



**Report of Head of Service Delivery ICT**

**Report to Deputy Chief Executive**

**Date: 18<sup>th</sup> July 2014**

**Subject: Approval to create IT Graduate/trainee scheme and new roles on ICT structure**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. Creation of a graduate/trainee scheme specific to ICT development and our core technologies is required to increase our capacity to deliver key Council change programmes.
2. Creation of new technical roles in our core technologies on the ICT structure are required to increase our capacity and capability to deliver key Council change programmes.
3. All changes are within existing ICT budget or from income due from commissioned projects.

**Recommendations**

1. The Deputy Chief Executive is requested to approve the proposals in this report.

## **1 Purpose of this report**

- 1.1 To seek approval to create an IT specific Graduate/trainee scheme focussed on development in our core technologies.
- 1.2 To seek approval to create new technical job roles within ICT in our core technologies.

## **2 Background information**

- 2.1 ICT Services have developed a Sourcing and Workforce Strategy which focuses on a multi sourced approach. This approach will be a blended use of specialist partners, contractors and in-house staff.
- 2.2 There is a need to address issues with retention and recruitment of staff which mean we currently have gaps in our in-house capacity and capability.
- 2.3 The approach also needs to address the challenges of recruiting and retaining suitably skilled staff in a competitive IT market where these skills are in high demand.
- 2.4 Although the Council's core technology infrastructure and end user computing capabilities are relatively up to date and well supported, many of the diverse applications and technologies that underpin some business services and future business change are not and this poses a risk to operational service delivery as well as delivering our key change programmes and city outcomes.
- 2.5 In order to effectively respond to these challenges a number of changes to the ICT staffing structure are now proposed including the creation of new technical posts and creation of a specific graduate/trainee scheme in IT development. This paper sets out the drivers for change and proposed changes.

## **3 Main issues**

- 3.1 The use of Microsoft Business Intelligence (BI) platform is a growth area underpinning the "intelligence" requirements of the Council in the short, medium and long term - specifically the critical reporting requirements for Housing, Adult and Children's Services. Our in-house capacity in this technology is very limited.
- 3.2 Integrating the multiple systems within the Council is undertaken using the Biztalk product, our in-house capacity in this technology is limited.
- 3.3 Our web and Insite solutions require additional in-house capacity to ensure we maintain a four star web site and continually develop the web site and Insite to maximise the cheaper e-channel opportunity. Our in-house capacity in these technologies are limited with a significant reliance at present on contractors.
- 3.4 Developing and rolling out a practical Electronic Workplace solution (based on Microsoft technology) across the Council will realise significant efficiencies and move us away from file shares. It will enable people to seamlessly find, access and collaborate on documents electronically and also enable the removal of

masses of paper documents (required for Changing the Workplace, Children's, Cluster Working, Adults Social Care, Housing, Environmental Services, Information Governance and Records Management requirements). Implementation of EDRMS solutions will support the Better Business Management programme. Our in-house capacity in these technologies are limited with a significant reliance at present on contractors.

- 3.5 Continually keeping our 'end user computing' platform and generic tools up to date (Windows, Tablets, Mobile, Unified Communications, Productivity and Collaboration Tools) is critical in people being able to work anytime, anyplace, anywhere enabling access to their key systems. Our in-house capacity to support our desktop image is limited.
- 3.6 There is need to increase capacity within the Solution Architect team to support directorates in understanding the 'art of the possible' and delivering a range of public services; supporting wider city initiatives; commissioning and specifying the new broader scope of digital and IT services; working on specifications for procurements, innovations and the validation of supplier proposals.
- 3.7 Support and development of our GIS platform requires additional capacity.
- 3.8 Difficulty retaining skilled resources in certain technologies in particular to meet current and forecast demand with often higher salaries being paid in the external market. This comes with an associated loss of the investment we have made training these staff.
- 3.9 There are currently very few purely technical posts above the P02 salary scale meaning that technical staff required and suited towards technical specialisation cannot be recruited or retained unless they are also willing to take on management responsibilities.
- 3.10 LCC is competing with other recruiting organisations for people with strong technical skills but the salaries being offered by LCC are generally not competitive in terms of some of the key technology areas required and calibre of resource required.
- 3.11 There is currently no formal entry level programme to provide new resources with good potential to be trained in some of the key technology areas.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Formal consultations with the relevant Trade Unions, staff and HR took place from 13th – 27th June 2014.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 The Equality, Diversity, Cohesion and Integration screening was undertaken between 9th and 30th June 2014.

### 4.3 Integration Screening

- 4.3.1 No staff are at risk through implementation of these changes.
- 4.3.2 Recruitment to the Developer programme will be open to both Council employees and external applicants. However, advertising of the scheme outside the Council will be restricted to the Council website and targeted communication with local universities and colleges.
- 4.3.3 We aim to attract graduates, college leavers and staff with the aptitude and relevant knowledge to train and become developers in the Council's core IT technologies.
- 4.3.4 Selection of candidates onto the IT Developer programme will be through an application, technical testing, assessment centre and interview process.
- 4.3.5 There is a need for senior technical roles in some of our core technology areas. The roles will provide technical skills and leadership but will not require the postholders to be team leaders or managers. The following new technical posts are required :

	Target grade (subject to Job Evaluation)
Lead Developer (Sharepoint, .Net & C#)	P06
Senior Developer (Sharepoint, .Net & C#)	P04
Lead Developer Business Intelligence	P06
Senior Developer Business Intelligence	P04
Lead Developer Integration – Biztalk	P06
Senior Developer Integration – Biztalk	P04
Lead Technical Desktop specialist	P04

- It will be the case that team managers/leaders may be at the same or on an even lower grade to these technical posts. This will not affect the reporting line but reflects the specialist technical skills of the new posts.
- As posts are released they will be filled through standard recruitment processes
- No existing staff are at risk from these proposals therefore no slotting or ringfencing arrangements are deemed appropriate.

### 4.4 Resources and value for money

- 4.4.1 The proposed changes will be met from a combination of existing revenue and commissioned project budgets.

	Grade		2014/15	2015/16
	*	Posts	Costs	Costs
Lead Developer (Sharepoint, .Net & C#)	P06	1	24,386	49,260
Senior Developer (Sharepoint, .Net & C#)	P04	1	21,575	43,580
Lead Developer Business Intelligence	P06	1	24,386	49,260
Senior Developer Business Intelligence	P04	1	21,575	43,580

Lead Developer Integration – Biztalk	P06	1	24,386	49,260
Senior Developer Integration – Biztalk	P04	1	21,575	43,580
Lead Technical Desktop specialist	P04	1	21,575	43,580
IT Graduate Trainee	C1	10	120,650	243,713
Training Costs			30,000	30,000
<b>Total Costs</b>			<b>310,106</b>	<b>595,814</b>

	2014/15	2015/16
<b>Sources of Funding</b>		
Currently holding 3 Developer Posts Vacant (PO2) and 2 x SO2s	90,000	180,000
Head of IM@T to be funded from Existing staffing resources - vacant post can be deleted	60,000	60,000
Reduce Reliance on External Contractors	15,000	95,000
Additional charges to projects (capital funded)	115,500	231,000
ICT Training Budget	30,000	30,000
<b>Total Funding</b>	<b>310,500</b>	<b>596,000</b>

\* Grades subject to Job Evaluation

## 5 Conclusions

- 5.1 An IT Developer scheme is required to provide an entry level role into ICT development. This will be open to graduates, college leavers and existing Council employees.
- 5.2 Selection onto the scheme will include the use of technical tests to assess candidate aptitude and further testing/interview.
- 5.3 Scheme members will be trained and mentored to achieve the expected skill levels.
- 5.4 If the scheme member chooses to leave ICT/the Council before the end of the two year programme the cost of all external training must be re-paid.
- 5.5 If scheme members do not meet expected performance levels (measured through objectives) then their employment on the scheme may be terminated. The cost of external training would not be recouped in this case.
- 5.6 At the end of the scheme there will need to be vacant funded posts which the programme participants can apply for to ensure we retain the skills within the Council.
- 5.7 A number of senior IT technical posts will be created – these posts will need to be job evaluated.
- 5.8 Selection into the senior IT technical posts will follow current Council recruitment processes, the posts will be open to both internal and external candidates.

5.9 Job descriptions and job evaluation will be undertaken for all of the above posts but posts will be released as funding becomes available through existing budgets or commissioned projects.

## **6 Recommendations**

6.1 The Deputy Chief Executive is requested to approve the following proposals

- Creation of an IT specific Developer Programme
- Creation of new technical ICT posts

## **7 Background documents<sup>1</sup>**

Equality Impact assessment/screening

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.