



Level 4

To do this effectively each of us needs to:

- Play an active part in **transformation, change and improvement** – being comfortable with change and focusing on improvement
- Play our part in **digital transformation** by being comfortable with technology, looking for ways technology can help us deliver better services and acting on sound evidence and information
- **Adopt a commissioning approach** by taking responsibility for making sure public money is spent wisely on what is going to deliver the best outcomes for Aberdeen

BEHAVIOURS

What this looks like when we're at our best ...

- We look at the evidence – then focus on making things better
- We encourage new thinking and build on each other's ideas
- Every interaction counts – we leave things better than we found them
- We embrace the new – we are creative and find ways to make things better
- We are positive and 'can-do'
- We *are* the organisation – we promote the good things we do

What this looks like when we're at our worst...

- Not willing to do things differently or move with the times
- Ignoring issues
- Being careless with council resources
- Having a negative attitude
- Dumping work on others
- Receiving and accepting poor standards of work
- Talking the organisation down

KNOWLEDGE

Transformation, change and improvement

I understand

- How to consolidate change at a macro level and with partners for greatest efficiency and the benefit of our customers

SKILLS

Transformation, change and improvement

I show I can

- Plan change at a strategic level
- Build a quality improvement culture, motivating and successfully managing multi-functional project teams
- Work in collaboration with the Council's supply chain to identify innovative ways of working, contract efficiencies, savings and, where possible, social value and community benefit
- Realise the benefits of programmes that I lead

Digital transformation

I understand

- My corporate role as a strategic leader in supporting the delivery of digital transformation
- How to lead and champion the development and implementation of the digital programme

Digital transformation

I show I can

- Actively manage the transition to a more automated service delivery model
- Align people, processes, data and technology

Adopting a commissioning approach

I understand

- Strategic commissioning and the commissioning for outcomes approach
- Population Needs Analysis and how this is used to improve outcomes
- Cost recovery for charging
- The market, its capability and capacity

Adopting a commissioning approach

I show I can

- Develop the market, through engagement and facilitation
- Support organisational resilience through commitment to achieving common outcomes with partners
- Involve the wider community in resourcing decisions including commissioning
- Research leading practice, analyse and interpret data and intelligence to inform strategy
- Assess alternative commissioning models and challenge existing ways of thinking
- Play an active role in recommissioning and decommissioning of services based on their contribution to outcomes
- Test and implement radical solutions to use resources more effectively
- Proactively manage complex contracts
- Make best use of assets taking into account flexibility of working patterns, digital alternatives and the wider public sector estate
- Work collaboratively with partners to standardise and consolidate commissioned needs
- Lead and facilitate commercial negotiation with a diverse range of partners across private, public and third sectors
- Hold to task partners who are not delivering against agreed contractual and/ or performance metrics