

## **CABINET**

**5 AUGUST 2014**

### **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 21 posts plus a number of Legal Services posts, following a restructure, 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 Directorate**

Project Manager (Building & Design Services)  
Finance Assistant Exchequer (Range1) x 4  
Finance Assistant Exchequer (Range 2) x 4  
Data Processing Clerk  
Lawyer – People (child care) x 2 temporary posts  
Legal Services – various posts following a restructure  
Internal Auditor x 2  
Head of Finance Strategy  
Management Accountant – BSD (0.5 FTE)  
Management Accountant – RCC  
Finance Business Partner – Education  
Technical Accountant

#### **Regeneration, Community and Culture**

WORK Programme Support Administrator

#### **Children and Adults**

Integrated Processes Officer

- 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 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	Business Support Department		
SECTION	Property & Capital Projects (Building & Design Services)		
POST TITLE	Project Manager		
GRADE AND SALARY RANGE	Range 5 (£30,011 to £35,430)		
POST NUMBER	0295		
LOCATION	Gun wharf		
DATE POST BECAME VACANT	1 <sup>st</sup> October 2013		
MANAGER POST REPORTS TO	Anthony Wallner		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? None			
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: Anthony Wallner			

(\* 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.

Building & Design Services cost centre (4T909) has 3x FTE and 1x 0.6 FTE Project Manager posts, one of the FTE posts is currently vacant. This application is to seek approval to appoint to the vacant post.

Building & Design Services provide key delivery of capital projects across the council,

with our main internal client departments being Education and Housing. The team operates as an 'expert' client for Medway Council in the commissioning of external consultants and contractors and to oversee the delivery of key capital programmes of work. These programmes include the refurbishment and building of new schools, maintaining schools operational and improvement of the Councils Housing stock in line with it's statutory landlord duties and to ensure best value across all projects.

A key position has become vacant which needs to be recruited into in order to ensure the continued delivery of the Council's key projects. This position would be to works on a mixture of both Housing and Education projects. The impact on the service if this position is not recruited into would be a potential failure to deliver elements of the service. This could result in failure to complete programmes on time and could result in a loss of capital investment from the Department for education on both existing committed projects and future funded projects. Consequences could also mean a failure to have schools operational in time and for essential Housing works not being delivered putting the Council in breach of its statutory duties

## 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.

The salary saving of this post not being recruited from June 2013 up to the 31<sup>st</sup> March 2015 is £36,790 (based upon a monthly total cost of £3,679). As the Building & Design Services cost centre is zero budgeted, all staff salaries are covered by income generated from fees earned via the capital projects. These capital projects are funded from capital funds (Education) or ring fenced funds (Housing) and therefore do not have a direct revenue pressure. The teams ability to ease the revenue pressure, and meet the budget income target, is via generated fee income from these capital funded projects.

Any staff salary savings therefore need to be balanced against the potential fee income that would be lost due to insufficient staff in post to deliver the capital projects or the increased cost in using external consultants to bridge the staffing gap.

This position is required in order to both maintain the ability for Building & Design Services to earn the current fee income and furthermore to earn additional fee income from the increase in Education projects that are resulting from a continued increase in the migration into Medway affecting Education funded projects.

Please specify the funding source for this post:

The funding for the vacancy will come from the Building & Design Services cost centre 4T909. Whilst this is a revenue cost centre, it's income is generated from Capital and not revenue fees and therefore there is no direct revenue pressure on this recruitment requirement. An increase, and foreseeable continued increase, in capital projects from the Education sector mean that the post will continue to be funded entirely from capital fee income.

Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	BSD	
SECTION	Finance Operations	
POST TITLE	Finance Assistant Exchequer (Up to 4 posts)	
GRADE AND SALARY RANGE	Range 1 (£12,174 - £14,733)	
POST NUMBER	0211	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	August 2012	
MANAGER POST REPORTS TO	G Thomas	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT		Y
IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY		N
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL		N
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? The section was reviewed under BFL 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: G Thomas		

(\* 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.

### Staffing Nos

- |      |   |
|------|---|
| 1    | Exchequer Services Principal Officer (Range 7)  |
| 16.5 | Finance Assistants Exchequer (Range 2) - Up to 4 vacant. The review of the division is almost complete with appointments taking place. As a result there will be up to 4 vacant posts within this service once the appointments have been finalised |
| 1    | Exchequer Assistant (Range 1) – (21hrs per week vacant)   |

Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015
2. If any savings could be achieved by alternative ways of providing the service.

1 - The savings on an average part-time Range 1 salary would be up to £5,000 up to March 2015

2 - The service has recently been reviewed as part of a wider review of the division and this post was identified as required. With the removal of the Senior cashier post some of the work carried out by this post will be delegated down to the Finance Assistant Exchequer Post and in return some of their duties will in turn be delegated down to this post

Please specify the funding source for this post:  
This is to be met from budget allocated to 4R504

Comments from Portfolio Holder

Whilst this is a junior administrative post it is essential to ensure the smooth operation of the restructured team – a restructuring that has saved the Council £400k.

Although administrative posts, these are required to ensure monies due to Suppliers are paid promptly and invoices, raised correctly. Failure to pay these will ensure cash flow to organisations including local businesses will be impacted on, failure to raise invoices will impact on the revenues of the Council and the service provided to clients

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....



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DIRECTORATE	BSD	
SECTION	Finance Operations	
POST TITLE	Finance Assistant Exchequer (Up to 4 posts)	
GRADE AND SALARY RANGE	Range 2 (£14,733 - £19,126)	
POST NUMBER	4066	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	Various	
MANAGER POST REPORTS TO	G Thomas	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT		Y
IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY		N
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL		Y
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
One post will be a temporary appointment as there is a member of staff currently seconded from the team and this is to backfill until she returns in April 2015		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? The section was reviewed under BFL 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: G Thomas		

(\* 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.

### Staffing Nos

- |      |  |
|------|--|
| 1    | Exchequer Services Principal Officer (Range 7)   |
| 16.5 | Finance Assistants Exchequer (Range 2) - Up to 4 vacant. The review of the division is almost complete with appointments taking place. As a result there will be up to 4 vacant posts within this service once the appointments have |

1      been finalised  
Exchequer Assistant (Range 1) – (21hrs per week vacant)

**Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015
2. If any savings could be achieved by alternative ways of providing the service.

1 - The savings on an average Range 2 salary would be up to £60,000 up to March 2015

2 - The service has recently been reviewed as part of a wider review of the division and these posts were identified as required

Please specify the funding source for this post:  
This is to be met from budget allocated to 4R504

**Comments from Portfolio Holder**

These posts are responsible for the following:  
Payment of invoices to suppliers  
Calculation of payments due to social care providers  
Calculation of income due for clients receiving social care services  
Processing of cash received into the Council's cash receipting system

Although administrative posts, these are required to ensure monies due to Suppliers are paid promptly and invoices, raised correctly. Failure to pay these will ensure cash flow to organisations including local businesses will be impacted on, failure to raise invoices will impact on the revenues of the Council and the service provided to clients

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Business Support		
SECTION	Medway Adult & Community Learning		
POST TITLE	Data Processing Clerk		
GRADE AND SALARY RANGE	Range 2 (£14,733 - £19,126)		
POST NUMBER	3813		
LOCATION	Rochester		
DATE POST BECAME VACANT	8 August 2015		
MANAGER POST REPORTS TO	Carole Nisbet		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
n/a			
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: Carole Nisbet			

(\* 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 is one of three data processing roles in the service. The two remaining posts are both for 22.5 hours. This vacancy is for 22 hours.

The team are responsible for ensuring data is entered accurately in order to maximise our funding claims to the Skills Funding Agency. Incomplete or inaccurate data can

affect the amount of funding we claim.

Budget Issues

Please indicate:

- 1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
- 2. If any savings could be achieved by alternative ways of providing the service.

1. £8,120  
 2. No capacity within the service to deliver this.

Please specify the funding source for this post:  
 Skills Funding Agency

Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Business Support	
SECTION	Legal Services	
POST TITLE	Lawyer – People (child care) – 2 temporary posts	
GRADE AND SALARY RANGE	Range 6 (£35430 - £40741)	
POST NUMBER	Not currently establishment posts	
LOCATION	Gun Wharf, 2 <sup>nd</sup> Floor	
DATE POST BECAME VACANT	N/A – 2 additional posts	
MANAGER POST REPORTS TO	Assistant Head of Legal - People	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	No	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Yes	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes	
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  N/A		
NAME OF RECRUITING MANAGER: Christine Wilson, 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.

<p><b>1. Context</b></p> <ul style="list-style-type: none"> <li>• There has been a marked increase in activity and demand in Children’s Social Care, in particular since December 2013/January 2014.</li> <li>• Between January – March 2014 Medway saw a 37% rise in assessments triggered, and from January - April 2014 an increase in children subject to a</li> </ul>
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Child Protection Plan from 333 to 422 (up 27%), a doubling in cases in pre-proceedings, and a 30% rise in cases before the court.

- This coincides with the new senior management team being in place in Children’s Services, and improvements in performance management, quality standards and management oversight (eg. rise in oversight at front door from 6% to 65% in recent audit) resulting in improved decision making, and now more appropriately identifying and processing risk. This was reflected by Peer Review and Independent Chair of Children's Improvement Board feedback.
- This has led to the need to deal with a sizeable backlog of 'legacy' cases (e.g. 61% of new Child Protection Plans concern children who had already been well known in the system), which in many instances have become more entrenched and complex as a result, as well as dealing more effectively with new cases coming into the service within the context of higher expectations and compressed timescales e.g. court work
- This increased workload in the system has led to a rise in caseloads for social workers and lawyers.

## 2. Impact on Legal Services

The legal team is currently working with the following numbers of cases (figures as at 11 June 2014):

Care Proceedings - 53  
 Pre-Proceedings - 77  
 Others - 69

There are **7.8** lawyers (including team leaders) who undertaken child care casework, and **2** paralegals who support them. The team leaders also have line management responsibilities for the teams, including the Education Lawyer, and assist the Head of Legal Services in the management of the Legal Services Department. There is an Advocate who does not undertake case work and whose job is to present cases at court that would otherwise have been presented by a barrister (thereby saving the Council money on barristers’ fees).

On that basis, the current workload for the Senior Lawyers and Lawyers (7.8 FTE) averages **25 (25.52)** cases each.

The compression of child care cases into 26 weeks, in line with the timescales required by the courts, and the fact that this is continuing and increasing rather than a one off “peak” means that this is unsustainable.

In comparison, other authorities have invested in additional staff so that their case loads are lower:

Council	Number of cases per lawyer
London Borough of Southwark	8
Croydon	12-15
Doncaster	15-18
North Lincolnshire	10-13

London Borough of Lambeth	10-12
London Borough of Hammersmith and Fulham and The Royal Borough of Kensington and Chelsea	7-8
	10-12
Walsall Council	15
St Helens	8-9
Rotherham Metropolitan Borough Council	18

From the above, the average is about 10 cases. Figures can fluctuate for various reasons, including the extent to which lawyers are expected to undertake their own advocacy or engage barristers for hearings, and the amount of paralegal support. Lawyers in Kensington and Chelsea have no paralegal support, but do not undertake their own advocacy, whereas Lambeth's 14 lawyers are supported by 7 paralegals.

Some authorities are using these lower case numbers as a selling point to recruit staff, and two members of the legal team have recently left to join these authorities. Recent locum recruitment interviews undertaken at Medway have also provided evidence that the high caseloads are making recruitment difficult as candidates are expressing concerns about them and contrasting them with the position elsewhere.

The time recording figures for the Medway child care legal team members also provide evidence that the case load is too high to be sustainable. The full time legal staff in the child care team are expected to record 1200 chargeable hours in each calendar year, with this figure being pro-rata'ed for part-time staff. The Head of Legal monitors on a monthly basis the chargeable hours recorded as a percentage of that target. The figures for May 2014 show the average time recording by child care lawyers is 30% over this target, averaging 130% across the team.

Without additional lawyers, there is a serious risk that Legal Services will become a "bottleneck" that will be incapable of issuing pre-proceedings letters and court proceedings in a timely manner, and incapable of responding to urgent requests for Emergency Protection Orders and Interim Care Orders to safeguard children. Delays in issuing pre-proceedings letters have led to delays in scheduling pre-proceedings meetings, which require the attendance of lawyers. This is leading to an increase in complaints from families and social workers alike.

This urgent recruitment was approved in principle by the Medway Children's Internal Programme Board Meeting on 2 July, in response to a paper presented by the Assistant Director, Children's Social Care, and the Head of Legal Services. The Board's approval was stated to be subject to further approval from Councillor Jarrett as portfolio holder for Finance. The Portfolio Holder gave his approval on 14 July 2014 and the Chief Executive confirmed his agreement on 15 July 2014. Cabinet's approval is now formally sought to ratify the urgent recruitment.

## Budget Issues

Please indicate:

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

As there is no scope in the Legal Services budget to increase the staffing numbers from those on the current establishment without additional funding, funding is requested for **two extra locum lawyers** over and above the existing establishment. Two additional posts would reduce the total caseload per lawyer to 20 overall, which is still double the amount of cases per lawyer that some authorities are allocating.

However, it would reduce the number of the highest risk cases (care proceedings and pre-proceedings) per lawyer to 13, which is manageable, and is in line with other authorities.

The position could then be monitored to enable funding for locums to be increased or decreased in line with case numbers to maintain an acceptable ratio.

The locums' terms of engagement would therefore allow one week's notice to be given to terminate their contracts, so would allow maximum flexibility and enable any quality issues to be dealt with swiftly without significant investment of management time.

The cost is likely to be £5k - £6k per locum per month.

There is no alternative way of providing this service.

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

There is currently no funding source for this post.

### Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....



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DIRECTORATE	<b>Business Support</b>		
SECTION	<b>Legal Services</b>		
POST TITLE	<b>Various – see below</b>		
GRADE AND SALARY RANGE	<b>Various – see below</b>		
POST NUMBER	<b>TBA</b>		
LOCATION	<b>Gun Wharf, 2<sup>nd</sup> Floor</b>		
DATE POST BECAME VACANT	<b>Various</b>		
MANAGER POST REPORTS TO	<b>Various</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? N/A			
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: Christine Wilson, 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.

Legal Services has undertaken a restructure to reduce costs and provide a better, more efficient and more responsive service to the Council. The restructure will save £100k in the financial year 2014 – 2015.

Consultation on the restructure closed on 30 June 2014 and a responses to counterproposals has now been provided. The new structure was confirmed on 11 July 2014.

In summary, there will be two teams in Legal Services, People and Place, to replace the five previous teams. The People team will provide services to the Children and

Adults Directorate, and cover Child Protection, Adults, Education (including Special Educational Needs). The Place team will provide services to RCC and BSD, and will cover Property, Planning, Contracts, Highways, Employment and Litigation. Each team will have around 12 members.

The new structure chart is annexed to this report as Appendix 1.

HR have carried out a job matching process and most existing staff have been matched to posts on the new structure. However, there are five staff who are currently unmatched and they will therefore have priority consideration for “ring-fenced” posts in accordance with the Council’s reorganisation policy, which seeks to avoid redundancies as far as possible.

There are 16 vacant posts in Legal Services. The Lawyer posts are currently filled by temporary locum lawyers. This results in part from the impending restructure, and in part from the moratorium on permanent staff recruitment from October 2013 to April 2014, which has meant that we have been unable to replace staff who have left in that period.

It is intended as soon as possible to:

- Allow the staff who are currently at risk of redundancy to apply for any vacant posts for which they are qualified
- Recruit permanent staff members to all remaining vacant posts. This is very much cheaper than continuing to use locums for the reasons set out in the “Budget” section below.

The posts currently vacant are:

- Assistant Head of Legal (People) and Assistant Head of Legal (Place) – new posts Range 7 (£40741 - £45341)
- Principal Lawyer (People) and Principal Lawyer (Place) – new posts – Range 6 (£35430 - £40741)
- Lawyer posts (x9) to cover a range of specialisms including child care, adults, education, planning, property, litigation and contracts - Range 6 - (£35430 - £40741)
- Paralegal – Range 3 (£19126 - £24646)
- Legal Support Assistant – Range 2 (£14733 - £19126)
- Trainee Solicitor – Range 3 (£19126 - £24646)

There are substantially more vacant posts than staff at risk, so in practice it is inevitable that external recruitment will be required – for example, only 4 of the 13 Lawyer posts are filled by permanent staff. Seeking Cabinet approval at this stage for external recruitment means that there will be less delay in filling the posts (as the results of the internal recruitment process will not be known until w/e 8 August), which reduces the time we must rely on more expensive locum lawyers. External recruitment to posts will only be undertaken to the extent that it is not possible to fill the posts from existing staff at risk of redundancy.

Approval is therefore sought from Cabinet to fill the above vacant posts.

## Budget Issues

Please indicate:

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

The **Lawyer posts** that are vacant are currently filled by locum lawyers. Locum rates for these types of work tend to command high hourly rates, around £45, so a 37 hour week would cost around £1665. Using a locum would therefore be significantly more expensive than recruiting a permanent Lawyer employee, where the annual salary range (Range 6) would be £35,430 to £40,741. Taking the mid-point of Range 6, £38042, and adding on-costs gives £48,313 (which divided by 45 working weeks per year gives a weekly figure of £1073). Continuing to use locums instead of recruiting permanent staff to fill vacant posts is therefore costing the Council around £600 per Lawyer vacancy more per week (totalling £5400 per week) than it would pay permanent staff.

Outsourcing work to external solicitors would be much more expensive than a permanent post or use of locums, with hourly charge-out rates of between £300 - £400.

If the **Legal Support Assistant** posts are not filled, lawyers and other staff will have to undertake more administrative work themselves, which will impact upon the numbers of litigation, property, planning and child protection cases they can deal with. It is not a good use of lawyers' time to undertake this work. As well as routine administration, the following important tasks are also carried out by legal support assistants:

- preparing court bundles for child care court cases-
- the administration of Criminal Injury Compensation Authority (CICA) claims
- preparing bundles and papers for employment tribunals

Failure to do comply with court and tribunal timescales could result in costs orders being made against the Council, and would also damage the Council's reputation.

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

These vacancies are establishment vacancies on the new structure, which saves the Council £100k per annum.

## 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 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	Business Support Department	
SECTION	Audit Services	
POST TITLE	Internal Auditor – two posts	
GRADE AND SALARY RANGE	Range 4 £24,646 - £30,011	
POST NUMBER	3875	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	12/9/14	
MANAGER POST REPORTS TO	Principal Auditor	
*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?		
Audit Services were due to be in Phase 3 of Better for Less		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW		
The posts need to be filled in order to ensure that Internal Audit can complete the annual audit plan agreed by the Audit Committee. It is a governance requirement to have an internal audit service resourced sufficiently to provide reasonable assurance over risk management, internal control, governance and pursuit of value for money		
NAME OF RECRUITING MANAGER: Alison Russell		

(\* 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.

### Team Structure:

The Head of Internal Audit and Counter Fraud spends approximately 50% of time on Internal Audit matters. There are two full-time Principal Auditors and four full-time Auditor posts – so with two vacant posts in the auditor role we will be running at 50%

capacity

**Impact:**

The Auditors are the key individuals responsible for the delivery of internal audits across the council. The Principal Auditors are largely responsible for the supervision of those audits (as required by professional standards), although they do also undertake a limited number of complex audits each year.

There is an internal audit plan for 2014/15, agreed by the Audit Committee in March 2014, outlining the audits to be delivered by July 2015. Whilst there is some leeway to revise and even reduce the number of audits included within the plan, there needs to be sufficient audit work undertaken in the year to support the overall Internal Audit assurance and opinion due to be provided to the Audit Committee in July 2015. This assurance is a key governance requirement. The reduction of the number of auditors by 50% for half a calendar year would reduce resources to a level that such an assurance would be very difficult to provide.

The impact would also be on the Principal Auditor and HIA time which would have a negative impact on the team's ability to respond promptly to referrals and allegations of financial impropriety.

**Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

If the two posts were to remain unfilled between mid-September 2014 and 31 March 2015 the savings costs would be, assuming starting point on the pay range - £32,420  
There are no viable alternative means for providing the service

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

General funds

**Comments from Portfolio Holder**

Internal control is a key component of effective governance arrangements within the Council and whilst 'back-office' roles these posts are essential to the delivery of the Audit Plan coverage.

Signed: .....

Portfolio Holder

Dated: .....

Signed: .....

Councillor Alan Jarrett

Dated: .....

Signed: .....

Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Business Support Department		
SECTION	Finance Strategy		
POST TITLE	Head of Finance Strategy		
GRADE AND SALARY RANGE	SM5: £45,194 to £60,010 + £4,633 car allowance		
POST NUMBER	8342		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	01/11/14		
MANAGER POST REPORTS TO	Mick Hayward, Chief Finance Officer		
*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 / INTERNAL ACTING UP ARRANGEMENT	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? <b>Phase 2</b>			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW. <b>Yes – please see comments below relating to ‘Impact on Service’</b>			
NAME OF RECRUITING MANAGER: <b>Mick Hayward</b>			

(\* 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) Structure

Structure chart attached.

#### 2) Impact

The Finance division has just undergone a restructure, which involved a reduction in service managers from six to four. The Head of Finance Strategy is a new post created as part of the restructure and is also the designated Deputy Section 151 Officer.

Without approval to fill this post the Chief Finance Officer would have direct management responsibility for the five Finance Business Partners (grade R7) and be too involved in the day to day management of the team, impacting upon his capacity to fulfil his statutory role and support the Council's wider strategic priorities.

## Budget Issues

Please indicate:

1. The realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

The full year cost of appointing at the top of the scale equates to £82,400.

If the post is advertised purely via the website the recruitment costs would be negligible.

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

Council's general fund revenue budget.

## Comments from Portfolio Holder

Maintaining effective financial control is essential to achieving the aspirations of the council and whilst this is a 'back-office' post, its importance to front-line service delivery should not be understated. Nor should the need to release the Chief Finance Officer to carry out his more strategic functions. I support the filling of the vacancy.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....



## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Business Support Department		
SECTION	Finance Strategy		
POST TITLE	Management Accountant - BSD (0.5 FTE)		
GRADE AND SALARY RANGE	R6 £35,430 to £40,741 pro-rata		
POST NUMBER	11736		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	01/07/14		
MANAGER POST REPORTS TO	Tejan Shiaka, Finance Business Partner BSD		
*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 / INTERNAL ACTING UP ARRANGEMENT	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? <b>Phase 2</b>			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW. <b>Yes – please see comments below relating to ‘Impact on Service’</b>			
NAME OF RECRUITING MANAGER: <b>Phil Watts</b>			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

<p><b>1) Structure</b></p> <p>There are 4 Business Partners and a Principal Technical Accountant (R7 grade), 11 Management Accountants and 2 Technical Accountants (R6 grade) together with 2 trainee posts in the Strategic Finance structure.</p> <p style="text-align: center;"><b>2) Impact</b></p> <p>The Finance division has just undergone a restructure and the new Finance Strategy team completed the slotting and internal recruitment process during July. One of the</p>
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staff slotted in the Management Accountant posts is just about to return from maternity leave and only wishes to come back part time, but the other half of the post is required, as responsibility for supporting Public Health now sits with the BSD accountants.

Without approval to fill this post, the more robust scrutiny and challenge of financial forecasts that was one of the principal drivers for the restructure will not be deliverable.

**Budget Issues**

Please indicate:

1. The realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

The full year cost of appointing at the top of the scale equates to £25,000.

If the post is advertised purely via the website the recruitment costs would be negligible.

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

Council's general fund revenue budget.

**Comments from Portfolio Holder**

Maintaining effective financial control is essential to achieving the aspirations of the council and whilst this is a 'back-office' post, its importance in providing financial information for decision making should not be understated.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Business Support Department	
SECTION	Finance Strategy	
POST TITLE	Management Accountant - RCC	
GRADE AND SALARY RANGE	R6 £35,430 to £40,741	
POST NUMBER	11735	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	01/07/14	
MANAGER POST REPORTS TO	Andrew Lawson, Finance Business Partner RCC	
*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 / INTERNAL ACTING UP ARRANGEMENT		<b>Yes</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? <b>Phase 2</b>		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW. <b>Yes – please see comments below relating to ‘Impact on Service’</b>		
NAME OF RECRUITING MANAGER: <b>Phil Watts</b>		

(\* 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. Structure

There are 4 Business Partners and a Principal Technical Accountant (R7 grade), 11 Management Accountants and 2 Technical Accountants (R6 grade) together with 2 trainee posts in the Strategic Finance structure.

#### 2. Impact

The Finance division has just undergone a restructure and the new Finance Strategy team completed the slotting and internal recruitment process during July. Subsequently, one of the Management Accountants has been asked to cover a vacant R7 post as the Finance Business Partner for Education and consequently has left a vacancy at R6 that needs to be covered.

Without approval to fill this post, the more robust scrutiny and challenge of financial forecasts that was one of the principal drivers for the restructure will not be deliverable.

### **Budget Issues**

Please indicate:

1. The realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

The full year cost of appointing at the top of the scale equates to £51,588.

If the post is advertised purely via the website the recruitment costs would be negligible.

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

Council's general fund revenue budget.

### **Comments from Portfolio Holder**

Maintaining effective financial control is essential to achieving the aspirations of the council and whilst this is a 'back-office' post, its importance in providing financial information for decision making should not be understated.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Business Support Department	
SECTION	Finance Strategy	
POST TITLE	Finance Business Partner - Education	
GRADE AND SALARY RANGE	R7 £40,741 to £45,341	
POST NUMBER	11729	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	01/07/14	
MANAGER POST REPORTS TO	Phil Watts, Head of Finance Strategy	
*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 / INTERNAL ACTING UP ARRANGEMENT	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? <b>Phase 2</b>		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW. <b>Yes – please see comments below relating to ‘Impact on Service’</b>		
NAME OF RECRUITING MANAGER: <b>Phil Watts</b>		

(\* 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. Structure

There are 4 Business Partners and a Principal Technical Accountant (R7 grade), 11 Management Accountants and 2 Technical Accountants (R6 grade) together with 2 trainee posts in the Strategic Finance structure.

#### 2. Impact

The Finance division has just undergone a restructure and the new Finance Strategy team completed the slotting and internal recruitment process during July. One of the Finance Business Partners, whilst slotted, has been on long term absence through

sickness for 15 months and will not be returning to work. However this post is absolutely crucial in terms of managing the financial support to the Children and Adults directorate and to schools. It also leads on all matters pertaining to schools funding and is responsible for co-ordinating the revenue budget setting process for the directorate and providing support and challenge through the monitoring process. The post manages a small team providing support to managers in preparing forecasts, costing proposals and developing business cases and providing advice in relation to all aspects of financial management.

The Education budget, including schools, represents a significant proportion of the Council's overall spend and the devolved nature of schools funding carries with it considerable risk.

**Budget Issues**

Please indicate:

1. The realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

The full year cost of appointing at the top of the scale equates to £57,665.

If the post is advertised purely via the website the recruitment costs would be negligible.

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

Council's general fund revenue budget.

**Comments from Portfolio Holder**

Maintaining effective financial control is essential to achieving the aspirations of the council and whilst this is a 'back-office' post, its importance to front-line service delivery should not be understated. Nor should the need to release the Head of Finance Strategy to carry out his more strategic functions. I support the filling of the vacancy.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Business Support Department	
SECTION	Finance Strategy	
POST TITLE	Technical Accountant	
GRADE AND SALARY RANGE	R6 £35,430 to £40,741	
POST NUMBER	11732	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	01/07/14	
MANAGER POST REPORTS TO	Jonathan Lloyd, Principal Technical Accountant	
*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 / INTERNAL ACTING UP ARRANGEMENT		<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? <b>Phase 2</b>		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW. <b>Yes – please see comments below relating to ‘Impact on Service’</b>		
NAME OF RECRUITING MANAGER: <b>Phil Watts</b>		

(\* 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. Structure

There are 4 Business Partners and a Principal Technical Accountant (R7 grade), 11 Management Accountants and 2 Technical Accountants (R6 grade) together with 2 trainee posts in the Strategic Finance structure.

#### 2. Impact

The Finance division has just undergone a restructure and the new Finance Strategy team completed the slotting and internal recruitment process during July. One of the

Technical Accountant vacancies was not appointed to internally, however with the downsizing from four Finance Managers to two, this post will be crucial in terms of supporting the Principal Technical Accountant in co-ordinating internal management reporting, completing statutory returns, co-ordinating year end closedown and preparing the statement of accounts.

Without approval to fill this post, statutory returns may be submitted late, monitoring reports for CMT and Cabinet may not be checked as thoroughly as we would like and the risk of slippage and errors in preparing the statement of accounts would be increased.

**Budget Issues**

Please indicate:

1. The realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

The full year cost of appointing at the top of the scale equates to £51,588.

If the post is advertised purely via the website the recruitment costs would be negligible.

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

Council's general fund revenue budget.

**Comments from Portfolio Holder**

Maintaining effective financial control is essential to achieving the aspirations of the council and whilst this is a 'back-office' post, its importance in providing financial information for decision making should not be understated. This post is also key to meeting the Council's statutory obligations with regard to external financial reporting.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....



## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	RCC	
SECTION	RED	
POST TITLE	WORK Programme Support Administrator (F/T – 37 Hours)	
GRADE AND SALARY RANGE	Range 2 (£14,733 – £19,126) including on-costs @ 30% = £19,550.	
POST NUMBER	9907	
LOCATION	Medway Council, Employ Medway Advice Centre, 99-101 High Street, Chatham, Kent, ME4 4DL	
DATE POST BECAME VACANT	19.05.2014	
MANAGER POST REPORTS TO	Michelle Penrose	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	To March 2015	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
NAME OF RECRUITING MANAGER: Michelle Penrose		

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.

We require new approval for WORK Programme Support Administrator (F.t.e) externally funded post, which has already received previous approval from DMT.

Staff recruited to the externally funded WORK Programme Support Administrator role on a full-time basis applied for and was successful in obtaining promotion to Job Broker/ Advisor role .

Medway Council directly delivers the Department of Work and Pensions Work Programme in Medway as a subcontractor to G4S. The programme is designed to find sustained (minimum 6 month) work placements for those who have been unemployed for two years. Clients with multiple employment barriers are referred from JobCentre Plus, and include newly released prisoners, those on alternative benefits such as Employment Support Allowance and customers with English as a second language. Medway Council is paid on the basis of the number of successful work placements lasting six months.

The success of the programme is dependent upon qualified and experienced advisors and administrators who are fully funded by the payments from DWP.

The Employ Medway Service has been running a series of successful externally funded employment support and skills development programmes over the past two years from national, local and European funding. These have included the previous national Government's Department for Work and Pensions (DWP) two major programmes termed Flexible New Deal (Stage 4) and Future Jobs Fund, particularly focussing on providing support for those longer-term unemployed customers across all ages providing them with the necessary support, interventions and opportunities to get back to work.

The service has recently taken over approximately 70 clients from All Saints Community project and an additional 250 clients from Strood Community Project.

Currently Employ Medway is performing above contractual targets and 25% ahead of original predicted number of referrals to programme, which provides additional payments.

If the WP Administration support is not replaced, Medway Council risks being unable to fulfil contract requirements, which will result in non-payment from DWP and could possibly incur financial penalties. It would have an immediate impact of 250 long-term unemployed people in Medway being unable to access jobs, with an additional 150 people per year in the longer term. Failure to fulfil this contract may affect Medway Council's future prospects for successful bidding of externally funded projects.

Funded through Income derived from the WORK programme.

#### *IMPACT on the Service*

The post will be completely externally funded from the income received from the WORK programme

#### 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.

No savings will be realised as the job advisor posts are 100% externally funded. There will be a nil impact on the budget. However, if the posts are not filled, Medway Council may incur financial penalties for non fulfilment of the contract with DWP.

Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children and Adults		
SECTION	Children's Social Care		
POST TITLE	Integrated Processes Officer		
GRADE AND SALARY RANGE	Range 4 (£24,646 - £30,011)		
POST NUMBER	6463		
LOCATION	Medway		
DATE POST BECAME VACANT	June 20144		
MANAGER POST REPORTS TO	Andrew Willetts – Service Manager		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
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: Andrew Willetts			

(\* 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. 1 post and vacant.</li> <li>2. This will affect our: <ul style="list-style-type: none"> <li>- The coordination and support of the Common Assessment Framework</li> <li>- Links and support of partner agencies and building effective team around the families</li> <li>- Information Governance through teams and Information Sharing.</li> <li>- Improving integrated working process</li> </ul> </li> </ol>
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- The development of Early Help
- Links with the Medway Action Families
- Quality Assurance of all process in Medway ensuring appropriate performance management information

Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2015.
2. If any savings could be achieved by alternative ways of providing the service.

1. £15,570 – this would not become a saving as the risk of not filling this post will be greater and be a higher cost to the LA.
2. No – The team is already at capacity and with the development of Early Help this role is key ensuring good decisions are made to support 30% of cases currently going to Social Care to come via the Early Help Service. We have already lost 6 front line workers in Early Help so the support for partners in building effective teams and plans are now essential.

Please specify the funding source for this post:

DCLG – Troubled Families Programme.

Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....