and Technology
- IT Architecture
- Digital Process Innovation
- Digital Project Delivery
- Digital Performance
- ICT Systems and Operations
- Core Data Network
- ICT Security

EXTERNAL COMMUNICATIONS

- External Communications
- Marketing
- Design and Graphics

OPERATIONS



INTEGRATED CHILDREN'S AND FAMILY SERVICES

- Educ - Primary/Secondary Schools
- Educ - Quality Improvement
- Educ - Curriculum Support
- Educ - Music Service
- Educ - Early Years
- Educ - Safeguarding
- ASN - Specialist Provision
- ASN - Targeted Provision
- ASN - Education Psychology
- ASN - Virtual School
- CSW - Immediate Response Services
- CSW - Areas 1, 2 and 3
- CSW - Residential and Youth Services
- CSW - Family and Community Support Fostering and Adoption
- CSW - Child Protection Development
- CSW - Safeguarding

OPERATIONS AND PROTECTIVE SERVICES

- Waste Services
- Environmental Services
- Roads and Infrastructure Services
- Fleet and Transport
- Building Services
- Facilities Management
- Protective Services (including Private Sector Management)
- Bereavement Services
- Operational H&S

RESOURCES



FINANCE

- Budgeting Team
- Accounting
- Pensions
- Corporate Portfolio Management

CAPITAL

- Architects
- Quantity Surveyors
- Design Team
- Major Project Delivery (including Roads, Schools, Flood Prevention)
- HRA Capital Programme
- City Centre Master Plan Delivery
- External Funding
- Capital PMO

PEOPLE AND ORGANISATION

- Employee Relations
- Talent Management and Talent Acquisition
- People Development
- Professional Standards, Development and Conduct (Teachers and Social Workers)
- Internal Communications

CORPORATE LANDLORD

- Asset Management Planning (including HRA)
- Non-Commercial Land and Property Assets (including Educ and CSW assets)
- Commercial Land and Property Assets
- Energy Management



GOVERNANCE

- Legal Services
- Committee Services
- Civic and Elections
- Audit
- Corporate Risk
- Information Governance
- Parliamentary Liaison
- Policy
- Emergency Planning
- Public Protection Assurance
- Corporate H&S (Strategy)

STRATEGIC PLACE PLANNING

- Community Planning/LOIP
- Strategic Place Planning (e.g. Transportation, Environmental, Housing)
- Major Infrastructure Planning
- Planning Development and Applications
- Building Standards

CITY GROWTH

- Employability and Skills
- Smart Cities
- Galleries, Museums, Archives and Events
- Inward Investment and City Promotion
- City Growth Strategy (including City Deal Development)
- International Trade Support
- External Relations/Partnerships

Service Area Groupings

A. Director of Customer

Overview

This function is responsible for the management of the ACC customer 'platform', consolidated customer functions and has the duty of dealing with the first point of enquiry, assessment, managing demand and interfacing with operations where this is necessary. The function is 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 function is there to create the conditions for more of our service offer to be delivered through digital means, to enforce customer standards and to overtime build deeper and broader services directly through to customers and communities and away from 'services'. The role is highly reliant on the IT and business intelligence functions and the owner of the Strategic Digital Partner.

Cluster	Definition
Customer Experience	Responsible for managing all internal and external customer contact across all channels (face to face, telephony, mail, web, social media, business support needs etc).
Early Intervention and Community Empowerment	This area will bring together housing, libraries, community learning, community safety and locality planning to support the development of sustainable communities and enable individuals to manage their own lives. Focus will be on providing information, advice and guidance and working with partners to make it as easy as possible for people and communities to help themselves.
Digital Technology	The focus will be creating digital services with customers that are easy to use and improve access to services. This area will also deliver and manage our core, operational IT service and IT security.
External Communications	Responsible for providing external communications, marketing and design advice and support. The cluster will have responsibility for both proactive and reactive communications. They will ensure that we communicate effectively with key local, regional and national audiences and promote the reputation of the Council.

B. Director of Commissioning

Overview

This function is responsible for the allocation of resources from budget to deliver on the Council's contribution to the Local Outcome Improvement Plan (LOIP). The function will have the budget and accountability for choosing how to allocate resources in order to make a contribution to the performance measures and other indicators of progress towards the outcome.

Cluster	Definition
Commercial and Procurement	This cluster will both commission and procure the best service / partner to monitor the identified outcomes within an agreed budget.
Business Intelligence and Performance Management	<p>This area will be responsible for identifying and monitoring social, economic and digital trends; how they will impact our city in future; and how we can meet these needs through stronger partnership working.</p> <p>At an institutional level this function will be responsible for understanding why people use our services, how they access our services and analysing information to understand the impact and performance of the service.</p> <p>The unit has a role in identifying outcomes which will reduce demand for services across the Council.</p>

C. Chief Operating Officer

Overview

This function brings together the leadership of the ACC 'in house' delivery functions. It is deliberately aimed at the removal of service specific silos and behaviours and charged with joining up our delivery, adapting to meet demand and continuous operational improvement. Services are commissioned through the Commissioning function.

Cluster	Definition
Integrated Children's Services and Family Services	Responsible for the delivery of frontline services related to education, Additional Support Needs, Children's Social Work and family and community support This area will be managed by both statutory positions of Chief Education Officer and Chief Social Work Officer
Operations and Protective Services	Responsible for the delivery of frontline services related to the cleanliness and condition of the Council's and the City's assets, infrastructure services, fleet, transport,

	and protective services (eg environmental health). This area will also be responsible for delivering on the Council's Health and Safety responsibilities and for Bereavement services.
--	--

D. Director of Resources

Overview

This function is responsible for our people management, financial management and our information management. It will also have responsibility for the Council owned assets and, separately, the delivery of the Council capital programme.

Cluster	Definition
Finance	This cluster is responsible for the financial planning, monitoring and reporting of the Council.
Capital	<p>This cluster includes the development of design, management and delivery of all strands of capital, including the city centre masterplan, the city region investments, the schools estate strategy, roads infrastructure, flood prevention, housing and all aspects of our current general fund capital programme. This includes the management of external funding.</p> <p>This proposal is in direct response to an instruction the Chief Executive received through the Audit, Risk and Scrutiny Committee to consider options for how to improve the delivery of the capital programme.</p>
People and Organisation	This cluster is responsible for the selection, retention and development of the Council's people talent, as well as internal communications and professional standards and conduct
Corporate Landlord	This cluster includes the governance and strategic management of all our corporate landlord activities, including health and safety, commercial and non-commercial land and property assets and council house stock management

E. City Growth & Place Planning Functions

Overview

This function will lead on the direction and delivery of economic, social and physical strategies for the continuous development of Aberdeen as a globally competitive city in response to the agreed priorities set out through the Local Outcome Improvement Plan. It will also work in partnership with organisations and agencies in the development and growth of Aberdeen's economy to deliver the Regional Economic Strategy.

In reconciling these draft proposals from the August report, you will see that a clustering of functions related to "place" have been brought together. This has been included based on the feedback from the staff engagement sessions. These are very strategic functions around the city's growth and productivity and all the required infrastructure strategies required to support future growth.

Cluster	Definition
City Growth	<p>This area will be responsible for representing 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.</p> <p>Key responsibilities will be outward trade, a diverse employability and skills base; and a focus on tourism, culture and the development of our events programme.</p>
Place Planning	<p>This area includes the physical, social and economic activities used to maintain, regenerate and strengthen the place of Aberdeen. The function will have responsibility for monitoring the Council's contribution to the strategic outcomes and priorities agreed with Community Planning Partners through the Local Outcome Improvement Plan.</p> <p>The focus is to enable, facilitate and deliver Strategic Place Planning. This includes all of the transport, environment, housing, building, planning, building standards and digital initiatives that will help to deliver major infrastructure projects.</p>

F. Governance Function

Overview

Supporting the organisation to manage its corporate governance activity, embedding governance principles, ensuring the systems of assurance are effective, overseeing the management of corporate risk.

Cluster	Definition
Legal Services	Provides legal advice and support to all areas of Council business including officers and elected members ensuring Council operates within the legal framework.
Committee Services	Manages reporting and governance around the committee structure to ensure effective decision making.
Civic and Elections	Supports the Returning Officer to deliver local authority, community council, Scottish Parliament and Westminster elections and provides support to the civic function including twinning.
Audit	Manages the council's audit evaluations to ensure compliance with best practice and relevant regulations
Corporate Risk	Develops city risk strategy, oversees corporate risk registers and corporate investigations.
Information Governance	Responsible for the framework governing the flow of information through the organisation.
Parliamentary Liaison	Horizon scans to anticipate and plan for responding to legislative and policy change.
Policy	This area delivers our corporate policy framework and then monitors delivery to ensure compliance.
Emergency Planning	This area co-ordinates and delivers our response as a statutory first responder to civil contingency incidents, as well as, non-civil contingency incidents.
Public Protection	Responsibility for reporting arrangements in relation public protection
Health & Safety	Oversight of the Council's governance arrangements in respect of Health & Safety.