

# ABERDEEN CITY COUNCIL

1 Job Details	
Job Title:	Chief Officer - Governance
Job Profile No:	
Function:	Governance
Grade:	CO SCP 36
Version Date:	November 2017
Salary	£92,017

2 Job Purpose
<p>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.</p> <p>Responsible for developing, leading and overseeing the management of a first-class Policy and Assurance Framework for the Council.</p> <p>The post holder will discharge the following statutory roles:</p> <ul style="list-style-type: none"><li>• Returning Officer in accordance with the Representation of the People Act 1983;</li><li>• Monitoring Officer under Section 5 of the Local Government and Housing Act 1989.</li></ul> <p>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:</p> <ul style="list-style-type: none"><li>• Data Controller in accordance with the Data Protection Act 1998;</li><li>• Data Protection Officer in accordance with the General Data Protection Regulation;</li><li>• Clerk to the Licensing Board in accordance with the Licensing (Scotland) Act 2005; and</li><li>• Senior Information Risk Owner</li></ul>

3 Reporting Relationships
<p>Reporting directly to the Chief Executive (in the interim pending further consideration by Council in March 2018)</p> <p>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.</p> <p>The success of this role is interdependent on relationships with Chief Officer - Finance; Chief Officer - Commercial and Procurement; Chief Officer - People and Organisation and Chief Officer - Corporate Landlord</p> <p>Key external Stakeholders: The Commissioner for Ethical Standards in Public Life in Scotland, Freedom of Information Commissioner, Moodies (Credit Rating Agency).</p>

## **4 Outcomes**

### **Corporate Outcomes**

#### Transition to the New Target Operating Model (TOM)

- Provide the leadership to bring a range of services and cultures into one unified new Governance function.
- Support the design and implementation of the commissioning model.
- Develop the relationship with resources, customer, commissioning, operations and place, and support the transformation vision as per the TOM.
- Ensuring the Governance function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, and as part of the TOM, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision making through community empowerment.
- Using 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.

#### Being a Digitally Led Organisation

- Work with digital partner(s) to exploit emerging technologies to enhance services and the decision-making process.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.
- Work with other functions in resources, customer, commissioning, operations and place, and the digital partner, to continue to digitise services.

#### Developing the Workforce for a 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across Governance; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure compliance with professional bodies and regulatory requirements.

### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

### Financial Management & Stewardship

- 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.
- 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 Governance function.

### Information Governance

- To oversee Information Governance across all functions, to ensure the integrity of data and information within the function meets regulatory requirements.

### Statutory Responsibilities

- To discharge the Council's duties under Local Government, Elections and Emergency Planning/Civil Contingencies legislation; 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
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

- 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.

- 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:
  - internal audit;
  - risk;
  - investigations;
  - public protection;
  - corporate H&S
  - information governance;
  - emergency planning;
  - business continuity; 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.

## **5 Knowledge & Experience**

- Proven experience or understanding of:
  - 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.
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
- Practical knowledge of negotiating and influencing in a complex environment.
- Practical knowledge of setting strategy in a complex organisation.

## **6 The Individual – the characteristics of a high performing individual**

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

## **7 Organisational Behaviours**

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

We seek people who are active, adaptive and accountable.

### **Active:**

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

### **Adaptive:**

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

### **Accountable:**

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

and authentic

## **8 Requirements of the Job**

**The post holder needs to hold as a minimum:**

- 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.

# ABERDEEN CITY COUNCIL

1 Job Details	
Job Title:	Chief Officer - Commercial and Procurement
Job Profile No:	
Function:	Commissioning
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

2 Job Purpose
<p>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.</p> <p>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.</p> <p>This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function.</p>

3 Reporting Relationships
<p>Reporting directly to the Director of Commissioning.</p> <p>The Chief Officer Commercial and Procurement 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.</p> <p>Key external stakeholders will include all Community Planning Partners and our existing supply chain of private and 3<sup>rd</sup> sector bodies locally and nationally and our service agreement with Highland and Aberdeenshire Councils.</p>

4 Outcomes
<p><b>Corporate Outcomes</b></p> <p><u>Transition to the New Target Operating Model (TOM)</u></p> <ul style="list-style-type: none"><li>• Provide the leadership to bring a range of services and cultures into one unified new commissioning function and operational responsibility for the transition of services from old to new model.</li><li>• Support the design and implementation of the commissioning model.</li><li>• Develop the relationship with the other functional areas and support the transformation vision as per the target operating model.</li><li>• Ensuring the Commercial and Procurement function is appropriately designed to meet the needs of all the Council's functions.</li><li>• In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of</li></ul>

services in their areas and strengthening their voice in decision-making as part of community empowerment.

- Using 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.

#### Being a Digitally Led Organisation

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

#### Developing the Workforce for a 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across Commercial and Procurement; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff and thereby ensure their compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

#### Financial Management & Stewardship

- 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/spend in compliance with the Council's financial management framework.



- 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 Commercial and Procurement function

#### Information Governance

- Working with the Governance function, to ensure the integrity of data and information within the function meets regulatory requirements

#### Statutory Responsibilities

- To discharge the Council's duties under Procurement legislation; as delegated to the postholder 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
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

#### **Service-Specific Outcomes**

##### Specify Services for the Achievement of the LOIP

- 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.

##### Procurement and Contract Management

- 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.

#### Monitoring and Improving the Commissioning of Outcomes

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

### **5 Knowledge & Experience**

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

Proven extensive experience in:

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

### **6 The Individual – the characteristics of a high performing individual**

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

- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

## **7 Organisational Behaviours**

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

### **Adaptive:**

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

### **Accountable:**

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

## **8 Requirements of the Job**

**The post holder needs to hold as a minimum:**

- Relevant degree and/or professional qualification and/or extensive experience related to the role.
- Evidence of continued professional development.

# ABERDEEN CITY COUNCIL

## 1 Job Details

Job Title:	Chief Officer - Operations and Protective Services
Job Profile No:	
Function:	Operations
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

## 2 Job Purpose

This role will provide the strategic lead for the delivery and development of the Council's Operations and Protective Services function and have responsibility for services including waste, environmental services, roads and infrastructure, fleet and transport, building services, facilities management and protective services.

The role will ensure all Operations and Protective Services 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.

## 3 Reporting Relationships

Reporting directly to the Chief Operating Officer.

The Chief Officer Operations and Protective Services 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.

## 4 Outcomes

### Corporate Outcomes

#### Transition to the New Target Operating Model (TOM)

- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Operations and Protective Services function into newly designed model.
- Develop the relationship with other functions to support the transformation.
- Ensuring the Operations and Protective Services function is appropriately designed to meet the needs of customers and the Target Operating Model
- In conjunction with other functions, 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.

- Using 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.

#### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, 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 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the Operations and Protective Services function; 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 and Organisation, be responsible for the development of professional standards, development and conduct for the functions' staff to thereby ensure compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

#### Financial Management & Stewardship

- Accountable for the management of the financial performance of the Operations and Protective Services function.
- 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.

- 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

- Working with the Chief Officer Governance to ensure the integrity of data and information within the function meets regulatory requirements.

#### Statutory Responsibilities

- To discharge the Council's duties under Roads, Environmental Protection, Public Health, Control of Pollution, Trading Standards and Waste legislations; 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.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

#### **Service-Specific Outcomes**

##### Deliver commissioned outcomes

- Managing the successful delivery of services in line with specified outcomes by the commissioning function.
- Exploiting the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.
- To provide a strong vision and delivery ethos for the Operations and Protective Services function areas of responsibility, bringing innovation, creativity and forward-thinking approaches, whilst ensuring that strategies are well evidenced and evaluated.
- 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 health and safety of all of its buildings, regular maintenance and suitability.
- Lead the corporate Health and Safety service.

##### Monitoring & Improve Delivery of outcomes

- 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 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 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.

#### Service Delivery and Partnership Engagement

- 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/ fleet and other compliance policy protocols and practices.

### **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Strategic policy development and implementation.
  - Developing/Managing strategic partnerships.
  - Service transformation and improvement.
  - Successful balance sheet management.
  - Developing integrated services.
- Managing 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.

### **6 The Individual – the characteristics of a high performing individual**

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## **7 Organisational Behaviours**

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### **Accountable:**

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

## **8 Requirements of the Job**

### **The post holder needs as a minimum:**

- Relevant degree or professional qualification and/or extensive experience relevant to the role.
- Evidence of continued professional development.



# ABERDEEN CITY COUNCIL

## 1 Job Details

Job Title:	Chief Officer - Finance
Job Profile No:	
Function:	Resources
Grade:	CO SCP 36
Version Date:	November 2017
Salary	£92,017

## 2 Job Purpose

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.

## 3 Reporting Relationships

Reporting directly to the Director of Resources.

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 and Organisation.

## 4 Outcomes

### Corporate Outcomes

#### Transition to the New Target Operating Model

- Provide leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Finance function into the newly designed model.
- Develop the relationship with other functions and support the transformation.
- Ensure the Finance function is appropriately designed to meet the needs of the

#### Target Operating Model.

- In conjunction with other functions, 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.

#### Being a Digitally Led Organisation

- 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 end-to-end digital experiences for internal and external customers that allow more self-service options.

#### Developing the Workforce for a 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> Century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the Finance function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff to thereby ensure compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 compliance with health, safety and wellbeing and HR policies and procedures.

#### Financial Management & Stewardship

- 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.

- Accountable for the management of the financial performance of the Finance 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

- Work with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

#### Professional Standards, Development & Conduct

- In conjunction with Chief Officer - People and Organisation, oversee the professional framework to ensure it remains current to enable professional staff within the function to meet the requirements of professional regulatory bodies.

#### Statutory Responsibilities

- To discharge the Council's duties under Local Government Pension and Finance Legislation; as delegated to the post holder in accordance with the Council's scheme of delegation.
- In the event of civil/non-civil contingency incidents, provide access to specialist services within the function and make available the assets used by the service.
- To participate in civil contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

#### Financial Governance

- 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.
- 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.

### Financial Planning

- 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.

### Finance for Decision-Making

- 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 implementation 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.

### Financial Monitoring and Reporting

- 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.
- 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.

## **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - 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
- 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.

## 6 The Individual – the characteristics of a high performing individual

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

## 7 Organisational Behaviours

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

We seek people who are active, adaptive and accountable.

### **Active:**

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

### **Adaptive:**

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

### **Accountable:**

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

<b>8 Requirements of the Job</b>
<b>The post holder needs to hold as a minimum:</b> <ul style="list-style-type: none"><li>• Qualified membership of a recognised UK chartered accountancy body and extensive experience related to the role.</li><li>• Evidence of continuous professional development.</li></ul>

# ABERDEEN CITY COUNCIL

1 Job Details	
Job Title:	Chief Officer – People and Organisation
Job Profile No:	
Function:	Resources
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

2 Job Purpose
<p>This role will provide the strategic lead for the reshaping of the council's workforce within the context of a 21<sup>st</sup> century workforce strategy and ensuring an aligned organisational culture.</p> <p>Through the management of the function the role will provide support in the recruitment, selection and ongoing retention of all staff and for promoting good practice in staff communication and engagement.</p> <p>This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, as applicable.</p>

3 Reporting Relationships
<p>Reporting directly to the Director of Resources.</p> <p>The Chief Officer People and Organisation 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 external stakeholders: All statutory partners in terms of reshaping the public sector workforce, CoSLA (pay negotiating body).</p>

4 Outcomes
<p><b>Corporate Outcomes</b></p> <p><u>Transition to the New Target Operating Model (TOM)</u></p> <ul style="list-style-type: none"><li>• Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the People and Organisation function into newly designed model.</li><li>• Develop the relationship with other functions and support the transformation.</li><li>• Ensuring the People and Organisation function is appropriately designed to meet the needs of the Target Operating Model.</li><li>• In conjunction with other functions, 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.</li><li>• Using 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.</li></ul>

### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, 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 21<sup>st</sup> Century Council

- Support the alignment of culture with the vision of the target operating model.
- To lead the development and implementation of a Workforce development strategy to support the 21<sup>st</sup> century Council.

## **Chief Officer Responsibilities**

### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the People and Organisation function; 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 all function's Chief Officers, support and oversee the development of professional standards, development and conduct for staff, thereby ensure their compliance with professional bodies and regulatory requirements.

### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

### Financial Stewardship & Management

- 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.
- 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 People and Organisation function.



### Statutory Responsibilities

- To discharge the Council's duties under Employment Acts, including Teachers' legislation; 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.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

#### Strategic Partner

- Promoting a clear vision for people and organisation to ensure equality, consistency, transparency and fairness in the way ACC attracts, motivates, rewards and develops its employees.
- Lead the development and implementation of a workforce strategy suitable for the 21<sup>st</sup> century Council.
- Responsible for organisational design and the design of work positions (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 ensuring where necessary the system meets the requirements of the relevant professional bodies.
- 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.

#### Employee Advocate

- 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.
- In conjunction with the Chief Officer Customer Experience, 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.
- Making full use of the skills within the Internal Communications team to ensure staff are engaged and informed of the transformation process through effective management of the internal communications service and providing opportunities for staff to be engaged.

#### Change Champion

- Ensure appropriate disciplines for change management are in place prior to significant change programmes being introduced.
- Monitoring employee satisfaction and measuring results of organisation initiatives.

- 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.

## **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Managing and delivering effective human resource capital
  - 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.

## **6 The Individual – the characteristics of a high performing individual**

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

have difficult conversations and consider a range of options.

## **7 Organisational Behaviours**

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

### **Adaptive:**

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

### **Accountable:**

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

## **8 Requirements of the Job**

**The post holder needs to hold as a minimum:**

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

# ABERDEEN CITY COUNCIL

## 1 Job Details

Job Title:	Chief Officer – Corporate Landlord
Job Profile No:	
Function:	Resources
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

## 2 Job Purpose

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 and housing stock support its core business needs and 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.

## 3 Reporting Relationships

Reporting directly to the Director of Resources.

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.

## 4 Outcomes

This post is accountable for the design and delivery of a new Corporate Landlord function of the Council from start up to fully operational. This will include:

### Corporate Outcomes

#### Transition to the New Target Operating Model (TOM)

- Provide the leadership to bring a range of services and cultures into one unified new commissioning function and operational responsibility for the transition of services from old to new model.
- Support the design and implementation of the commissioning model.
- Develop the relationship with the other functional areas and support the transformation vision as per the target operating model.
- Ensuring the Corporate Landlord function is appropriately designed to meet the needs of the Target Operating Model.

- In conjunction with other functions, 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 as part of community empowerment.
- Using 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.

#### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, 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 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council

### **Chief Officer Responsibilities**

#### Performance Management

- 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 in order to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Corporate Landlord function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff and thereby ensure their compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the function to ensure risk and compliance arrangements are in place;
- Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.

#### Financial Management & Stewardship

- Accountable for the management of the financial performance of the Corporate Landlord function.
- 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.

- 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

- Working with the Chief Officer Governance to ensure the integrity of data and information within the function meets regulatory requirements.

#### Statutory Responsibilities

- 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.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

#### **Service-Specific Outcomes**

- 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.

## **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services
- Managing 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.

## **6 The Individual – the characteristics of a high performing individual**

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## **7 Organisational Behaviours**

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**Accountable:**

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

<b>8 Requirements of the Job</b>
<b>The post holder needs to hold as a minimum:</b> <ul style="list-style-type: none"><li>• Relevant degree or professional qualification and / or extensive experience related to the role.</li><li>• Evidence of continued professional development.</li></ul>



# ABERDEEN CITY COUNCIL

1 Job Details	
Job Title:	Chief Officer - Early Intervention & Community Empowerment
Job Profile No:	
Function:	Customer
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

2 Job Purpose
<p>This role will provide the strategic lead for the development and delivery of the Council's Early Intervention &amp; Community Empowerment function.</p> <p>This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function as appropriate.</p> <p>This role will take a strategic lead in shifting the Council (and partners) to adopt a more upstream preventative approach in order to tackle cause rather than consequences of failure demand.</p>

3 Reporting Relationships
<p>Reporting directly to the Director of Customer.</p> <p>The Chief Officer Early Intervention and Community Empowerment 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.</p> <p>Key external stakeholders will include all Community Planning Partners, including the Director of Public Health (NHS Grampian), public and private sector supply chain and all strands of civic society.</p> <p>Key Extended Corporate Management Team: the success of this role is interdependent on relationships with the Chief Officer of Business Intelligence, Chief Officer of Integrated Children and Family Services and the Chief Officer of Commercial and Procurement.</p>

4 Outcomes
<p><b>Corporate Outcomes</b></p> <p><u>Transition to the New Target Operating Model (TOM)</u></p> <ul style="list-style-type: none"><li>• Provide the leadership to bring a range of services and cultures into one unified new customer function and share the operational responsibility for the transition of services from the old to new model.</li><li>• Develop the relationship with other functions and support the transformation vision as per the Target Operating Model.</li></ul>

- Ensuring the Early Intervention and Community Empowerment function is appropriately designed to meet the needs of the customers and internal and external partners.
- In conjunction with other functions, 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.
- Using 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.

#### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance engagement with community groups.
- Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.

#### Developing the Workforce for a 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the Early Intervention and Community Empowerment function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

### Financial Management & Stewardship

- 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 Early Intervention & Community Empowerment 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

- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

### Statutory Responsibilities

- To discharge the Council's duties under the Housing, Antisocial Behaviour, Welfare and Libraries' legislations; 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.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

## **Service Specific Outcomes**

### Customer Engagement

- 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.

### Community Capacity Building and Empowerment

- Actively improve outcomes for themes such as equality and community safety and resilience (financial inclusion and employability).
- 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.

### Monitoring Outcomes

- As part of a continuous improvement look to provide feedback to inform the commissioning and delivery cycles to drive up further upstream preventative activity.

## **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - 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.
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.
- Practical knowledge of negotiating and influencing in complex environments.
- Embraces new technology to deliver services in an innovative way.

## **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
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- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

<b>7 Organisational Behaviours</b>
<p>Aberdeen City Council's purpose is to ensure the people and place of Aberdeen prosper and to protect the people and place from harm.</p> <p>We seek people who are active, adaptive and accountable.</p> <p><b>Active:</b> Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning.</p> <p><b>Adaptive:</b> Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.</p> <p><b>Accountable:</b> Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.</p>
<b>8 Requirements of the Job</b>
<p><b>The post holder needs as a minimum:</b></p> <ul style="list-style-type: none"><li>• Relevant degree or professional qualification and / or extensive experience related to the role.</li><li>• Evidence of continuous professional development.</li></ul>

# ABERDEEN CITY COUNCIL

1 Job Details	
Job Title:	Chief Officer - Capital
Job Profile No:	
Function:	Resources
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

2 Job Purpose
<p>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.</p> <p>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.</p> <p>This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, as appropriate.</p>

3 Reporting Relationships
<p>Reporting directly to the Director of Resources</p> <p>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.</p> <p>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 and Chief Officer - Commercial &amp; Procurement.</p>

4 Outcomes
<p><b>Corporate Outcomes</b></p> <p><u>Transition to the New Target Operating Model (TOM)</u></p> <ul style="list-style-type: none"><li>• Provide leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Capital function into newly designed model.</li><li>• Develop the relationship with other and support the transformation.</li><li>• Ensuring the Capital function is appropriately designed to meet the needs of the Target Operating Model.</li><li>• In conjunction with other functions, 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</li></ul>

community empowerment.

- Using 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.

#### Being a Digitally Led Organisation

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

#### Developing the Workforce for a 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> Century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the Capital function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the function to ensure risk and compliance arrangements are in place.
- Have overall responsibility for the management and development of staff ensuring compliance with health, safety and wellbeing and HR policies and procedures.

#### Financial Management & Stewardship

- 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 Capital 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

- Work with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

#### Statutory Responsibilities

- In the event of civil/non-civil contingency incidents, provide access to specialist services within the function and make available the assets used by the service.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

#### **Service-Specific Outcomes**

##### Governance of the Capital Programme

- 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

- Ensure project governance is established and in place.
- Ensure robust business cases are developed and taken through the Council's capital governance structures.
- 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

- 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

- 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

- 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.

### **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - 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.
- 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.

### **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.

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

## **7 Organisational Behaviours**

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

We seek people who are active, adaptive and accountable.

### **Active:**

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

### **Adaptive:**

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

### **Accountable:**

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

## **8 Requirements of the Job**

### **The post holder needs to hold as a minimum:**

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

# ABERDEEN CITY COUNCIL

1 Job Details	
Job Title:	Chief Officer - Strategic Place Planning
Job Profile No:	
Function:	Place
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

2 Job Purpose
<p>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.</p> <p>Working alongside the lead for city growth support the establishment of strategic partnerships with the public and private sector to foster growth &amp; sustainable development.</p> <p>This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function.</p>

3 Reporting Relationships
<p>Reporting directly to the Chief Executive (in the interim pending further consideration by Council in March 2018).</p> <p>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.</p> <p>Key external stakeholders will include all Community Planning partners, community groups, development community, NESTRANS, SAPA, Scottish Government and its relevant agencies.</p> <p>The success of this role is interdependent on relationships with key ECMT members: Chief Officer City Growth, Chief Officer Integrated Children Services, Chief Officer Capital, and Joint Accountable Officer (Integrated Joint Board).</p>

4 Outcomes
<p><b>Corporate Outcomes</b></p> <p><u>Transition to the New Target Operating Model (TOM)</u></p> <ul style="list-style-type: none"><li>• Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Strategic Place Planning function into newly designed model.</li><li>• Develop the relationship with other functions and support the transformation.</li></ul>

- Ensuring the Strategic Place Planning function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, 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
- Using 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.

#### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, 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 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the Strategic Place Planning function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff to thereby ensure compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

#### Financial Management & Stewardship

- 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 Strategic Place Planning 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

- Working with the Governance function ensure the integrity of data and information within the function meets regulatory requirements

#### Statutory Responsibilities

- To discharge the Council's duties under Planning and Buildings Legislation; 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
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

#### The Place

- Integrate land use planning for transportation, environment, housing digital and regeneration plans including the city centre
- Enable the community of smart city implementers to find optimal solutions
- 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 City Growth 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 the Chief Officer Capital, work collegiately to ensure that all major development, including the council's own, demonstrate the 6 qualities of a successful place (distinctive, safe, pleasant, welcoming, adaptable, resource efficient and easy to move around and beyond)
- Support present 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 planning

#### The People

- 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 Directors of Public Health, ensure consideration is given to how to improve the local population's health through place design
- In conjunction with Chief Officer Early Intervention and Community Empowerment, engage with a growing societal trend of crowd sourcing decisions on plans that affect residents and communities.

#### Service

- In conjunction with the Chief Officer Business Intelligence and Performance Management, 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

- Devise a framework that is aligned to the LOIP and locality plans and strategic plan of Council.

### **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and improvement
  - Successful balance sheet management
  - Developing integrated services
- Managing 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.

### **6 The Individual – the characteristics of a high performing individual**

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

## 7 Organisational Behaviours

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

We seek people who are active, adaptive and accountable.

### **Active:**

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

### **Adaptive:**

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

### **Accountable:**

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

## 8 Requirements of the Job

**The post holder needs to hold as a minimum:**

- Relevant degree or professional qualification and / or extensive experience related to the role.
- Chartered membership of the Royal Town Planning Institute is desirable

- Evidence of continued professional development.



# ABERDEEN CITY COUNCIL

<b>1 Job Details</b>	
Job Title:	Chief Officer - City Growth
Job Profile No:	
Function:	Place
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

<b>2 Job Purpose</b>
<p>This role will provide the strategic lead for the delivery and development of the Council's City Growth function, including culture and events as important economic and social levels.</p> <p>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.</p> <p>This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.</p>

<b>3 Reporting Relationships</b>
<p>Reporting directly to the Chief Executive (in the interim pending further consideration by Council in March 2018).</p> <p>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, employees, key external relationships 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).</p> <p>The success of this role is interdependent on relationships with Chief Officer Strategic Place Planning, Chief Officer Finance and Chief Officer Capital.</p>

<b>4 Outcomes</b>
<p><b>Corporate Outcomes</b></p> <p><u>Transition to the New Target Operating Model (TOM)</u></p> <ul style="list-style-type: none"><li>• Provide the leadership to bring a range of services and cultures into one unified City Growth function and take operational responsibility for the transition of the function into newly designed model.</li><li>• Develop the relationship with other functions and support the transformation.</li><li>• Ensuring the City Growth function is appropriately designed to meet the needs of the Target Operating Model.</li><li>• In conjunction with other functions, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of</li></ul>

services in their areas and strengthening their voice in decision-making through community empowerment.

- Using 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.

#### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner 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 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the City Growth function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

#### Financial Management & Stewardship

- 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 City Growth 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

- Working with the Governance function ensure the integrity of data and information within the function meets regulatory requirements.

#### Statutory Responsibilities

- 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
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

#### Investment

- 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 Business Intelligence and Performance Management, 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.

#### Skills

- At a local level, align learning and skills agencies, including Aberdeen City Council as an education authority to better join up how education services and training are planned and provided to learners and employers.
- In conjunction with Civic Leaders, support the creation of a City Wide learning partnership.

#### Innovation

- 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

- 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

- In conjunction with the Digital Partner, 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 and 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 Matters

- Data Performance and Evaluation.
- 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 Business Intelligence and Performance Management, 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.

## **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Strategic policy development and implementation.
  - Developing/Managing strategic partnerships.
  - Service transformation and improvement.
  - Successful balance sheet management.
  - Developing integrated services.
- Managing 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.

## **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
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- Competitive – has a genuine desire to win and succeed.
- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.
- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

## **7 Organisational Behaviours**

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### **Adaptive:**

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### **Accountable:**

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

## **8 Requirements of the Job**

**The post holder needs to hold as a minimum:**

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

# ABERDEEN CITY COUNCIL

## 1 Job Details

Job Title:	Chief Officer - Customer Experience
Job Profile No:	
Function:	Customer
Grade:	CO SCP 34
Version Date:	November 2017
Salary	£88,165

## 2 Job Purpose

This role will provide the strategic lead for the development and delivery of the Council's Customer Experience function, maximising an assumption of self service and self-help.

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 the Director in promoting the values of 'customer' across the Council.

## 3 Reporting Relationships

Reporting directly to the Director of Customer

The Chief Officer Customer Experience 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 our Community Planning Partners, our ACC ALEO's and our supply chain providers.

The success of this role is interdependent on relationships within the key Extended Corporate Management Team: the Chief Officer of Early Intervention and Community Empowerment, the Chief Officer of Commercial and Procurement, the Chief Officer of Operations and the Joint Accountable Officer (Integrated Joint Board)

## 4 Outcomes

### Corporate Outcomes

#### Transition to the New Target Operating Model (TOM)

- Provide the leadership to bring a range of services and cultures into one unified new Customer Experience function and share the operational responsibility for the transition of services from the old to new model.
- Develop the relationship with other functions and support the transformation vision as per the Target Operating Model.
- Support the design and implementation of the Customer Experience function.

- Ensuring the Customer Experience function is appropriately designed to meet the needs of the customers and partners of the City.
- In conjunction with other functions, 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.
- Using 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.

#### Being a Digitally Led Organisation

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

#### Developing the Workforce for a 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.
- Support the development and implementation of a performance management led Council.

### **Chief Officer Responsibilities**

#### Performance Management

- Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities based on customer demand and need.
- Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.
- Accountable under the Council's scheme of delegation for service standards and performance across the Customer Experience function; 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 & Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

### Financial Management & Stewardship

- 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 Customer Experience service.
- 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

- Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.

### Statutory Responsibilities

- To discharge the Council's duties under Finance legislation (for Revenue and Benefits); 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
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

#### Customer Experience

- Develop seamless customer 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 customer satisfaction based on the needs of the customer
- Effective use of the website and other digital technologies to promote and encourage self-service, automation and partnership community and engagement
- Be accountable for the achievement of all key metrics and KPIs within the Customer Experience function which will be designed to include productivity and efficiency.
- Be responsible for the ongoing development of customer experience standards and compliance across the Council.

#### Preventing Demand

- 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.

#### Monitoring Outcomes

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

### **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Designing and delivering customer centric seamless services based on digital technology
  - Business intelligence and demand management
  - Strategic policy development and implementation
  - Engagement with community groups as part of building empowered communities
  - Service transformation and improvement
  - Successful budgetary management and control
  - Developing integrated services
  - Delivering measurable outcomes
  - Changing an organisation culture to become customer centric
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
- Practical knowledge of negotiating and influencing in complex environments
- Embraces new technology to deliver services in an innovative way.

### **6 The Individual – the characteristics of a high performing individual**

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

have difficult conversations and consider a range of options.

## **7 Organisational Behaviours**

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

We seek people who are active, adaptive and accountable.

### **Active:**

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

### **Adaptive:**

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

### **Accountable:**

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

## **8 Requirements of the Job**

**The post holder needs to hold as a minimum:**

- Relevant degree or professional qualification relating to the position and/or extensive experience related to the role.
- Evidence of continuous professional development

# ABERDEEN CITY COUNCIL

## 1 Job Details

Job Title:	Chief Officer - Integrated Children's and Family Services
Job Profile No:	
Function:	Operations
Grade:	CO SCP 36
Version Date:	November 2017
Salary	£92,017

## 2 Job Purpose

This role will provide the strategic lead and evidence based approach for improving outcomes for children and their families through the development and delivery of universal, specialist and targeted services for children and their families.

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

To 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.

## 3 Reporting Relationships

Reporting directly to the Chief Operating Officer.

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.

The success of this post is interdependent on the following roles: Chief Officer (Business Intelligence), Chief Officer (Early Intervention and Community Empowerment), Chief Officer (Commercial and Procurement), Joint Accountable Officer (IJB).

## 4 Outcomes

### Corporate Outcomes

#### Transition to the New Target Operating Model

- Provide the leadership to bring a range of services and cultures into one unified function and take operational responsibility for the transition of the Integrated Children's & Family function into a newly designed model.
- Develop the relationship with other functions and support the transformation.
- Ensuring the Integrated Children & Family function is appropriately designed to meet the needs of the Target Operating Model.
- In conjunction with other functions, 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.

- Using 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.

#### Being a Digitally Led Organisation

- Working with digital partner(s) to exploit emerging technologies to enhance services.
- To work with other functions and the digital partner, 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 21<sup>st</sup> Century Council

- 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 21<sup>st</sup> century Council.

### **Chief Officer Responsibilities**

#### Performance Management

- 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.
- Accountable under the Council's scheme of delegation for service standards and performance across the Integrated Children & Family function; 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 and Organisation be responsible for the development of professional standards, personal development and conduct for the functions' staff, to thereby ensure compliance with professional bodies and regulatory requirements.

#### Risk Management

- 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 the health safety and wellbeing and HR policies and procedures are fully complied with.

#### Financial Management & Stewardship

- 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 Integrated Children's & Family 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

- Working with the Chief Officer Governance to ensure the integrity of data and information within the function meets regulatory requirements.

#### Statutory Responsibilities

- To discharge the Council's duties under Social Work, Children, Education and Early Learning and Childcare legislations; 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.
- To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.

### **Service-Specific Outcomes**

#### Deliver commissioned outcomes

- Support the commissioning function to specify children and family outcomes and appropriate service specifications for commissioned services as they relate to children.
- Support the commissioning function, 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.
- Ensure that the Council meets its statutory obligations in relation to children and young people 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:
  - Universal.
  - Specialist.
  - Targeted interventions.
  - Community engagement and empowerment.

#### Monitoring & Improve Delivery of outcomes

- 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 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 children.

#### Best Start in Life

- Drive the expansion and improve access to affordable childcare across the city ensuring the expansion is underpinned by appropriate universal, specialist and targeted services.
- Ensure support to look after children and their families is effective.
- Where appropriate, support NHS Grampian to improve health outcomes for children and their families.

#### Safe and responsible

- Improve multi agency support for vulnerable children and their families
- In conjunction with Chief Officer Early intervention and Community Empowerment, 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 Business Intelligence & Performance Management 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

- Actively promote children's rights as UN convention on Rights of Children and their participation in decisions which affect them across universal, specialist or targeted services.
- In conjunction with the Chief Officer Strategic Place Planning, contribute to the process of a child friendly city by recognising children as partners in the planning design decisions of the city.
- Through participation in the regional education collaborative and our own school based improvement plans, work to close the attainment gap for all children and young people.

#### Management of Integrated Information

- In conjunction with the Chief Officer City Growth, maximise employment, education and training opportunities for all school leavers, ensuring required support for vulnerable children and their families.
- In conjunction with the Chief Officer Early Intervention and Community Empowerment support community capacity building to target the conditions that affect families and communities ability to care for their children.

#### Improving our Service User experience

- In conjunction with the Chief Officer Customer Experience develop responsive mainstream services:

- 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 access to specialist 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 care.
- 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)

- Consider how to improve links between education, health and social care within localities across the city to provide integrated services to children and families.
- Implement the ACC/IJB Career Strategy in terms of children who are carers themselves.

Management of the market

- In conjunction with the Director of Commissioning and Chief Officer Commercial and Procurement, develop the best commission mix within and across education, social work and health considering :
  - Range and volume of services.
  - Resource availability.
  - Risk management.
  - Manageability.

Act as Chief Social Work Officer in terms of the relevant legislation

- 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 Aberdeen Health and Social Care Partnership meet statutory and regulatory requirements.
- Undertake the role of Agency Decision Maker in Fostering and Adoption.
- 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 Aberdeen Health and Social Care Partnership as a professional advisor.

## **5 Knowledge & Experience**

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

- Proven extensive experience in:
  - Leading Education Services.
  - Leading in 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 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.
- Proven Education experience and knowledge covering:
  - National and local government development in education services.
  - Additional Support Needs legislation.
  - HGIOS4.
  - Parental Engagement.
  - Getting It Right For Every Child (GIRFEC).
  - Curriculum for Excellence.
  - Closing the Gap.
  - More Choices, More Chances.
  - School improvement and curriculum development.
  - Inclusive practice and research, particularly around the presumption of mainstreaming and Additional Support Needs legislation.
- Proven social care experience and knowledge covering:
  - 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.
  - 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.

## **6 The Individual – the characteristics of a high performing individual**

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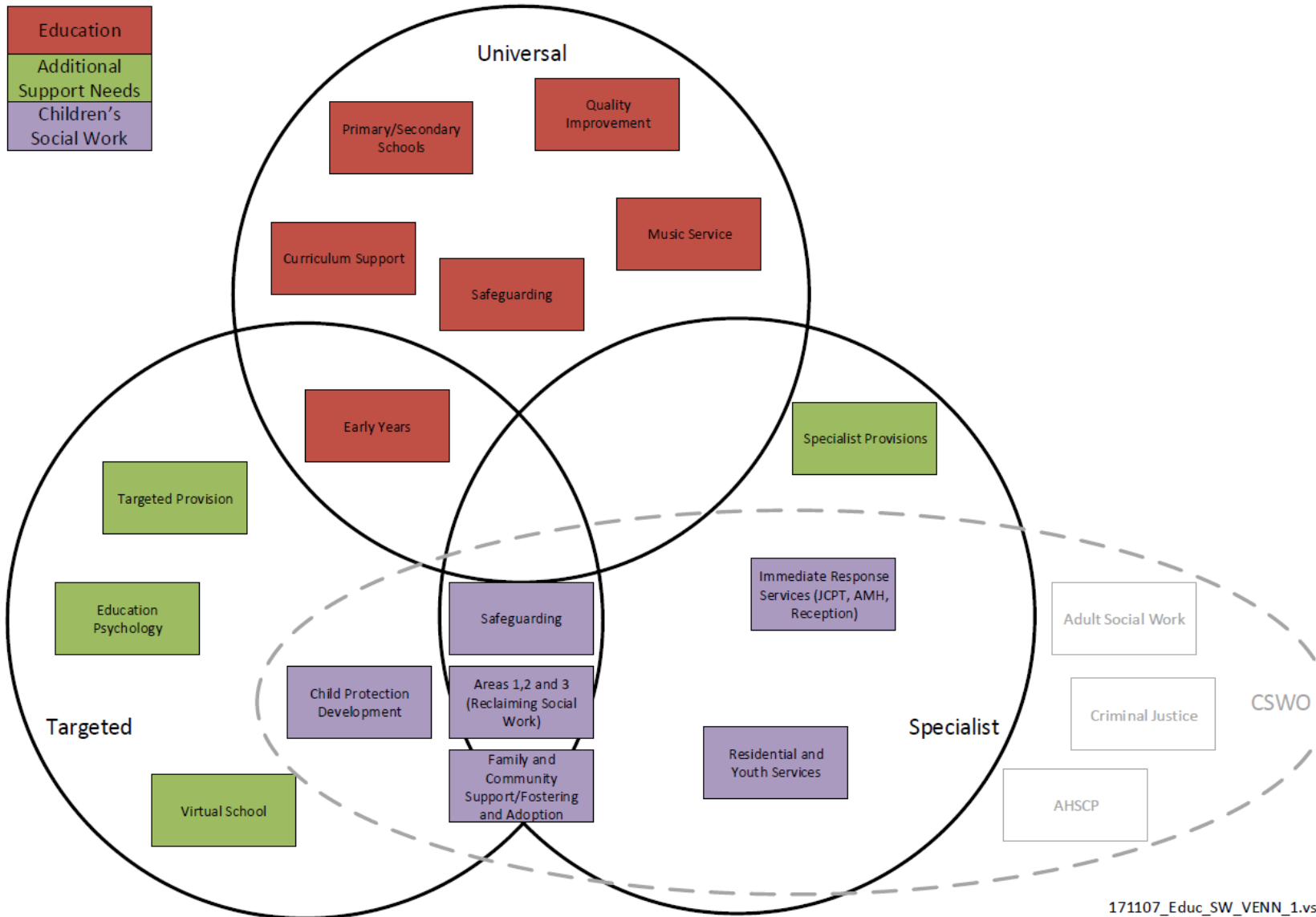
### **Accountable:**

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

## **8 Requirements of the Job**

**The post holder needs to hold as a minimum:**

- 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





# Aberdeen City Council

## Role Profile

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## About Aberdeen City Council

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

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

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

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

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

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

## About the Operations Function

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 behaviors, and charged with joining up our service delivery, adapting to meet demand and continuous operational improvement.

## About the Integrated Children’s and Family Services Cluster

Responsible for the delivery of frontline services related to education, additional support needs and children’s Social Work.

## About the Education team

We aim to reduce inequalities in educational outcomes and raise attainment. We support 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 learning, transitions, early years, inclusion and attainment and, in accordance with 'Getting It Right for Every Child', deliver improved outcomes for children and young people. As Chief Education Officer, to 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.

Job Title: Chief Education Officer

Grade: CO36

Location: various across Aberdeen City

## Key Outcomes and Task Examples

The post-holder will deliver:

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

Examples of related tasks

- 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 Integrated Children's and Family Services
- Ensure the development and maintenance of effective partnerships with other local authorities, the Northern Alliance and stakeholders in the public, private and voluntary sectors

As Chief Education Officer, an Education service which performs all statutory functions as outlined in legislation

- 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 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

	<ul style="list-style-type: none"> <li>• Ensure that effective governance, risk management and business continuity arrangements are in place as appropriate</li> </ul>
Confident, competent, skilled and empowered staff	<ul style="list-style-type: none"> <li>• Carry out line and performance management for all direct reports</li> <li>• Ensure that all teams are meeting the required performance targets</li> <li>• 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</li> <li>• Promote effective behaviours that support the delivery and continuous development of integrated children's and family services.</li> </ul>
A collaborative service that actively participates in the strategic development of the Council	<ul style="list-style-type: none"> <li>• Actively contribute to corporate policy, planning and strategic decision making</li> <li>• Lead and contribute to joint service planning and delivery in partnership with all the relevant internal/external stakeholders and/or service providers</li> </ul>

## Minimum Role Requirements

The post holder needs to hold as a minimum:

- Education related degree or postgraduate degree
- Eligibility for full GTCS registration

The post holder needs to demonstrate skills and experience in:

- Operational and strategic management of education, children's and family 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

The post holder needs to demonstrate commitment to:

- The principles of the target operating model
- The priorities and aims of Aberdeen City Council

The post holder needs to demonstrate understanding of:

- GIRFEC
- 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

## Behaviours

The post holder needs to demonstrate the following behaviours:

Communication	Communicates in a way which is clear, open, honest and constructive; shares, listens and responds to information, options, ideas and instructions
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
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
Creative/ innovative thinking	Looks for creative ways to continuously improve the service
Engagement	Understands the importance of employee commitment; creates a positive atmosphere which motivates people to contribute to the task at hand
Future focus	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, transparent in approach, ethical, encourages trust and respect, is self-aware and self regulates their behaviour

## Other Requirements

- Travel as required in relation to the needs of the Service
- Work at alternative locations as required

Function	Customer		
Cluster	Customer Experience		
Review Date	March 2019	JE Number	



# Living and Working in Aberdeen

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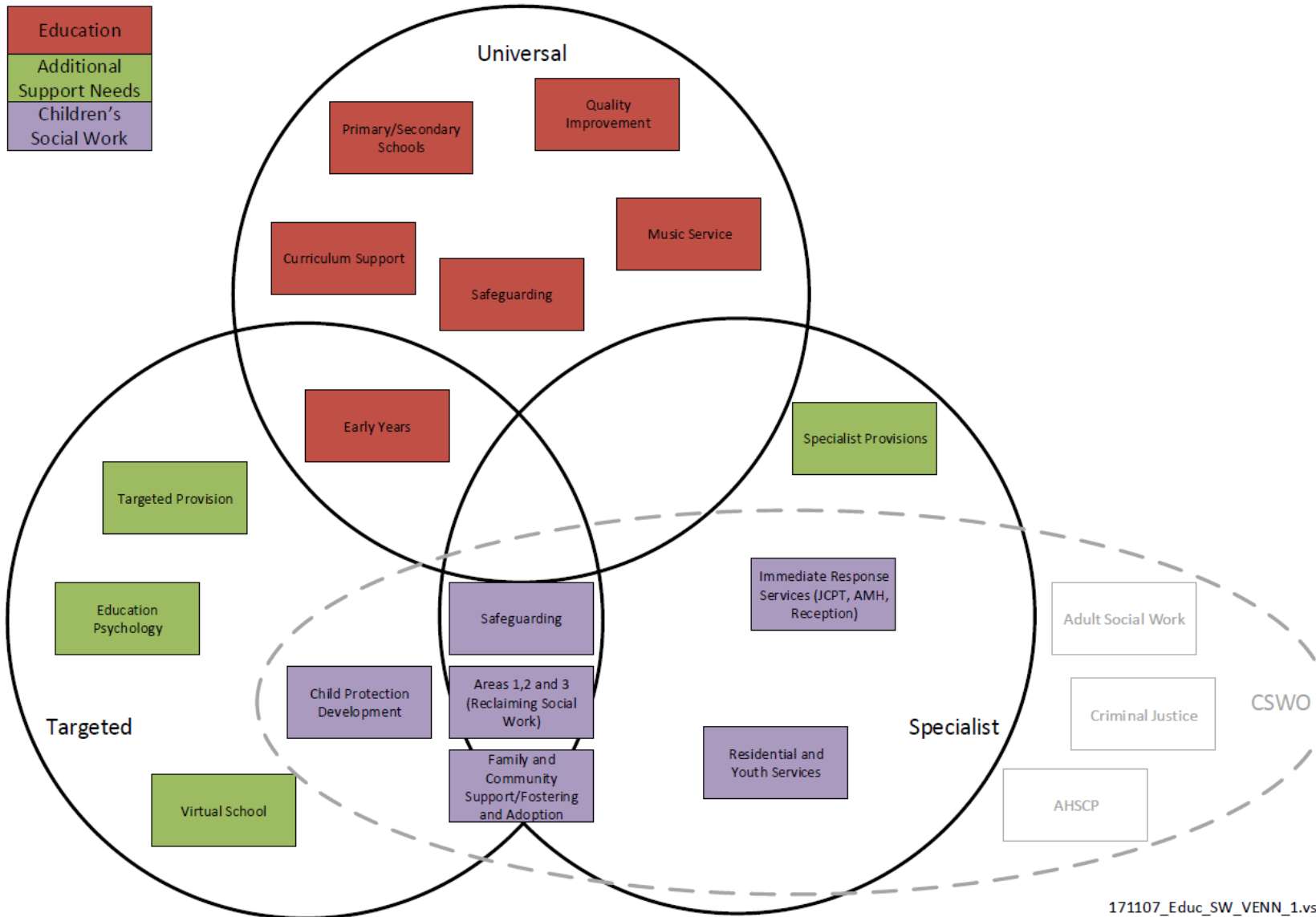
Aberdeen lies at the heart of a region recognised for its enviable high quality of life. It's a city which effortlessly combines the benefits of metropolitan life with a range of sporting activities and outdoor pursuits as well as easy access to the stunning scenery of Royal Deeside and the beautiful North East coast.

Along with a fantastic range of first class shops, hotels and restaurants, Aberdeen has a buzzing cultural scene with something to interest everyone.

There are a number of housing options within the city centre, suburbs and rural areas with a choice of properties ranging from traditional granite flats and townhouses to new-build properties or unique cottages and farm steadings.

We have an excellent range of educational facilities from nursery, primary and secondary schools to further and higher education institutions. We are proud to offer two of Scotland's most successful and well-respected universities.

Aberdeen is fortunate to have an excellent transport network and offers a high standard of accessible public transport services across the city and out to the surrounding areas of Aberdeenshire. The city is also well served by frequent bus and train links south to Edinburgh, Glasgow and beyond, as well as north to Inverness and the Highlands. Aberdeen International Airport is just a 15 minute drive from the city centre and it offers extensive domestic and international flights to a range of destinations within the UK and Europe.





**Aberdeen City Council**  
Job Profile

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# Chief Officer

## Data and Insights

## About Aberdeen City Council

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

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

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

## About the Customer Function

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.

## About the Business Intelligence & Performance Management 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 and Insights function.

The role will develop and deliver data and information strategy and ensure the collection, storage, management, quality and protection of data as well as the high-quality analysis and evaluation of key data and information to support the strategic objectives of the Council and its services. The role is responsible for the design, development and maintenance of strategic corporate planning and performance management arrangements, as well as the Council's role in leading the City's Community Planning Partnership.

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, 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:

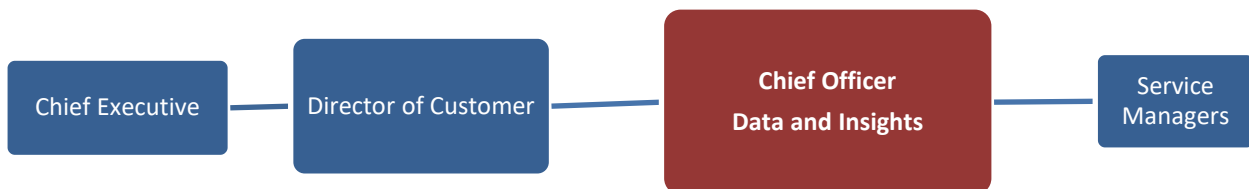
- Data Controller in accordance with the Data Protection Act 1998;
- Data Protection Officer in accordance with the General Data Protection Regulation.

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

**Job Title** Chief Officer – Data and Insights

**Pay Grade** Chief Officer Salary Scale Point CO34

**Location** Marischal College



## Key Outcomes and Task Examples

The post holder will deliver:	Examples of related tasks:
<b>Transition to the New Target Operating Model</b> (Corporate Outcome)	<ul style="list-style-type: none"> <li>• Provide the leadership to manage a range of services and cultures in one unified Data and Insights function.</li> <li>• Develop the relationship with the other functions and support the transformation vision as per the Target Operating Model.</li> <li>• Ensuring the Data and Insights function is appropriately designed to meet the needs of the resources, customer and operations function.</li> <li>• In conjunction with other functions, 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.</li> <li>• Using data and insights in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system.</li> </ul>

<b>Being a Digitally Led Organisation</b> (Corporate Outcome)	<ul style="list-style-type: none"> <li>Working with digital partner(s) to exploit existing and emerging technologies to support the establishment of a robust Data and Insights function.</li> <li>To work with other functions, and the digital partner, using data and insights to inform the further digitisation of services.</li> <li>Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council</b> (Corporate Outcome)	<ul style="list-style-type: none"> <li>Support the alignment of culture with the vision of the target operating model.</li> <li>Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities</li> <li>Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>Accountable under the Council's scheme of delegation for service standards and performance across the Data and Insights function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>In conjunction with the Chief Officer People &amp; Organisation be responsible for the development of professional standards, development and conduct for the functions' staff thereby ensure their compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans</li> <li>Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place;</li> <li>Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with</li> </ul>
<b>Financial Management &amp; Stewardship</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>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</li> <li>Accountable for the management of the financial performance of the Data and Insights function</li> <li>Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed</li> <li>Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework</li> </ul>
<b>Information and Data Governance</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>To oversee Information and Data Governance across all functions, to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>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</li> <li>To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required</li> </ul>

<b>Information and Data Management</b>	<ul style="list-style-type: none"> <li>• Develop, lead and oversee the management of strategy relating to information and data</li> <li>• Develop and maintain policies, procedures and systems for information and data governance.</li> </ul>
<b>Analyse and Understand Demand</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• To design, develop and deliver the Council's methodology for understanding and responding to demand.</li> <li>• To understand where our demand comes from; define how we measure demand; analyse the data and information to identify hot spots and understand the dependencies between different types of demand; identify the links from our lower level activities to the priority outcomes; work with service areas to understand how we can manage demand through early intervention and prevention; provide information on this to inform decision making and commissioning in support of how we respond to predicted future demand.</li> <li>• To manage the Data and Insights Cluster to deliver timely, accurate and robust analysed data to commissioners, customers, operations and partners as required, using best practice in analytics and appropriate business intelligence tools.</li> <li>• Using needs and preferences assessment analysis, work with local stakeholders and partner organisations to determine local priorities for services.</li> </ul>
<b>Specify Council Services for the Achievement of the LOIP</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Provide the data and information to ensure a comprehensive and equitable range of high quality response to need and efficient services are commissioned within allocated resources across services and sectors.</li> <li>• Input into the implementation of the Council's strategic commissioning framework, market development and contract management systems.</li> <li>• Ensure the regular research on emerging trends and best practice in performance, data and information management.</li> <li>• Establish and ensure intuitive reporting methodologies which support strategy and analyse organisational performance.</li> </ul>
<b>Development and Maintenance of a Strategic Planning and Performance Framework for ACC, ACC Group and Commissioned Suppliers</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Develop and implement a framework for the ACC strategies.</li> <li>• Development of a tiered performance framework meeting the needs of Council.</li> <li>• Devise a framework that is aligned to the LOIP, locality plans and strategic plans of Council.</li> <li>• Develop digital performance dashboards and other visualisation products</li> <li>• Ensure the robustness and reliability of data for strategic planning and performance.</li> <li>• Coordinate performance monitoring and reporting of the Local Outcome Improvement Plan.</li> <li>• In conjunction with Chief Officer Customer Experience, design and develop strategy and implement corporate arrangements for establishing customer feedback and service standards and building this into performance management and planning arrangements.</li> </ul>
<b>Provide Improvement Support to Service</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Support the consistent application of self-evaluation across operations.</li> <li>• Support the development of Institute of Healthcare Improvement style improvement plans and tracking reports both for the Community Planning Partnership and ACC.</li> <li>• Provide corporate guidance on quality assurance systems including self-evaluation and facilitate corporate, service and cross-service self-evaluation exercises as required.</li> <li>• Work with services to ensure that performance measurement data and information produced is regularly collated and updated into central records.</li> </ul>
<b>Support External Inspections of Services and National Collection of Local Data</b>	<ul style="list-style-type: none"> <li>• Manage the annual establishment, collection, recording and auditing of Statutory Performance Indicators.</li> <li>• Liaise with external auditors on the submission and reporting of Statutory Performance Indicators.</li> </ul>

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

(Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Ensure corporate adherence with the requirements of Statutory Performance Indicators.</li> <li>• Design and develop strategy and implement corporate arrangements for the statutory duty of Public Performance Reporting.</li> </ul>
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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"> <li>• Relevant degree/professional qualification and/or extensive experience related to the post.</li> <li>• Evidence of continued professional development.</li> </ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Developing outcome for an outcome based commissioning of services.</li> <li>○ Designing, developing and implementing strategic planning and performance management regimes.</li> <li>○ Developing and managing a data and insights unit which informs outcomes.</li> <li>○ Strategic policy development and implementation.</li> <li>○ Developing/Managing strategic partnerships.</li> <li>○ Service transformation and improvement.</li> <li>○ Successful budgetary management and control.</li> <li>○ Developing integrated services.</li> <li>○ Performance Management.</li> </ul> </li> <li>• Managing and understanding a demanding client base.</li> <li>• Managing consultation forums and relationships with trades unions.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiating and influencing in a complex environment.</li> <li>• Practical knowledge of setting strategy in a complex organisation.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embraces new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> <li>• Local Government (Scotland) Act 2003</li> <li>• Community Empowerment (Scotland) Act 2015</li> <li>• Data Protection Act 1998</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

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



## 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:

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

Function	Commissioning	Version Date	December 2019		
Cluster	Business Intelligence and Performance Management	JE Number	7883	Capability Framework Level	4



**Aberdeen City Council**  
Job Profile

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# Chief Officer

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

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

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

## About the Customer Function

This function is responsible for serving our customers and visitors to the city, through management of the Aberdeen City Council customer platform, consolidated customer functions and has the role 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 responsible for the overall digital transformation for our workforce and customers and to offer more of our service delivery via digital means; to enforce customer standards and, over time, to build deeper, broader services which link directly through to customers and communities. The role is linked closely to the Data and Insights Cluster and manages our digital partners.

## About the Digital & Technology Cluster

The Digital and 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 of Customer, 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 and Technology

### Pay Grade

Chief Officer Salary Scale Point 34

### Location

Marischal College

Director of  
Customer Function

Chief Officer  
Digital and Technology

Management Team

## Key Outcomes and Task Examples

The post holder will deliver:

**Implementation of the Target Operating Model**  
(Corporate Outcome)

Examples of related tasks:

- Provide the leadership to align a range of services and cultures within a unified Digital and Technology function and take operational responsibility for the Cluster.
- Develop the relationship with other functions and support transformation.
- Ensuring the function is appropriately designed to meet the needs of the Target Operating Model.

	<ul style="list-style-type: none"> <li>• In conjunction with other functions, 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.</li> <li>• Using 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.</li> </ul>
<b>Being a Digitally Led Organisation</b> (Corporate Outcome)	<ul style="list-style-type: none"> <li>• Setting and Implementing Digital Strategy</li> <li>• Working with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• To work with other functions and the digital partner using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council</b> (Corporate Outcome)	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a Workforce development strategy to support the 21st century Council.</li> <li>• Developing digital talent.</li> </ul>
<b>Performance Management</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Accountable under the Council's scheme of delegation for service standards and performance across the Digital and Technology function; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer - People &amp; Organisation be responsible for the development of professional standards, development and conduct for the function's employees and thereby ensure their compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff ensuring the health safety and wellbeing and HR policies and procedures are fully complied with.</li> </ul>

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

<b>Financial Management &amp; Stewardship</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>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.</li> <li>Accountable for the management of the financial performance of the Digital and Technology function.</li> <li>Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.</li> <li>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</li> <li>Accountable for the management of the financial performance of the Digital and Technology function.</li> </ul>
<b>Information Governance</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>Working with the Information Governance Team to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>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.</li> <li>To participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required.</li> </ul>
<b>Specify Services for the Achievement of the LOIP</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>Develop a strategic framework to ensure that policies, procedures and practices provide for the effective provision of customer-centric digital services.</li> <li>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.</li> <li>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.</li> <li>Scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.</li> </ul>
<b>Digital Services and Digital Partner(s) Management</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>To lead the development and implementation of digital strategies for the delivery of customer-centric services.</li> <li>To develop and monitor digital programme(s) and the effective allocation of resources and to monitor the delivery of digital projects.</li> <li>Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>

	<ul style="list-style-type: none"> <li>• To direct and monitor the work of the digital partner(s) to support the implementation of new customer centric services Council-wide.</li> <li>• To maximise emerging digital technologies and enhance self-service provision for customers and automation opportunities of staff.</li> <li>• To lead the implementation of the IT architecture that will further enable the digitisation of services.</li> <li>• 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.</li> <li>• 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.</li> <li>• To work closely with the Chief Officer - Customer Experience to implement solutions designed to further increase digital service provision.</li> <li>• To have foresight of upcoming changes associated with service transitions and to ensure that change associated with service transitions is managed effectively.</li> </ul>
<b>Digital and Technology Services Management</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Accountable for the design and delivery of the Digital and Technology function of the Council.</li> <li>• Responsible for technology business leadership and for providing and maintaining a single source of consistent information on all IT services delivered to the council.</li> <li>• Ensure and verify service performance against stated Service Level Agreements while overseeing and managing the service delivery of third parties as contractually obligated.</li> <li>• Ensure the Digital and Technology function provides support to the organisational structure via a professional and customer focussed service.</li> <li>• Coordinate Disaster Recovery testing and Business Continuity Planning.</li> <li>• Manage technology services over cross sector services including corporate services and school estates.</li> </ul>
<b>Monitoring and Improving the Digitisation of Outcomes</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Conduct continuous needs analysis and intelligence gathering to inform and guide the Council's key customer-service role.</li> <li>• As part of the feedback loop, work with commissioning, customer and operations to refine outcomes based upon performance data.</li> <li>• To work alongside the Chief Officer - Customer Experience and Chief Officer - Business Intelligence and Performance Management to utilise data and performance trends to inform digital opportunities and initiatives.</li> </ul>

## Role Requirements

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

Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"><li>• Relevant degree or professional qualification and/or extensive experience related to the role.</li><li>• Evidence of continued professional development.</li></ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"><li>• Proven extensive experience in:<ul style="list-style-type: none"><li>○ Design, development and implementation of customer centric digital services</li><li>○ Managing Digital and Technology strategy within a large complex organisations</li><li>○ Managing and delivering effective human resource capital</li><li>○ Service Planning, strategic policy development and implementation</li><li>○ Developing/Managing strategic partnerships</li><li>○ Service transformation and improvement</li><li>○ Successful balance sheet management</li><li>○ Developing integrated services</li><li>○ Experience of providing strategic and technical IM&amp;T advice</li><li>○ Delivering large scale change and knowledge of quality improvement methodologies and evidence.</li><li>○ Creating integrated digital platforms of online and offline solutions</li><li>○ Procuring and implementing digital solutions in large complex organisations</li></ul></li><li>• Managing consultation forums and relationships with trade unions.</li><li>• Risk analysis, risk awareness, monitoring and management of risk.</li><li>• Practical knowledge of negotiating and influencing in complex environments.</li><li>• Practical knowledge of working in a commissioning organisation.</li><li>• Embracing new technology to deliver services in an innovative way.</li></ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"><li>• Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li></ul>
Demonstrate commitment to	<ul style="list-style-type: none"><li>• The Guiding Principles of Aberdeen City Council</li><li>• The Aberdeen City Council Target Operating Model</li><li>• The Local Outcome Improvement Plan</li></ul>
Other requirements	<ul style="list-style-type: none"><li>• Flexibility to work outwith normal office hours if necessary</li><li>• Flexibility to travel to other locations within and outwith the City when required</li></ul>



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Function	Customer	Version Date	March 2020		
Cluster	Digital and Technology	JE Number		Capability Framework Level	4