

## **CABINET**

**10 FEBRUARY 2015**

### **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 9 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 Directorate**

Customer Relations Team Leader  
Administration Officer  
BASS Apprentice  
Head of Internal Audit and Counter-Fraud  
Operations Manager (Initial Contact)

#### **Children and Adults**

Administration Support Officer  
SEN Business Manager

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

Market Superintendent x1 (37 hours)  
Market Superintendent x1 (10 hours)

- 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	
SECTION	Business Administration Support Service	
POST TITLE	Customer Relations Team Leader	
GRADE AND SALARY RANGE	Range 4 (£24,646 - £30,011) per annum	
POST NUMBER	11618	
NUMBER OF VACANT POSTS OF THIS TYPE	One	
LOCATION	GW	
DATE POST BECAME VACANT	February 2015	
MANAGER POST REPORTS TO	Chris White, Head of BASS	
*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:	N/A	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A	
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?		
Phase 1		
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: Chris White		

(\* 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 – e.g. 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. Customer Relations Team structure and remit

The Customer Relations Team Leader manages the five staff in the Customer Relations Team who are responsible for the co-ordination across the whole council of corporate complaints (stage one, stage two and LGO), Social Care complaints (Children and Adults), Freedom of Information requests, and Subject Access Requests (personal data requests). There are 3 x Range 3 Customer Relations Investigation Officers, and 2 x Range 2 Customer Relations Compliance and Monitoring Officers.

The Team Leader reports direct to the service manager, Head of Business and Administration Support Service.

There are no other corresponding vacancies.

## 2. Impact on the service if we do not fill this post:

The team manager takes the lead in ensuring that the four discrete areas of work are resourced and that statutory and Customer Charter timelines are adhered to. Each year there are in excess of 2,000 corporate complaints, 250 social care complaints, and 1,000 FoI requests. Keeping on top of this workload is key to resolving customers' requests, and requires the flexible deployment of staff so that initial queries get to the right service manager for attention, and that responses are quality assured and despatched promptly to customers. Adherence to timescale is a key ingredient in preventing cases being escalated to Stage 2 which become increasingly time consuming. Statutory timescales apply to FoI and SAR requests.

The manager also leads on the production of monthly management information to Service Managers and Assistant Directors, to ensure that responses are issued in a timely way, which we have found to be a key ingredient to the improving response times that the Council has achieved in 2014.

The manipulation of data to produce regular management information and to respond to one-off requests from services is a complex task, requiring the manager's higher level skills.

The Team manager works very closely with the Investigation Officer who majors on complaints escalated to Stage 2, and those referred to the Local Government Ombudsman. The post holder is expected to have higher level knowledge of possible resolutions and remedies and to provide advice to senior managers. The service also advises services on FoI and data protection queries, seeking to limit simple clarification requests escalating to the Legal department.

Legislation drives our processes in respect of Freedom of Information and Data Protection Subject Access requests and the Council's overall approach to Information Governance, of which these areas form an important part. The Information Commissioner's Office oversees the performance of councils in these areas and the Council has a live action plan for Fols and SARS and this post contributes directly to the management information elements of that action plan.

This role also involves frequent, daily direct contact (including face-to-face) with dissatisfied customers who have already been through stage one and/or stage two of the complaints process. The range of customers this role comes in contact with

includes vulnerable people, sometimes those who are homeless, elderly or disabled. This role provides support direct to customers and is a direct front-line service.

If this post is not filled, the allocation of work to the team and its flexible deployment will be less effective and delegated upwards to the Service Manager. The production of timely management information will be more difficult to achieve. Possibly impacting on the performance of services.

### Budget Issues

Please indicate:

1. The savings if this post remained vacant until 31 March 2015 are £2,245
2. There is no other way of providing this service. It came about and was evaluated as part of Medway Council's phase 1 transformation programme and is essential to the Council's customer relations and complaints service, and directly to customers.

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: .....

## 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		
SECTION	Business Administration Support Service		
POST TITLE	Administration Officer (Hub 4 C - Concessionary Bus Passes & Integrated Transport support)		
GRADE AND SALARY RANGE	1 x Range 2 + 1 x apprentice		
POST NUMBER	11618		
NUMBER OF VACANT POSTS OF THIS TYPE	One of each		
LOCATION	GW		
DATE POST BECAME VACANT	New posts		
MANAGER POST REPORTS TO	Vanessa Punnett		
*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:	N/A		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
Phase 1			
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: Vanessa Punnett			

(\* 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 – e.g. 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. Business Administration Hub 4C – supporting Blue Badges and Integrated Transport

The Business and Administration Support Service (BASS) is the Council's internal shared service for administrative support and is made up of ten Administration Hubs providing general and specialist business support across the Council. Hub 4C directly deals with applications for Blue Badges, and supports the Integrated Transport Service with the administration of Disabled Parking Bays, the school 'Yellow Buses' service, and Concessionary Bus Passes for older people, people with disabilities, and companion passes.

Hub 4C consists of a Senior Administration Officer (Range 3), an Occupational Therapist who undertakes independent mobility assessments for Blue Badges and disabled Bus Pass applications, and 5 Range 2 administration officer posts.

From March 2015 a new workload moves to the Hub that will entail processing approximately 1,000 bus pass renewals every month. This is not a workload that can be absorbed by the Hub. (BASS made savings of £174,000 in 2014-15; and £115,000 for 2015-16, so the ability to absorb this work across other Hubs in parallel with these reductions is not possible.)

The Regeneration, Community and Culture Star Chamber considered this additional workload and agreed to provide £25,000 to BASS in 2015-16 to service this workload through a new administration officer post and a further apprentice post.

Approval is sought to progress the recruitment process as soon as possible so that the new members of staff can be in place and trained no later than 1 April. Existing staff will be moved around the shared service to deal with the initial applications expected in March 2015.

There are no other corresponding vacancies.

## 2. Impact on the service if we do not fill this post:

The English National Concessionary Travel Scheme (ENCTS) is a statutory requirement for all English Authorities. Nationally, free travel is available from 9.30am until 23:00pm for the elderly and disabled, although in Medway the concession is available from 09:00 to the last bus.

The scheme includes older persons' bus passes, disabled bus passes and companion passes. There are currently just over 41,000 passes in circulation (38,000 older persons and 3,000 disabled/companion).

When the ENCTS was established all bus passes expired on the same date. To stagger this workload, from 2012 to early 2013, as part of a "data cleansing" procedure, all pass holders were contacted to establish whether they still required their pass and new expiry dates were allocated to passes, enabling them to expire over a period of 2-5 years. The cards were issued in 2013 and therefore the first tranche of renewals will start to expire in March 2015 and there will be approximately 1,000 extra renewals per month to process in addition to the current new applications and disabled renewals.



Currently there are approximately 700 new bus pass applications a month which are being processed (including 140 lost and stolen passes). This is split between 62% elderly bus pass applications, and 38% disabled applications. The above figures include online applications and greater encouragement is being given to this method of application. At present approximately 30% of new, and renewal applications are submitted online, and there is scope to increase this.

At present, we state that applicants should allow 4 weeks for processing when their card is due to expire, or when applying for a new card.

Currently 1.5FTE handle the 700 applications per month. Some of the checking, whilst very important, is of a routine nature and has proved suitable as part of the portfolio of tasks that are allocated to an apprentice position. The new workload of 1,000 is predominantly of the more straightforward type, and BASS believe that the 1,000 passes a month workload can be handled by two additional members of staff - one full time administration officer and a new apprentice position. Overall there would be three staff supporting all concessionary travel issues and this will put all of this important processing work onto a sound footing. (All Hub staff are trained in all of the Hub processes to ensure maximum flexibility and resilience for the Council, which is the key business benefit of the shared service.)

If these positions are not recruited to immediately, a backlog will quickly develop and grow; response times will extend that will eventually have to be dealt with by additional resource, as the Bus Pass is a statutory right. Older people and disabled people will be disadvantaged in their travel options, with financial consequences.

Bus passes are a high profile service that the Council offers the public, so there is a high risk that if the service level decreases this will cause an increase in complaints and bring negative reputational publicity for the Council. With renewals starting to be received in March 2015 for April, and with an advertised 4 week processing time, there is a real possibility that backlog issues will emerge very quickly in the spring.

## Budget Issues

Please indicate:

1. These are new posts so no savings accrue by leaving them vacant until 31 March 2015.

Please specify the funding source for this post:

Budget transfer from RCC to BASS for 2015-16. Any work undertaken in March 2015 will be resourced from existing BASS staff

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 to request approval from Cabinet to recruit to vacancies and return to Terri Williams, HR Services, Civic Centre. This form is not required for those posts covered by the exemptions list shown overleaf. You will need to include a copy of the person specification and job description along with a structure chart showing how the vacancy fits into your team for each post.

DIRECTORATE	Business Support
SECTION	Internal Audit and fraud investigation
POST TITLE	Head of Internal Audit and Counter-Fraud
GRADE AND SALARY RANGE	Service Manager
LOCATION	Gun Wharf
DATE POST BECAME VACANT	March 31 2015

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 Audit Services Manager is an important post in terms of the senior management structure of the Council. The post is a crucial part of the governance arrangements for the Council and whilst reporting to the Section 151 officer, the postholder is required to exhibit independence and integrity in carrying out the responsibilities of the post.

This is key post in providing confidence that public money is used appropriately. The work of this team is high profile and the postholder personally takes a direct lead in reports to the Audit Committee.

The post is expected to:

- Develop policy for internal audit and counter fraud activities to ensure that services are effectively co-ordinated, and to support corporate and other directorates' activities;
- Lead on corporate audits as requested by Members, Chief Executive or Section 151 officer and in doing so, to develop and undertake effective cross-boundary working; and
- Report in own name to Members, Chief Executive, Section 151 officer and to liaise with External Audit on control issues.

It is unlikely that recruitment will be complete before the current occupant retires and the post will require a form of cover through acting or secondment provision to maintain key responsibilities on audit, counter fraud and corporate governance.

Budget Issues  
Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2015; or
2. If any savings could be achieved by alternative ways of providing the service.

Funds exist within the budget to fill this vacancy.

The post will remain occupied until the 31 March 2015 and thereafter, pending recruitment, as indicated above.

Alternative arrangements for providing managerial support have been considered but it is felt that the sensitivity of this post demands an exclusive resource.

Comments from Portfolio Holder

The chief internal auditor is a post that demands independence, integrity and an ability to inspire confidence. We have been fortunate in having had the services of the current incumbent but with her departure it is important that we move forwards to recruit a replacement to provide confidence, both within and external to the Council, that we have a firm grip on control mechanisms and an effective anti-fraud function.

*Cllr Alan Jarrett*

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Second Portfolio Holder

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	Business Support Department		
SECTION	Customer Contact		
POST TITLE	Operations Manager (Initial Contact)		
GRADE AND SALARY RANGE	9912		
POST NUMBER	Range 6 (£35,430 - £40,741) per annum		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	From Feb		
MANAGER POST REPORTS TO			
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	N		
*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:	Jan 15 – Jan 16		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
Phase 1			
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: Martin Garlick			

(\* 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 seeks approval to proceed with the following proposal to cover a key management position.

The Customer Contact Operations Manager (Financial Assessment) is due to take maternity leave from February 2015. This is a key management role with functions

within the remit of the post holder, such as Housing Benefit assessment and ASC Financial assessment, being very important to the financial health of the council.

The proposal is that the Operations Manager (Initial Contact) covers this maternity absence with their role then being offered as an acting up opportunity. This is proposed with the Operations Manager (Initial Contact) having previously covered the Operations Manager (Financial Assessment) remit, prior to the appointment of the current post holder, and with there being SCCOs capable of stepping up to cover the Operations Manager (Initial Contact) role. The effective date for this would be early January 2015 allowing for complete and smooth transition arrangements.

Failure to cover the Operations Manager (Financial Assessment) role would undermine financial assessment performance, presenting a HB subsidy risk, social care income risk and customer dissatisfaction and complaint. Failure to cover the Operations Manager (Initial Contact) role would significantly undermine Initial Contact performance, potentially very damaging the reputation of the organisations.

#### Budget Issues

Please indicate:

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

This proposition will place an estimated burden of £8,397 on the 2014/15 Customer Contact pay bill and an estimated burden of £4,858 on the 2015/16 bill. This would be the cost of acting up less the saving on the salary of the officer on maternity leave.

Please specify the funding source for this post:

This will be funded by vacancy management.

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	Family Support Service (Early Help Administration)	
POST TITLE	Administration Support Officer	
GRADE AND SALARY RANGE	Range 3 (£19,126 - £24,646 per annum + on costs)	
POST NUMBER	3862 (Temp)	
LOCATION	MHS	
DATE POST BECAME VACANT	November	
MANAGER POST REPORTS TO	Lorraine Redmond	
*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:	From 1.12.2014 – 31.3.2015	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	C.Lowther	
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		
None		
NAME OF RECRUITING MANAGER: Andy Willetts		

(\* 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.

2.5 posts  
2.5 vacancies

The implications for the Medway Action for Families (MafF) and the Family Support Service if this post was not filled would result in a shortfall in preparation of the



pending Ofsted Inspection in terms of CAFs needing to be prepared and uploaded on the relevant database; ensuring TAF Plans are in place for all families being worked with across the service and the relevant spreadsheet which records and provides historic and current data on families is updated within a timely manner.

In addition, 'payments by results' (PBR) data and preparation will not be undertaken if this post is not filled. This is a government requirement necessary for the MafF Team as part of the Troubled Families Agenda. Should this task not be undertaken, MafF will not deliver on PBR and puts phase 2 at risk – Neil Davies is aware of the importance of this post.

These posts fill a number of tasks for the Early Help Service and Children Social Care in terms of arranging training for all staff, and minute taking necessary for all teams including the Child Protection and Child in Need Teams.

Should the post not be filled, this will impinge on current work undertaken by staff as they will need to take on more work; work not achieved in time for the Ofsted inspection; there will be an increased pressure on parts of the service, in particular the Medway Action for Families and the Family Support Service; meetings will be undertaken without an appropriate minute taker.

#### Budget Issues

Please indicate:

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

$\text{£}16,000 / 12 \text{ months} \times 3 = \text{£}4,000$  Medway Action for Families (Externally Funded).  
The result of not getting onto phase 2 could have an impact for year one of around  $\text{£}500,000$

Please specify the funding source for this post:

DCLG Troubled Families Grant.

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	Special Educational Needs		
POST TITLE	SEN Business Manager		
GRADE AND SALARY RANGE	Range 6 (£35,430 - £40,741 per annum)		
POST NUMBER	New Post		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	New Post		
MANAGER POST REPORTS TO	SEN 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			
NAME OF RECRUITING MANAGER: Genny Cherriman			

(\* 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.

Medway SEN has responsibility for the management and expenditure from an annual budget of £32,859,598

The majority of the budget comes from grant funding (DSG and High Needs Block). £4.5m (for SEN transport) comes from revenue funding.

Since the implementation of the new funding regime for state funded schools (maintained and academies) started in April the responsibility for the management and monitoring of the budget has increased exponentially. Furthermore, with the introduction of new SEN legislation in September 2014, the SEN team has had to take on further financial responsibility with regard to funding educational provision young adults with assessed special educational needs from the ages of 18 to 25.

A Business Manager is required to ensure that accurate data and forecasts relating to SEN finance is maintained and managed to ensure that maximum grant and high needs funding is received, and expenditure monitored and reported upon to ensure the efficient use of resources.

A Business Manager is also required to analyse data relating to placements at specialist academy, free school, FE college and independent specialist college provisions to ensure that top up funding requested by the same accurately reflects the forecast and agreement by the LA, and challenge where there are anomalies.

A Business Manager is also required to oversee, monitor and challenge as necessary the expenditure on the SEN transport budget (revenue funding).

The efficient use of the High Needs Block is vital to the general fund. Many LAs have had to call upon the Council's revenue funding where the High Needs Block has overspent. Moreover, if maximised, the High Needs Block can be used to offset Council expenditure in children's social care.

In view of the size and complexity of the SEN budget and the challenges to ensure efficient use, reporting and maintenance the appointment of a dedicated business manager is essential to assist the SEN Manager in accurate forecasting and ensuring savings wherever possible.

## Budget Issues

Please indicate:

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

The post is necessary to ensure that maximum grant funding is forthcoming, to monitor school placement data and monitor report on the SEN budget to ensure that expenditure is accurate( in relation to school places) and inform where realistic savings can be made. The funding of this post will be met through the SEND reform grant, which is ring fenced.

This post has been proposed in consultation with colleagues in the Finance Department.

Comments from Portfolio Holder

Barbara Peacock:

This post is critical to ensure financial and managerial control over SEN spend. Not having this post is exposing the council to financial risk and reduces opportunities to maximise income and bring forward efficiencies.

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	Regeneration, Community and Culture		
SECTION	Regeneration & Economic Development		
POST TITLE	Market Superintendent		
GRADE AND SALARY RANGE	Range 3 (£19,126 - £24,646) per annum plus on-costs		
POST NUMBER	5664		
LOCATION	Strood Market		
DATE POST BECAME VACANT	15 January 2015		
MANAGER POST REPORTS TO	Markets 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?			
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: Richard Kidd			

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>A team of 3 officers operate 5 markets in Medway (Monday and Saturday in Gillingham, Tuesday and Saturday in Strood and monthly Rochester Farmers Market)</p> <p>Total gross income from all 5 markets: £221,000 (an average of the last 3 full financial years)</p>
---

Total staffing and other costs: £93,000 (an average of the last 3 full financial years)  
Total net income £128,000 (an average of the last 3 full financial years).

## Budget Issues

Please indicate:

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

The duties carried out by market officers include setting up the market including assignment of pitches to traders; collection of rent and arrears; dealing with trader, customer and local retailer enquiries and complaints; undertaking risk assessments; monitoring security, health & safety, food hygiene, trading standards and any other issues that may arise within the Markets, as required, during the hours of operation; overseeing breakdown of the market at the end of the trading day;

There are approximately 150 stall holders overall for the 5 markets and the effective operation of the markets is very resource hungry. Some stall holders can be challenging and a staff presence is essential to resolve issues which arise or incidents that occur and to ensure rents are collected.

The Market Superintendent post is to replace the resignation of the current employee. It is proposed to increase the hours of this post from 30 hours to 37 hours but to reduce the spinal point from that of the current employee. This would provide improved value for money, but would increase costs by £2,234.20

Consideration could be given to contracting out the management of markets. Up until financial year end 2007/08 Brays managed Gillingham market but Brays terminated the arrangement, as they advised that it was not financially viable. Income to the council is likely to be significantly less than previously received from Brays due to additional legislation and overheads not previously in place.

## Comments from Portfolio Holder

This proposed recruitment is essential if Medway's markets are to be effectively operated and the net income of about £128,000 is to be secured on a sustainable basis.

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	Regeneration, Community and Culture		
SECTION	Regeneration & Economic Development		
POST TITLE	Market Superintendent		
GRADE AND SALARY RANGE	Range 2, £14,733-£19,126 plus on-costs		
POST NUMBER	5664		
LOCATION	Strood Market		
DATE POST BECAME VACANT	15 <sup>th</sup> January 2015		
MANAGER POST REPORTS TO	Markets Manager		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Y</b>		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>N</b>		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>N</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: Richard Kidd			

### 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.

A team of 3 officers operate 5 markets in Medway (Monday and Saturday in Gillingham, Tuesday and Saturday in Strood and monthly Rochester Farmers Market)

Total gross income from all 5 markets: £221,000 (an average of the last 3 full financial years)

Total staffing and other costs: £93,000 (an average of the last 3 full financial years)

Total net income £128,000 (an average of the last 3 full financial years)

## Budget Issues

Please indicate:

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

The duties carried out by market officers include setting up the market including assignment of pitches to traders; collection of rent and arrears; dealing with trader, customer and local retailer enquiries and complaints; undertaking risk assessments; monitoring security, health & safety, food hygiene, trading standards and any other issues that may arise within the Markets, as required, during the hours of operation; overseeing breakdown of the market at the end of the trading day;

There are approximately 150 stall holders overall for the 5 markets and the effective operation of the markets is very resource hungry. Some stall holders can be challenging and a staff presence is essential to resolve issues which arise or incidents that occur and to ensure rents are collected.

The Market Superintendent post is to provide cover at the Saturday market at Gillingham and replaces the outgoing postholder who has tendered their resignation.

Consideration could be given to contracting out the management of markets. Up until financial year end 2007/8 Brays managed Gillingham market but Brays terminated the arrangement, as they advised that it was not financially viable. Income to the council is likely to be significantly less than previously received from Brays due to additional legislation and overheads not previously in place. .

### Comments from Portfolio Holder

This proposed recruitment is essentially if Medway's markets are to be effectively operated and the net income of about £128,000 is to be secured on a sustainable basis.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....