Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Principal Business Intelligence Analyst	Range 6	The Principal Business Intelligence Analyst supports services and directorates across the council by delivering robust data analysis, statistical modelling, and machine learning to create actionable insights. This role involves collecting, processing, analysing, and presenting data from different sources and formats to support strategic decision-making, understand residents, customers, and business processes, and drive organisational improvement. The role will lead analytical projects, manage and guide a team of analysts or cross-functional project teams, and ensure that the outputs are impactful, high quality, and meet ethical and governance requirements. The role will advocate for the use of data, guiding services in effective data creation and usage. This includes performing advanced quantitative and qualitative analysis, participating in data science projects, and championing user research to support the delivery of council services and drive change. The role also involves demonstrating in-depth knowledge of data science tools and techniques, enabling effective problem-solving, and ensuring data quality and integrity to create accurate and reliable insights that achieve the council's operational and strategic priorities.	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications A recognised qualification in a relevant subject at least at a level 4.	**Qualifications** Evidence of working towards a qualification, in a relevant subject such as data science, statistics etc, equivalent to at least a degree.	**Qualifications** A degree in a relevant subject such as data science, statistics etc
			Knowledge - You should be able to demonstrate significant knowledge and experience of applying the legal and governance frameworks and ethical considerations applicable for data analysis, this includes but is not limited to the Data Protection Act 2018 , GDPR, Equality, and Data Ethics Framework [EGP7] - You can understand and help teams to apply a range of methods to analyse data and synthesise findings [DA7] - You can understand and help others to apply a range of methods to manage projects, including user needs, generation of ideas, methods and tools, and best practice [PM7] - You can understand a range of software and tools relevant to your team and can help others to apply a range of methods, tools, and best practice [TS7] - You should be able to demonstrate significant knowledge and experience of data management to help	**Knowledge** - You understand and champion user research as part of data projects, and can design and manage processes to gather and establish user needs [DBI8] - You can demonstrate in-depth knowledge of data science tools and techniques, which you can use to solve problems creatively and to create opportunities for your team [DI8] - You continue to develop your knowledge through practical application of skills	**Knowledge** You continue to develop your knowledge through practical application of skills

			define and support the use of common toolsets to manage data across the organisation [DM7] • You should be able to demonstrate significant knowledge and experience of data cleansing and transformation, to define and support the use of common toolsets to manage data across different teams in the organisation [DCT7] • <u>A good understanding of equality, diversity and inclusion</u> • <u>Developed knowledge of the service and how the work of the team contributes to the wider organisational context and strategy</u> • <u>Good understanding of the One Medway Council Plan to ensure alignment with workstreams.</u> • <u>An understanding of the Council's Performance Appraisal process.</u> • <u>Awareness of HR procedures to manage teams effectively.</u>		
			Experience • Managing multi-disciplinary teams to create insight and robust analytical products • Leading a variety of data analytics projects, some of which will be taking place at the same time • Mentoring and providing guidance to other analysts • Extensive experience of using specialist software and tools such as Power BI, R, and Python • Extensive experience in a numerate working environment	**Experience** • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading complex discussions with stakeholders about analytical projects and approaches • Contributing to policy development • Using data science to add value and insight to business processes	**Experience** • A minimum of 24 months of satisfactory and consistent performance working within the role • Supporting the development of a robust data culture within an organisation • You can establish processes, standards and approaches to managing data, analytics and data science projects
			Skills	**Skills**	**Skills**

	• You can review, advise and support team members in selecting appropriate visualisations to tell a story and provide influence [DV7] • You can apply appropriate statistical techniques to available data to discover new relations and offer insight into research problems, helping to improve organisational processes and support decision making [S7] • You can review, advise and support team members in selecting appropriate validation and verification checks [QA7] • You can review, advise and support team members in selecting appropriate research approaches [R7] • You can communicate effectively with technical and non-technical stakeholders to interpret needs to create data, analytical or research objectives [C7] • You can lead and support services in your areas of organisational responsibility by using data and data science to create change [DBI7] • You can identify areas of innovation in data science, data tools and techniques, and recognise appropriate timing for adoption [DI7]	• You can develop processes to enable compliance with legal and governance frameworks and ensure ethical considerations are made [EGP8] • You can advise on the choice and application of techniques, and can critique colleagues' findings to assure best practice [DA8] • You can use your knowledge and experience of project management methodologies to oversee projects within a team [PM8] • You can advise on the choice and application of software, tools, and techniques in a team, and can critique colleagues' use of software and tools to assure best practice [TS8] • You can develop processes to enable good data management practices in compliance with data governance policies [DM8] • You can develop processes to enable good data cleansing and transformation practices within your team [DCT8] • You can apply standards and best practices that present, communicate and disseminate data appropriately and with influence, to support decision-making [DV8] • You are able to provide guidance on matching data sources with relevant applied mathematics and statistical techniques to meet analysis goals [S8] • You can apply standards and best practices for validation and verification appropriately and with influence, to support decision-making [QA8] • You can apply standards and best practices for research selecting those that are appropriate for the situation and are robust, to support decision-making [R8] • You can manage active and reactive communications to effectively manage stakeholder expectations [C8]	• You can ensure governance and ethical processes are in place and adhered to for the products and services your team provides [EGP9] • You can support the adoption of a data analysis culture across the council; effectively engaging sceptical colleagues in analysis and synthesis of results [DA9] • You can share your knowledge and experience of project management methodologies with others, including tools and techniques you use [PM9] • You can support the adoption of tools and software across the council; promoting the use of coding and programming for data and analytics through training and development [TS9] • You can ensure data management and governance processes are in place and adhered to for the products and services your teams provide [DM9] • You can advise on the choice and application of data cleansing and transformation approaches within projects, and can critique colleagues' use of models and tools to assure best practice [DCT9] • You can establish processes, standards and templates for others to follow, improving the efficiency and quality of visualisations [DV9] • You can apply designated quantitative techniques such as time series analysis, optimisation and simulation to create and embed appropriate models for analysis and prediction [S9] • You can establish processes, standards and templates for

					• quality assurance that others can follow [QA9] • You can establish processes, standards and templates for research that others can follow [R9] • You can support or host difficult discussions within the team or with diverse senior stakeholders [C9] • You identify and create opportunities to develop and deliver data and data science products to support organisational objectives, while collaborating across the organisation to fulfil meaningful goals [DBI9] • You can share your knowledge and experience of data and data science methodologies with others, including tools and techniques you use [DI9]
Business Intelligence Manager	Range 7	The Business Intelligence Manager plays a crucial role in supporting services and directorates across Medway Council by driving data innovation and scalability within the organisation. This role involves investigating emerging trends, performing horizon-scanning to introduce innovative data-related approaches, and providing guidance on best practices. The manager is responsible for creating and leading cross-functional project teams, collaborating with various departments to understand their unique needs, and tailoring data solutions to enhance efficiency and drive success across the council. The Business Intelligence Manager is an advocate for the use of data, guiding business departments in effective data creation and usage, and ensuring appropriate processes to	Required for this level **Qualifications** A degree in a relevant subject such as data science, statistics etc. **Knowledge** • You are recognised as a specialist and are able to advise others on how to apply governance and ethical considerations and legislation in practice [EGP10] • You are recognised as a specialist and adviser with expert knowledge across a range of software and tools relevant to your role [TS10] • You understand a broad range of statistical tools, particularly those deployed within the organisation, and can use these appropriately and help others to use them; providing critique of	In addition to level A **Qualifications** Evidence of continuing professional development **Knowledge** • You are recognised as a specialist and adviser in project management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PM11] • You are recognised as a specialist and adviser in data innovations, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [DI11] • You continue to develop your knowledge through practical application of skills	In addition to levels A and B **Qualifications** Evidence of continuing professional development **Knowledge** • A comprehensive understanding of Service Area, including operations, plans and strategies, and its integration within the Directorate and Council. • You continue to develop your knowledge through practical application of skills

			maintain data accuracy and relevance. By fostering collaborative working across professions, the role embeds data and data science into the core operational functions, enabling all departments to leverage data-driven insights to achieve their strategic objectives. This role also involves managing stakeholder expectations, mediating complex discussions, and representing the team at various internal and external events.	statistical analyses where appropriate [S10] • You are seen as a specialist and are able to teach and advise others on how to apply analytical and synthesis of findings in practice across a range of organisational areas, or may have deep expertise on a narrower range of specialisms [DA10] • A detailed understanding of equality, diversity and inclusion and how it relates to delivery of council services • Advanced knowledge of the service and how the work of the team contributes to the wider organisational context and strategy • A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams. • An understanding of the Council's Performance Appraisal process. • Developed knowledge of HR procedures to manage a team effectively.		
				Experience • Managing multi-disciplinary teams to create insight and robust analytical products • Leading a variety of data analytics projects, some of which will be taking place at the same time • Mentoring and providing guidance to other analysts • Extensive experience of using specialist software and tools such as Power BI, R, and Python • Extensive experience in a numerate working environment.	**Experience** • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading complex discussions with stakeholders about analytical projects and approaches • Contributing to policy development • Using data science to add value and insight to business processes	**Experience** • A minimum of 24 months of satisfactory and consistent performance working within the role • Supporting the development of a robust data culture within an organisation • You can establish processes, standards and approaches to managing data, analytics and data science projects

			Skills	**Skills**	**Skills**
			• You can ensure project management approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [PM10] • You can ensure data management responsibilities are clearly defined and training is in place to enable the execution of data management practices within your team [DM10] • You should lead and guide the best practice use of data models and tools to cleanse and transform data within the team [DCT10] • You ensure that your team has the training, skills and support required to produce high quality data visualisations that are insightful and can be acted upon [DV10] • You ensure that your team has the training, skills and support required to quality assure their work [QA10] • You ensure that your team has the training, skills and support required to conduct research in their work [R10] • You can manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales [C10] • You take responsibility for delivering scalable data and data science products into the organisation, and establishing maintenance support [DBI10] • You can investigate emerging trends in data-related approaches, perform horizon-scanning for the organisation	• You can define strategies to enable continual improvement of and compliance with data governance legislation and framework within the team [EGP11] • You can define strategies to enable continual assurance, improvement and innovation of analytical practices to generate clear and valuable findings [DA11] • You can ensure your team uses software and tools to create reproducible outputs that support the organisation to achieve its goals [TS11] • You can define strategies to enable continual improvement of data management practices and compliance with data governance policies within your team [DM11] • You can define strategies to enable continual improvement of data cleansing and transformation practices within your team [DCT11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for data visualisation [DV11] • You can identify opportunities to develop statistical insight, reports and models to support organisational objectives, while collaborating across the organisation effectively [S11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for quality assurance [QA11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for research [R11]	• You should be able to contribute to organisational approaches regarding data ethics and governance [EGP12] • You can help the organisation to adopt a wide range of analysis and synthesis techniques to support business intelligence [DA12] • You can contribute to the development of best-practice project management across the organisation's analytical function [PM12] • You should be able to contribute to the definition and adoption of business intelligence and analytical software and tools for use across the organisation [TS12] • You should be able to influence senior stakeholders in the use of data management approaches and data governance across the organisation [DM12] • You should be able to coach and mentor others to support their use of data models and tools to cleanse and transform data in projects they are managing [DCT12] • You can define strategies to enable your team to produce effective and influential visualisations [DV12] • You can use a variety of data analytics techniques (such as data mining and prescriptive and predictive analytics) for complex data analysis through the whole data life cycle [S12] • You can define strategies to enable your team to quality assure their work [QA12] • You can define strategies to enable your team to embed

			and introduce innovative ways of working [DI10]	• You can mediate between people, communicating with stakeholders at all levels [C11] • You can contribute to the development of best-practice data and data science approaches across the organisation's analytical function [DBI11]	research practices in their roles [R12] • You can speak on behalf of and represent your team at internal and external events [C12] • You can champion the role of data and data science in supporting organisational priorities, and in collaborative working across professions [DBI12] • You can contribute to the development of best-practice data innovation across the organisation's analytical function [DI12]

Performance Progression Pay — MedPay

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Consultation and Engagement Career Progression Framework

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Consultation and Engagement Manager	Range 7	The Consultation and Engagement Manager support services and directorates across Medway Council to champion consultation and engagement within our decision-making and ensuring the delivery of relevant social research. The manager will support innovation within the organisation by ensuring residents and stakeholders have a voice in council services. Recognised as a specialist and adviser, the manager will provide guidance on best practices for consultation and engagement and identify innovative ways to involve stakeholders in social research . The Consultation and Engagement Manager will create and lead cross-functional project teams, delivering corporate social research projects and initiatives. This includes collaborating with various departments to understand their unique needs and tailoring social research to enhance efficiency and drive success across the organisation. The manager will advocate for the use of social research, guiding business departments in the effective creation and usage of social research, ensuring appropriate processes to analyse findings while maintaining data accuracy and relevance. Through fostering collaborative working across professions, the manager plays a crucial role in embedding social research into the core operational framework, ensuring all departments	Required for this level **Qualifications** A degree in a relevant subject such as social research, statistics etc. **Knowledge** • You are recognised as a specialist and are able to advise others on how to apply governance and ethical considerations and legislation in practice [EGP10]. • You are recognised as a specialist and adviser with expert knowledge across a range of software and tools relevant to your role [TS10]. • You understand a broad range of statistical tools for consultation and engagement, particularly those deployed within the organisation, and can use these appropriately and help others to use them; providing critique of statistical analyses where appropriate [S10]. • You are seen as a specialist and are able to teach and advise others on how to apply analytical and synthesis of consultation and engagement findings in practice across a range of organisational areas or may have deep expertise on a narrower range of specialisms [DA10]. • A detailed understanding of equality, diversity and	In addition to level A **Qualifications** Evidence of continuing professional development **Knowledge** • You are recognised as a specialist and adviser in project management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PM11] • You are recognised as a specialist and adviser in social research and survey design, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [SRSD11] • You continue to develop your knowledge through practical application of skills	In addition to levels A and B **Qualifications** Evidence of continuing professional development **Knowledge** • A comprehensive understanding of Service Area, including operations, plans and strategies, and its integration within the Directorate and Council. • You continue to develop your knowledge through practical application of skills

		can leverage insights to achieve their strategic objectives .	inclusion and how it relates to delivery of council services • Advanced knowledge of the service and how the work of the team contributes to the wider organisational context and strategy • A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams. • An understanding of the Council's Performance Appraisal process. • Developed knowledge of HR procedures to manage a team effectively.		
			Experience • Managing multi-disciplinary teams to create insight and robust social research products • Leading a variety of social research projects, some of which will be taking place at the same time • Mentoring and providing guidance to other analysts • Extensive experience of using specialist software and tools such as Snap Survey, Microsoft Forms • Extensive experience of working in a social research environment	**Experience** • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading complex discussions with stakeholders about social research projects and approaches • Contributing to policy development • Using social research to add value and insight to business processes	**Experience** • A minimum of 24 months of satisfactory and consistent performance working within the role • Supporting the development of a robust social research culture within an organisation • You can establish processes, standards and approaches to managing social research projects
			Skills • You can ensure project management approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [PM10] • You can ensure data management responsibilities for consultation and engagement are clearly	**Skills** • You can define strategies to enable continual improvement of and compliance with data governance legislation and frameworks within the team [EGP11] • You can define strategies to enable continual assurance, improvement and innovation of analytical practices to generate clear and valuable findings [DA11]	**Skills** • You should be able to contribute to organisational approaches regarding data ethics and governance [EGP12] • You can help the organisation to adopt a wide range of analysis and synthesis techniques to support consultation and engagement [DA12]

			defined and training is in place to enable the execution of data management practices within your team [DM10] • You should lead and guide the best practice use of data models and tools to cleanse and transform consultation and engagement data within the team [DCT10] • You ensure that your team has the training, skills and support required to produce high quality data visualisations that are insightful and can be acted upon [DV10] • You ensure that your team has the training, skills and support required to quality assure their work [QA10] • You ensure that your team has the training, skills and support required to conduct research in their work [R10] • You can manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales [C10] • You can ensure social research and survey design approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [SRSD10] • You should lead and guide the best practice use of survey management within the team and across the council [SM10]	• You can ensure your team uses software and tools to create reproducible outputs that support the organisation to achieve its goals [TS11] • You can define strategies to enable continual improvement of data management practices and compliance with data governance policies for consultation and engagement within your team [DM11] • You can define strategies to enable continual improvement of data cleansing and transformation practices within your team [DCT11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for data visualisation [DV11] • You can identify opportunities to develop statistical insight, reports and models to support organisational objectives, while collaborating across the organisation effectively [S11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for quality assurance [QA11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for research [R11] • You can mediate between people, communicating with stakeholders at all levels [C11] • You can define strategies to enable continual improvement of survey management within your team [SM11]	• You can contribute to the development of best-practice project management across the organisation's analytical function [PM12] • You should be able to contribute to the definition and adoption of consultation and engagement software and tools for use across the organisation [TS12] • You should be able to influence senior stakeholders in the use of data management approaches and data governance across the organisation [DM12] • You should be able to coach and mentor others to support their use of data models and tools to cleanse and transform data in projects they are managing [DCT12] • You can define strategies to enable your team to produce effective and influential visualisations [DV12] • You can use a variety of data analytics techniques (such as text mining, ethnographic analysis, and the use of AI for analysis) for complex data analysis through the whole data life cycle [S12] • You can define strategies to enable your team to quality assure their work [QA12] • You can define strategies to enable your team to embed research practices in their roles [R12] • You can speak on behalf of and represent your team at internal and external events [C12] • You can contribute to the development of best-practice social research and survey design across the organisation's analytical function [SRSD12]

					• You should be able to coach and mentor others to support their use of survey management in projects they are running [SM12]

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GIS Career Progression Framework

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
GIS Analyst	Range 4	The role of the GIS Analyst is fundamental in supporting various services and directorates across Medway Council to collect, process, analyse, and present spatial data from different sources and formats. This involves applying appropriate techniques and tools to manipulate, transform, visualise, and interpret data, and communicating findings and insights in clear and concise reports and presentations. The role also includes maintaining and coordinating spatial datasets such as the local land and property and local street gazetteers, playing a crucial role in the naming and numbering of streets and properties in accordance with BS7666 and local policies.

In addition to these responsibilities, the GIS Analyst will work closely with other analysts and subject matter experts to understand the spatial needs and objectives across a wide range of projects and tasks. They will liaise with stakeholders, both internal and external, to establish data and reporting needs, delivering insightful and accurate information or timely and professional street naming and numbering advice. The role requires a curious mindset and a willingness to learn about GIS methods and tools, exploring how GIS data can be used to | Required for this level | In addition to level A | In addition to levels A and B |
| | | | **Qualifications**
Good general level of education (five GCSEs grade 4-9/A*-C or equivalent, including Maths and English) | **Qualifications**
Start a recognised certification or qualification in a spatial discipline e.g. geography, GIS, computer science etc. | **Qualifications**
Achieve a recognised certification or qualification in a spatial discipline e.g. geography, GIS, computer science etc. |
| | | | **Knowledge**
• You are aware of the legislation and governance frameworks applicable to your role, such as the Data Protection Act 2018 and General Data Protection Regulation (GDPR). [EGP1]
• You are aware of approaches to analyse GIS data and synthesise findings [DA1]
• You are aware of project management approaches and theories [PM1]
• You have an awareness of data management in GIS and how it relates to governance [DM1]
• You know about different data approaches, models and tools to enable data cleansing and transformation within GIS projects [DCT1]
• You are aware of the importance of data visualisation to help summarise and present data and conclusions in the most appropriate format for users [DV1] | **Knowledge**
• You have a basic understanding of the ethical considerations in relation to GIS approaches. [EPG2]
• You understand how to apply basic techniques for project management [PM2]
• You understand data management in your role, and how it works in relation to other organisational governance structures for projects you are working on [DM2]
• You should develop your knowledge and experience of research (qualitative and quantitative) to be confident contributing to policy development discussions [R2]
• You should demonstrate you understand how geographic data can be used to support decision-making [GEX2]
• You understand how to apply basic techniques for evaluating geographic information to create an evidence base [GEV2]
• Awareness of the service and how the work of the team contributes to the wider organisational context and strategy | **Knowledge**
• You have a good understanding of the context of your work and the strengths and weaknesses of analysis, and are able to communicate these clearly and concisely [C3]
• You show an awareness of opportunities for innovation with new tools and uses of data [DI3]
• You continue to develop your knowledge through practical application of skills |

		create value and innovation for the organisation and its stakeholders. •	• You understand the importance of data quality and making sure data is fit for purpose [QA1] • You should be aware of how research and evidence can be applied to policy development. [R1] • You are aware of the need to translate technical concepts into non-technical language [C1] • You can adopt an inquisitive and curious approach to geographic information and can appreciate its use in supporting decision-making [GEX1] • You should be aware of the importance of evaluating geographic information to create an evidence base [GEV1] • <u>An awareness of equality, diversity and inclusion</u> • <u>An awareness of the One Medway Council Plan</u>		
			Experience • Experience of working as part of a team • Experience of managing a varied workload • Experience of using spatial data • Experience in a GIS or geographic working environment	**Experience** • A minimum of 12 months of satisfactory and consistent performance working within the role • Experience of working within a spatial environment • Experience of working with other services to deliver analytical outputs or maintain spatial products • Experience of working with a variety of spatial approaches	**Experience** • A minimum of 12 months of satisfactory and consistent performance working within the role • Experience of working independently to deliver analytical outputs • Experience of applying data governance and protection in projects you are working on.
			Skills • You have a working knowledge of Microsoft Office and have an awareness of specialist software and tools such as Cadcorp, QGIS, gazetteer management systems, and FME [TS1]	**Skills** • You can apply basic techniques for the analysis of data and the synthesis of findings [DA2] • You can start to use relevant tools and software independently; explaining how they can be used to create,	**Skills** • You can describe the legal and ethical issues affecting datasets and projects you are working on; contributing to documentation such as Data Privacy Impact Assessments [EGP3]

			• You are numerate and aware of how statistics can be used to collect, analyse, interpret, present and organise GIS data. [S1]	manage, analyse and display spatial data [TS2] • You understand how to apply basic models and tools to cleanse and transform data within GIS projects [DCT2] • You can work under direction to use the most appropriate medium to visualise data to tell a story, that meets project goals and allows stakeholders to act upon the outputs [DV2] • You can apply your knowledge and experience of IT and mathematical skills, including statistical tools and techniques to GIS projects [S2] • You understand basic data and research issues in projects that you are working on and can check, with guidance, that the data and analysis look right [QA2] • You can vary your communication style based on the stakeholders you are engaging with [C2]	• You are beginning to independently apply analytical theory to practical examples in projects and ad hoc work, seeking guidance where necessary [DA3] • You know about project management techniques and can start to apply them independently, seeking guidance where necessary [PM3] • You should be able to confidently use at least one-piece of specialist software or system relevant to your role; with a basic knowledge of map or spatial data creation, and data and analytics [TS3] • You are beginning to independently apply data management theory to practical examples in projects and ad hoc work, seeking guidance where necessary [DM3] • You can, with guidance, collate, cleanse and transform team or corporate datasets within an agreed model, workflow, or architecture for GIS data [DCT3] • With guidance, you can present, communicate and disseminate appropriate analysis and recommendations [DV3] • With guidance, you can carry out general analysis techniques for data inspection, exploration and visualisation of GIS data [S3] • You can show that you can ask the right questions in relation to a problem and can identify appropriate

					• ways to collect, collate and prepare data and research; deciding if is accurate and fit for purpose [QA3] • Using your knowledge and experience of research you should be able to make recommendations for policy development in one area of expertise [R3] • You should be able to choose the most appropriate geographic tool or technique to support decision-making in any given situation. [GEX3] • You can explain the importance of evaluating geographic information to create an evidence base to deliver business objectives [GEV3]
Senior GIS Analyst	Range 5	The Senior GIS Analyst role is pivotal in supporting services and directorates across the council by transforming geographic data into actionable insights. This position involves collecting, processing, analysing, and presenting data from diverse sources to support strategic decision-making and drive organisational improvement. The analyst will lead geographic data projects, mentor team members, and collaborate with cross-functional teams to ensure data integrity and accuracy. Additionally, the role includes guiding business departments in effective geographic data usage and building processes to maintain data accuracy and relevance. The Senior GIS Analyst will perform quantitative analysis to support complex business situations, such as strategy development and performance improvement. The role requires advanced analytical skills to create data-driven insights that support informed decision-making and	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications A good standard of education, such as A level qualifications	**Qualifications** Evidence of working towards a qualification, in a relevant subject such as GIS, geography, computer science etc, equivalent to at least a level 4	**Qualifications** A recognised qualification in a relevant subject at least at a level 4
			Knowledge • You are aware of the legislation and governance frameworks applicable to your role and how to follow them across projects [EGP4]. • You know how and when to apply existing best-practice solutions for data analysis in spatial [DA4]. • You know how to apply best-practice project management methodologies, including tools and techniques; seeking guidance where necessary [PM4]. • You know how to apply best-practice approaches for data cleansing and transformation in GIS or spatial projects, including tools and	**Knowledge** • You have an understanding of the ethical considerations in relation to data analysis approaches and how to apply them [EGP5] • Good understanding of the One Medway Council Plan to ensure alignment with workstreams. • You continue to develop your knowledge through practical application of skills	**Knowledge** • You continue to develop your knowledge through practical application of skills

		enhance the quality of business intelligence. By collaborating with internal and external stakeholders, the analyst will deliver high-quality data selections and insights that drive informed business decisions. The position also involves innovating, building, and maintaining well-managed data solutions to solve council problems and ensure successful project completion.	techniques; seeking guidance where necessary [DCT4]. • You should develop your knowledge and experience of research to be confident contributing to policy development discussions over a broader set of areas of expertise [R4]. • You show an understanding of the role of user research in GIS and spatial projects, and can design and manage processes to gather and establish user needs [DBI4]. • A good understanding of equality, diversity and inclusion • Developed knowledge of the service and how the work of the team contributes to the wider organisational context and strategy • An awareness of the One Medway Council Plan		
			Experience • Experience of working independently to deliver spatial outputs • Working with multi-disciplinary teams to create insight and robust spatial analytical products • Using specialist software and tools such as Cadcorp, QGIS, gazetteer management software, or FME • Experience in a GIS or geographic working environment	**Experience** • A minimum of 12 months of satisfactory and consistent performance working within the role • Supporting end-users, with a variety of levels of understanding of spatial, by providing training and guidance. • Taking an active part in team and cross-department analytics community	**Experience** • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading a variety of data analytics projects, some of which will be taking place at the same time • Mentoring and providing guidance to other analysts
			Skills • You should be able to confidently use at least two pieces of software that are relevant to your role [TS4]. • You can independently apply data management theories to practical examples in spatial projects and ad hoc work,	**Skills** • You can independently apply data analysis theories to practical examples in spatial projects and ad hoc work, presenting clear findings that colleagues can understand and use [DA5] • You can independently apply your knowledge and experience of	**Skills** • You should be able to recommend governance and ethical approaches within spatial projects; explaining why an approach is the most appropriate in a particular situation [EGP6]

			- documenting them so colleagues can understand your approach [DM4]. - You can identify the most appropriate medium to visualise data to tell a story, that meets project goals and allows stakeholders to act upon the outputs; seeking guidance where necessary [DV4]. - You can apply analytical methods including exploratory data analysis and statistical testing to a specific data set, to reach accurate and reliable conclusions [S4]. - You can, with support, plan checks that confirm that the right analysis has been performed (validation) and that the analysis has been carried out correctly (verification) [QA4]. - You can listen to the needs of technical and business stakeholders and explain them to each other [C4]. - You can communicate effectively and present geographic outputs tailored to your audience and support decision-making [GEX4] - You are able to participate in discussions determining which evaluation and analysis techniques are appropriate to create a geographic evidence base, using guidance from more experienced colleagues [GEV4]	- project management methodologies, including tools and techniques [PM5] - You should be able to share knowledge and experience of software and tools with others (verbal or written) and explain how they apply to their roles [TS5] - You should be able to share knowledge and experience of data management in GIS and spatial datasets with others (verbal or written) and explain how they apply to their roles [DM5] - You can, with minimal guidance, collate and manage team or corporate spatial datasets within an agreed workflow and architecture for several areas of responsibility [DCT5] - You can present, communicate and disseminate analysis appropriately, using it to influence others [DV5] - You can compare selected applied mathematics and statistical methods and identify their differences [S5] - You can independently plan checks that confirm the validation and verification of analysis and research [QA5] - Using your knowledge and experience of research you should be able to make recommendations for policy development in at least two areas of expertise [R5] - You can be an advocate for spatial data and GIS within the council, explaining how it can be used to influence decision-making [C5] - You can collaborate to help identify user needs and develop and deliver geographic outputs that support decision-making [GEX5] - You can collect, understand and interpret complex information from a wide range of sources and systems to contribute to building a high-quality geographic evidence base [GEV5]	- You can effectively involve your team in analysis and synthesis of results, being able to justify your analytical choices [DA6] - You can work as part of a project group to adopt the most appropriate project management approach in different scenarios [PM6] - You can apply, with some guidance, your knowledge of GIS software and systems, across a range of projects using approaches to create reproducible methods, spatial outputs, or data pipelines [TS6] - You should be able to recommend data management standards and guidelines for use within spatial projects; explaining why an approach is the most appropriate in a particular situation [DM6] - You should be able to use models and tools to automate data cleansing and transformation in spatial projects; building in data governance and data management standards and guidelines as part of the output [DCT6] - You are able to use a wide range of data visualisation tools and techniques across a variety of projects [DV6] - You are able to access and use the statistical tools available within the organisation, selecting the most appropriate for a range of tasks relevant to your role [S6] - You can, with guidance, vary the type of assurance you conduct so it is proportionate to the considerations of the spatial analysis or project [QA6]

					- You should be able to explain and justify policy recommendations to a range of stakeholders [R6] - You can contribute to discussions within a multidisciplinary team, with potentially difficult dynamics, to manage differing perspectives [C6] - You can identify opportunities to develop geographic information products that support organisational objectives, while collaborating across the organisation to fulfil goals [GEX6] - You can work with managers to convert complex problems into a project that creates a high-quality geographic evidence base [GEV6]
GIS Manager	Range 7	The GIS Manager is pivotal in supporting various services and directorates across the council, driving the use of Geographic Information Systems (GIS) and geographic data innovation to enhance the council's operations. The GIS Manager is responsible for investigating emerging trends, performing horizon-scanning, and introducing innovative GIS and geographic data-related approaches. Recognised as a specialist and adviser, the GIS Manager provides guidance on best practices, champions geographic data and GIS to support council priorities, and ensures the delivery and maintenance of scalable spatial data products. The GIS Manager plays a crucial role in helping Medway Council collect and use spatial data effectively. This includes managing stakeholder expectations, mediating complex discussions, and representing the team at various internal and external events. The GIS Manager will create	Required for this level **Qualifications** A degree in a relevant subject such as GIS, geography, computer science etc or relevant experience in a geographic working environment **Knowledge** - You are recognised as a specialist and are able to advise others on how to apply governance and ethical considerations and legislation in practice [EGP10]. - You are recognised as a specialist and adviser with expert knowledge across a range of software and tools relevant to your role [TS10]. - You understand a broad range of statistical tools for geographic analysis, particularly those deployed within the organisation, and can use these appropriately and help others to use them; providing critique of	In addition to level A **Qualifications** Evidence of continuing professional development **Knowledge** - You are recognised as a specialist and adviser in project management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PM11] - You are recognised as a specialist and adviser in geographic evidence evaluation and creation, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [GEV11] - You continue to develop your knowledge through practical application of skills	In addition to levels A and B **Qualifications** Evidence of continuing professional development **Knowledge** - A comprehensive understanding of Service Area, including operations, plans and strategies, and its integration within the Directorate and Council. - You continue to develop your knowledge through practical application of skills

			and lead cross-functional project teams, collaborating with various departments to understand their unique needs and tailor geographic solutions to enhance efficiency and drive success across the council. By fostering collaborative working across professions, the GIS Manager ensures that all services and directorates can leverage data-driven insights to achieve their strategic objectives.	statistical analyses where appropriate [S10]. • You are seen as a specialist and are able to teach and advise others on how to apply analytical and synthesis of GIS findings in practice across a range of organisational areas or may have deep expertise on a narrower range of specialisms [DA10]. • A detailed understanding of equality, diversity and inclusion and how it relates to delivery of council services • Advanced knowledge of the service and how the work of the team contributes to the wider organisational context and strategy • A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams. • An understanding of the Council's Performance Appraisal process. • Developed knowledge of HR procedures to manage a team effectively.		
				Experience • Managing multi-disciplinary teams to create insight and robust geographic products • Leading a variety of geographic projects, some of which will be taking place at the same time • Mentoring and providing guidance to other analysts • Extensive experience of using specialist software and tools such as Cadcorp, QGIS, gazetteer management software, FME	**Experience** • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading complex discussions with stakeholders about spatial projects and approaches • Contributing to policy development • Using spatial data and GIS to add value and insight to business processes	**Experience** • A minimum of 24 months of satisfactory and consistent performance working within the role • Supporting the development of a robust spatial data culture within an organisation • You can establish processes, standards and approaches to managing spatial projects

		• Extensive experience in a GIS or geographic working environment		

	Skills • You can ensure project management approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [PM10] • You can ensure data management responsibilities for geographic data are clearly defined and training is in place to enable the execution of data management practices within your team [DM10] • You should lead and guide the best practice use of data models and tools to cleanse and transform geographic data within the team [DCT10] • You ensure that your team has the training, skills and support required to produce high quality data visualisations that are insightful and can be acted upon [DV10] • You ensure that your team has the training, skills and support required to quality assure their work [QA10] • You ensure that your team has the training, skills and support required to conduct research in their work [R10] • You can manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales [C10] • You take responsibility for delivering scalable geographic products into the organisation, and establishing	**Skills** • You can define strategies to enable continual improvement of and compliance with data governance legislation and frameworks within the team [EGP11] • You can define strategies to enable continual assurance, improvement and innovation of analytical practices to generate clear and valuable findings [DA11] • You can ensure your team uses software and tools to create reproducible outputs that support the organisation to achieve its goals [TS11] • You can define strategies to enable continual improvement of data management practices and compliance with data governance policies for GIS within your team [DM11] • You can define strategies to enable continual improvement of data cleansing and transformation practices within your team [DCT11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for data visualisation [DV11] • You can identify opportunities to develop statistical insight, reports and models to support organisational objectives, while collaborating across the organisation effectively [S11] • You can ensure adherence to organisation-wide standards and guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for quality assurance [QA11] • You can ensure adherence to organisation-wide standards and	**Skills** • You should be able to contribute to organisational approaches regarding data ethics and governance [EGP12] • You can help the organisation to adopt a wide range of analysis and synthesis techniques to support geographic analysis [DA12] • You can contribute to the development of best-practice project management across the organisation's analytical function [PM12] • You should be able to contribute to the definition and adoption of GIS software and tools for use across the organisation [TS12] • You should be able to influence senior stakeholders in the use of data management approaches and data governance across the organisation [DM12] • You should be able to coach and mentor others to support their use of data models and tools to cleanse and transform data in projects they are managing [DCT12] • You can define strategies to enable your team to produce effective and influential visualisations [DV12] • You can use a variety of data analytics techniques (such as network analysis, 3D analysis, and geostatistical analysis) for complex data analysis through the whole data life cycle [S12] • You can define strategies to enable your team to quality assure their work [QA12]

			maintenance support [GEX10] • You can ensure that evidence frameworks are aligned to business needs and strategy [GEV10]	guidelines, gather feedback, and suggest appropriate ways to support continuous improvement for research [R11] • You can mediate between people, communicating with stakeholders at all levels [C11] • You can contribute to the development of best-practice geographic approaches across the organisation's analytical function [GEX11]	• You can define strategies to enable your team to embed research practices in their roles [R12] • You can speak on behalf of and represent your team at internal and external events [C12] • You can champion the role of geographic information in supporting organisational priorities, and in collaborative working across professions [GEX12] • You can contribute to the development of best-practice evidence approaches across the organisation's analytical function [GEV12]

Performance Career Progression Framework

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Senior Performance Analyst	Range 5	The Senior Performance Analyst role is pivotal in supporting services and directorates across Medway Council to embed performance and risk management practices into what they do. This position involves transforming performance management data into actionable insights to aid decision-making and solve problems throughout the council. The analyst will collect, process, analyse, and present data from various sources, using advanced analytical skills to support strategic decision-making and drive organisational improvement. By collaborating with cross-functional teams, the analyst ensures data integrity and accuracy, leading performance management and risk projects, and mentoring other analysts within the team. The Senior Performance Analyst will support change management activities, guiding business departments in effective performance and risk management approaches. The role involves sourcing, collating, and compiling performance management, risk, and equality and diversity data to support decision-making and recommendations. The analyst will collaborate with internal and external stakeholders to improve performance and risk management processes, ensuring high-quality data selections and insights that drive informed business decisions. This role is crucial in helping Medway Council manage its	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications A good standard of education, such as A level qualifications	**Qualifications** Evidence of working towards a qualification, in a relevant subject such as performance management or risk, equivalent to at least a level 4	**Qualifications** A recognised qualification in a relevant subject at least at a level 4
			Knowledge • You are aware of the legislation and governance frameworks applicable to your role and how to follow them across projects [EGP4]. • You know how and when to apply existing best-practice solutions for data analysis in performance management [DA4]. • You know how to apply best-practice project management methodologies, including tools and techniques; seeking guidance where necessary [PM4]. • You know how to apply best-practice approaches for data cleansing and transformation in performance management projects, including tools and techniques; seeking guidance where necessary [DCT4]. • You should develop your knowledge and experience of research to be confident contributing to policy development discussions over a broader set of areas of expertise [R4]. • You show an understanding of the role of user research in performance management	**Knowledge** • You have an understanding of the ethical considerations in relation to performance management approaches and how to apply them [EGP5]. • Good understanding of the One Medway Council Plan to ensure alignment with workstreams. • You continue to develop your knowledge through practical application of skills	**Knowledge** • You continue to develop your knowledge through practical application of skills

		performance and risk effectively to deliver its operational and strategic goals.	projects, and can design and manage processes to gather and establish user needs [DBI4]. • A good understanding of equality, diversity and inclusion • Developed knowledge of the service and how the work of the team contributes to the wider organisational context and strategy • An awareness of the One Medway Council Plan		
			Experience • Experience of working independently to deliver performance management outputs • Working with multi-disciplinary teams to create insight and robust performance management analytical products • Using specialist software and tools such as Pentana • Experience in a performance management or risk working environment	**Experience** • A minimum of 12 months of satisfactory and consistent performance working within the role • Supporting end-users, with a variety of levels of understanding of performance management, by providing training and guidance. • Taking an active part in team and cross-department analytics community	**Experience** • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading a variety of performance management projects, some of which will be taking place at the same time • Mentoring and providing guidance to other analysts
			Skills • You should be able to confidently use at least two pieces of software that are relevant to your role [TS4]. • You can independently apply data management theories to practical examples in performance management projects and ad hoc work, documenting them so colleagues can understand your approach [DM4]. • You can identify the most appropriate medium to visualise data to tell a story, that meets project goals and allows stakeholders to act upon the outputs; seeking guidance where necessary [DV4].	**Skills** • You can independently apply data analysis theories to practical examples in performance management projects and ad hoc work, presenting clear findings that colleagues can understand and use [DA5] • You can independently apply your knowledge and experience of project management methodologies, including tools and techniques [PM5] • You should be able to share knowledge and experience of software and tools with others (verbal or written) and explain how they apply to their roles [TS5] • You should be able to share knowledge and experience of data management in performance	**Skills** • You should be able to recommend governance and ethical approaches within performance management, risk management, and equality and diversity projects; explaining why an approach is the most appropriate in a particular situation [EGP6] • You can effectively involve your team in analysis and synthesis of results, being able to justify your analytical choices [DA6] • You can work as part of a project group to adopt the most appropriate project management approach in different scenarios [PM6]

			• You can apply analytical methods including exploratory data analysis and statistical testing to a specific data set, to reach accurate and reliable conclusions [S4]. • You can, with support, plan checks that confirm that the right analysis has been performed (validation) and that the analysis has been carried out correctly (verification) [QA4]. • You can listen to the needs of technical and business stakeholders and explain them to each other [C4]. • You are able to participate in discussions determining which performance measurements are appropriate, with guidance from more experienced colleagues [PER4] • You are able to participate in discussions determining which risk levels and mitigations are appropriate, with guidance from more experienced colleagues [RA4]	management datasets with others (verbal or written) and explain how they apply to their roles [DM5] • You can, with minimal guidance, collate and manage team or corporate performance management datasets within an agreed workflow and architecture for several areas of responsibility [DCT5] • You can present, communicate and disseminate analysis appropriately, using it to influence others [DV5] • You can compare selected applied mathematics and statistical methods and identify their differences [S5] • You can independently plan checks that confirm the validation and verification of analysis and research [QA5] • Using your knowledge and experience of research you should be able to make recommendations for policy development in at least two areas of expertise [R5] • You can be an advocate for performance management data and risk management within the council, explaining how it can be used to influence decision-making [C5] • You can demonstrate your experience in turning business needs and goals into performance measures [PER5] • You can collect, understand and interpret complex information from a wide range of sources and systems to contribute to risk assessments [RA5]	• You can apply, with some guidance, your knowledge of performance software and systems, across a range of projects using approaches to create reproducible methods, performance management outputs, or data pipelines [TS6] • You should be able to recommend data management standards and guidelines for use within performance management projects; explaining why an approach is the most appropriate in a particular situation [DM6] • You should be able to use models and tools to automate data cleansing and transformation in performance management projects; building in data governance and data management standards and guidelines as part of the output [DCT6] • You are able to use a wide range of data visualisation tools and techniques across a variety of projects [DV6] • You are able to access and use the statistical tools available within the organisation, selecting the most appropriate for a range of tasks relevant to your role [S6] • You can, with guidance, vary the type of assurance you conduct so it is proportionate to the considerations of the performance management, risk management, and equality and diversity analysis or project [QA6] • You should be able to explain and justify policy recommendations to a range of stakeholders [R6]

					• You can contribute to discussions within a multidisciplinary team, with potentially difficult dynamics, to manage differing perspectives [C6] • You can work as part of a group to identify and adopt the most appropriate performance management approach in different scenarios [PER6] • You can work with managers to convert complex problems into a risk that can be addressed through risk assessment [RA6]