

**Appendix 1**

Job Title	Range <sup>1</sup>	Entry	Development Route	Duties	Level A	Level B	Level C
Trainee Assistant Building Control Surveyor	Range 3 £22,355 - £27,874	<ul style="list-style-type: none"> <li>4 GCSEs Grade 4 or above (including Maths and English)</li> <li>2 A Levels or equivalent in relevant subjects</li> </ul>	ONC	<ul style="list-style-type: none"> <li>General administration duties, general enquiries, I.T. familiarisation, production of GIS and server maps</li> <li>Accompany Surveyors in the course of their duties</li> <li>Carrying out supervised plans, vetting of simple projects e.g. alterations, garages</li> <li>Carrying out of supervised site inspections on simple projects as described above</li> </ul>	Salary: £22,855	Salary: £25,365	Salary: £27,874
			HNC		<p><b>Required for this level (in addition to previous levels if applicable)</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Working towards Level 3 Business Administration qualification</li> <li>Technical Certificate</li> <li>Functional Skills</li> <li>Enrolment on the two-year training programme to give the necessary skills and qualifications to develop a good understanding of the Building Regs and their application to the construction process</li> </ul>	<p><b>In addition to level 3A</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Completion of 50% of the training programme</li> </ul>	<p><b>In addition to levels 3A and 3B</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Understanding of the different Sector Specific frameworks</li> <li>Qualified ONC Building</li> <li>Level 3 Business Administration qualification</li> <li>Full completion of the training programme</li> </ul>
					<p><b><u>Transferable skills</u></b></p> <p><u>This will be finalised once all frameworks across the Council are in place. A skills matrix will then be devised to allow staff to identify where transferrable skills could be helpful to job mobility and provide a starting point for understanding their own strengths. It could look something like the below:</u></p> <ul style="list-style-type: none"> <li>Following Instructions and Procedures</li> <li>Adhering to Principles and Values</li> <li>Working with People</li> </ul>		

<sup>1</sup> Salaries accurate for financial year 2023/2024  
Version May23 1.0

Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
Assistant Building Control Surveyor	Range 4 £28,374 - £33,723	<ul style="list-style-type: none"> <li>• Career Change with no construction experience but other transferable skills from previous employment</li> <li>• Career change with construction experience</li> <li>• HNC or equivalent with no building control experience</li> </ul>	Part time BSc in Building Control / Surveying	<ul style="list-style-type: none"> <li>• Under supervision able to competently carry out plan vets and site inspections on garages, single and two storey extensions and internal alterations</li> <li>• With guidance to be able to competently carry out plan vets and site inspections on garages, single and two storey extensions and internal alterations</li> </ul>	Salary: £28,874	Salary: £31,299	Salary: £33,723
					<p><b>Required for this level (in addition to all previous levels)</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>• Sector Specific framework <ul style="list-style-type: none"> <li>- Domestic (with supervision)</li> <li>- Building to which the public are permitted (with supervision)</li> <li>- Retail (with supervision)</li> </ul> </li> <li>• Expected to deliver an understanding of the Building Regulations and their application to the construction process. Under supervision able to competently carry out site inspections and plan checking on domestic projects to assess compliance with building legislation</li> <li>• Working towards LABC Band A licence qualification (or legal equivalent)</li> <li>• Under supervision, providing preliminary advice to architects, agents, builders and owners</li> <li>• Carrying out inspections on proposed demolition of buildings and advising the safety measures that need to be taken</li> </ul>	<p><b>In addition to level 4A</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>• Sector Specific framework <ul style="list-style-type: none"> <li>- Domestic (limited supervision)</li> <li>- Building to which the public are permitted (limited supervision)</li> <li>- Retail (limited supervision)</li> </ul> </li> <li>• Demonstrate ability to observe, assess and take authoritative action in respect of contraventions of building regulations on site</li> <li>• Applying knowledge of standards and regulations to site scenarios</li> <li>• Inspecting building work</li> <li>• Advising where work is incorrectly constructed</li> <li>• Training and mentoring of more junior staff</li> </ul>	<p><b>In addition to levels 4A and 4B</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>• Sector Specific framework <ul style="list-style-type: none"> <li>- Domestic (No supervision)</li> <li>- Building to which the public are permitted (No supervision)</li> <li>- Retail (No supervision)</li> </ul> </li> <li>• Demonstrate the application of knowledge to the resolution of general problems and contraventions of building legislation</li> <li>• Demonstrate understanding of building pathology and measure necessary to ensure public safety</li> <li>• LABC Band A licence qualification (or legal equivalent)</li> <li>• Undertake 'restricted activities' under the Building Safety Act 2022</li> <li>• Provide detailed advice and options for dealing with non-compliant work on grade specific developments</li> </ul>
					<p><b><u>Transferable skills</u></b></p> <p><u>This will be finalised once all frameworks across the Council are in place. A skills matrix will then be devised to allow staff to identify where transferrable skills could be helpful to job mobility and provide a starting point for understanding their own strengths. It could look something like the below:</u></p> <ul style="list-style-type: none"> <li>• Networking</li> <li>• Learning and Researching</li> </ul>		

Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
<b>Building Control Surveyor</b>	Range 5 £33,723 - £39,632	<ul style="list-style-type: none"> <li>• HNC/HND with demonstrable skills in Building Control</li> <li>• Career Change with construction and Building Control experience</li> <li>• Degree in Building Control or related subject (no Building control experience)</li> <li>• Degree in Building Control subject with Building Control experience</li> </ul>		<ul style="list-style-type: none"> <li>• Without supervision be able to competently carry out plan vets and site inspections on garages, single and two storey extensions and internal alterations</li> <li>• Able to able to competently carry out plan vets and inspection on more complex loft conversions, two storey extensions, drainage schemes</li> <li>• Ability to deal with Building Regs for domestic extension/New Housing with little assistance and non-complex elements of Commercial Projects and demolitions without supervision</li> </ul>	Salary: £34,723	Salary: £37,178	Salary: £39,632
					<p><b>Required for this level (in addition to all previous levels)</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>• Sector Specific framework <ul style="list-style-type: none"> <li>- Educational (with Supervision)</li> <li>- Car Parks (with Supervision)</li> <li>- Hospitals (with Supervision)</li> <li>- Industrial (with Supervision)</li> <li>- Dangerous structure (with Supervision)</li> <li>- Demolitions (with Supervision)</li> <li>- Enforcement (with Supervision)</li> </ul> </li> <li>• Understand Building inspections at stages of work in process and carry out plan extensions to access compliance with building legislation</li> <li>• Working towards LABC Band B licence qualification (or legal equivalent)</li> <li>• Inspecting possible dangerous structures and advising on action to be taken</li> </ul>	<p><b>In addition to level 5A</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>• Sector Specific framework <ul style="list-style-type: none"> <li>- Educational (limited Supervision)</li> <li>- Car Parks (limited Supervision)</li> <li>- Hospitals (limited Supervision)</li> <li>- Industrial (limited Supervision)</li> <li>- Dangerous structure (limited Supervision)</li> <li>- Demolitions (limited Supervision)</li> <li>- Enforcement (limited Supervision)</li> </ul> </li> <li>• Observe, assess and take authoritative action in respect of contraventions of Building regulations on site</li> <li>• Inspecting building work across all phases for compliance</li> <li>• Advising where work is incorrectly constructed</li> </ul>	<p><b>In addition to levels 5A and 5B</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>• Sector Specific framework <ul style="list-style-type: none"> <li>- Educational (no Supervision)</li> <li>- Car Parks (no Supervision)</li> <li>- Hospitals (no Supervision)</li> <li>- Industrial (no Supervision)</li> <li>- Dangerous structure (no Supervision)</li> <li>- Demolitions (no Supervision)</li> <li>- Enforcement (no Supervision)</li> <li>-</li> </ul> </li> <li>• Demonstrate the application of specialist knowledge to the resolution of complex problems and contraventions of building legislation</li> <li>• LABC Band B licence qualification (or legal equivalent)</li> <li>• Inspecting and assessing complex building projects</li> <li>• Providing detailed advice and options for dealing with non-compliant work</li> <li>• Inspecting and acting on dangerous structures</li> <li>• Full understanding of legislation and preparing and serving notices where contraventions are found</li> <li>• Advising on the form and nature of enforcement action to be taken in the event of non-compliance</li> </ul>
					<p><b><u>Transferable skills</u></b></p> <p><u>This will be finalised once all frameworks across the Council are in place. A skills matrix will then be devised to allow staff to identify where transferrable skills could be helpful to job mobility and provide a starting point for understanding their own strengths. It could look something like the below:</u></p> <ul style="list-style-type: none"> <li>• Developing Results and setting customer expectations</li> <li>• Writing and Reporting</li> </ul>		

Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
Senior Building Control Surveyor / Consultancy Building Surveyor	Range 6 £39,632 - £45,420	<ul style="list-style-type: none"> <li>Fully qualified surveyor to Member level or RICS or ABEng</li> <li>Minimum of five years relevant experience within Building Control and fully qualified to Member level of RICS or ABE</li> </ul>	Professional qualification	<ul style="list-style-type: none"> <li>Carrying out the full range of duties for all types of building work including checking SBEM calcs, fire engineering principles etc</li> <li>Carrying out the full range of duties for all types of project including training, marketing and supervision of staff</li> </ul>	Salary: £40,632	Salary: £43,026	Salary: £45,420
					<p><b>Required for this level (in addition to all previous levels)</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Sector Specific framework <ul style="list-style-type: none"> <li>Regulated stands / Certified stadia and indoor sports / music arenas (with Supervision)</li> <li>High Rise (with Supervision)</li> </ul> </li> <li>To undertake building inspections at stages of work in process and carry out plan examinations to assess compliance with building legislation</li> <li>Current construction techniques</li> <li>Receiving building regulation applications and liaising will applicants to achieve compliance</li> <li>Carrying out inspections on proposed demolition of building and advising the safety measures that need to be taken</li> </ul>	<p><b>In addition to level 6A</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Sector Specific framework <ul style="list-style-type: none"> <li>Regulated stands / Certified stadia and indoor sports / music arenas (limited Supervision)</li> <li>High Rise (limited Supervision)</li> </ul> </li> <li>Demonstrate ability to observe, assess and take authoritative action in respect of contraventions of building regulations on site</li> <li>Working towards LABC Band C licence qualification (or legal equivalent)</li> </ul>	<p><b>In addition to levels 6A and 6B</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Sector Specific framework <ul style="list-style-type: none"> <li>Regulated stands / Certified stadia and indoor sports / music arenas (no Supervision)</li> <li>High Rise (no Supervision)</li> </ul> </li> <li>Demonstrate the application of specialist knowledge to the resolution of complex problems and contraventions of building legislation</li> <li>LABC Band C licence qualification (or legal equivalent)</li> </ul>
					<p><b><u>Transferable skills</u></b></p> <p><u>This will be finalised once all frameworks across the Council are in place. A skills matrix will then be devised to allow staff to identify where transferrable skills could be helpful to job mobility and provide a starting point for understanding their own strengths. It could look something like the below:</u></p> <ul style="list-style-type: none"> <li>Persuading and Influencing</li> <li>Planning and Organising</li> </ul>		

Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
<b>Managing Surveyor</b>	Range 7 £45,420 - £50,437	<ul style="list-style-type: none"> <li>Fully qualified surveyor to Member level or RICS or ABEng</li> <li>Minimum of five years relevant experience within Building Control</li> </ul>	Professional qualification	<ul style="list-style-type: none"> <li>Carrying out the full range of duties for all types of building work including checking SBEM calcs, fire engineering principles etc</li> </ul>	Salary: £46,420	Salary: £48,429	Salary: £50,437
					<p><b>Required for this level (in addition to all previous levels)</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Demonstrable experience in leadership and management</li> </ul>	<p>In addition to level 7A</p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Performance management</li> </ul>	<p>In addition to levels 7A and 7B</p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Complaint Resolution</li> </ul>
					<p><b><u>Transferable skills</u></b></p> <p><u>This will be finalised once all frameworks across the Council are in place. A skills matrix will then be devised to allow staff to identify where transferrable skills could be helpful to job mobility and provide a starting point for understanding their own strengths. It could look something like the below:</u></p> <ul style="list-style-type: none"> <li>Leading and Supervising</li> <li>Entrepreneurial and Commercial Thinking</li> </ul>		



Job Title	Range <sup>1</sup>	Entry	Development Route	Duties	Level A		
Scanning Assistant	Range 1 Spot Point of £21,000	<ul style="list-style-type: none"> <li>2 GCSEs Grade 4 or above (including English &amp; Maths)</li> </ul>	On the job training	<ul style="list-style-type: none"> <li>Organisation and scanning of all documentation on to the building control software using the in-house document imaging system</li> </ul>	Salary: 21,000 Required for this level <b>Knowledge, Skills and Experience requirements at this level:</b> <ul style="list-style-type: none"> <li>Good general level of education</li> <li>Functional Skills</li> <li>Experience and knowledge of working within a general retail, support and/or administrative role</li> <li>Ability to use equipment provided and undertake simple written and numerical work</li> <li>IT literacy with MS Office skills and keyboard skills including the use of a mouse</li> </ul>		
Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
Scanning and Indexing Assistant	Range 2 £21,000 - £21,855	<ul style="list-style-type: none"> <li>2 GCSEs Grade 4 or above (including English &amp; Maths)</li> </ul>	Level 3 Business Administration qualification	<ul style="list-style-type: none"> <li>Scan, index, data process and publish applications and associated documentation</li> <li>General administration duties, I.T. familiarisation</li> <li>Provide administration support to building control as required</li> </ul>	Salary: £21,000 Required for this level (in addition to all previous levels) <b>Knowledge, Skills and Experience requirements at this level:</b> <ul style="list-style-type: none"> <li>Working towards Level 3 Business Administration qualification</li> <li>Enrolment on the one-year training programme to give the necessary skills and qualifications to develop a good understanding of a business administration role.</li> <li>Demonstrate ability to solve problems relating to scanning indexing</li> </ul>	Not Applicable	Salary: £21,855 In addition to level 2A <b>Knowledge, Skills and Experience requirements at this level:</b> <ul style="list-style-type: none"> <li>Level 3 Business Administration qualification</li> <li>Demonstrate ability to process notifications under the competent person scheme and resolve addressing problems.</li> <li>Demonstrate ability deal efficiently and courteously with queries</li> <li>Demonstrate the ability to organise the destruction of confidential waste.</li> <li>Able to competently resolve issues and liaise with engineers relating to scanning equipment.</li> <li>Maintain and publish business related material on partnership's social media platform.</li> <li>Training and mentoring of more junior staff</li> </ul>
					<b>Transferable skills / Competencies</b> <ul style="list-style-type: none"> <li>Following Instructions and Procedures</li> <li>Adhering to Principles and Values</li> <li>Working with People</li> </ul>		

<sup>1</sup> Salaries accurate for financial year 2023/24  
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Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
Technical Assistant	Range 3 £22,355 - £27,874	<ul style="list-style-type: none"> <li>4 GCSEs Grade 4 or above (including Maths and English)</li> <li>2 A Levels or equivalent in relevant subjects</li> </ul>	ILM Level 2 Award in Effective Team Member Skills	<ul style="list-style-type: none"> <li>Able to competently carry out comprehensive technical, administrative and customer care on delivering the building control and consultancy services.</li> </ul>	Salary: £22,855	Salary: £25,365	Salary: £27,874
					<p><b>Required for this level (in addition to all previous levels)</b></p> <p><u>Knowledge, Skills and Experience requirements at this level:</u></p> <ul style="list-style-type: none"> <li>Demonstrate an understanding of the Building Regulations and their application to the submission process.</li> <li>Able to competently process all types of building regulation applications and production of related correspondence.</li> <li>Demonstrate ability to scan and index all paperwork relating to service delivery.</li> <li>Demonstrate ability to process notifications under the competent person scheme and resolve addressing inaccuracies.</li> <li>LABC informal CPD pathway for the Level 3 certificate in technical support administration</li> </ul>	<p><b>In addition to level 3A</b></p> <p><u>Knowledge, Skills and Experience requirements at this level:</u></p> <ul style="list-style-type: none"> <li>Demonstrate ability to assess and take authoritative action in respect of contraventions of building regulations within the processing procedures.</li> <li>Provision of comprehensive advice to all types of stakeholders on unauthorised works procedures.</li> <li>Demonstrate ability to assess and provide fee advice on non-standard works.</li> <li>Completion of 50% of the training programme.</li> <li>Training and mentoring of more junior staff.</li> </ul>	<p><b>In addition to levels 3A and 3B</b></p> <p><u>Knowledge, Skills and Experience requirements at this level:</u></p> <ul style="list-style-type: none"> <li>Demonstrate understanding of processing and monitoring of dangerous structures within the administration process necessary to ensure public safety.</li> <li>Demonstrate the ability to undertake additional work for the delivery of consultancy services.</li> <li>Level 2 Effective Team Member skills qualification</li> </ul>
					<p><b>Transferable skills / Competencies</b></p> <ul style="list-style-type: none"> <li>Following instructions and procedures</li> <li>Problem solving</li> <li>Working with people</li> </ul>		



Job Title	Range	Entry	Development Route	Duties	Level A	Level B	Level C
Technical and Administration Manager	Range 4 £28,374 - £33,723	<ul style="list-style-type: none"> <li>Experience of supervision or management of a team within the building control environment</li> <li>Administration within the building control environment at a senior level</li> </ul>	ILM Level 3 Leadership and Management or equivalent	<ul style="list-style-type: none"> <li>Able to competently supervise the day-to-day management of the technical administration procedures related to the building regulations.</li> </ul>	Salary: £28,874	Salary: £31,299	Salary: £33,723
					<p><b>Required for this level (in addition to all previous levels)</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Comprehensive knowledge of the building regulations within the administrative procedures.</li> <li>Demonstrate ability to accurately administer debtors and creditors and control aged debt.</li> </ul>	<p><b>In addition to level 4A</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Demonstrable experience in leadership and management.</li> <li>LABC informal CPD pathway for ISO Quality Management System.</li> <li>Demonstrate ability to investigating and responding to complaints and applying appropriate remedies related to the administration procedures.</li> </ul>	<p><b>In addition to levels 4A and 4B</b></p> <p><b><u>Knowledge, Skills and Experience requirements at this level:</u></b></p> <ul style="list-style-type: none"> <li>Ability to competently monitoring reporting systems and preparing statistical data.</li> <li>Demonstrate ability to negotiate with customers in cases when non-payment occurs with regards to the building regulations process to reach an appropriate resolution.</li> <li>Demonstrate ability to liaise and communicate with a broad range of stakeholders.</li> <li>Level 3 leadership &amp; management</li> </ul>
					<p><b><u>Transferable skills / Competencies</u></b></p> <ul style="list-style-type: none"> <li>Developing Results and setting customer expectations</li> <li>Writing and Reporting</li> <li>Mentoring</li> </ul>		





STG Career Progression Framework

**Incorporating:**

**Building Control Surveyors**

**Technical & Administration**



May 2023

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## Contents

Message from the Director	3
South Thames Gateway Career Progression Framework	4
What is the Building Control Career Progression Framework	5
How might you use the Career Progression Framework?	6
Are you a browser, a thinker, a mover or a supporter?	7
How the Framework is organised	8
Career Case Studies	9
Meet the STG Family	11

## What should the Career Framework be used for?

- Reflecting on opportunities and career pathways within your own job profession
- Considering career and progression options across other professions, or the wider organisation
- Understanding behaviours linked to a successful career within STG
- Thinking about transferable skills and personal strengths
- Identifying your skills and experience gaps in reference to career progression
- Building a personal development plan
- Preparing for development or career conversations
- Learning more about STG colleagues and how they have successfully navigated their careers

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## Message from the Director of STG Partnership



Working for STG you will discover our commitment to our staff and the communities where we live and work; how we protect and sustain the environment we all share.

If I could describe STG in three words or phrases, they would be: “resilience”, “dedication” and “family”.

**Resilience** – when faced with issues we are able to do our jobs and do them well.

**Dedication** – no matter the situation we rise to the occasion with a great work ethic. We try hard to build a workplace that supports our staff and empowers them to do their best work.

**Family** – strong relationships supporting each other both for work and personally.

We recognise the importance of career development for both our staff and the partnership. Continuously upgrading skills and knowledge is vital in an ever-changing environment and helps us meet the demands of our customers whilst growing our workforce skill sets.

Our framework helps ensure that you will have a clear pathway of information to help you make career choices. The aim of our STG Framework is to help you identify what skills and behaviours you have, and which one you’d like to develop further. We want to empower and support you to make your own career decisions and discover more options for your STG career journey.

**Janine Weaver**  
**Director**  
**STG Building Control Partnership**

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## STG Career Progression Framework

The staff work out of a main office in Rochester and are hosted by Medway Council. As hybrid workers they work agile/remotely across the STG area, encompass an extraordinary range of talent, skills and experience. The STG Career Progression framework is designed to help staff have better career conversations, plan meaningful development, and to experience fulfilling careers. This supports our long-term strategy, Employee Value Proposition and STG's commitment to valuing staff. These frameworks will also help support any recruitment and retention issues as well as support managers with succession planning.

Having career progression frameworks will mean there will be one place where individuals can gain an understanding of the skills and experience needed in each role.

For some individuals thinking about their career in a professional context will be familiar and for others it will be a shift. Integrating those frameworks into the employee experience at the right points offers a real opportunity for all individuals to actively map out their own career progression journey, as they understand how to gain skills, experience and identify the right learning for themselves in a structured way and at the right time.

For information on Career Frameworks and pathways in other areas within Medway Council, please search for 'Career Frameworks' on the Council's Intranet site, MEDspace.

The Framework provides the following information within each job profession:

- Core Knowledge, skills and experience at professional levels within job professions
- Transferable skills and competencies associated with each professional level
- Development activities that may support vertical and lateral career progression

The STG Career Progression Framework should not be considered as an exhaustive resource, or as a guarantee of progression along any defined career pathway, but rather as a tool to support you to consider, discuss and plan your career and development at Medway Council and STG

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## **What are the STG Building Control Surveyor and Technical & Administration Career Progression Frameworks?**

These frameworks are a development tool designed to support your thinking about career progression and development with the STG Building Control team. It provides clarity and detail about the different job roles in these areas, signposts potential opportunities to seek out for personal and professional development and highlights transferable skills against each role.

Career progression frameworks are a key element of supporting individuals to grow and develop their career within a profession, which in turn support creating career pathways across STG and Medway Council.

### **Job Profession: Building Control Surveyor**

The role of Building Control Surveyor is both innovative and progressive and we ensure the prompt and efficient implementation of all aspects of the Building Control function which is carried out in accordance with the Building Act 1984, the Building Regulations 2010 (as amended) and all other allied legislation. Our work requires us to be fully engaged with, and to support our clients work with ever more complex building regulations to ensure their project is both sustainable and of the highest quality. We provide professional advice, carry out inspections and deal with defective premises, dangerous structures, and dilapidated buildings.

We are predominately client facing and based in Foord Annexe, Eastgate House in Rochester but we cover the whole STG Partnership including the areas of Canterbury, Gravesham, Medway and Swale. Formed in 2007, our partnership is built on expertise and true impartiality that only a Local Authority can deliver. The skills, knowledge and experience gained across the public sector are essential in meeting the needs of our customers in a complex and ever-changing building environment.

We pride ourselves on not compromising on the quality of the service which is at the core of our partnership and believe we deliver a value for money and fully transparent service.

Our aim is to act with Quality, Impartiality, Transparency, and Integrity

Staff within this job profession will be in more specialist roles, requiring a professional qualification in their field.

The Job roles within this career progression framework include; Trainee Assistant Building Control Surveyor, Assistant Building Control Surveyor, Building Control Surveyor, Senior Building Control Surveyor, Consultancy Building Surveyor and Managing Surveyor

### **Job Profession: Technical and Administration**

The Technical staff within the partnership are highly capable and experienced in assisting in the provision of a comprehensive technical, administrative and customer care service, delivering the Building Control and Consultancy functions working with compliance systems, processes and procedures.

We process and maintain applications providing support in the prompt and efficient implementation of all aspects of the Building Control function and liaise with customers to provide a first-class service.

Staff within this job profession maybe in a more generalist role, however, staff have the opportunity of diversifying and transferring to the professional Building Control Surveyor framework.

The Job roles within this career progression framework include; Scan Assistant, Scanning and Indexing Assistant, Technical Assistant and Technical & Administration Officer

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## How might you use the Career Framework?

The STG Building Control Career Progression Framework aims to support your career working across the whole STG partnership area. It provides clear and consistent information to help you to develop, and to plan your progress.

Depending on where you are in your career journey, the Framework could be used to inform conversations with your line manager by providing a foundation for discussions about your ongoing training and development needs, or preparation for the next stage in your career.

### **For Individuals:**

You will be able to use the available frameworks to identify the skills and experience you need at any point in time for any given professional role. You will clearly be able to see how you can progress within each Role as well as how to progress through the career framework.

The frameworks will support you to plan and manage your own career, helping you plan your learning journey to support your career aspirations.

The frameworks will help you take control of and steer your development conversations more effectively, so they reflect your professional priorities and needs.

An understanding of the professional technical and experience needed for a role will also support you if you want to look for a move, as the professional requirements are reflected in recruitment.

### **For Managers:**


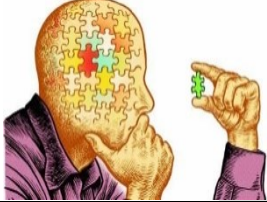


The frameworks will help you structure conversations with individuals in your team providing a narrative for you to use in development conversations.

The frameworks provide a way to build a joint understanding with individuals in your team, or the professional expectations, especially where you may be in a different profession.

Using frameworks and Job Descriptions to inform discussions on recruitment can help you ensure you get the right person in post, with the right skills needed.



**Are you a browser, a thinker, a mover or a supporter?**

<b>How can you use the Career Progression Framework?</b>			
			
<b>Browsers</b>	<b>Thinkers</b>	<b>Movers</b>	<b>Supporters</b>
<p>Are you reflecting broadly on a career in the South Thames Gateway Building Control Partnership?</p> <p>If so, use the framework to look at the kinds of experiences and development you might need to join different job professions at different ranges.</p> <p>You may also be interested in transferable skills to see what pathway best suits you.</p>	<p>Are you thinking about your longer-term career and may be deliberating between a few directions?</p> <p>If so, you can use the framework to understand how to gain the kind of experience you need to progress your longer-term ambitions.</p> <p>You can gain insight into the kinds of development you might consider to take action</p>	<p>Are you ready to progress, you know exactly where you want to go?</p> <p>If so, you can use this framework to gain information for your next move. You can locate the professional job role and level you are interested in and find relevant information on job titles, experience, skills, and development.</p>	<p>Are you a manager, a coach, a mentor or a supportive friend?</p> <p>If so, you can use the framework to recruit, inspire and develop staff through meaningful conversations, even if you are not a subject matter expert in the professional field.</p>

## How the Framework is organised

This framework is organised in the following way:

### Job profession

A job profession represents a group of jobs that have similar professional characteristics. Although the level of responsibility will differ, the essential nature of activities carried out is consistent across the profession and there is a reasonable expectation that people would progress within the profession between levels.

This framework covers the following two job professions:

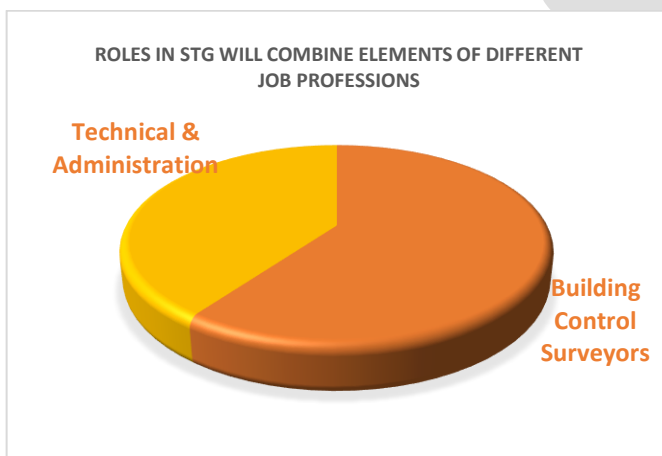
### Building Control Surveyors

### Technical & Administration

A single job profession tends to represent an area of specialist expertise, described at different role levels.

Some job roles within STG may combine more than one job profession, meaning that the post holder has expertise in more than one specialism. In these circumstances, consider how your role is reflected in one or a combination of professions, and how you would like to build your career going forward. Consider where you would like to focus your energies in building experience in your area of interest and potentially increasing your specialisation within a certain profession. Use the information in the framework relating to development and transferable skills and competencies to support your thinking.

Roles within the STG Partnership cover two professions.



### Personal and Professional Development

The Career Progression Framework highlights different ways in which staff can actively develop their personal and professional skills.

This may include:

**On the job learning** (learning by doing)

**Learning from others** (through observing and interacting with other people or groups)

**Formal learning** (classroom based)

There are other ways in which staff can actively develop their personal and professional skills, such as:

**Stepping Up** (covering an employee's annual or sick leave to gain relevant experience and development (unpaid))

**Acting Up** (covering the duties of a higher-graded post on a longer-term basis (paid))

**Secondments** (a temporary transfer of an employee to another section or department. Usually within Medway Council but can also be an external organisation)

The Career progression framework points to relevant learning and development suggestions to reach the level at which they are displayed. For example, information displayed at a Level C refers to the development required to reach an Accomplished level within that job role.

In some cases development options should not be considered as essential, but as useful suggestions to build, encourage and support staff to build expertise, confidence and experience to enable their next chosen move.

### Transferable Skills

The transferable skills section supports a flexible approach to career planning through highlighting abilities, attributes and behaviours that underpin effective performance. They can give a preliminary basis for identifying where transferable skills could be helpful to job mobility and provide a starting point for understanding strengths. These skills can be developed and refined through working experience or learning interventions as part of any personal and professional Development.

## Career Case Studies

**SHANE RAY**  
**BUILDING CONTROL**  
**SURVEYOR**



My name is Shane Ray, I have 39 years of experience in the construction industry, starting out as a self-employed carpenter in Essex. I worked on a variety of residential dwellings and large-scale housing schemes, gaining invaluable experience and skills along the way.

One of my most memorable experiences was participating in a "Self-build" scheme where 42 people constructed 42 houses. We provided labour on weekends and two evenings a week, resulting in a very affordable house for each of us. This project took around two years to complete, and it was an excellent opportunity to work with a diverse group of people and learn new skills.

After working as a site foreman on a large housing project in East London for a few years, I decided to take the plunge and start sourcing my own work. This led me to diversify into different trades and manage a carpentry and building business. I was responsible for competing to procure work, ordering materials, and employing tradesmen to deliver projects on time and within budget. I used subcontractors when necessary and trained and employed numerous personnel to aid with the business. My main focus was residential extensions and conversions, and I was fortunate enough to advise on and project manage some construction projects for an inexperienced property developer.

These projects included the conversion of a detached house in Beckenham into a high-spec five-bedroom family home, a new build detached house on excess land to garden, the conversion and refurbishment of three flats above commercial premises in Bromley High Street to high specification flats, and the complete rip out and rebuild of a traditional barn in a conservation area in Beckenham. For this project, I provided a total internal steel skeleton to support a 200-year-old structure and a new 3rd floor to achieve a six-bedroom family home. This project cost £1.5 million. Additionally, I worked on the Lloyds bank Crystal Palace project where I part demolished and rebuilt to form three flats and a ground floor/basement for a gymnasium to existing commercial premises.

In 2017, I changed my career path and became an Assistant Building Control Surveyor for STG Building Control based in Rochester High Street. This was a significant transition that involved integrating into an office environment and learning key elements of the Building Regulations. Site inspections were carried out under the supervision of a senior surveyor, and I received training regarding the vetting of plans submitted by architects to show compliance with the regulations.

In 2019, I was promoted to Building Control Surveyor, where I had to demonstrate my ability to time manage workloads and deliver a professional service to architects, surveyors, builders, and members of the public. At this time, I was also added to the out-of-hours dangerous structures roster, and I have been called out numerous times to date, including for house fires, a car into a shopfront, and defects to building structures. These callouts involved liaising with police, fire services, emergency building contractors, homeowners, and in one instance, Local Authority liaison officers to make the situation safe. Joins STG has afforded me many opportunities and I am currently in the final year of a four-year BSc (Hons) Building Control Surveying degree at Wolverhampton University which I attend one day per week online and where practicable, attend a 5 day intensive week at the university twice a year. I am hoping to be offered chartered membership of The Chartered Association of Building Engineers (CABE) and The Chartered Institute of Building (CIOB) by mid-June.

## Career Case Studies



**BETHANY JEAL**  
**TRAINEE ASSISTANT BUILDING**  
**CONTROL SURVEYOR**

My name is Bethany Jeal, and I am 28 years old.

I commenced my career at STG Building Control in March 2018 where I started as a Scanning Assistant. The scanning role lasted a few months until I was promoted to a Technical Assistant. Being promoted to a Technical Assistant really boosted my confidence as it was nice to know that my employer saw potential in me and my abilities.

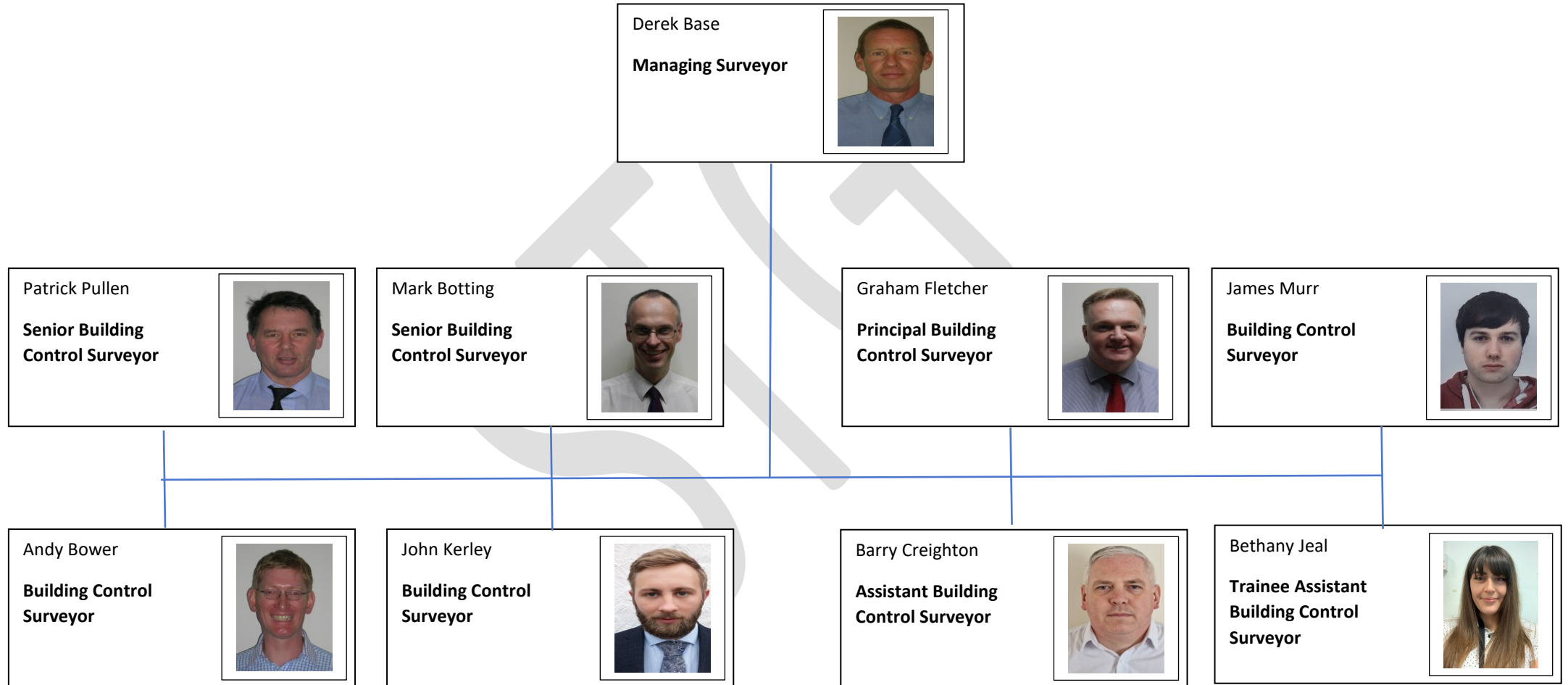
During my time as a Technical Assistant, I started to really enjoy learning about construction and approached the director to ask if there were any opportunities for me to progress as a Building Control Surveyor. I was so pleased when the director agreed to assist with this and supported me and my future goals. As a member of the team was already on the HNC in Construction at the time I was offered a Level 3 Certificate in Technical Support which lasted six months. This gave me an opportunity to prepare for the HNC. After the completion of the Level 3 Certificate, I commenced the HNC in Construction and had regular meetings with the director so that we were both clear on my career path. These meetings made me feel supported, and in the loop always. The director has been overly supportive of me as an individual and supports all members of staff who may wish to undertake a career path in Surveying.

I am happy to say I have now successfully passed the HNC in Construction with a distinction. I was offered the role of Enforcement Officer throughout the HNC to monitor and liaise with potential unauthorised works giving me experience with site and customers. Again, a massive confidence booster and a brilliant opportunity to deal with challenging situations. I am happy to confirm I have accepted the post of Trainee Assistant Building Control Surveyor. Without the support from my employer, I may not have seen the potential in myself and five years on I feel like a completely different woman.

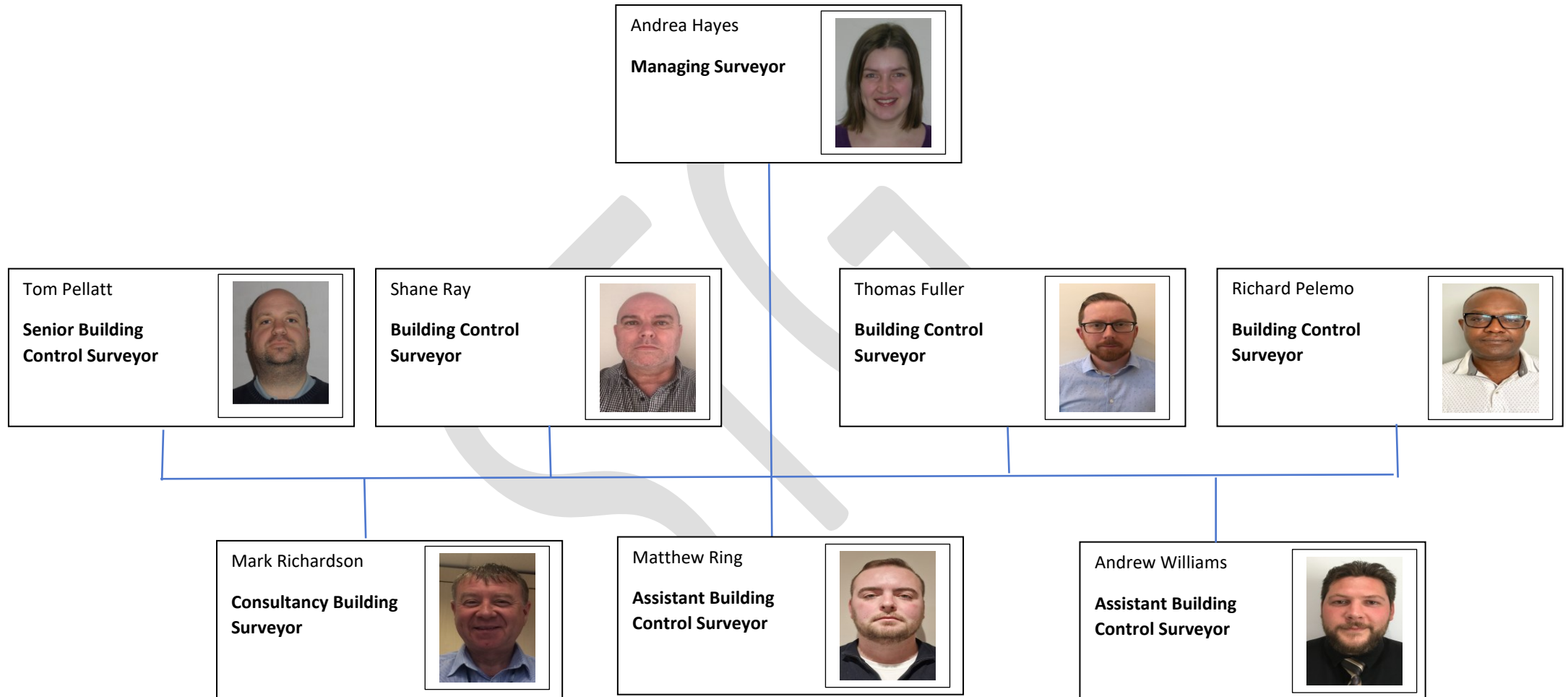
I look forward to the training and support from all staff and for the progression of my career at STG Building Control as a Surveyor.

Meet the STG Family

**BUILDING CONTROL SURVEYOR EAST TEAM**



# BUILDING CONTROL SURVEYOR WEST TEAM



# TECHNCIAL TEAM

Kirsty Stoddart  
**Technical & Administration Officer**



Donna Hendrie  
**Technical Assistant**



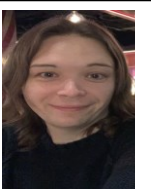
Carol Williams  
**Technical Assistant**




Heidi Payne  
**Technical Assistant**



Jamie Skiggs  
**Technical Assistant**



Kathleen Clynschaw  
**Technical Assistant**



Alex Mulcrow  
**Technical Assistant**



Tammy Cawley  
**Technical Assistant**



Tommy Coleman  
**Technical Assistant**



Herminder Rathour  
**Scanning & Indexing Assistant**



Jessica Wheeler  
**Scanning & Indexing Assistant**







**Likelihood:** A Very high B High C Significant D Low E Almost impossible  
**Impact:** i Catastrophic ii Major iii Moderate iv Minor

Risk Number	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
	Outline risk, what could trigger it and what the impact could be if it were to occur.	Score with no controls	Outline controls (mitigation) already in place	Score after controls	Outline future controls that could be put in place. Outline opportunities that may occur because of rethinking/addressing the risk.	Score we are aiming for.
1	<b>Funding:</b> when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus external market and existing salary budgets will be insufficient and the scheme unaffordable  And market premia is pensionable, meaning employer contributions are higher	<b>Ai</b>	Budgets to be built based on midpoint of salary range for accomplished, practised and developing.  Financial appraisal (cost modelling) is being undertaken by an accountant that is assigned to the project	<b>Bii</b>	Financial appraisal presented to CMT for approval before implementation.  Increase salaries in priority areas (hard to recruit/high turnover) first.  MTFP process to identify budget pressures.  Benchmark against comparators, not the whole market and identify the pay quartile (median) we are positioning ourselves at	<b>Cii</b>
1a	<b>Funding:</b> and/or on assessment majority of role holders are deemed accomplished (C) making the pay model unaffordable	<b>Bi</b>	Presenting briefings to service managers to ensure understanding of the model, engaging them in the setting of the levels.  Budgets to be built at the midpoint of the salary range	<b>Bii</b>	Train managers, ensure understanding of the 3 levels and definitions are clear for both managers and employees	<b>Cii</b>
1b	<b>Funding:</b> and/or the profession frameworks are costly to achieve (e.g. obtaining qualifications, releasing staff to be trained, etc)	<b>Biii</b>	Promote apprenticeships – use levy funds	<b>Ciii</b>	Train managers on options available, promote development options of learning to employees to inform them of ways in which they can access the options	<b>Dii</b>
2	<b>Engagement:</b> this change programme affects everyone across the council and implementation will be staggered. Challenge to ensure everyone understands the change, everyone can see the reason and benefits of change, everyone implements the change consistently, the change is perceived as fair and transparent now and, in the future	<b>Bi</b>	Established a communications and engagement group as part of the project. Utilise employee forums such as Medway Makers	<b>Bii</b>	Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns  Ensure a variety of communication methods are adopted to ensure the greatest reach – Medspace page, briefing sessions, regular CMT comms, service manager need to know, EMC etc  Be open and transparent  MedPay Champions group	<b>Cii</b>

<b>Risk Number</b>	<b>Risk</b>	<b>Inherent risk (before controls)</b>	<b>Current Controls</b>	<b>Current risk (after controls)</b>	<b>Proposed / Further Controls / Treatment Action</b>	<b>Target risk (after further action)</b>
2a	<b>Engagement:</b> hindered by the NJC pay award	<b>Bii</b>			Updated MedPay FAQ's  Educate managers on the pay protocol process through the Leadership Programme	<b>Cii</b>
3	<b>Service Delivery:</b> productivity / output is affected as those in later phases feel unfairly rewarded	<b>Bii</b>	Feedback mechanisms in place via Medway Makers, staff survey and staff forums so that feelings and concerns can be addressed	<b>Cii</b>	Increase opportunities for issues to be discussed, such as drop-in sessions. Consider immediate changes to current Medpay scheme, for example, no levels and pay COLA (Cost of Living Award) only, or allocate PRP (Performance Related Pay) funds across the whole organisation as previously done during covid  Additional resources secured for phase 2 to accelerate implementation	<b>Dii</b>
4	<b>Employee's expectations:</b> employees are expecting a salary increase because of this pay review and/or a move backwards to incremental pay	<b>Bii</b>	Establishing a communications and engagement group as part of the project	<b>Cii</b>	Train managers;  Ensure details of the 3 levels are clearly disseminated to staff; run drop-ins and engagement sessions.  Utilise MedPay Champions	<b>Diii</b>
5	<b>Collective agreement: (if required)</b> is not achieved and to implement the changes we must go through a process of dismissal and re-engagement	<b>Bii</b>	Full consultation and engagement with staff and trade unions with a strategy behind it.  Ensure the project plan allows enough time to implement	<b>Cii</b>	Ensure JCC and Employment Matters Committee are engaged in the process	<b>Dii</b>
6	<b>Capacity of project team:</b> project group members are not solely assigned to this project and are from across the council not just within HR. Demands from service areas to support with BAU (Business as Usual)	<b>Aii</b>	Funding secured for a designated project manager and project coordinator.  Additional resource secured at HRBP (Human Resources Business Partner) level  Monitor demands such as organisational change on the HRBP's  Established a Strategic Working Group  Regular feedback loop into CMT	<b>Bii</b>	Reprioritise HRBP work to ensure project takes precedence  Review HRBP job description  Communicate the changes in priority of this role as required by the organisation to deliver this project  Review resource needs for phase 2 and phase 3 in a timely manner and ensure built into budget setting process  Additional fixed term posts for 1 year to support delivery of phase 2	<b>Ciii</b>
7	<b>Recruitment and retention:</b> continue to be an issue over the phases of the project due to length of time to implement	<b>Bii</b>	Focusing on high turnover areas in phase 1	<b>Biii</b>	Establish a mechanism for monitoring turnover levels and recruitment difficulties so that timely action / intervention can be taken	<b>Ciii</b>

<b>Risk Number</b>	<b>Risk</b>	<b>Inherent risk (before controls)</b>	<b>Current Controls</b>	<b>Current risk (after controls)</b>	<b>Proposed / Further Controls / Treatment Action</b>	<b>Target risk (after further action)</b>
8	<b>Political priorities:</b> change in leadership and local councillors due to the election may impact upon the drivers for change and leadership priorities may change	<b>Cii</b>	Engagement with political leaders at CMT (Corporate Management Team) level  Employment Matters Committee  Opposition briefings	<b>Ciii</b>	Member induction to ensure councillors fully briefed  Establish a mechanism for briefing new leaders  Delegations to the CEO and CMT will ensure stability for the project	<b>Diii</b>
9	<b>Local Economy:</b> downturn in the local economy could affect affordability and alter external market forces dramatically	<b>Aii</b>	MTFP processes in place	<b>Bii</b>	Ensure targets for financial resilience are in place in the Finance & Business Intelligence (FBI) Divisional plan  Procure a salary benchmarking system to enable comparison with external market	<b>Ciii</b>
10	<b>Dual pay systems:</b> managing the two pay systems whilst working through the phases of the project and this creating disharmony amongst the workforce	<b>Bi</b>	Resourcelink has ability to run different pay systems  Principles in place with trade unions for a pilot phase	<b>Biii</b>	Comms strategy being developed to ensure that workforce is informed of reasons for the phasing and engagement forums to be established	<b>Ciii</b>
11	<b>Dual pay systems:</b> capacity of the HR & Payroll system and the Payroll and HR & Payroll Systems Teams to deliver two pay processes	<b>Aii</b>	Resourcelink has ability to run different pay systems  Vacancies being recruited to and induction/ training plan in place  Scoping of new processes required in order to inform a specification for ICT and HR & Payroll Systems Teams	<b>Bii</b>	Sub-group of Strategic Working Group to be established to ensure work programming is in place  Options appraisal required to ascertain cost/benefits of in-house processes as opposed to off the shelf solution from Resourcelink or other providers  Work with the Head of HR, ensuring that this work is built into the payroll and HR Systems work plan	<b>Ciii</b>
12	<b>Evaluation:</b> methods of evaluation and measures of success of the project are not robust enough due to poor or irregular access and time lags in obtaining data that would be of relevance	<b>Bii</b>	Possible methods of evaluation identified, and processes are being put in place at project preparation stage for regular monitoring	<b>Biii</b>	Project Team to manage the evaluation process and to report into the Strategic Working Group and CMT	<b>Cii</b>
13	<b>Measures of success:</b> first cohort does not produce the anticipated improvements in vacancy or retention rates due to failure to recruit and/or lack of confidence in the MedPay enhancements	<b>Bii</b>	Talent Acquisition Team engagement with project objectives  Comms strategy being developed to ensure that the workforce is informed of the proposed enhancements covering pay, rewards, and career pathways	<b>Biii</b>	Development of recruitment and retention strategies and ongoing improvement of the Councils employee benefits offer to complement the proposed enhancements to MedPay  Introduction of the Medway Leadership Programme	<b>Cii</b>
14	<b>Timescale for implementation:</b> a lot of processes, frameworks, governance, systems etc to establish in phase 1 within a tight timeframe	<b>Bi</b>	Project plan road map, action log and risk register  Recruiting to vacant posts	<b>Bii</b>	Identify support required from other 'experts' across the council and secure their commitment to the project via CMT and FBI	<b>Cii</b>

Risk Number	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
15	<b>Staff Absence impacting upon capacity to deliver the project:</b> Sickness absence and planned holidays of project team members and wider contributors to the project creating delays in project delivery	<b>Aii</b>	Workload plans reviewed regularly and work re-allocated to others in the team.	<b>Bii</b>	In the case of wider contributors such finance support and job evaluation, back-up arrangements will need to be identified	<b>Ciii</b>



## Communications Plan

### Medpay review

#### Objectives

1. Communicate and ensure all staff understand the need for the review, the scope of the review, what is being proposed
2. Individual employees know where to find information, go to for more information, how to ask questions etc.
3. All staff are kept abreast of progress to date
4. Keep staff feeling engaged with the change and recognise the importance of being engaged, even if they are not part of the current phase
5. Manage expectations of what will / will not happen because of this change
6. Ensure managers understand how the new process will work and support the change
7. Ensure staff feel supported – allow for channels of two-way communication
8. Ensure councillors are aware of the new process and timescales

#### Audiences

- All staff
- All managers
- Councillors
- Trade unions
- Potential for media – to be dealt with reactively

#### Challenges and risks

- Keeping staff engaged throughout the project, even when they are not in current phase
- Keep managers on message and support change, ensure consistency across the organisation
- Managing expectations – getting staff on board and to understand that it is not a pay rise
- Challenge from staff on how the first group has been selected
- Managing rumours, complaints and negative talk amongst colleagues. Ensuring they are given the facts and we remain transparent, keep them up to date, regularly
- Communications will go out in October. We are aware from Care first that staff make more calls with money worries in the lead up to Christmas (November/December). News of a pay review could add to worry and stress.
- Current national financial situation (heading for a recession) and talk in the media of public sector cuts – staff may think this is linked

## Approach

- Ensure information is clear, understandable and readily available
- Explain the need for this, how it will support staff, why it will be better than current way
- Take staff on the journey with us
- Use different channels to reach all staff with updates
- Keep staff updated regularly
- Create specific newsletter for MedPay
- Create specific email address for queries (who will monitor)
- Use staff forums, Medway Makers for two way comms
- Targeted messages to individuals affected

## Key Messages:

1. We recognise the importance of ensuring that we offer clear career progression and competitive pay and benefits to help motivate, retain and recruit our valuable colleagues.
2. Process will take time to get right
3. We will keep staff informed throughout the whole review process and want staff to engage – your opinion matters

## Considerations for messages:

1. Medpay review may not result in a pay rise for everyone and will not be bringing back automatic increments
2. **Supports career progression and growing capability**
3. Two distinct parts: (1) Progression Framework (2) Market Allowance Framework
4. Why this 10% first – explain
5. What we have done, what we are doing next, how you can contribute

## Key words

- Skills
- Growth
- Progression

## Tactics

Message to come from top first

- Message from Chief Executive about the programme, introduction, how it will support staff.
- Regular mentions from CEO in newsletter

## Managers

- Message out to Service Managers first, with template email to send on to their managers with details of the project
  - Email will include dates for drop in sessions for managers to attend
- Provide managers with the tools and information to support the implantation
- Provide training (HR)
- Host drop in sessions for managers (with HR) prior to all staff comms
- Keep them updated with progress
- Provide email templates for their own comms i.e. newsletters, weekly emails etc
- Ensure managers understand routes for queries and how they are supported

## All staff

- Information on Medspace
- All staff briefings
- Host drop in session for all staff (with HR)
- Regular updates via multiple channels
- FAQs
  - Including glossary of terms
- Ensure staff with no online access are updated by managers

## New starters

- Inform them of the project and that they will be included in the review at some stage

## Councillors

- Briefing note to councillors to inform of change and why we are doing it

## Other

- Approval process for messages needs to be agreed

## Comms timeline

Message	Audience	Method	Date
Intro to managers	Service managers	Email from Chief Organisational Officer	10 October
Intro all staff	All staff	Zymarr from Corporate Management Team	11 October



Intro to cllrs	Councillors	from Chief Organisational Officer	11 October
Phase one teams	Teams in phase one	Direct communication to teams included	October
Phase one teams	All staff	MedSpace update	October (following contact with teams)
	Managers	Drop in sessions	October/November
	All staff	Drop in sessions	October/November
All information shared	All staff	MedSpace page	21 October
Updates	All staff	Monthly updates even if significant nothing to report, to keep on the radar	Monthly
Update, reinforce why we are doing it and benefits i.e. career progression pathways etc	All staff	Message from Chief Executive	29 November
Reinforce staff should not be concerned of job loss/reduction in salary (important to include this info in lead up to Christmas as it's always a hard time financially for people with addition of cost of living crisis this year).	All staff	Video (Leader and Chief Executive Q&A)	End Nov/Beginning Dec
Once phase one is complete	Managers	Email	
Once phase one is complete	All staff	zymarr	2023 (following managers)
Update councillors of phase one	Councillors	From Chief Organisational Officer	
Information regarding phase two, what teams will be included	All staff	Zymarr	2023
Once phase one is complete	Managers	Email	

Once phase two is complete	All staff	Zymarr	Following managers
Update councillors of phase two	Councillors	From Chief Organisational Officer	
Information regarding phase three, what teams will be included	All staff	Zymarr	

### **Officers involved in project**

Sam Beck-Farley, Chief Organisational Culture officer

Nicola Trainor, Head of Council Planning and Programming

Nicola Smith, HR Project Manager

Rosie Jackson, Project Co-ordinator and Change Consultant

Stacey Harrell, HR Business Partner, RCE

Jesse Bhelay, HR business Partner, Adults, Public Health and BSD

Nicholas Morgan, HR Policy Manager

Lisa Morgan, HR Business Partner, Children

Sandra Maddocks, Employee Engagement Manager

Carly Wymark, Senior Press Officer

Amy Pine, Internal Communications Officer

EVENT/ACTION	OBJECTIVES / KEY MESSAGE	AUDIENCE	METHOD OF COMMUNICATION	FREQUENCY	DATE PLANNED	ACTUAL DATE	PERSON RESPONSIBLE	CONTRIBUTORS	LINK
Announcement of review	Announcement to all staff a review is commencing	Service managers	Email from Chief Organisational Culture Officer	one-off	10/10/22	10/10/22	COCO	Project Director & Project manager	
Announcement of review	Announcement to all staff a review is commencing	All staff	Zymarr from Corporate Management Team	one-off	11/10/22	11/10/22	COCO	Project manager /comms	<a href="https://medway2.sharepoint.com/:u:/r/sites/Intranet/Shared%20Documents/Internal%20Comms/HR/MedPay/All%20staff%20comms/Review%20of%20MedPay_%20Announcement.msg?csf=1&amp;web=1&amp;e=JhQjRg">https://medway2.sharepoint.com/:u:/r/sites/Intranet/Shared%20Documents/Internal%20Comms/HR/MedPay/All%20staff%20comms/Review%20of%20MedPay_%20Announcement.msg?csf=1&amp;web=1&amp;e=JhQjRg</a>
Information on the review aims	Information to councillors on aims of the review and methodology	Councillors	from Chief Organisational Culture Officer	one-off	11/10/22	EMC – date?	COCO	Project manager /comms	
Introduction & Welcome to the Review for phase 1 managers	To ensure understanding of the project aims and activities	Phase 1 team managers	COCO Virtual Drop In/Training session for phase 1 managers	one-off	19/10/22	19/10/22	COCO	Project Director/HRBPs	
Phase one teams	Aims of the project and introduction of the elements	All staff	MedSpace update	Ongoing	October 2022 (following contact with teams)	01/10/22			
Phase 1 managers engaged	To raise wareness about the Review and seek engagement, deal with queries	Phase 1 Managers & staff	Workshop with COCO/Project Team	one-off	01/11/22	01/11/22	COCO	Project Director/HRBPs	
Phase 1 Manger TEAMS Channel	To keep informed of developments and for Phase 1 managers to share best practice and problem solve	Phase 1 Managers & staff	TEAMS	Ad hoc - when something to communicate	01/10/22	26/10/22	project coordinator		<a href="https://teams.microsoft.com/l/team/19%3aA2zanIY3OOFosLN1c43Xx_x3eAJe0Xhh5sm5AdH1y41%40thread.tacv2/conversations?groupId=6f62b528-ac66-4f1a-8fd2-127d71933a08&amp;tenantId=68503e93-3ce7-4a22-bfc5-fee421a1f57">https://teams.microsoft.com/l/team/19%3aA2zanIY3OOFosLN1c43Xx_x3eAJe0Xhh5sm5AdH1y41%40thread.tacv2/conversations?groupId=6f62b528-ac66-4f1a-8fd2-127d71933a08&amp;tenantId=68503e93-3ce7-4a22-bfc5-fee421a1f57</a>

Key to colour coding:

**Black – planned/happened/due to happen****Blue – not originally planned/happened****Red – never happened**

EVENT/ACTION	OBJECTIVES / KEY MESSAGE	AUDIENCE	METHOD OF COMMUNICATION	FREQUENCY	DATE PLANNED	ACTUAL DATE	PERSON RESPONSIBLE	CONTRIBUTORS	LINK
Introduction to Review aims & themes	To increase knowledge of the review aims and objectives To introduce idea of Career progression Frameworks(CPF's) and Career Pathways	Phase 1 Managers & staff	Drop in sessions	one-off	October/November 2022	October/November 22	project coordinator	Project manager	<a href="https://medway2.sharepoint.com/sites/Intranet/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FIntranet%2FShared%20Documents%2FInternal%20Comms%2FHRR%2FMedPay%2FAll%20staff%20comms%2FMedPay%20review%5F%20further%20information%20including%20drop%2Din%20sessions%2Emsg&amp;parent=%2Fsites%2FIntranet%2FShared%20Documents%2FInternal%20Comms%2FHRR%2FMedPay%2FAll%20staff%20comms&amp;p=true&amp;ga=1">https://medway2.sharepoint.com/sites/Intranet/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FIntranet%2FShared%20Documents%2FInternal%20Comms%2FHRR%2FMedPay%2FAll%20staff%20comms%2FMedPay%20review%5F%20further%20information%20including%20drop%2Din%20sessions%2Emsg&amp;parent=%2Fsites%2FIntranet%2FShared%20Documents%2FInternal%20Comms%2FHRR%2FMedPay%2FAll%20staff%20comms&amp;p=true&amp;ga=1</a>
Introduction to Review aims & themes	To increase knowledge of the review aims and objectives To introduce idea of Career progression Frameworks(CPF's) and Career Pathways	All staff	Drop in sessions	at phase 1 and phase 2 initiation	October/November 2022 July/August 2023	October/November 2023	project coordinator	project manager	
Project information and Resources shared on MedSpace	To increase knowledge of the review aims and objectives To introduce idea of Career progression Frameworks(CPF's) and Career Pathways To provide FAQ's and glossary To enable 'self serve' access to resources and information	All staff	MedSpace page	Often - as required	21/10/23		project coordinator	comms	<a href="https://medway2.sharepoint.com/sites/Intranet/SitePages/HR/MedPay/MedPay%20review.aspx">https://medway2.sharepoint.com/sites/Intranet/SitePages/HR/MedPay/MedPay%20review.aspx</a>
Updates	To advise on the progress of the project	All staff	Monthly updates even if significant nothing to report, to keep on the radar	Monthly			comms	project coordinator	
Update, reinforce why we are doing it and benefits i.e. career progression pathways etc	To promote the project and achieve engagement	All staff	Message from Chief Executive	Quarterly/when issued	29/11/2023				

Key to colour coding:

EVENT/ACTION	OBJECTIVES / KEY MESSAGE	AUDIENCE	METHOD OF COMMUNICATION	FREQUENCY	DATE PLANNED	ACTUAL DATE	PERSON RESPONSIBLE	CONTRIBUTORS	LINK
Progress update	ensure understanding of progress against the project plan and any risks to delivery	CMT	briefing paper	bi-weekly	ongoing		project manager		
Progress update	ensure understanding of progress against the project plan and any risks to delivery use as sounding board	SWG	meeting agendas and papers	monthly	ongoing		project manager		
Managing expectations	Reinforce staff should not be concerned of job loss/reduction in salary (important to include this info in lead up to Christmas as it's always a hard time financially for people with addition of cost of living crisis this year).	All staff	Video (Leader and Chief Executive Q&A)		End Nov/Beginning Dec 2022	13/12/22	AP/NS		
Once phase one is complete: making it real	Produce case studies	Council	Email	Ad hoc	May/June, Sept/Oct, Jan/Feb				
Once phase one is complete: Evaluation	Share phase 1 project evaluation information	Council	zymarr	once	July 2023 (following managers)				
Video case studies	To promote the benefits of MedPay+ enhancements	Council	zymarr	once	May/June 2023		comms officer	2 x Phase 1 managers	
Establish communication champions	To ensure 2 way comms between Directorates and the project team and consistent messaging	Communication Champions	TEAMS meetings	monthly	01/03/23	27/02/23	Project co-ordinator		
Set Up TEAMS channel for Comms Champions	To provide regular updates that can be cascaded to directorates	Communication Champions	TEAMS meetings	bi-weekly messages	01/03/23	27/02/23	Project co-ordinator		<a href="https://teams.microsoft.com/l/channel/19%3afQQ335fUb7kO9VnSCt5rBAh4CHIB56IPecFiiIvEqWE1%40thread.tacv2/General?groupId=50e57d84-834a-4a67-937e-f4e385bf9dc5&amp;tenantId=68503e93-3ce7-4a22-bfc5-fee421a1f58">https://teams.microsoft.com/l/channel/19%3afQQ335fUb7kO9VnSCt5rBAh4CHIB56IPecFiiIvEqWE1%40thread.tacv2/General?groupId=50e57d84-834a-4a67-937e-f4e385bf9dc5&amp;tenantId=68503e93-3ce7-4a22-bfc5-fee421a1f58</a>
Announce new JE system	Advise of the new JE system and to upskill knowledge and understanding of JE	whole Council	zymar email	once	May/June 2023		comms officer		
Announce new JE system	Advise of the new JE system and to upskill knowledge and understanding of JE	all staff	HR newsletter	once	May/June 2023		comms officer		
Announce new JE system	Advise of the new JE system and to upskill knowledge and understanding of JE	whole Council	Medspace	once	May/June 2023		Project Officer		

Key to colour coding:

EVENT/ACTION	OBJECTIVES / KEY MESSAGE	AUDIENCE	METHOD OF COMMUNICATION	FREQUENCY	DATE PLANNED	ACTUAL DATE	PERSON RESPONSIBLE	CONTRIBUTORS	LINK
Announce new JE system	Advise of the new JE system and to upskill knowledge and understanding of JE	managers and trade unions	briefing session	x 3	May/June 2023				
Announce new JE system	Advise of the new JE system and to upskill knowledge and understanding of JE	CMT Subset	briefing paper/Presentation	once	01/06/23		Project Officer	HR Consultant Org Change	
Phase 1 completion	announce completion of phase 1 and plans for phase 2	whole Council	zymar email	once	mid-April 2023		Comms Officer		
Phase 1 completion	announce completion of phase 1 and plans for phase 2	whole Council	HR Newsletter	once	mid-April 2023		Comms Officer		
Phase 1 completion	announce completion of phase 1 and plans for phase 2	trade unions	Teams meeting	once	mid-April 2023		project manager		
Phase 1 completion	announce completion of phase 1 and plans for phase 2	whole Council	Medspace	once	mid-April 2023		Project Officer		
Phase 1 completion	Phase 1 SMGR feedback session	Phase 1 SMGR	In person meeting	Once	May		Project manager	Project Director & Project coordinator	
Phase 1 completion	Outcome of phase 1 specific to each team	phase 1 staff	team meetings	once	May-July 2023		Service manager		
Phase 2 launch	Inform all staff of the expectations for phase 2	whole Council	zymar email	once	May		Comms officer		
Phase 2 launch	Inform all staff of the expectations for phase 2	whole Council	Teams briefing sessions	x 3	July		project coordinator		
Phase 2 launch	Inform all staff of the expectations for phase 2	Service Managers	Service Manager Meeting	once			Head of Council Planning & Programmes		
Phase 2 launch	Service managers sign up to slots in phase 2 via i-sahre	Service Managers	email				project officer		
Project initiation for phase 2 service managers	introduce them to tools and guidance documents	Service Managers	Teams briefing	for each new cohort	June/September/December 2023		HRBP's		
1:1 planning with service managers	opportunity to answer questions, start to look at team and roles	Service Managers	meeting face-to-face	with each service manager	July		HRBP's		
Drop ins with staff in phase 2	To communicate the process, answer questions, troubleshoot	staff in phase 2	TEAMS Drop ins and face to face opportunities	monthly	From July 2023		project coordinator	project manager	
Programme update	ensure all stakeholders are regularly updated on all the projects within the MedPay programme	CMT	briefing paper	bi-weekly	ongoing		project manager		
Programme update	ensure all stakeholders are regularly updated on all the projects within the MedPay programme	strategic working group	briefing paper	monthly	ongoing		project manager		

Key to colour coding:

EVENT/ACTION	OBJECTIVES / KEY MESSAGE	AUDIENCE	METHOD OF COMMUNICATION	FREQUENCY	DATE PLANNED	ACTUAL DATE	PERSON RESPONSIBLE	CONTRIBUTORS	LINK
Programme update	ensure all stakeholders are regularly updated on all the projects within the MedPay programme	Communication Champions	email	regularly	ongoing		project officer		
Programme update	ensure all stakeholders are regularly updated on all the projects within the MedPay programme	trade unions	verbal update at CCC	quarterly			project manager		
Programme update	ensure all stakeholders are regularly updated on all the projects within the MedPay programme	HR & Payroll Teams	Teams briefing sessions	Once	March/April 2023		project manager	Project coordinator	
Once phase one implementation is	Announcement to all staff phase 1 completed	Managers	Email	once	September		comms	project coordinator	
Once phase one implementation is complete	Announcement to all staff phase 1 completed	All staff	zymarr	once	September		comms	project coordinator	
Update councillors on phase one implementation	To provide regular updates to members to ensure they are aware of the project and improvement to MedPay	EMC - lead councillors for HR	report	quarterly	ongoing 1st update on Phase 1 6/6/2023		Head of Council Planning & Programmes	project manager	
Information regarding phase two, what teams will be included	Information regarding phase two process and naming teams that will be included each quarter	All staff	Zymarr		August, October 23, January 24		comms	project coordinator	
Update councillors of phase two launch	To provide general information about MedPay and the enhancements	All Councillors	Member Induction	May-23	11/05/23	11/05/23	COCO	NS	
Update on year 1 review of phase one pilot									
Phase 3 launch	Information regarding phase three, what will be included	All staff	Zymarr	Jan-23					

Key to colour coding: