

CABINET
4 APRIL 2017
RECRUITMENT FREEZE

Portfolio Holder: Councillor Alan Jarrett, Leader

Report from: Neil Davies, Chief Executive

Author: Carrie McKenzie, Chief People Officer

Summary

This report brings forward seven posts to be considered for approval.

1. Budget and Policy Framework

1.1 It is the responsibility of Cabinet to manage income and expenditure to remain within the budget approved by Council.

2. Background

2.1 At Cabinet on 7 January 2003 Members agreed a process by which directors could request approval to fill posts that are not on the list of exempted posts agreed by Cabinet on 10 December 2002. This process was introduced at a time of high concern about overspending as one measure to assist budgetary control. Members have indicated they wish to retain this direct detailed control of recruitment decisions while budgets remain difficult to manage.

2.2 The posts requiring approval to fill are being presented to this Cabinet with the following information: -

- Details of the post including directorate and section, post title, grade and location.
- Length of time post has been vacant.
- Impact on service if the post is not filled with particular reference to services to the public.
- Numbers of posts of this type within the function.
- Realisable savings including any proposals to provide the service in alternative ways, which could also lead to savings.
- Comments from the relevant portfolio holder.

3. Details of the post requiring approval

- 3.1 The following posts are coming forward for approval, the details of which are shown at Appendix 1: -

Children & Adults

Admin Support Officer

Business Support Department

Trainee Solicitor x 2

Lawyer

Public Health

Senior Public Health Intelligence Analyst

Regeneration, Culture, Environment and Transformation

Information Mapping Analyst

Data Scientist Analyst

- 3.2 The forms attached are email copies and the Chief People Officer, holds the signed copy. The Job profile and structure chart is also held in HR Services.

4. Risk Management

- 4.1 In order to assess the potential impact of posts upon the council's ability to achieve its strategic objectives, the attached forms include details of the likely impact on the service should the posts not be filled.

5. Financial and legal implications

- 5.1 The recruitment freeze was instigated to support the realisation of savings against the background of a forecast of a significant overspending. It remains important to ensure that where possible the drive to pursue savings continues. It is important that no cover is taken on to fill any posts which have not been identified as exceptions or been given Cabinet approval to be filled.
- 5.2 There are no legal implications arising from this report at this stage.
- 5.3 The posts will be filled in accordance with the Council's recruitment policies.

6. Recommendation

- 6.1 The Cabinet is asked to agree to unfreeze the posts as set out in Appendix 1 to enable officers to commence the recruitment process.

7. Suggested reason for decision

- 7.1 The posts presented to Cabinet will support the efficient running of the Council.

Lead officer contact

Carrie McKenzie, Chief People Officer, Gun Wharf, Dock Road, Chatham Telephone: (01634) 332261 Email: carrie.mckenzie@medway.gov.uk

Appendices

Appendix 1 Recruitment Freeze Forms

Background papers

Cabinet report 10 December 2002

<http://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=1834&Ver=4>

Cabinet report 7 January 2003

<http://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=1835&Ver=4>

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

Please complete this form, with all required signatures, and return to the Organisational Change Team, HR Services, 3rd Floor, Gun Wharf. You will also need to send an electronic word version to resourcing@medway.gov.uk, so that the approval form can be inserted into the cabinet report. This form is not required for those posts covered by the exemptions list shown below.

DIRECTORATE	Children & Adults		
SECTION	Children's Administration		
POST TITLE	Admin Support Officer (ASO)		
GRADE AND SALARY RANGE	Range 2 (£14,821 - £19,241) per annum		
POST NUMBER	12141		
LOCATION	Broadside		
DATE POST BECAME VACANT	23 February 2017		
MANAGER POST REPORTS TO	12146		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
NOT APPLICABLE			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
NOT APPLICABLE			
NAME OF RECRUITING MANAGER: Leanne Peters			

(* please delete as appropriate)

Impact on Service – please include:-

- Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers, 2 posts vacant.
- Impact on the service if this post is not filled, with particular reference to services to the public.

The vacant post sits in the general admin team as part of the children's administration support service for children's social care. The general admin team originally consisted of 10 fte however due to ill health, promotion and staff leaving this has reduced to 7fte. The current pressure on the Administration Support Officers in post is increasing. A number of the posts are part time and this is having an impact on day-to-day duties and the support we are able to offer to the social workers within children's social care. 1fte of the current 7fte is covering the vacant Referral Information Officer post to ensure front door services continue to be available however this is another strain on the general admin team.

The risks are that calls from the public will go unanswered and stat processes will not be completed within timescale e.g. Multi Agency Risk Assessment Conference processes, Placed Out of Local Authority notifications and Health Assessment requests opening the council to complaints and its reputation being negatively affected. The relationship with our partners would also suffer at a time when children's services are working hard to improve our connection. We are currently reviewing the admin structure to work more closely with the social workers in line with the pod model, with the decrease in staff this will prove difficult.

Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31st March 2017.
2. If any savings could be achieved by alternative ways of providing the service.

Approx. £2500 before on costs

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

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DIRECTORATE	Business Support Department		
SECTION	Legal Services		
POST TITLE	Trainee Solicitor x 2		
GRADE AND SALARY RANGE	Range 3 (£19,126 - £24,646) per annum		
POST NUMBER			
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	31 March 2017		
MANAGER POST REPORTS TO	Assistant Head of Legal Services (People and Place)		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	N		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	01.05.2017 – 30.04.2019 Fixed term		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
NAME OF RECRUITING MANAGER:	Perry Holmes, Chief Legal Officer & Monitoring Officer		

(* please delete as appropriate)

Impact on Service – please include:-

1. Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers, 2 posts vacant.
2. Impact on the service if this post is not filled, with particular reference to services to the public.

This request is to recruit two Trainee Solicitors within the Legal Services Team. A training contract is a temporary contract for a period of 2 years, at the end of that period the trainee will qualify as a solicitor, subject to complying with various formal training requirements set by the Law Society.

The team currently has one Trainee Solicitor, who was previously employed by Medway Council Legal Services as a paralegal. Their contract ends on 31 March 2017. We can therefore utilise that vacant trainee post and create a second Trainee post by utilising a currently vacant paralegal post within the Legal Team. The capacity and workload of the legal team requires the support of these two posts. Without them there will be a significant impact on the timeliness of responses by the Legal Team.

The salary of a Trainee Solicitor is the same salary range as a paralegal. The only additional cost for employing a Trainee Solicitor is approx. £1500 per trainee to fund a specific course required by the Law Society before the trainee can qualify as a solicitor.

The Legal Services team have a good track record for employing paralegals as they leave university to enable them to develop vital hands on experience and later taking those paralegals on as Trainee Solicitors to enable them to obtain the necessary practical experience within a legal practice in order to qualify as a solicitor.

In addition to the current trainee who was previously employed as a paralegal at Medway, two of the lawyers in the team originally joined as paralegals and progressed to trainee solicitors before qualifying as solicitors. The team has consistently had trainees, ranging from one to three at a time which have consistently proven to be a good investment and value for money.

The team currently employs seven paralegals. We have experienced a significant turnover of staff in these posts as they have been successful in obtaining training contracts with other legal teams/firms to progress their career.

By offering further training contracts it will reduce the turnover of paralegal staff and retain staff who have already gained experience working within the team due to the commitment by the Local Authority to enable them to develop in their chosen career.

Trainees have the added advantage of being able to undertake the role of advocate at court on cases appropriate to their experience and can undertake more complex work than paralegals which would provide further support to the lawyers.

The Legal Team has two sections: the People Team dealing with children and adult social care matters, including child protection; and the Place Team, which deals with property, contract, planning and litigation matters. Each team would benefit from a Trainee Solicitor and they would move between the teams for the second year of their training contract to gain the requisite experience and provide more resilience in the team in times of annual leave and sickness.

There would be further turnover in the paralegal posts if these posts are not recruited which would be a further drain on resources in the team to repeatedly train new paralegals and requires cases to be reallocated to new staff providing an inconsistent service to client departments across the council, including cases involving vulnerable children and adults.

Budget Issues

Please indicate:

1. The realisable savings if this post remained vacant until the 31st March 2016.
2. If any savings could be achieved by alternative ways of providing the service.

While financial savings could be made by not recruiting these two Trainee Solicitor posts this would have a detrimental impact on the Legal Team if we did not recruit due to capacity issues and from a budgetary aspect as the trainees carry similar workloads to solicitors at a lower salary. The workloads within the team require the

two posts.

To provide cover through locum staff would not be cost effective. The hourly rate for locum paralegals averages £24 per hour. Based on this hourly rate of £24 working a 37 hour week the locum paralegal fee for one locum would be £888 per week. If a locum was employed on this basis for 6 months this amounts to £23088 which is more expensive than a permanent trainee solicitor at £19126 per annum.

Locum lawyers with experience tend to command high hourly rates often as high as £40-£46 so a 37 hour week would cost up to £1702. Recruiting a permanent lawyer would cost in the region of £41,873 (which divided by 52 gives a weekly figure of £803).

Employment of external solicitors or counsel to undertake work of this type would be much more expensive than a permanent post, with hourly charge out rates of between £250-£400.

Please specify the funding source for this post:

We would utilise two existing posts, one Trainee Solicitor post that becomes vacant on 31.03.17 and a currently vacant paralegal post which are currently provided for in the Legal Services department budget. The Trainee Solicitor post is Range 3, with a salary of £19,126-£24,646 pa plus on costs (estimated at 27% of salary costs).

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Business Support		
SECTION	Legal Services		
POST TITLE	Lawyer, Property, Place Team, Legal Services		
GRADE AND SALARY RANGE	Grade 6 – Salary £35857 - £41231pa plus on costs (estimated at 27% of salary costs)		
POST NUMBER	11177		
LOCATION	Gun Wharf, 2 nd Floor		
DATE POST BECAME VACANT	New post		
MANAGER POST REPORTS TO	James Bilisland		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? Phase Two			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW N/A			
NAME OF RECRUITING MANAGER: Perry Holmes, AD Corporate Services			

(* please delete as appropriate)

Impact on Service – please include:-

1. Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – eg 20 care workers 2 posts vacant.
2. Impact on the service if this post is not filled, with particular reference to services to the public.

This request is for a permanent, full time Lawyer in the Place Team in Legal Services. This is an additional post to support the shared Legal Service with Gravesham Borough Council funded by Gravesham’s Counsel /external legal fees budget, and therefore within existing budgets as negotiated with GBC for the Shared Service.

The existing property lawyers/paralegals/legal advisers at Medway Council Legal Services and GBC Legal Services are already working to full capacity. GBC have found it necessary on occasion to instruct external solicitors on property matters to meet deadlines due to limited capacity within the team. The shared legal service will struggle to absorb this work. It has therefore been agreed with Gravesham that they will utilise funds previously set aside to instruct counsel/external solicitors to fund an additional property lawyer which will be cheaper than instructing counsel/external solicitors.

This will avoid delays in completing property sales/purchases.

Budget Issues

Please indicate:

3. The realisable savings if this post remained vacant until the 31st March 2017.
4. If any savings could be achieved by alternative ways of providing the service.

Locum lawyers with experience in this type of work tend to command high hourly rates. Recent experience has shown that the hourly rate is often £40 - £46, so a 37 hour week would cost up to £1702. Using a locum would therefore be significantly more expensive than recruiting a permanent employee, where the annual salary would be in the region of £41,873 (which divided by 52 gives a weekly figure of £803).

Employment of external solicitors or counsel to undertake work of this type would be much more expensive than a permanent post, with hourly charge-out rates of between £250 - £400.

Please specify the funding source for this post:

This is an additional post but funded within an agreed budget for the shared legal service with GBC. The Place Team Litigation Lawyer post is range 6, with a salary of £35 857 - £41.231pa plus on costs (estimated at 27% of salary costs).

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

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DIRECTORATE	Public Health		
SECTION	Public Health Intelligence		
POST TITLE	Senior Public Health Intelligence Analyst		
GRADE AND SALARY RANGE	Range 6 (£35,857 - £41,231) per annum		
POST NUMBER	10841		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	3 February 2017		
MANAGER POST REPORTS TO	David Whiting		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y/N	NO	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Y/N	NO	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Y/N	NO	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
NAME OF RECRUITING MANAGER:	David Whiting		

(* please delete as appropriate)

Impact on Service – please include:-

- Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers, 2 posts vacant.
- Impact on the service if this post is not filled, with particular reference to services to the public.

The Public Health Intelligence team performs a number of key tasks, including dealing with statutory returns, analysis to ensure the accuracy of provider invoices, and ensuring that officers and members are informed and up-to-date regarding important public health and related issues.

This relatively small team currently consists of:

- one Consultant in Public Health Intelligence
- one Analyst post (currently **vacant**)
- Senior Public Health Intelligence Analyst (**this post**)
- 0.5 WTE Public Health Intelligence Analyst

Failure to replace this post from 1 April 2017 will severely affect the ability to deliver a range of Public Health functions.

If this post is not filled we will be unable to deliver on:

- Ensuring that officers and members are well-informed about important public health issues
- Payments under service level agreements (approximately £250,000 per year)
- Covalent updates (the system used to provide performance reports for Overview and Scrutiny and the Council Plan)
- Performing the Public Health role for the council as a *responsible authority* with respect to licencing
- Statutory maintenance of the Joint Strategic Needs Assessment.

This post is essential to ensuring that frontline work continues and to support Public Health delivering on statutory duties.

Budget Issues

Please indicate:

1. The realisable savings if this post remained vacant until the 31st March 2017.
2. If any savings could be achieved by alternative ways of providing the service.

Please specify the funding source for this post: Public Health Grant

Realisable savings if the post is vacant until 31 March 2017 (from 3 February):
£7,720.

As most candidates are likely to be required to give three months notice and the post has been vacant since 3 February, starting recruitment now is likely to mean the post will not be filled until at least June 2017, with a realisable saving of £19,300.

The Public Health Directorate has already made substantial savings and has offered further savings. Indeed, some of these savings have only been possible because of the work of the Public Health Intelligence team.

Comments from Portfolio Holder

Signed:

Portfolio Holder

Dated:

Signed:

Councillor Alan Jarrett

Dated:

Signed:

Director

Dated:

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DIRECTORATE	RCET	
SECTION	Communications, Performance and Partnerships	
POST TITLE	Information Mapping Analyst	
GRADE AND SALARY RANGE	Range 3 £19126 - £24646	
POST NUMBER	0319	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	1 January 2017	
MANAGER POST REPORTS TO	Corporate Intelligence Analyst	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
NAME OF RECRUITING MANAGER: David Holloway		

(* please delete as appropriate)

Impact on Service – please include:-

1. Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers, 2 posts vacant.
2. Impact on the service if this post is not filled, with particular reference to services to the public.

The Corporate Performance and Intelligence (CPI) hub is responsible for managing the Corporate GIS service and systems. The team administers all geographic information, including all Ordnance Survey map data for the council and the Local Land and Property Gazetteer (LLPG). The Information Mapping Analyst post was previously 0.6 FTE, which has been vacant from 1 January 2017 – the GIS team function as a whole was 2.6 FTE including this role. As of 1 April 2017 the GIS team will take responsibility for the Local Street Gazetteer (LSG) from Highways in exchange for additional budget to bring the Information Mapping Analyst to a full 1 FTE role. This is in response to ongoing pressure on Highways from difficulties during 2016/17 in recruiting a post to support the LSG, which is currently rated at below national standard.

The absence of the role will begin to have a significant impact on service delivery if it is not filled within the next few months, as the reduced team is currently struggling to

meet its existing duties and the responsibility of maintaining the LSG (which will be a key responsibility of the vacant post). This impact will be particularly acute in April as another member of the team will be on extended leave due to family circumstances, thereby leaving the entire service dependent on a single post holder.

The Information Mapping Analyst is vital in providing a cohesive and well-managed GIS service, managing GIS software and relationships with different teams around the council. Keeping the post vacant will have an impact on the capacity to support teams around the council with evidence-based decision-making, designing and managing services and infrastructures, achieving and enforcing regulatory compliance, describing and monitoring changes in local conditions, and improving understanding of and meeting customer need.

A critical function of the role is developing, maintaining and supporting the Council's statutory Local Street Gazetteer (LSG). The LSG is the council's corporate street database. It is a cornerstone of the geographical data we hold and vital for transport management, front line service delivery and planning and addressing activity. It contains location data on all of the streets in the Medway area that provide a foundation for undertaking spatial analysis. The Council has a statutory duty to create and maintain the LSG, which includes providing monthly updates to the National Street Gazetteer. The National Street Gazetteer was created to coordinate the process of streetworks in England and Wales, helping to prevent streets being repeatedly dug up over a period of months by different utility companies and local authorities. It provides a unique referencing system, is embedded in legislation and is fundamental in the processes of managing all streetworks. The LSG plays a key role in providing information to support the Council's newly introduced Streetworks Permitting Scheme giving Streetworks Promoters the information they need to accurately plan and co-ordinate works to help traffic flow throughout Medway.

The LSG also underpins the Local Land and Property Gazetteer (another statutory function), which in turn provides the accurate master list of all addresses and properties in the authority and contains over **135,000** quality checked address records that are within the Council boundary that are invaluable for accurate service delivery. The data held within and updated by the LSG is **business critical**, fulfilling our statutory responsibilities regarding street naming and numbering. The council are contractually obliged under the Public Sector Mapping Agreement and Data Cooperation Agreement to upload address data through the LLPG to the national hub, the National Land and Property Gazetteer (NLPG). The system exchanges this location-based data with county councils; fire and ambulance services; police forces; national parks and public transport authorities. Medway's LLPG has been consistently awarded **Gold status** which means that its addresses have almost a 100% match rate with national and local records. It also means that the addresses within it are recognised as being at the highest level of accuracy. Without accurate and updated information from the LSG however the exemplary data quality cannot be maintained.

Having accurate address data – knowing where people and assets are – makes a substantial difference to the efficiency with which services are delivered. The council has many distinct address datasets across various departments. Without the LSG this leads to inaccuracy in address data, duplication of work and deficiencies in service delivery.

If the vacant post is not filled this will have a significant impact on delivery of several key projects, including compliance with a number of GIS related statutory obligations.

Examples include: -

- **Maintaining the quality of the LSG** – the LSG links to business critical systems and is vital for the work for Waste Services, Highways and Planning. For example statutory undertakers of highways duties (telecoms and utility companies) have to apply for a permit if they wish to perform work on a particular road via reference to Unique Street Reference Numbers (USRN). The LSG is critical for data held within the Confirm system, without which it would not be possible to accurately manage Council street assets or allocate waste service requests. The LSG plays a key role in providing information to support the Council's newly introduced Streetworks Permitting Scheme giving Streetworks Promoters the information they need to accurately plan and co-ordinate works to help traffic flow throughout Medway. The Information Mapping Analyst is responsible for the day to day maintenance of over 3,000 street records in the LSG and supports the maintenance the 135,000 associated property records in the LLPG; responding to update requests, data queries and problem solving issues as they arise. The post remaining vacant will expose the council to increased possibility of a failure of a link to one of these key system links, which would pose both financial, and reputation risks for the Council.
- **Improving the LSG data quality standard, protecting the Council's reputation** – Geoplace, the national organisation responsible for the NSG, assesses the quality of Medway NSG data on a monthly basis. Medway's LSG is currently rated as 'Below National Standard' due to the vacant role in Highways throughout 2016/17 and the capacity within CPI to provide only basic support to cover essential updates to the LSG during this time. The ongoing vacancy of the officer responsible for maintaining the LSG will mean that the Council will not have the capacity to deal with the data quality issues; with an ongoing reputational issue with the Council's data being rated as 'Below National Standard'.
- **Integration with systems** – The role is important in liaising with teams throughout the council to identify opportunities to share datasets and resolve technical issues with systems that are already linked. For example, linking the LLPG to systems that use addresses will improve the quality of information available and can save significant amounts of time for individual departments in not having to create new addresses, estimates put this at 11.1 working days (based on input time of 3 minutes per address and 1600 new addresses). The lack of the Information Mapping Analyst will mean that the capacity of the team is reduced to a point where the team will not have the capacity to engage in such projects.
- **Analysis** - The role also provides direct GIS and analytical support to directorate projects such as asset mapping, school routing and electoral services mapping as well as corporate projects such as support for digital transformation e.g. customer profile mapping etc.

Budget Issues

Please indicate:

5. the realisable savings if this post remained vacant until the 31st March 2017
6. If any savings could be achieved by alternative ways of providing the service.

Please note this post will remain vacant until April 2017 so no in year cost will be incurred.

The savings of this post being vacant to 31 March 2017 would be around £3,987 including 'on costs'. There are no alternative ways this service could be provided as the role has day to day responsibility for maintaining the LSG and providing support to help maintain the LLPG. Other team members are currently covering the maintenance of the system but this is not sustainable for more than a few months and there would not be the capacity or capability to support the improvements required in the LSG due to planned staff absences in April. This could affect the Council's reputational standing (i.e. continued rating of the LSG as Below National Standard etc.) and / or meeting our statutory obligations.

Please specify the funding source for this post:
4C424 - Corporate Performance and Intelligence Budget

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

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DIRECTORATE	RCET	
SECTION	Transformation	
POST TITLE	Data Scientist Analyst	
GRADE AND SALARY RANGE	Range 5 £30,372 - £35,857	
POST NUMBER	10565	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	28 April 2017	
MANAGER POST REPORTS TO	Corporate Intelligence Analyst	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
NAME OF RECRUITING MANAGER: David Holloway		

(* please delete as appropriate)

Impact on Service – please include:-

1. Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – eg 20 care workers 2 posts vacant.
2. Impact on the service if this post is not filled, with particular reference to services to the public.

<p>There is currently one role fulfilling this function within the Corporate Performance and Intelligence team (CPI), reporting to the Corporate Intelligence Analyst. This role currently fulfils a number of corporate requirements, including the administration and analysis of the Council's Citizen Panel (a survey of local residents used for engagement and performance monitoring purposes) and providing analysis to inform the delivery of services (e.g. Adult Learning) and the evidence base used to develop and inform the Digital Transformation Programme.</p> <p>If the vacant post is not filled this will have a significant impact on delivery of several key projects and corporate processes. The absence of the role will have a significant impact on service delivery as there is no other post holder to hand over the existing duties and such as responsibility of maintaining the Citizens Panel. This impact will be particularly acute in April and May as the line manager of this role will also on extended leave due to family circumstances, thereby leaving the entire service without any experience of capacity to carry out survey or analytical work.</p>
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The failure to fill this role will have a specific impact on:

Citizens Panel: The role is currently responsible for administrating and analysing the results of the Citizen's Panel which is the Council's primary engagement tool with local residents. Specific measures monitored through the Panel are also used for performance monitoring purposes for the RCET Directorate and the Council Plan on a quarterly basis. Without the Data Scientist role, the team will be unable to sustain the running and administration of the panel (which has approximately 800 members). The team would have to rely on the Corporate Intelligence Analyst to administer the panel (thereby further reducing resources to support the Digital Transformation programme) and pay for an external support to do the inputting and analysis which would significantly increase the cost to the service (beyond having the Data Scientist post filled) and prevent the organisation from re-launching the panel (see below).

Roll out of SNAP Webhost: One of the objectives of the role for 2017/18 was to over see the roll out of a web-host version of our survey tool, SNAP. This was to coincide with a relaunched consultation policy that would enable a Digital approach to customer engagement, enabling services for example to send out regular satisfaction surveys accessible via tablets, mobile phones and on the web. This presents the opportunity to increase the Council's ability to profile and understand customer feedback but at much lower costs than traditional surveys and focus groups. SNAP Webhost would also allow the Council to refresh and re-launch the Citizen Panel, to make it more representative of the local community and significantly reduce the cost of running the panel by using the webhost's features to turn the Panel into a digital process (thereby providing financial savings from inputting, printing, postage and envelope stuffing). Without this role the CPI will have to put this objective on hold indefinitely and would not be able to realise savings from the Citizen Panel in 2017-18 (approximately £8,000), but would incur additional costs (about £8,000) from procuring SNAP Webhost without being able to deploy it.

Supporting the Analytical Requirements of the Digital Transformation

Programme: The vision necessary to achieve the Digital programme's intended outcomes has been summarised as having the right 'Tools, Ways of Working and Data'. The Data element of the vision in particular stipulates the need to use the vast data resources at the Council's disposal to inform decision-making. The intention is to deliver these outcomes through a dedicated Data Analytics programme work stream to maximise the use of data through predictive analysis and targeted services. To achieve this however requires the Council to have access to the necessary skills, experience and analytics capacity within the organisation. The loss of the post means that the CPI would lack the capacity to support the Digital Transformation in any meaningful way, thereby undermining the whole ethos of the Transformation programme's evidence based approach. The current planned savings for 2017-18 from the Transformation programme include £70,000 from data matching exercises to be carried out in an arrangement with Hammersmith and Fulham. This would require the CPI to source, transform the data needed by Hammersmith and Fulham and verify any subsequent findings they claim to find. Without this role the CPI would be unable to support this project, thereby placing the £70,000 of profiled savings at risk.

Budget Issues

Please indicate:

- 7. the realisable savings if this post remained vacant until the 31st March 2017
- 8. If any savings could be achieved by alternative ways of providing the service.

Please note this post will remain vacant until after April 2017 so no in year cost will be incurred.

Please specify the funding source for this post:
4C424 - Corporate Performance and Intelligence Budget

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated: