

CABINET

10 MAY 2016

RECRUITMENT FREEZE

Portfolio Holder: Councillor Alan Jarrett, Leader

Report from: Neil Davies, Chief Executive

Author: Carrie McKenzie, Head of HR & Organisational Change

Summary

This report brings forward 8 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: -

Regeneration, Culture, Environment & Transformation

Head of ICT

Customer Relations Team Leader

Children & Adults

Business Information Officer x 2

Support Services Assistant – Mental Health

Support Services Assistant – QA & Safeguarding

Admin Assistant

DOLS Administrator

- 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

Carrie McKenzie, Head of HR & Organisational Change, Gun Wharf, Dock Road,
Chatham Telephone: (01634) 332261 Email: carrie.mckenzie@medway.gov.uk

Background papers:

Cabinet report 10 December 2002

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

Cabinet report 7 January 2003

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

Appendices:

Appendix 1 Recruitment Freeze Forms

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	RCET		
SECTION	ICT		
POST TITLE	Head of ICT		
GRADE AND SALARY RANGE	Service Manager		
POST NUMBER	0238		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	01 December 2015 (currently covered by interim)		
MANAGER POST REPORTS TO	Stephanie Goad		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
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: Stephanie Goad			

(* 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 IT service has had interim part time management since November 2015 when the substantive post holder retired. That interim arrangement is due to come to an end shortly. The IT service will play a critical part in the council's transformation programme. The head of service will be responsible for delivering the technology roadmap and implementing the council's agreed IT strategy. It is important to have in place a full time manager to lead the continued development of the service as well as strategy implementation.

Budget Issues

Please indicate:

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

£38,831 - £41,730 from 01.10.16 for remaining 6 months of financial year

Please specify the funding source for this post:

The post is fully budgeted within the IT service budget.

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DIRECTORATE	RCET		
SECTION	Customer Relations Team, Business and Administration Support Service (BASS), Transformation Division		
POST TITLE	Customer Relations Team Leader		
GRADE AND SALARY RANGE	Range 4		
POST NUMBER	11618		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	31 May 2016		
MANAGER POST REPORTS TO	Head of BASS		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	N		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Y		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Y		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	n/a		
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 – 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 Customer Relations Team Leader post falls vacant on 31 May 2016.

The Customer Relations Team (CRT) forms part of the Business and Administration Support Service (BASS) and provides a coordination, support and advisory service to all council services in responding to complaints, Freedom of Information (FOI) requests, and Subject Access Requests (SAR) for personal data held on an individual by the council. Performance timelines apply to all responses, with statutory guidance in place for FOI and SAR requests, and to the management of social care complaints. The Team is also the point of contact for the Local Government Ombudsman on all cases that they consider.

The Customer Relations Team Leader oversees the team of six, ensuring that the different streams of work are resourced and managed on a day-to-day basis. The

Team Leader prepares monthly reports on outstanding cases and timeliness performance for all Service Managers and Assistant Directors, and a quarterly report for the Corporate Management Team. There are approximately 2,500-3,000 cases per annum.

The post-holder also provides advice and guidance to senior managers on all cases that are escalating through the complaints procedure, and generally on any issues that are preventing the council from making a response to a complainant or information requester. There is frequent liaison with service and senior managers, Legal Services, and particularly Children's Service in respect of subject access requests. This is a fast moving area, with frequent deadlines and much direct contact with the public. It forms an important part of the face of the council to residents and customers who are dissatisfied or who have exercised a legal right to seek data or personal information.

If the post is not filled there is a danger that deadlines will slip and complainants and information requesters will receive a less good service. In the case of complaints this can lead to premature escalation of complaints which then become more resource intensive to resolve. For social care complaints, FOIs and SARs there are statutory deadlines overseen by the LGO and the Information Commissioner's Office respectively, and the council can be called to account for its performance.

Budget Issues

Please indicate:

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

If post remained vacant from 1.6.16 to end of financial year, savings would be £28,300.

The team has contributed to savings in earlier budget rounds and it is not seen feasible on current volumes for further savings to be made at this time.

Please specify the funding source for this post:

Base revenue budget

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

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DIRECTORATE	Children & Adults		
SECTION	Performance & Intelligence		
POST TITLE	Business Information Officer x2		
GRADE AND SALARY RANGE	Range 4 (£24,943 - £30,372) per annum		
POST NUMBER	10966		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	1 January 2015		
MANAGER POST REPORTS TO	Joe Knappett		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	N/A		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	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: Chris McKenzie			

(* 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.

These posts within the Performance and Intelligence Team are two of a number of Business Information Officer posts that support services across Children & Adults Services. The posts continue to drive improvements in performance. The posts have key responsibility for leading on the submission of the Council's statutory returns for Children & Adults Services.

The recruitment of two Business Information Officers will provide additional capacity to the team, which means that we will not need to replace an Interim Performance Analyst who left the team at the end of March. Two other vacancies in the team are to be held vacant at this time pending a re-organisation of the team.

Budget Issues

Please indicate:

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

Two other vacancies in the team are to be held vacant at this time pending a re-organisation of the team, and so it is essential that these posts are recruited to provide sufficient capacity in the team to meet the needs of the service, and to ensure that statutory returns are completed.

Please specify the funding source for this post:

The post will be funded from the Performance & Intelligence Team staffing budget.

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DIRECTORATE	Children & Adults		
SECTION	Mental Health		
POST TITLE	Support Services Assistant (SSA)		
GRADE AND SALARY RANGE	Range 2 (£15,241 - £19,356) per annum		
POST NUMBER	10059		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	06 November 2015		
MANAGER POST REPORTS TO	Jenny Bartlett		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	N/A		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	Susan Connor		
NAME OF RECRUITING MANAGER: Jenny Bartlett			

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 established structure has 3 FTE Support Service Assistant (SSA) at a budgeted cost of £57,264. The post is fully funded within Medway Mental Health Social Work Team within the allocated budget of TC0E8 Community Support Outreach budget base line.

Remaining staff employed as SSAs = Working time equivalent of FTE = 2 : 1 FTE vacancy.

The Medway Mental Health Social Work Team's Support Services Assistants administrative function provides a wide range of administrative tasks that supports the whole of the Medway Mental Health Social Care Team totalling some 50 staff. One of the responsibilities of the team is that they are required to provide the statutory functions under the Care Act 2014 and under the Mental Health Act (MHA) 1983 as amended in 2005. The team currently receives around an average of 45 requests for assessments under the Act a month, plus any enquiries relating to Mental Health Assessments, in addition it receives on average 55-60 adult safeguarding cases per month for investigation which the SSA will take the safeguarding minutes for which has specific training requirements. The SSA administrative function is vital in the daily running of the team and appropriately processing and administering these requests.

The SSAs will also take the initial logs for new referrals into the team or to open as a significant episode, if already known to the Council and these will be recorded on the appropriate system Frameworki and recorded by the SSAs along with other significant roles and responsibilities that are required from them to support the daily running of the Medway Mental Health Social Care Team and the sub teams within this (Community Support Outreach and Medway Mental Health Day Resource Hub). The teams receives a high volume of telephone calls including our customer's (service users) ringing into the team along with multi-agency staff and other professionals as well as the MMHSW Staff.

Additional Information:

There was approval agreed in December 2015 for this post which was advertised and shortlisted to, the interviews took place and there was an appropriate candidate to be appointed. The candidate, prior to the interview, had another interview in a different team and subsequently accepted that position, therefore we are seeking further approval for this post.

2. The impact of the current vacancy will put pressure on the remaining staff within the Admin function.

Budget Issues

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

Please specify the funding source for this post:

This post is in the base budgeted within the Medway Mental Health Social Work Team allocated within the budget for TC0E8.

The Service Managers have reviewed the team resource, and it is agreed this vacancy needs to be filled.

Comments from Portfolio Holder

Please note = this is a request to go back out to re-recruit; post not previously filled

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DIRECTORATE	Children & Adults	
SECTION	QA and Safeguarding	
POST TITLE	Support Services Assistant	
GRADE AND SALARY RANGE	Range 2 (£15,241 - £19,356) per annum	
POST NUMBER	6011a	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	02 March 2015	
MANAGER POST REPORTS TO	Head of QA & Safeguarding	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	Andrea McBride	
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW See above.		
NAME OF RECRUITING MANAGER: Risthardh Hare		

(* 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 provision of a Support Services Assistant (SSA) role within the Quality Assurance Team provides the capacity for professional members of the team (Head of QA, QA Manager, Principal Social Worker, Advanced Practitioners) to focus on the primary goals of the team. This is part of Medway's improvement journey in ensuring that there is a sustainable QA framework in place to safeguard children. It would be impossible to have a sustainable QA framework without this role. Additionally it is important that the QA Team and its admin support are independent of the Children Social Care, ensuring confidentiality of data and free from conflict of interest. The

SSA performs the following tasks on an ongoing basis:

- Administrative management of the entire Learning Audit process including maintaining up to date staff lists of Auditors and Social Workers,
- Allocation of cases to audit, dissemination of audits and correction / reminder process,
- First point of contact for all Learning Audit queries, creation / maintenance of Learning Audit data from which the QA Manager extrapolates themes when reporting to External Improvement Board
- Scheduling / Booking / Amending calendar invites and room booking for Practice Development Workshops / Quality Assurance Performance Management meetings, Management Development Sessions etc
- First point of contact with Workforce Development when determining workshop schedule queries, delegate list and espresso forms
- Promotion / Awareness of Practice Development Workshops through poster creation and e-mail campaigns
- Administration and completion of themed audits; management and maintenance of secure shared drive
- Administrative contact, for all QA team queries, when members of the team are in workshops, performing learning audits, meetings etc; technical and administrative support for all members of the QA Team.

Budget Issues

Please indicate:

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

Please specify the funding source for this post:

Children & Adults Directorate, Quality Assurance and Safeguarding budget

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DIRECTORATE	Children & Adults		
SECTION	PASS		
POST TITLE	Admin Assistant		
GRADE AND SALARY RANGE	Range 2 (£15,241 - £19,356) per annum		
POST NUMBER	6144		
LOCATION	Parklands		
DATE POST BECAME VACANT	January 2011		
MANAGER POST REPORTS TO	Jane Elworthy		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
<p>ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW</p> <p>Please see below</p>			
NAME OF RECRUITING MANAGER: Jane Elworthy			

(* 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 Physical and Sensory Service consists of 6 members of staff, 4 teachers and 2 support workers. All staff work directly with vulnerable children who have significant needs in the area of hearing impairment, visual impairment and physical impairment. The staff work in schools and within homes. They support all maintained schools and academies, including special schools and specialist units attached to schools, across Medway, providing early intervention work to support inclusion and close the achievement gap between these groups of children and their peers. The team also

provides a comprehensive service to preschool children and younger with hearing, visual, physical and multisensory impairment.

If this post is not filled, direct support to Medway Children will be reduced as Advisory Teacher time will be spent in the office fulfilling the admin admin role. The reduced service will have a direct impact on the achievement of the children that are supported, leading to an increase in requests for Statutory Assessment and pupils requiring specialist provision in the areas of physical and sensory loss.

Under the Workload Agreement, teachers should not be routinely required to undertake tasks of a clerical or administrative nature “which do not call for the exercise of a teacher’s professional skills and judgement”. This includes filing, archiving, involving, co-ordinating training events and database management.

Budget Issues

Please indicate:

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

- This is currently a fixed term post that has been extended.
- None – there is no other admin support within the building.

Please specify the funding source for this post:

The Physical and Sensory Service is funded from the Designated Schools Grant.

Comments from Portfolio Holder

The application suggests a full time post once filled by a temporary position – only other admin post is via senior admin officer. The pay scale for the incoming admin assistant is shown as being range 2 (£15,241 - £19,356) – post paid for out of designated schools grant.

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DIRECTORATE	Children & Adults		
SECTION	DOLS Service		
POST TITLE	DOLS Administrator		
GRADE AND SALARY RANGE	Range 3 £19,356 - £24,943		
POST NUMBER	11725		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	28/02/2016		
MANAGER POST REPORTS TO	Jacqueline Fearon		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	21/03 – ongoing until Perm		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
NAME OF RECRUITING MANAGER: Jacky Fearon			

(* 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 – egg 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 post is funded from the Adult Social case base budget.

- 1- The team consists of 1 full time manager, 1 full time Senior Social Worker, 1 full time Best Interest Assessor, 0.7 Senior Social Worker, 2 full time DOLS Officer (one leaving on 28th February 2016) 1 full time DOLS assistant.
- 2- This is statutory work which needs to be completed within legal timescales (turn around should be within 14 days of receipt of Urgent Authorisation, 21 days of request for Standard Authorisation). Risk of significant delay in processing applications and consequent delay in completing assessment with potential for legal challenges for unlawful deprivation of liberty, breach of individuals, Article 5 and 8 Human Rights, (reputation damage and risk of fines). Vulnerable period deprived of their liberty in care homes and hospitals not being informed of this and therefore delay in them being able to make a

legal challenge if they object to their care arrangements. Judges in Court of Protection have highlighted the need to refer cases at earliest possible opportunity to ensure that individuals rights are upheld. The team is already under pressure due to the increasing volumes of applications.

- 3- Following the Supreme Court Judgement P v Cheshire West and Chester Council in March 2014, there has been a sixteen fold increase in Deprivation of Liberty Safeguards applications from 37 in 2013-14 to 719 in 2014-15. This is continuing to rise with 918 applications received since 1st April 2015 and many cases will need to be reassessed as the maximum period for an authorisation is 12 months. The DOLS process requires a high level of administrative work to process applications, dealing with Managing Authorities, referring to doctors and IMCA, as well as allocation cases to Best Interests Assessors and sending cases to Authorisers. It includes a significant amount of data inputting to the spreadsheet (the figures of which are supplied to the Department of Health) and finance work (payment of invoices). The DOLS Officer spends a lot of time dealing with enquiries, for which they need a good understanding of the DOLS process and the legal framework.
- 4- The DOLS Officers have a significant amount of work in processing new applications. DOLS Officers also deal with completing minutes and arranging meetings. Following authorisation it is crucial that the case home, the relevant person and their representative and informed of the outcome, which involves sending letters and copies of the reports to these and any interested persons (who have been consulted in the process). This work totals an average of 150 pages per case. It is essential that these are sent out promptly and accurately which is highly time consuming.
- 5- One of the DOLS Officers left Medway Council on 28 February 2016 which leaves the team short and falling further behind. We need to ensure that we maintain business continuity to reduce the risk of legal challenges.
- 6- This request is to recruit a permanent member of staff but given the high volume of work, an interim temporary officer is required.

Budget Issues

Please indicate:

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

Please specify the funding source for this post:

The post holder is Range 3. Funded from the DOLS service budget.

The nature of this role is statutory work which needs to be completed to avoid fines which impacts on budget. The work is complex and needs following through to avoid missing elements, slippage on time and failure to complete work effectively.

Comments from Portfolio Holder

This request for a temp appointment pending permanent recruitment, due to high volume of work and risks associated with responsibilities.