

CABINET

14 APRIL 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 18 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

Senior Administration Officer x2
Information Mapping Analyst
Research Data Analyst
Head of Legal
Lawyer – Place Team
Paralegal – People
Resourcing Team Leader
Resourcing Officer
Legal Support Assistant
HR Consultant (Schools)

Children and Adults

Commissioning Officer
MSCB Project Support Officer
Contracts Monitoring Officer

Regeneration, Community and Culture

Principal Transport Planner – Local Growth Fund
Project Officer – Local Growth Fund
Maintenance Coordinator

Public Health

Public Health Project Manager (Making Every Contact Count - Kent Surrey Sussex)

- 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

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, 3rd Floor, Gun Wharf. You will also need to send an electronic word version to 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	BSD		
SECTION	Business Administration Support Service		
POST TITLE	Senior Administration Officer		
GRADE AND SALARY RANGE	Range 3 (£19,126 – £24,646) per annum		
POST NUMBER	9889 x 1 9892 x1		
NUMBER OF VACANT POSTS OF THIS TYPE	Two		
LOCATION	Gun wharf		
DATE POST BECAME VACANT	August 2014		
MANAGER POST REPORTS TO	Tina Larby		
*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?			
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: Tina Larby			

(* 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.

<p>1. Within BASS there are 5 BASS Senior Administration Officer posts at Gun Wharf (9889 posts) – one of which is vacant. There are a further five posts outside of GW that undertake a similar role (9892 posts), one of which is vacant – covers social care. Each senior post is pivotal to the smooth running of their hub team and undertakes complex administration. We have held these vacancies (one with cover from the service improvement officer, the other with approved acting up</p>
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arrangements) pending the conclusion of the financial year. As we move in to 2015/16 having deleted a further 5 administration posts as part of budget setting, these posts cannot be covered on an interim basis without having significant impact on service delivery.

2. Impact on the service if we do not fill these posts:

The implications for not filling the post in Hub 4C would be that there would be no line management to a team, who require support, guidance and supervision.

The administration involved with this key role, involves direct contact with customers. This admin hub deal with a range of customers including vulnerable people who are applying for and need advice about blue badges, concessionary fares or disabled parking bays. The role of the Senior Administration Officer (SAO) includes undertaking complex administration as well as dealing on the telephone with customers who may be worried/concerned or upset about their application. This role provides support direct to customers and provides a direct front-line service.

The complete range of processes undertaken in this hub and managed by the senior role includes:

- Blue Badges (frequent daily and regular involvement directly with the customers)
- Disabled Parking Bays (frequent daily and regular involvement directly with customers)
- Concessionary fares – Older persons and Disabled Bus Passes (frequent daily and regular involvement with customers)
- support for managing the Yellow Buses for children's school journeys (frequent daily and regular involvement with customers)

There would be a risk to customers being dissatisfied if the role of the senior was not filled. The Senior manages the team and ensures there is resilience and business continuity. The senior ensures that the administration team are competent on the various processes involved in the different functional areas so there is no direct impact on the customer at times of leave or unexpected absence. It is vital to ensure each and every single call or letter or personal contact with customers can be managed by the team whether or not the person who regularly undertakes that function is in the office or not. The role of the senior is to ensure that happens efficiently and also to ensure that peaks of work in any one of the areas can be addressed, with no detriment to other customers. The senior officer will also ensure there is end-to-end cover during the course of the working day, including lunch/early/lates.

Background:

1. This Hub was previously managed by an Occupational Therapist who carried out face-to-face clinical and desk based assessments for clients applying for Blue Badges and site visits for disabled bay applicants. It was therefore different to most posts in BASS. The OT who held this role took on a new post within social care in the summer. A review of the management of the Hub and a programme of process improvements has concluded that BASS's regular management model of a senior administration officer should be put into place (budget is available from within existing resources) . We are managing the OT clinic assessments through another qualified OT, and investigating alternative and more resilient arrangements both with social care and potentially with outside suppliers. .

2. The senior post has direct line management for the team of 6 administrators (including 2 part-time staff). They are based at GW.
3. This senior post is responsible for ensuring that good and clear processes are followed, good practice is maintained and the customer relations management system updated with case information. The Senior Administration Officer is responsible for performance development reviews of the admin team, under Medpay as well as supervision meetings. The senior will also ensure that the team are compliant with other important council's process and procedures.
4. The Senior post is currently being covered by the Service Improvement and Development Officer whilst they have been leading the process improvement work in that Hub. As that work comes to a close we need to have a senior in post to take the handover. We also need the SIDO post to be released to support further improvement work including BfL Phase 4 input.
5. The Hub is also due to take on a large additional workload in April 2015 managing a regular monthly renewal of 1000+ older persons bus passes, and it would be prudent to ensure that there is a senior in post to oversee this new work who has had some prior experience of working in the Hub . At least one additional member of staff is likely to join the Hub to assist with this new workload and will need induction to all of the hub processes.
6. Devolved social care hub – this postholder currently manages admin staff across 5 sites. The relocation of staff to Gun Wharf will ease the logistical complexity but the staff will require careful management as we seek to establish more consistent support for all adult social care teams who have, prior to relocation, operated in distinct ways. This is an important part of being able to realise the additional 50K saving BASS is making in 15/16. Whilst acting up approval had been given, this arrangement broke down as the member of staff acting up has been unwell.

Budget Issues

Please indicate:

1. There is no other way of providing this service. It came about and was evaluated as part of the council's phase 1 and phase 2 transformation programme and is essential to service users and the team

Please specify the funding source for this post:

Existing budget

Comments from Portfolio Holder

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CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	BSD	
SECTION	Communications, Performance and Partnerships	
POST TITLE	Information Mapping Analyst	
GRADE AND SALARY RANGE	<i>Range 3 (£19,126 - £24,646) per annum</i>	
POST NUMBER	0319	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	10th October 2014	
MANAGER POST REPORTS TO	Corporate Intelligence Analyst	
*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		
NAME OF RECRUITING MANAGER: Anthony Lewis		

(* please delete as appropriate)

Impact on Service – please include:-

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

The Corporate Performance and Intelligence (CPI) hub is responsible for managing the Corporate GIS service and systems. The team administers all geographic information, including all Ordnance Survey map data for the council and the local land and property gazetteer (LLPG). The GIS function of the CPI hub consists of just 2.6 FTE. The Information Mapping Analyst post is 1 FTE, which has been vacant from 10th October 2014. The absence of the role will begin to have a significant impact on service delivery if it is not filled within the next few months, particularly as the GIS Co-ordinator role has only recently been filled after a six month gap (which has

caused a backlog of work to be completed and loss of historical GIS knowledge).

The Information Mapping Analyst is vital in providing a cohesive and well-managed GIS service, managing GIS software and relationships with different teams around the council. Keeping the post vacant will have an impact on the capacity to support teams around the council with evidence-based decision-making, designing and managing services and infrastructures, achieving and enforcing regulatory compliance, describing and monitoring changes in local conditions, and improving understanding of and meeting customer need.

A critical function of the role is developing, maintaining and supporting the corporate Local Land Property Gazetteer (LLPG). The LLPG is the council's corporate address database. It is a cornerstone of the geographical data we hold. It contains location data on domestic properties, businesses and assets that provide a foundation for undertaking spatial analysis. The LLPG provides the accurate master list of all addresses and properties in the authority and contains over 135,000 quality checked address records that are within the Council boundary that are invaluable for accurate service delivery. The address data held within and updated by the LLPG is business critical, fulfilling our statutory responsibilities regarding street naming and numbering. The council are contractually obliged under the Public Sector Mapping Agreement and Data Cooperation Agreement to upload address data through the LLPG to the national hub, the National Land and Property Gazetteer (NLPG).

The system exchanges this location-based data with county councils; fire and ambulance services; police forces; national parks and public transport authorities. Through these local partnerships, the NLPG's information underpins the delivery of a wide range of public services beyond council boundaries. Medway's LLPG was recently awarded Gold status which means that its addresses have almost a 100% match rate with national and local records. It also means that the addresses within it are recognised as being at the highest level of accuracy.

Having accurate address data – knowing where people and assets are – makes a substantial difference to the efficiency with which services are delivered. The council has many distinct address datasets across various departments. Without the LLPG this leads to inaccuracy in address data, duplication of work and deficiencies in service delivery.

If the vacant post is not filled this will have a significant impact on delivery of several key projects, including compliance with a number of GIS related statutory obligations. Examples include: -

- Maintaining the quality of the LLPG – the LLPG links to business critical systems such as Lagan, M3, and Framework-i The Information Mapping Analyst is responsible for maintaining the 135,000 records in the LLPG, responding to update requests, data queries and problem solving issues as they arise. The post remaining vacant will expose the council to increased possibility of a failure of a link to one of these key system links, which would pose both financial, and reputation risks for the Council.
- LLPG Gold standard, protecting the Council's reputation – Geoplace, the national organisation responsible for the NLPG, assesses the quality of Medway LLPG data on a monthly basis. Due to a technical handover issue during the handover process the Council was rated as only Silver for September. If the Council receives another Silver rating this financial year we will lose our Gold status. The

ongoing vacancy of the officer responsible for maintaining the LLPG increases this risk considerably.

- Upgrading the LLPG - Meeting the Inspire statutory requirements - INSPIRE is a set of European regulations that came into force in 2009;.INSPIRE places obligations on all local authorities to publish some of their data according to standards in compliance with a EU technical framework by 1st April 2015. The purpose is to facilitate the access and sharing of spatial data to assist environmental policy-making, and generate economic value for businesses and the public The LLPG requires upgrading to enable the matching and publishing of relevant INSPIRE prescribed datasets. This project is critical to ensure we can meet the statutory requirements to publish key datasets by 1st April 2015. Filling the role will be key in providing the necessary capacity and capability to ensure the upgrade is delivered.
- Integration with systems – The role is important in liaising with teams throughout the council to identify opportunities to share datasets. For example linking the LLPG to systems that use addresses will improve the quality of information available and can save significant amounts of time for individual departments in not having to create new addresses, estimates put this at 11.1 working days (based on input time of 3 minutes per address and 1600 new addresses). The lack of a Information Mapping Analyst will mean that the capacity of the team is reduced to a point where the team will not have the capacity to engage in such projects.
- Analysis - The role also provides direct GIS and analytical support to Corporate projects such as the Digital strategic needs assessment, PIIB performance review analysis. The role has responsibility for maintain the MOSAIC socio-demographic tool used to profile local residents and inform evidence based decision-making. The MOSAIC reference data must be matched to each household using the LLPG. A decision not to recruit this role would have a direct impact on the team's ability to support corporate initiatives and datasets used by other performance and intelligence hubs.

Budget Issues

Please indicate:

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

The savings of this post being vacant to 31st March 2015 would be around £11,468.19 including 'on costs'. There are no alternative ways this service could be provided as the role has direct responsibility for maintaining the LLPG. Other team members are currently covering the maintenance of the system but this is not sustainable for than a few months and there would not be the capacity or capability to support the upgrades required to the LLPG prior to April 2015. This could affect the Council's reputational standing (i.e. Loss of LLPG Gold status / failure of LLPG affecting LAGAN etc.) and / or meeting our statutory obligations (publishing INSPIRE datasets).

Please specify the funding source for this post:

Corporate Performance and Intelligence Budget

Comments from Portfolio Holder

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DIRECTORATE	BSD	
SECTION	Communications, Performance and Partnerships	
POST TITLE	Research Data Analyst	
GRADE AND SALARY RANGE	Range 5 (£30,011 - £35,430) per annum	
POST NUMBER	10565	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	Never filled	
MANAGER POST REPORTS TO	Corporate Intelligence Analyst	
*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?		
Phase 2		
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: Anthony Lewis		

(* please delete as appropriate)

Impact on Service – please include:-

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

The Corporate Performance and Intelligence (CPI) hub is responsible for providing research and analysis to support the Council's evidence based decision-making processes. Although there are other roles within the unit that provide some support the two key roles that deliver this specific functionality are the Corporate Intelligence analyst (1 FTE) and the vacant Research and Data Analyst (1 FTE).

These roles within the team enables Medway Council to implement its strategic

objectives by providing information, analysis and interpretation to support business planning, policy development, evaluation and performance monitoring. The role of the Research Data Analyst includes:

- To cleanse, manage, analyse and provide access to accurate and up to date information from a diverse range of data systems and sources.
- To assist in the management of statistical resources
- To support and inform the development Corporate programmes, policies and projects through evidence based decision making processes.
- To critically appraise projects, programmes and policies to influence the commissioning of services and ensure the Council delivers value for money.
- Develop, implement and manage an analytical corporate data warehouse.
- Maintain and administrate the Medway Citizens Panel (a quarterly survey of 2,000 residents).
- To work with directorate performance and intelligence hubs to ensure effective co-ordination of research and analytical, activity across the council and partnerships, including the promotion of best practice analytical and research techniques.

The Research Data Analyst is vital in providing good quality research, analysis and evaluation products that will inform Council decision making. As pressure on the Council's resources continue due to financial cuts and increasing demographic pressures, the need to make '*the right decisions, the first time*', will be increasingly important.

The role provides capacity to ensure that the Council can deliver the greatest impact from its resources for local businesses and residents from the resources available. Recruiting to the role will enable the team to embark on a number of projects including;

- Analytical and evaluation support - to inform the creation, implementation and monitoring of current and future Corporate Transformation programmes such as Channel shift and Digital by Default initiatives, through benchmarking, process review, customer profiling and statistical trend analysis. Enhanced capacity would enable the team to provide more support to a large range of programmes and to a higher standard. This includes intending and sharing cost effective good practice across the organisation.
- Harnessing of the Council's Data Resources – the Council has vast repositories of data collected relating to the delivery of our services and interactions with our residents. This represents a massive potential knowledge asset to the Council to deliver more effective and efficient services, by mining this information to identify key trends and patterns. This data is currently held across disparate systems in organisational silos, that is preventing the organisation from capitalising on its full potential. Capacity however is needed to initiate a data warehousing project to cleanse, structure and analyse the data to be able to draw out insights that can inform effective service delivery for Medway's residents.
- Reviewing the Council's consultation techniques – The Council undertakes a wide array of consultation activity to engage with local service users and inform service development and decision making. This currently however can be resource intensive and is not always coordinated across services. There are new opportunities such as the harnessing of digital technology and software applications that could enable the Council to engage with service

users more effectively and at a lower cost alongside other consultation methods (e.g. focus groups, forums etc.)

Budget Issues

Please indicate:

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

The savings of this post being vacant to 31st March 2015 would be around £22,932 including 'on costs'. Some of the functions assigned to the role are being covered by the Corporate Intelligence Analyst, such as the running of the Citizen Panel. This however is having a significant resource impact on this post holder and is not a cost efficient use of a senior specialist staff member. Other projects such as the E-consultation project have not been started which is having a significant cost impact on the service – printing and posting and inputting hard copies of the Citizen Panel survey is costing an estimated £30,000 per year for example.

Please specify the funding source for this post:
Corporate Performance and Intelligence Budget

Comments from Portfolio Holder

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DIRECTORATE	BSD		
SECTION	Legal		
POST TITLE	Head of Legal		
GRADE AND SALARY RANGE	Service Manager (£45,194 - £60,010) + £4,633 per annum		
POST NUMBER	3755		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	Resignation 27 February 2015		
MANAGER POST REPORTS TO	Assistant Director		
*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)			
<p>WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?</p> <p>Phase Two</p> <p>ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW</p> <p>N/A.</p>			
<p>NAME OF RECRUITING MANAGER: Perry Holmes, Assistant Director Legal & Corporate</p>			

Impact on Service – please include:-

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

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

Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2016.
2. If any savings could be achieved by alternative ways of providing the service.

1. If the post were not to be covered after the end of the incumbent's notice period on a permanent basis until the end of March 2016 this would save £60,910 (10 months salary) however it would significantly impact on the delivery of the Legal Services to the Council.
2. Savings might be achievable by alternative service provision but the current caseload and requirements of the service mean that in situ management is needed.

Please specify the funding source for this post:

This is an establishment post.

Comments from Portfolio Holder

I fully support this recruitment for the reasons given.

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DIRECTORATE	BSD		
SECTION	Legal Services		
POST TITLE	Lawyer – Place team		
GRADE AND SALARY RANGE	Range 6 (£35,430 - £40,741) per annum plus on costs (estimated at 27% of salary costs)		
POST NUMBER	TBA		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	20 April 2015		
MANAGER POST REPORTS TO	James Bilisland		
*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: James Bilisland, Assistant Head of Legal Services			

(* please delete as appropriate)

Impact on Service – please include:-

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

This request is for a permanent, full time lawyer in the Place Team in Legal Services. This is an existing post on the establishment. The present postholder has resigned from the position as they have secured employment elsewhere. The request is to appoint a lawyer to replace the postholder immediately as soon as possible after the current postholder leaves on 20 April 2015.

This would be the only solicitor post for civil litigation and TUPE/pensions/ outsourcing/employment law and contentious contract/dispute resolution work. There are presently no other solicitors in the team who have recent relevant experience who could cover this work. A litigation paralegal post existed until recently, but that post was deleted as a result of the recent restructure in Legal Services.

Management Information for the Place team shows the YTD average at end February 2015 for the Place team was 111%. Four team members recorded between 120% and 158% YTD (as at 28 February 2015) a performance which, while impressive, is clearly unsustainable.

Budget Issues

Please indicate:

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

1. The post is not currently vacant as the postholder is working her notice period.

2. Locum solicitors with experience in this type of work tend to command high hourly rates. Recent experience has shown that the hourly rate is often £40 - £46, so a 37 hour week would cost up to £1702. Using a locum would therefore be significantly more expensive than recruiting a permanent employee, where the likely salary would be in the region of £40,741 which divided by 52 gives a weekly figure of £783 (£995 with on-costs).

Employment of external solicitors to undertake work of this type would be much more expensive than a permanent post, with hourly charge-out rates of between £250 - £400.

Please specify the funding source for this post:
This would be an establishment post

Comments from Portfolio Holder

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DIRECTORATE	BSD		
SECTION	Legal Services		
POST TITLE	Paralegal - People		
GRADE AND SALARY RANGE	Range 3 (£19,126 - £24,646) per annum		
POST NUMBER	0065		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	02 February 2015		
MANAGER POST REPORTS TO	Jan Guyler		
*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: Jan Guyler, Assistant Head of Legal Services			

(* please delete as appropriate)

Impact on Service – please include:-

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

This request is for a permanent, full time paralegal in the People Team in Legal Services. The People time is responsible for Child Care work, as well as Education and Adults.

This is an existing post which became vacant in February 2015 when the previous postholder resigned. This will be the only paralegal post for the People Team after 1 April 2015. The other paralegal post in the People team will be deleted with effect from 1 April 2015 when the current postholder moves to another post.

The People team have seen a significant increase in their child care caseloads which has impacted on the lawyers' ability to progress matters. This is due to a number of factors:

- a. The number of pre-proceedings child care cases which have gone onto commence care proceedings has increased from 17% in June 2014 to 33% in January 2015.
- b. There has been an increase in the number of cases awaiting issue of proceedings i.e. a decision to issue has been taken in Legal Gateway Meeting and the papers are being prepared for issue:
 - i. As at 9th July 2014 there were 26 children in 9 sibling groups awaiting the issue of proceedings;
 - ii. As at 15th October 2014 there were 58 children in 2 sibling groups awaiting issue of proceedings;
 - iii. As at 5th February 2015 there were 42 children in 21 sibling groups awaiting the issue of proceedings.
- c. The number of care applications made have increased recently:
 - i. Legal Services issued care proceedings on 75 children/ 31 families between 1st October 2014 and 31st January 2015 (21/10 in October, 26/7 in November, 9/5 in December and 19/9 in January).
 - ii. In contrast we issued on 30 children / 16 families between the 1st October 2013 and 31st January 2014 (10/6 in October, 5/2 in November, 4/3 in December and 11/5 in January).
- d. In addition to the 80 cases (sibling groups, not individual children) in care proceedings the Legal Services team also carry 93 pre-proceedings matters and 49 "other" matters which averages 18 cases per lawyer although some lawyers have carried up to 23 cases.
- e. Resources available to Legal Services within the Council have not increased in line with the child care case loads, leading to delays in Legal Services being able to prepare cases for issue.
- f. Administrative support available to the team has been reduced as we have not been able to recruit to permanent positions when staff have left due to the current moratorium on recruitment.
- g. The team have been successful in significantly reducing the average duration of care proceedings from 52 and 58 weeks in July and August 2013 to 26 and 30 weeks in December 2014 and January 2015. However, the team is under pressure to maintain these timescales due to statutory requirements to conclude care proceedings within 26 weeks and the Local Authority will risk facing costs orders if it fails to progress care proceedings within these timescales.
- h. The lawyers' time recording is far in excess of their contracted hours and the YTD average for the People team (as at 28 February 2015) was 128% of chargeable hours. The workload continues to require this level of work but it is unsustainable without further support.

There has been a significant gap in the team since the last paralegal post holder left which has had a detrimental effect on the People team. The paralegal post undertook many time consuming tasks such as drafting care applications and preparing cases for issue, and progressing CICA claims (Criminal Injuries Compensation Authority) on behalf of looked after children. In the absence of paralegal support, the lawyers have had to absorb these time consuming tasks which has caused delays in issuing care proceedings and meeting court directions for care proceedings matters.

The appointment of a paralegal will have a significant impact on improving the lawyers efficiency by taking on the more time consuming drafting tasks thereby allowing the lawyers to draft the more complex documents and ensure court

directions are met. Due to the pressure of care proceedings the lawyers do not have capacity to absorb the CICA cases in addition to the admin and paralegal drafting tasks already absorbed which could result in claims against the Local Authority due delays or failures to progress claims for damages for Looked After Children via CICA.

Budget Issues

Please indicate:

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

1. The post will remain vacant until 31 March 2015 as recruitment would not take place until April 2015.

2. Due to the workload of the team doubling since January 2014 (please see figures above) the appointment of a paralegal is essential to free up the lawyers from undertaking time consuming and urgent tasks, particularly in relation to issuing care proceedings, in respect of which the team currently has a backlog. This would avoid delays on issuing cases and enable the lawyers to become more time efficient and concentrate on the more complex issues and undertake more advocacy which in turn would reduce the bill for Counsel's fees.

Employment of a locum paralegal would be much more expensive than a permanent post due to the agency fees involved.

Please specify the funding source for this post:

This is an existing establishment post and is therefore currently provided for in the Legal Services department budget. The paralegal post is range 3, the same as trainees, with a salary of £19,126 - £24,646, plus oncosts estimated at 27%.

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

Please complete this form, with all required signatures, and return to the Organisational Change Team, HR Services, 3rd Floor, Gun Wharf. You will also need to send an electronic word version to 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	BSD		
SECTION	HR Services		
POST TITLE	Resourcing Team Leader x1 and Resourcing Officer x1		
GRADE AND SALARY RANGE	Range 4 (£24,646 - £30,011 per annum) and Range 3 (£19,126 – £24,646 per annum)		
POST NUMBER	11433 and 10558		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	1.5.2015 and 3.4.2015		
MANAGER POSTS REPORT TO	Terri Williams		
*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?			
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: DANIELLE ANDERSON/TERRI WILLIAMS			

(* 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.

<p>1. The Resourcing Team consists of the following roles:</p> <p>x 1 Team Leader (leaving May 2015)</p> <p>x 3.5 Resourcing Officers (x1 FTE leaving 3 April 2015) *</p> <p>x 1 Teacher Recruitment Co-ordinator</p> <p>x 2 Resourcing Assistants</p>
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x1 Apprentice

*The structure did consist of 4.5 FTE of Resourcing Officers, but one Officer left the organisation in November 2014, and this post has since been deleted from our structure with effect from 1 April 2015 to assist with the budget deficit.

The team are under significant pressure since this post has been removed from the structure, and any further deletion of posts could result in delays for recruiting managers to advertise and appoint statutory posts within their services, including Children's Social Care.

2.

Team Leader – The Team Leader role is fundamental to the running of the recruitment service, which affects all services within Medway Council. The post holder is responsible for nine members of staff and they lead on the development and performance of all recruitment related activity. The role also provides direction and guidance to the team for all external and internal agency requests, which bring in significant income for HR services, and the Teacher Recruitment service, which is a buy back service for Medway Schools. The income for all three services totalled circa £650K in the last year. The post holder also leads on the recruitment for the Medway Test each year, which is a huge recruitment drive to ensure suitable candidates are recruited, and employment checks are carried out in time for this to take place each year.

The Team Leader also provides support and assistance within the team when there are significant recruitment requests, to ensure services are not breaking statutory obligations without essential posts being recruited to.

The post holder also leads on the redeployment service, which is a service to assist employees of Medway Council to find suitable alternative employment for various reasons, such as redundancy, ill health, or end of fixed term contract. This service will be affected if the post cannot be recruited to as they chair the meetings each week, and provide direction to the team in regards to job matching.

The post holder and the Resourcing Officer mentioned below are currently working on moving all internal temp agency staff onto Self Serve 4 You, which will enable managers to approve hours, and have a greater understanding of their structure in terms of staff members, if these posts are not approved, we will need to keep the current licence we have for 'Adapt' which is a system we use to book all temps through and keep a log of all temp agency requests, which is costing the service £2,000 per year. Once all temps are moved over to Self Serve 4 You, we can end the contract for this system.

Resourcing Officer - The Resourcing Officers are responsible for all invoices in relation to external agency bookings, which is fundamental for income generation for HR services as mentioned above. The post holder will process approx. 250 invoices per week, and sending/logging all journal transfers. The post holder is also responsible for the inputting/checking of all timesheets submitted for the internal temp agency, and ensuring information to enable the payment of temps is submitted to payroll each month.

If this post is not recruited to, this could have a detrimental impact on the services ability to be able to run the internal and external temp agency services.

The Resourcing Officer is also responsible for processing new starter paperwork for various services in the Council, ensuring documentation is processed in time for salary payments to be made, undertaking DBS checks, references checks, criminal conviction authorisation forms, and offer letters/contracts of employment.

They will also assist with projects such as recruitment for the Medway Test each year.

Budget Issues

Please indicate:

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

There are no alternative ways of providing this service; the team have already lost 1FTE Resourcing Officer which has put additional pressure on remaining team members.

Please specify the funding source for this post:

HR Service budget – Carrie McKenzie

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	BSD		
SECTION	Legal Services		
POST TITLE	Legal Support Assistant		
GRADE AND SALARY RANGE	Range 2 (£14,733 - £19,126) per annum		
POST NUMBER	8202		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	05 January 2015		
MANAGER POST REPORTS TO	Chris King		
*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? Phase 2			
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>There are 4 Legal Support Assistant in the Legal Support Team and 1 of these posts is vacant, (a member of staff left at the end of 2014). This post carries out administrative duties for the Legal Services team, which includes, processing post, sealing legal documents, file - opening, closing & archiving, administering and reconciling a cheque book account, administering KPIs, preparing court bundles, processing invoices, reconciling land registry transactions, co-ordinating training courses and administering the legal case management system. This team also provides PA services to the Head of Legal (Christine Wilson) and the Assistant</p>

Director – Legal & Corporate Services (Perry Holmes). The PA role involves diary and email management, arranging meetings and booking rooms, taking and writing up meeting minutes, printing packs of meeting papers, often acting as the first point of telephone contact and other PA duties as and when required.

The Head of Legal Services and the AD (Legal & Corporate Services) manage a number of teams comprising of approximately 100 staff and oversee and provide a range of services which involve liaising with councillors and members of the public. The AD (Legal & Corporate Services) is also the Monitoring Officer and this team provides PA support for this role.

Since the member of staff left at the end of 2014, the rest of the team has tried to cover some of these duties, but this has caused difficulties in other areas (eg, child care court bundles and the support provided to the Head of Legal and the AD (Legal & Corporate Services) – which is currently a fraction of what is required.

The Legal Support team prepares court bundles for the child care lawyers. Because of the increase in child care cases, the increase in social workers and the increase in child care lawyers (Legal Services have 3, soon to be 4, supernumerary lawyers in an already busy team) this area of work has significantly increased and the support team are consistently struggling to cope with the demand for court bundles.

In addition to all the above, the Legal Support Team now also provides administration support for the Procurement Board and to fund this, last year Category Management transferred money from their budget to Legal Services. However, before a resource could be recruited the moratorium took effect and so the team has been further stretched trying to administer this important meeting and process. The money from Category Management is in the budget to fund this recruitment.

Budget Issues

Please indicate:

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

The annual cost of this post is £18,060 (incl on-costs).

The Legal Support team is already under-resourced and if this post remains vacant they would struggle to fulfil their basic duties for the legal team and certainly would not be able to provide PA services to the Head of Legal and the Assistant Director – Legal & Corporate Services. They would also struggle to continue to provide admin support for the Procurement Board and meet the demand for court bundles. It would also be necessary to arrange temporary cover whilst the recruitment process is taking place.

Please specify the funding source for this post: Legal Services salary budget.

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	BSD		
SECTION	Human Resources Business Support - Schools		
POST TITLE	HR Consultant (Schools)		
GRADE AND SALARY RANGE	Range 5 (£30,011 - £35,430) per annum		
POST NUMBER	1275		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	12/10/14		
MANAGER POST REPORTS TO	Nicola Smith, HR (Business Partner) Schools		
*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			
NAME OF RECRUITING MANAGER: Nicola Smith, HR (Business Partner) Schools			

(* 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 role provides a front facing service to schools, offering HR consultancy, advice and support to schools on a buy-back basis and is an income generating role for the Council. The post is located within a small HR team that aim to achieve income targets exceeding £500,000 per annum. The filling of this role is crucial to ensuring the good reputation of the Council and its HR service amongst school-based staff.

At the start of 2014, the team consisted of the following posts: 1 service manager, 3 consultants,.3 support staff. Savings have been achieved from restructuring the

service (effective from October 2014) and 1.5 vacant posts have been deleted from the structure and the schools support staff have been integrated into the HR Support Team to enable greater flexibility, enhance services and achieve efficiencies.

The staffing costs for running the advice and consultancy service for 2015/16 is currently estimated at £127,200. Admin support staff costs from the HR Support Team are estimated at £66,000. (*staffing costs include estimate of 20% on-costs to cover overheads*). If income targets are achieved there would be a net gain of over £300,000 surplus income.

The current HR (Business Partner) Schools and HR Consultant have been covering the vacancies within the team. The team is struggling to cope with levels of demand and requires the capacity to develop and improve the current service offering in a competitive market. Without this post there could be a significant loss of schools who currently buy back HR services.

As part of the business plan for this service, we would like to expand Medway Council's HR Schools offering to compete with private sector agencies and other local authority providers who have entered the market place in Medway.

Initiatives for the coming year include hosting a HR conference, offering chargeable training programmes and providing more on-line and self-service information. We would also like to assist non-Medway schools in enhancing their employee benefits packages to help them in being 'great places to work'. This could be achieved through developing additional 'buy-in' services by contracting with external companies. Packages could include: Employee Assistance Programmes (eg Carefirst), insurance services, and occupational health. Currently Academy Schools have to procure these services themselves, whilst we would be able to broker this for them thereby offering efficiency gains and cost benefits.

The filling of this post will enable these service enhancements and income generating activities to be put in place in 2015/16.

Budget Issues

Please indicate:

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

One post has been vacant since 15 June 2014, was offered up as savings and has now been deleted resulting in a saving of £27,900 in 2014/15 and £37,200 per annum from April 2015

The post we are hoping to recruit to has been held vacant since 12 October 2014 and has resulted in savings of over £17,000 up to 31 March 2015.

No further savings can be achieved, and the post is required to enable the team to reach its income generation targets. The recruitment to this post will inevitably free up the HR (Business Partner) Schools to focus on service development progress new and identify future market opportunities for income generation.

Please specify the funding source for this post:

Income from schools that buy back Medway HR services

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children and Adults		
SECTION	Commissioning		
POST TITLE	Commissioning Officer		
GRADE AND SALARY RANGE	Range 4 (£24,646 - £29,714) per annum		
POST NUMBER	CCO0108		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	22 January 2015		
MANAGER POST REPORTS TO	Partnership Commissioning Programme Lead, Children and Families		
*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: Alison Shepherd			

(* 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>This post is pivotal to provision of support to the Partnership Commissioning team in particular the Children and Families portfolio, in taking forward commissioning and contract management activity.</p>
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This post has been established as part of a restructure on the Partnership Commissioning division. If this post is not filled it represents a deficit in the efficient commissioning of service provision for the children and families of Medway. This post is key to delivering a number of longer term efficiencies for the Council and the CCG

Budget Issues

Please indicate:

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

This post will not be recruited to until after 31st March 2015

Please specify the funding source for this post:

Partnership Commissioning budget, which is half funded by the CCG

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children and Adults		
SECTION	Medway Safeguarding Children Board (MSCB)		
POST TITLE	MSCB Project Support Officer		
GRADE AND SALARY RANGE	Range 3 (£19,126 - £24,646) per annum		
POST NUMBER	7928 – This will be split post		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	Will become vacant part time when staff member returns from maternity leave. Approximately end beginning of Aug 2015		
MANAGER POST REPORTS TO	Kirstie King		
*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? Phase 2			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
The MSCB not being supported to fulfil its statutory role effectively.			
NAME OF RECRUITING MANAGER:			

(* please delete as appropriate)

Impact on Service – please include:-

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

The MSCB is a statutory body with responsibilities for coordinating work to safeguard children and promote their welfare in Medway and also to ensure the effectiveness of this work. The project support worker is needed to support the administrative work of the board to enable it to fulfil statutory obligations.

The current Project support officer will return from maternity at the end of July 2015/beginning of August. She has requested to return 2 days a week to a previous full time position. The MSCB need a full time cover from the project support officer and so need to recruit a part time officer to 3 days per week to ensure the needs of the board are supported.

Budget Issues

Please indicate:

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

1. N/A. No savings as this post is currently being covered as a maternity cover arrangement.
2. N/A This is a full time post previously agreed as part of the MSCB structure and the post holder is returning from maternity but has requested part time, so remaining time needs to be covered.

Please specify the funding source for this post:

The MSCB multi agency pooled budget, it is included in the budget forecast for the board as it is already as an established full time post.

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children & Adults		
SECTION	School Services Quality & Commissioning		
POST TITLE	Contracts Monitoring Officer		
GRADE AND SALARY RANGE	Range 3 (£19,126 - £24,646) per annum		
POST NUMBER	7956		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	March 31 2015		
MANAGER POST REPORTS TO	School Contracts Lead		
*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	Y		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	From current to September 30 2015		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? N/A			
<p>ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW</p> <p>This post will become vacant as a result of the substantive postholder retiring at the end of March 2015.. The Contracts Monitoring Officer is responsible for monitoring implementation of catering and cleaning services for schools provided by external contractors. If the post is not filled there are significant risks relating to quality of service, in particular relating to health and safety and food hygiene.</p>			
NAME OF RECRUITING MANAGER: Jacqui Moore			

(* please delete as appropriate)

Impact on Service – please include:-

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

There are two posts of this type in the structure. The current postholder in one post has given official notification that she will retire at the end of March 2015. The other post is currently covered by a temporary member of staff, but both members of staff have taken on an additional workload as the School Contracts Lead is currently away from work on long term sick leave.

If this post is not filled, it has significant impact on the service's ability to monitor school catering and cleaning contracts, this is particularly critical given the significant increase in the number of meals being served as a result of the Universal Infant Free School Meals Programme. In turn this presents a significant risk in relation to health and safety and food hygiene standards. This particular post is also responsible for day to day management of the special school kitchen and catering requirements, this post is essential to ensure that all commitments and requirements relating food hygiene, health and safety and staffing requirements are met.

Whilst not taking on temporary cover would give savings in the short term, this line of action would put the long term income stream from cleaning and catering SLAs with schools at serious risk. Without the personnel to monitor contracts we would be unable to deliver on the requirements of the service level agreements. Specific income is received for our role in managing special school catering.

Budget Issues

Please indicate:

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

If the post remained vacant until March 31 2015, the realisable savings would be approximately £3474. However, as described above making this saving would put significant long term income at risk.

Please specify the funding source for this post: The post is funded through income generation via service level agreements with schools and via management fee from Special Schools for managing their catering service.

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Regeneration, Community & Culture
SECTION	Local Growth Fund Projects
POST TITLE	Principal Transport Planner – Local Growth Fund
POST NUMBER	To be set up
GRADE AND SALARY RANGE	Range 6 (£35,430 - £40,741) per annum (as at 2014/15)
LOCATION	Gun Wharf
DATE POST BECAME VACANT	1 April 2015 (New post)

*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: FIXED TERM SECONDMENT	1 Apr 15 / 31 Mar 2019	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A	
NAME:		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?	Phase 2	
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO	BfL 2 already implemented.	
NAME OF RECRUITING MANAGER Steve Hewlett		

(* 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.

Information on the structure within this function

£28.6m investment in major transport projects funded from the Local Growth Fund results in the need for appropriate resources to ensure the successful delivery of the projects in terms of programme, budget and quality. Key to successful delivery is the appointment to a new post of Principal Transport Planner – Local Growth Fund. The postholder will have responsibilities for:

1. Providing the technical lead to enable the management and development of Medway's complex LGF programme of projects;
2. To lead on project managing the delivery of high value, high profile transport projects that form the major part of the LGF programme;
3. Deputising for the Head of Service.

The post reports directly to the Head of Local Growth Fund Projects and the post has one direct report of Project Officer. An organisational structure is provided at Appendix A.

The grade of the post has been evaluated at Range 6 and the hours of work will be 0.68 FTE. The secondment will be for a fixed term until 31 March 2019, when the continued need for the secondment will be reviewed.

Impact on service if the post is not filled

Taking into account the changes to the working hours of the Head of Local Growth Fund Projects that is planned to start in June 2015, the following elements of the service would not be provided as result of not filling the post:

1. Management and development of LGF projects:
 - preparation of robust evidence to secure funding for new projects that will form part of the future LGF programme of projects;
 - development and review of complex business cases including technical project appraisal, strategic transport modelling and negotiation with DfT and the Independent Technical Evaluator.
2. Project managing the delivery of high value, high profile transport projects:
 - delivering the right outputs, to the required level of quality and within the specified constraints of time, cost, resources and risk;
 - assessing and taking account of known risks, including being able to adapt to programme and project changes and problems;
 - managing and controlling changes to scope and requirements;
 - monitoring and reporting progress against plans, quality and costs, and business case deliverables.
3. Deputising for the Head of Service: No capacity at a suitable level to deputise for the Head of LGF Projects for working with both the SELEP and government.

Budget Issues

Please indicate actual cost of filling this post:

The post of Principal Transport Planner - LGF will be fully externally funded from LGF capital projects. It is anticipated that funding will commence from April 2015 and is planned to flow until at least 2018/19.

The cost of filling this post will be revenue neutral.

Comments from Portfolio Holder

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CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

Please complete this form, with all required signatures, and return to the Organisational Change Team, HR Services, 3rd Floor, Gun Wharf. You will also need to send an electronic word version to 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 & Culture
SECTION	Local Growth Fund Projects
POST TITLE	Project Officer – Local Growth Fund
POST NUMBER	To be set up
GRADE AND SALARY RANGE	Range 4 (£24,646 - £30,011) per annum (as at 2014/15)
LOCATION	Gun Wharf
DATE POST BECAME VACANT	1 April 2015 (New post)

*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: FIXED TERM CONTRACT	1 Apr 15 / 31 Mar 2019	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A	
NAME:		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?	Phase 2	
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO	BfL 2 already implemented.	
NAME OF RECRUITING MANAGER	Steve Hewlett	

(* 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.

Information on the structure within this function

£28.6m investment in major transport projects funded from the Local Growth Fund results in the need for appropriate resources to ensure the successful delivery of the projects in terms of programme, budget and quality. Key to successful delivery is the appointment to a new post of Project Officer – Local Growth Fund. The postholder will have responsibilities for providing:

1. day-to-day project management support, undertaking tasks to ensure the effective delivery and monitoring the high value, high profile projects that form the LGF programme;
2. project support to enable the development and growth of Medway's LGF programme of projects, including the preparation of robust evidence and providing input to the development project business cases;
3. effective communication and interaction with partners to enable successful engagement of partners and project related goals.

The post reports directly to the Principal Transport Planner – LGF and the post has no direct reports. An organisational structure is provided at Appendix A.

The grade of the post has been evaluated at Range 4 and the hours of work will be 1.00 FTE. The post will be a fixed term contract until 31 March 2019, when the continued need for the post will be reviewed.

Impact on service if the post is not filled

The following elements of the service would not be provided as result of not filling the post:

4. Project managing the delivery of LGF transport projects:
 - monitoring and reporting progress against plans, quality and costs, and business case outputs and outcomes;
 - the role of Workstream Project Manager or Workstream Lead for key projects;
 - management of project consultation and engagement;
 - coordination and preparation of regular progress reports;
 - maintenance of risk registers;
 - maintenance of a change management system;
 - coordination of financial management of projects, including ensuring comprehensive and accurate records are kept and authorised in accordance with audit rules.

5. Management and development of LGF projects:
 - project support to enable the development and growth of Medway's LGF programme of projects.

Budget Issues

Please indicate actual cost of filling this post:

The post of Project Officer - LGF will be fully externally funded from LGF capital projects. It is anticipated that funding will commence from April 2015 and is planned to flow until at least 2018/19.

The cost of filling this post will be revenue neutral.

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

100% HRA FUNDED

Please complete this form, with all required signatures, and return to the Organisational Change Team, HR Services, 3rd Floor, Gun Wharf. You will also need to send an electronic word version to 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 & Culture		
SECTION	HRA Housing – Client Side Team		
POST TITLE	Maintenance Coordinator		
GRADE AND SALARY RANGE	Range 2 (£14,733 - £19,126) per annum		
POST NUMBER	10021		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	31 March 2015		
MANAGER POST REPORTS TO	Salim Khan		
*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	Y		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	16/03/15 – 30/06/15		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? N/A – Fully HRA Funded.			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW N/A – Fully HRA Funded.			
NAME OF RECRUITING MANAGER: Salim Khan			

(* 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.

- | |
|---|
| <ol style="list-style-type: none"> This is the only such post on the structure. This post is a vital link between the HRA Repairs Team, our repairs contractor Mears and tenants, ensuring works are completed on time and problems resolved. Furthermore the post holder is responsible for liaison between the HRA and other contractors/service providers such as Green Spaces, NORSE and Tree Team. These vital links will be lost without this post. |
|---|

As this is the only post on the structure, if left vacant it would lead to customer's queries in relation to repairs going unanswered until a manager is available.

Overall left unfilled this will lead to a drastic drop in the current excellence of the service including performance and customer satisfaction.

Please note that although the current post holder does not leave Medway Council till 31 March 2015, due to pre-booked leave the post holders last day at work will be 20 March 2015. Hence this request is for permission to instate a temporary member of staff from 16 March 2015 to cover the leave period and a handover.

Budget Issues

Please indicate:

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

If the post is not filled potential savings circa £7,000 for the three months

This request is for a 3-month period as another member of the team with another role is retiring at the end of April 2015. It is therefore proposed to have a temporary member of staff cover this essential role for 3 months whilst the management team review the team as whole to identify a more efficient permanent structure can be achieved.

Please specify the funding source for this post:
Fully HRA Funded within current structure

Comments from Portfolio Holder

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Public Health
SECTION	Health Improvement
POST TITLE	Public Health Project Manager (Making Every Contact Count - Kent Surrey Sussex)
POST NUMBER	
GRADE AND SALARY RANGE	Range 7 (£40,741-£45,341) per annum
POST NUMBER	
LOCATION	Gun Wharf with frequent working at sites across the region
DATE POST BECAME VACANT	N/A

*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:	April 2015-March 2017 (two-year fixed term post)	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A New Post	
NAME:		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?	Phase 4	
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW	The funding for the post has been granted to cover a two year fixed-term post during 2015/16 and 2016/17. There is no guarantee that this period can be extended.	
NAME OF RECRUITING MANAGER	Sally-Ann Ironmonger	

(* 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.

- Professionals and volunteers will be less able and likely to have meaningful conversations about health with members of the public.
- Professionals and volunteers will be less aware of local services to signpost the public to.
- The workforce will not be equipped with the relevant knowledge and skills to maximise impact upon health and wellbeing.

Budget Issues

Please indicate actual cost of filling this post:

£42,041 per year based on mid-point of Range 7 (post covers two years), plus on-costs.

Please specify the funding source for this post:

Externally funded by Health Education England Grant

Comments from Portfolio Holder