

## **CABINET**

**16 APRIL 2013**

### **RECRUITMENT FREEZE**

Portfolio Holder: Councillor Alan Jarrett, Finance

Report from: Neil Davies, Chief Executive

Author: Tricia Palmer, Assistant Director, Organisational Services

#### **Summary**

This report brings forward 14.5 posts to be considered for approval.

#### **1. Budget and Policy Framework**

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

#### **2. Background**

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

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

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

### **3. Details of the post requiring approval**

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

#### **Business Support Department**

Senior Accountant  
Senior Business Administration Support Service  
Head of Legal  
Lawyer, Children's Services

#### **Children and Adults**

Primary Mental Health Worker  
Support Services Assistant (Mental Health) x2  
Support Services Assistant (AASSA)  
Support Services Assistant (Specialist Services) x4.5

#### **Public Health**

Health Improvement Assistant  
Health Improvement Assistant (Smoking)

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

### **4. Risk Management**

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

### **5. Financial and legal implications**

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

### **6. Recommendation**

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

### **7. Suggested reason for decision**

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

**Lead officer contact**

Tricia Palmer, Assistant Director Organisational Services, Gun Wharf, Dock Road,  
Chatham Telephone: (01634) 332853 Email: [tricia.palmer@medway.gov.uk](mailto:tricia.palmer@medway.gov.uk).

**Background papers:**

Cabinet report 10 December 2002

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

7 January 2003

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

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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

DIRECTORATE	BSD	
SECTION	Finance, Directorate Support (Children & Adults)	
POST TITLE	Senior Accountant	
GRADE AND SALARY RANGE	P02 £31,753 – £40,741 per annum	
POST NUMBER	9270	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	18 February 2013	
MANAGER POST REPORTS TO	Dave Reynolds, Principal Accountant	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? Phase 2		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW		
Yes – please see comments relating to 'Impact Service'		
NAME OF RECRUITING MANAGER: Dave Reynolds		

(\* please delete as appropriate)

### Impact on Service – please include:-

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

The team providing finance support to the social care divisions has a current establishment comprising one principal accountant, three senior accountants and four accounting technicians. Currently two of the Senior Account posts are vacant and from April 2013 the Public Health directorate, which this post also supports, increases from a gross budget of just over £1 million to gross expenditure of £13.2 million. It is essential that both the Adult Social Care division and incoming Public

Health functions are properly supported by the Finance division, in managing the implications of the budget reductions agreed by Council and the transfer of Public Health budgets to the local authority.

**Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2014.
2. If any savings could be achieved by alternative ways of providing the service.

If this appointment is not made, the Council will continue to save around £46,000 per annum.

**Please specify the funding source for this post:**

Council's general fund revenue budget.

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	BSD		
SECTION	Business Administration Support Service		
POST TITLE	Senior Business Administration Support Service		
GRADE AND SALARY RANGE	C2 £19,621 – £26,276 per annum		
POST NUMBER	9892		
LOCATION	Devolved Administration Office		
DATE POST BECAME VACANT	26 April 2013		
MANAGER POST REPORTS TO	Julie Ince		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? Phase 1			
<p>ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW</p> <p>The implications for not filling this post would be that there would be no direct line management to a very new team, who need support, guidance and supervision, as well as a lack of provision of senior (complex) administration support and performance management to a very busy service.</p>			
NAME OF RECRUITING MANAGER: Julie Ince			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

1. This is a senior administration post within the newly formed Business Administration Support Service. This is one of four devolved senior administration posts, which were formed as part of the Better for Less review of administration in Phases 1 and 2.

2. It is vital that this post is filled, it is based in our Lordswood Healthy Living Centre and provides senior administration and line management to the administration supporting Learning Disability services for office and operational centres. Three of these services are registered and regulated services and as such the support they receive is vital. The senior administration work involves line managing administrators providing a front line service to service users for learning disabilities at the Enhanced Care Services and supported living in addition to the office based activities at the Lordswood Healthy Living Centre providing administration support for social workers and care managers. The senior role also involves providing direction and guidance and managing the work of the administration team and working closely with the team and service manager involved.

**Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2014.
2. If any savings could be achieved by alternative ways of providing the service.

1. The savings if this post remained vacancy until 31 March 2014 are up to £26,276 + on-costs.
2. There is no other way of providing this service, as indicated it has been evaluated as part of the Better for Less Review phase 1 and is therefore essential to the smooth running of this part of the administration service.

**Please specify the funding source for this post:**

Existing budget

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	BSD	
SECTION	Legal	
POST TITLE	Head of Legal	
GRADE AND SALARY RANGE	Service Manager £39,015 - £56,007 (+£4,633pa)	
POST NUMBER	3755	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	Resignation 11 March 2013	
MANAGER POST REPORTS TO	Assistant Director	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
<p>WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?</p> <p>Phase Two</p> <p>ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW</p> <p>N/A.</p>		
NAME OF RECRUITING MANAGER: Perry Holmes, Assistant Director Legal & Corporate		

### Impact on Service – please include:-

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

Given the challenges for the Council ahead, the role of Head of Legal is key to managing the Council's legal team, dealing with the heavier weight legal issues operationally and ensuring the Assistant Director's capacity is not affected.



## Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2014.
2. If any savings could be achieved by alternative ways of providing the service.

1. If the post were not to be covered after the end of the incumbent's notice period on a permanent basis until the end of March 2014 this would save approximately £45,000 (9 months salary) however it would significantly impact on the delivery of the Legal Service
2. Savings might be achievable by alternative service provision but the current caseload and requirements of the service mean that in situ management is needed. Proposals for potential alternative service delivery are being developed.

**Please specify the funding source for this post:**

This is an establishment post.

## Comments from Portfolio Holder

I fully support this recruitment for the reasons given.

Signed:

  
.....  
Portfolio Holder

Dated:

.....

Signed:

  
.....  
Councillor Alan Jarrett

Dated:

..... 3-4-13

Signed:

  
.....  
Director

Dated:

..... 3/4/13

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	<b>Business Support</b>		
SECTION	<b>Legal Services</b>		
POST TITLE	<b>Lawyer, Children Services</b>		
GRADE AND SALARY RANGE	<b>PO2 (38-48)</b>		
POST NUMBER	<b>0080</b>		
LOCATION	<b>Gun Wharf, 2<sup>nd</sup> Floor</b>		
DATE POST BECAME VACANT	<b>1 January 2013</b>		
MANAGER POST REPORTS TO	<b>Jenny Robinson</b>		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Yes</b>		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>No</b>		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>No</b>		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? Phase Two			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW  N/A			
NAME OF RECRUITING MANAGER: Nicola Swan, Head of Legal Services			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

This request is for a permanent, full time lawyer in Children's Services (within Legal Services) to recruit to a post, which has been vacant since January 2013. The post is currently covered by a locum.

There are 8 lawyer posts in the team and 2 are vacant.

The post provides legal advice to the Children and Adults team and

representation at court in child protection cases. It is particularly important this position is filled because of the recent client department Ofsted report and because of the national initiative to reduce care proceedings durations from the current national average of 48 weeks to 26 weeks. In order to facilitate this, it is important to maintain permanent staffing levels.

### Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2014.
2. If any savings could be achieved by alternative ways of providing the service.

If the post were not to be covered on a permanent basis until the end of March 2014 this would save approximately £40,000 (12 months' salary). However, it would significantly impact on the number of child protection cases that the Children's Services team could undertake. Proceeding with such cases is not optional and so would have to be dealt with externally or by locums.

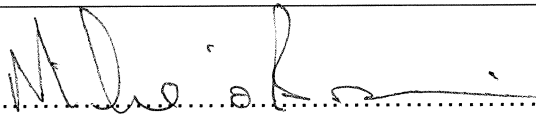
Employment of external solicitors or locums to undertake this type of legal work will be more expensive than recruiting a permanent employee.

**Please specify the funding source for this post:**

This is an establishment post funded by the Legal Services department budget.

### Comments from Portfolio Holder

Signed:

  
.....  
Portfolio Holder

Dated:

.....

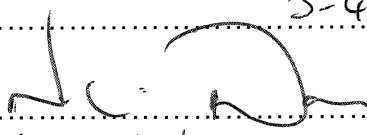
Signed:

  
.....  
Councillor Alan Jarrett

Dated:

..... 3-4-13

Signed:

  
.....  
Director

Dated:

..... 3/4/13

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children and Adults		
SECTION	Inclusion		
POST TITLE	Primary Mental Health Worker		
GRADE AND SALARY RANGE	B2 - £27,052 – £34,549 per annum		
POST NUMBER			
LOCATION	Gun Wharf		
DATE POST BECAME VACANT			
MANAGER POST REPORTS TO	Bernadette Sharr		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	No		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	This is a fixed term contract running up to end March 2015		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
<p>This post is outside of the scope of Better For Less. It is contained within the successful bid for DfE funding to deliver Functional Family Therapy (FFT) - evidence-based specialist services for Looked After Children and those on the edge of Care or custody and their families. This specific post is funded by the Troubled Families Agenda.</p> <p>ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW</p> <p>We will not be able to deliver the outcomes expected by the DfE and will have to repay the grant money. We will also have to pay for the Functional Family Therapy training, delivered by FFT Inc based in the USA. Recruiting in a timely manner ensures that the training is paid for directly by the DfE.</p>			
NAME OF RECRUITING MANAGER: Laura Lambley Clark			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

The FFT team consists of

- one Team Leader (already recruited & funded by the DfE),
- two x 0.6 fte parenting practitioners (from the Parenting Practitioner team within the EPS),
- one x 0.6 fte primary mental health worker (this post, funded by Troubled Families)

FFT is an evidence based therapy intervention, which works with families with children on the edge of care and/or the edge of custody.

The project will enable us to maximise outcomes of CYP point of arrest diversion and liaison' funding within the YOT/ prevention team; reduce the numbers of YOT clients and siblings who offend; strengthen the range of interventions on offer that magistrates have confidence in thereby reducing custodial sentences; reduce serious violent crime by YP; reduce adolescents being taken into care; rebuild positive relationships within the family; reduce aggressive and antisocial behaviour from YP at home/school leading to specialist placements; offer a therapeutic strong arm that works in conjunction with existing interventions (Triple P etc) to improve parenting skills/maximise pro social skills. The goals of the project are to:

- Understand our population and efficacy of intervention/ services
- Reduce the number of adolescents and sibling groups being taken into care particularly at 12yrs +
- Reduce the numbers of CYP placed in specialist BESD provision
- To have better integrated prevention services built on strong on going analysis and evaluation.

The evidence shows that FFT is a major factor in helping families stay together and therefore reducing the rise of children coming into the care of the local authority. Troubled Families is working closely with the team to expand the reach of FFT within Medway and is funding this post.

The impact on service if this post is not filled is that output is limited and fewer families are able to receive this intervention. It also means that those families on the Troubled Families list would be less able to access this intervention, which consequently impacts on antisocial behaviour, as this is where much of the evidence rests.

FFT costs £2700 per family on average and evidence shows a 50% reduction in re-offending behaviour of young people as well as a reduction in overall agency input to families undertaking FFT.

## **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2014.
2. If any savings could be achieved by alternative ways of providing the service.

**Please specify the funding source for this post:**

Troubled families

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Children and Adults		
SECTION	Mental Health		
POST TITLE	Support Services Assistant		
GRADE AND SALARY RANGE	D2 - £15,039 – £19,126 per annum		
POST NUMBER	10059		
LOCATION	Compass Centre		
DATE POST BECAME VACANT	December 2012 and January 2013		
MANAGER POST REPORTS TO	Jenny Bartlett		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	Marion Bowles Savita Shukla		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? N/A			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW No			
NAME OF RECRUITING MANAGER: Jenny Bartlett			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

1. The established structure has 5.0 FTE at a budgeted cost of £103,572. The proposed structure from this recruitment has 4.03 FTE at a budget cost of £83,975. Therefore there is a potential annual saving of £19,597.

Remaining staff employed as a SSA = Working equivalent of 2.3

The administrative function provides support to a service team totalling some 47 staff. The team is required to provide the statutory functions under S.47 of the NHS and Community Care Act 1990 and under the Mental Health Act (MHA) 1983 as amended in 2005. The team currently receives around 30 requests for assessments under the

Act a month. In addition it receives on average 8-10 adult safeguarding cases per month for investigation. The team's administrative function is vital in appropriately processing and administering these requests. The administration function has been reduced to 3 staff (2.3 FTE). The high vacancy rate has created pressure on the admin function especially in meeting the demands of the team's statutory duties around MHA Assessments and Safeguarding. Even when deferring the general needs of the team the remaining staff resource is struggling to meet the demands of Safeguarding meetings and MHA recording.

We are unable to use our temporary bank staff to meet the demands of SGVA because administrators working on SGVA case need to have been properly trained and hold specific competencies.

2. The impact of the current vacancy rate will continue to put pressure on the remaining staff within the Admin function. This pressure may well manifest in symptoms of stress leading to increases in sickness significantly increasing the risk the team may not be able to discharge those statutory duties. Staff leaving for other opportunities created some of the current vacancies and there is a risk the existing experienced staff may be driven to do the same by continued stressful pressured environment. Any reduction on this level would certainly mean the service to the front line staff would be impeded therefore impacting on our customers and the public and would be jeopardised leading to complaints from the service users and partnership agencies.

### Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2014.
2. If any savings could be achieved by alternative ways of providing the service.

### Please specify the funding source for this post:

A review of the service has identified a saving of £19,597 by recruiting to the new structure.

### Comments from Portfolio Holder

Signed: .....

Portfolio Holder

Dated: .....

Signed: .....

Councillor Alan Jarrett

Dated: .....

Signed: .....

Director

Dated: .....



## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children and Adults		
SECTION	AASSA		
POST TITLE	Support Services Assistant		
GRADE AND SALARY RANGE	D2 - £15,039 – £19,126 per annum		
POST NUMBER	1117		
LOCATION	Elaine Centre		
DATE POST BECAME VACANT	1 April 2013		
MANAGER POST REPORTS TO	Janice Baker		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes	<input type="checkbox"/>	<input type="checkbox"/>
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No	<input type="checkbox"/>	<input type="checkbox"/>
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No	<input type="checkbox"/>	<input type="checkbox"/>
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
N/A			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
No			
NAME OF RECRUITING MANAGER: Janice Baker			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

The long term future of the AASSA within the Children's Care Division, is linked to the success of the service supporting schools and academies to raise attendance and maximise children's successful outcomes. There are clear and established benefits to joint working and the AASSA has an important role to play as a partner to multi-agency work and contribution to the team around the child approach. Crucial to Medway CYPP is the commitment to multi-agency work and the AASSA is well placed to facilitate and participate this vision.

Following the development of the Council plan, Division plan and subsequently the Team Plan, ensuring quality assurance and clear oversight allows the team to develop protocols further to improve per annum figures.

The AASSA team are fully committed and dedicated to working in all schools and academies throughout Medway to improve attendance, safeguard and improve the outcomes of all Medway pupils.

The AASSA has statutory responsibilities regarding school attendance, CME, MISPERs, child employment, children in performance and the issuing of chaperone licences. Parents are prosecuted or issued with penalty notices, should this be necessary.

AASSA are a traded service and academies have purchased our service. We have more recently developed and fully support the troubled families agenda which has impacted on workloads.

Due to a team member being given permission to take flexi retirement and reduce their working hours to 15 hours per week we are seeking permission to employ a permanent person to carry out the remaining 22 hours per week. The employment of the new post holder is paramount to the continued smooth and efficient running of the AASSA services and if not authorised, could impact on safeguarding with respect to child employment, performance licences and chaperones. Statutory work relating to the issue of penalty notices would seriously be delayed.

1 FTE x AASSA Team Manager

1 FTE x AASSA Senior Practitioner

1 FTE SSA as of 28.02.13

8.85 FTE x Attendance Advisory Practitioner

1 FTE x Attendance Advisory Practitioner (temporary) – Troubled Families

## **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2013.
2. If any savings could be achieved by alternative ways of providing the service.

There will be no budget implications. Cost to employ would be approx £12,000 with on-costs.

### **Please specify the funding source for this post:**

Council general fund.

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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

DIRECTORATE	Children and Adults		
SECTION	Specialist Services		
POST TITLE	Support Services Assistant		
GRADE AND SALARY RANGE	D2 - £15,039 – £19,126 per annum pro rata		
POST NUMBER	3931 x 1.5 FTE & 7666 x 3FTE		
LOCATION	Elaine Centre		
DATE POST BECAME VACANT			
MANAGER POST REPORTS TO	SSO		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes	No (both)	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	Until the conclusion of Better for Less		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
Phase 3b			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
Yes			
NAME OF RECRUITING MANAGER: Tina Herberts			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

There are currently 3 SSA posts vacant within the Fostering Team. Due to Better for Less these cannot be recruited to on a permanent basis & one SSA has decided to leave as she was offered a one year contract with CAST with LAC Services were unable to match. The current temporary staff are all on monthly rolling contracts except one who has a one year fixed term contract. Time invested in training staff is currently ineffective as I am unable to keep staff on a long-term basis. This is not only ineffective but is also causing instability within the team.

There are 1.5 SSA vacancies in the MILAC team; I am prohibited to recruit to due to Better for Less. The 0.5 vacancy is the LAC Health Co-ordinator support role and a cabinet form has been previously submitted. The remaining post is for an SSA and is being covered by a temporary SSA from the Internal Staff Pool.

SSA support within specialist services is vital to the smooth running of the service, it enables the Social Workers/PA to spend the maximum time working directly with the Children & Families within Medway as well as Foster carers, connected carers, prospective adopters etc giving them the service and the outcomes they deserve.

In light of the recent Ofsted inspection within Children's Social Care and the forthcoming one for LAC Services, it is vital to have SSA Support to ensure the best possible result.

I would like to suggest that I offer 6 – 12 month contracts to our current temporary staff so that the stability of the teams remain and the SSA's can continue to be trained and developed in order to maximise their potential in assisting the team.

### **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2013.
2. If any savings could be achieved by alternative ways of providing the service.

### **Please specify the funding source for this post:**

Council general fund.

### **Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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

DIRECTORATE	Public Health		
SECTION	Health Improvement		
POST TITLE	Health Improvement Assistant		
GRADE AND SALARY RANGE	D2 - £15,039 – £19,126 per annum		
POST NUMBER			
LOCATION	Gun Wharf		
DATE POST BECAME VACANT			
MANAGER POST REPORTS TO	Aeilish Geldenhuis		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	No		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	1.04.2013 – 31.12.2014		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	Julie Collins		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
Phase 4			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
NAME OF RECRUITING MANAGER: Aeilish Geldenhuis			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

We currently have several vacancies due to maternity leave and transition, we are seeking to recruit some business support from the temp pool which would have flexibility to cover more than one business area and support teams who are currently carrying vacancies.

Not filling the post may have financial implications as we try to improve financial monitoring of newly acquired contracts going forward, in particular DAAT. The post will also help with service delivery addressing gaps around various health improvement service areas.

**Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2013.
2. If any savings could be achieved by alternative ways of providing the service.

30 hours per week @ £8.72 p.h.

**Please specify the funding source for this post:**

Public Health budget

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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

DIRECTORATE	Public Health		
SECTION	Health Improvement		
POST TITLE	Health Improvement Assistant (Smoking)		
GRADE AND SALARY RANGE	D2 - £15,039 – £19,126 per annum		
POST NUMBER			
LOCATION	Gun Wharf		
DATE POST BECAME VACANT			
MANAGER POST REPORTS TO	Richard Griffiths		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
Phase 4			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
NAME OF RECRUITING MANAGER: Richard Griffiths			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

<ol style="list-style-type: none"> <li>1. Currently 3 Health Improvement Assistant's in post. One has been acting up to a new role and has now been offered the post on a permanent basis, leaving 2 in post and 1 post vacant. Although this 1 post has been filled by a temporary member of pool staff, I would now like to recruit to this permanently.</li> <li>2. Not filling the post would leave a significant gap in our Health Improvement Advice Centre of one person which would leave just 2 FTE to manage the Stop Smoking Referral service. If there was not a replacement this would negatively impact the timely booking of patient referrals and administration support, data input and analysis that the team are responsible for. There would also be a</li> </ol>
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negative impact on making timely follow up calls to service users to check the success of their chosen intervention type, providing telephone support, and ensuring correct correspondence is sent to people who access services.

**Budget Issues**

Please indicate:

- 1. the realisable savings if this post remained vacant until the 31 March 2013.
- 2. If any savings could be achieved by alternative ways of providing the service.

37 hours per week £16,054. Full time post.

**Please specify the funding source for this post:**

Public Health budget

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....