

CABINET

9 AUGUST 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 9 posts to be considered for approval.

1. Budget and Policy Framework

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

2. Background

- 2.1 At Cabinet on 7 January 2003 Members agreed a process by which directors could request approval to fill posts that are not on the list of exempted posts agreed by Cabinet on 10 December 2002. This process was introduced at a time of high concern about overspending as one measure to assist budgetary control. Members have indicated they wish to retain this direct detailed control of recruitment decisions while budgets remain difficult to manage.
- 2.2 The posts requiring approval to fill are being presented to this Cabinet with the following information: -
- Details of the post including directorate and section, post title, grade and location.
 - Length of time post has been vacant.
 - Impact on service if the post is not filled with particular reference to services to the public.
 - Numbers of posts of this type within the function.
 - Realisable savings including any proposals to provide the service in alternative ways, which could also lead to savings.
 - Comments from the relevant portfolio holder.

3. Details of the post requiring approval

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

Business Support

Paralegal – Legal Services (People)
Finance Assistant

Renegeration, Culture, Environment and Transformation

Assistant Director, Front Line Services
PA to the AD Physical and Cultural Regeneration (0.75FTE)
Administration Support Officer x 2
Communications Account Manager x 2

Children and Adults

LAC Health Co-Ordinator

- 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 forward 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 overleaf.

DIRECTORATE	Business Support		
SECTION	Legal Services		
POST TITLE	Paralegal - Legal Services (People)		
GRADE AND SALARY RANGE	Range 3 - £19,126 - £24,646		
POST NUMBER	0065		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	27 th July 2016		
MANAGER POST REPORTS TO	Assistant Head of Legal People		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	No		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? Phase Two			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW N/A			
NAME OF RECRUITING MANAGER: Perry Holmes, Chief Legal Officer			

(* 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 to replace a permanent, full-time childcare Paralegal in the People Team in Legal Services.

This is an existing post which will become vacant on 27th July 2016, when the current post holder leaves.

Agreement is sought to recruit to this post permanently to ensure cover for pre-proceedings cases carried by paralegals in the team and to provide vital support to

lawyers carrying care proceedings matters. The current paralegal in this post holds 8 cases of her own and supports one of the more experienced childcare lawyers in the team who also carries a full care proceedings caseload.

After careful consideration it has been concluded that the team cannot absorb their colleagues cases when she leaves as well as provide the requisite support to the linked lawyer due to the continuing high number of cases held across the team. It is essential to recruit to this post.

Since September 2014 Medway Council has seen a significant increase in the number of cases being issued each month as summarised below:

- 1 January 2014 – 30 April 2014 Medway Council issued care proceedings on 9 children/9 families.
- In the same period in 2015 Medway Council issued care proceedings on 70 children/34 families.
- In the last 4 months of 2015 (between 1 Sept- 31 Dec 2015) Medway Council issued care proceedings on 71 children/ 43 families, i.e. the same level as the first third of 2015.
- 1 January – 30 April 2016 Medway Council issued care proceedings on 30 children / 21 families.

The People Team currently hold 69 Care Proceedings cases, 63 Pre-Proceedings Cases and a further 56 “other” live cases (these figures relate to sibling groups, not individual children – the number of individual children is much higher).

This averages 9 cases per Paralegal. In addition to carrying their own cases the Paralegals provide 121 support to their linked lawyer in progressing care proceedings.

The introduction of paralegals has also been instrumental in improving the team’s performance in the preparation of court bundles for all hearings. Prior to employing Paralegals, Medway Council was repeatedly criticised by the courts for the late delivery and quality of court bundles as our admin team were unable to cope with the volume of work. This is now much improved with the majority of bundles being delivered on time and in good order. Any reduction in the number of paralegals risks delays in bundles and progressing court cases.

Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31st March 2017.
2. If any savings could be achieved by alternative ways of providing the service.

While financial savings can be made by not recruiting to this vacant post these savings could be wiped out by just one costs order made against the Council if it delays care proceedings matters, which is a real risk if this post is left vacant.

There is no capacity within the team to absorb the caseload carried by the Paralegal about to leave.

A locum paralegal would not be cost effective. The hourly rate for locum paralegals

averages £24 per hour.
Based on this hourly rate of £24 working a 37 hour week the locum fees will be £888 per week. If a locum was employed on this basis for 6 months this amounts to £23,088 which is much more expensive than a permanent paralegal who can be employed for a year for £19,126.

Please specify the funding source for this post:
This is an existing post and is therefore currently provided for in the Legal Services department budget. The People Team childcare Paralegal post is range 3, with a salary of £19,126 - £24,646 pa plus on costs (estimated at 27% of salary costs).

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	BSD		
SECTION	Finance Operations		
POST TITLE	Finance Assistant		
GRADE AND SALARY RANGE	Range 2 - £15,241 - £19,356		
POST NUMBER	11697		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	1 FTE Post Vacant July 2016 1 FTE Vacant 8 th September 2016		
MANAGER POST REPORTS TO	Gary Thomas		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
<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>Exchequer Services were reviewed as part of the Finance Division restructure in October 2014</p>			
NAME OF RECRUITING MANAGER: Gary Thomas			

(* please delete as appropriate)

Impact on Service – please include:-

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

Staffing Numbers	
1	Exchequer Services Principal Officer (Range 7)
15.5	Finance Assistants Exchequer (Range 2)
1	Exchequer Assistant (Range 1)

The service has been able to achieve savings as processes are continually changing but cannot provide the service it is expected to do with almost a third of the Finance Assistants not employed

Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31st March 2017.
2. If any savings could be achieved by alternative ways of providing the service.

1 - £13,000 and £10,000 respectively
2 - The service has recently (October 2014) been reviewed as part of a wider review of the division and this post was identified as required. In addition further reductions were made to the service at the beginning of 2016/17

Please specify the funding source for this post:

4R713

Comments from Portfolio Holder

These posts are responsible for the following:

Payment of invoices to suppliers

Calculation of payments due to social care providers

Calculation of income due for clients receiving social care services

Processing of cash received into the Council's cash receipting system

These particular posts are responsible for the following:

1 Processing of payments to Homecare providers, Direct payments and assistance for the Social care Contracts for Residential placements

2 Processing of the invoices sent to the clients in order for them to pay their client contributions for social care

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

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DIRECTORATE	Regeneration, Culture, Environment and Transformation		
SECTION	Frontline Services		
POST TITLE	Assistant Director, Frontline Services		
GRADE AND SALARY RANGE	Assistant Director		
POST NUMBER			
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	19 July 2016		
MANAGER POST REPORTS TO	Director Regeneration, Culture, Environment and Transformation		
*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)			
NAME OF RECRUITING MANAGER: Tomasz Kozlowski			

(* 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 previous Assistant Director has taken ill-health retirement; this request is for a permanent replacement.

To manage key and critical front line services ensuring that they are high quality, effective and customer centred. Services include:

- Safer Communities
- Street cleaning
- Refuse collection, recycling and disposal
- Highways maintenance, traffic management and road safety
- Medway Tunnel
- Environmental health and trading standards
- Car parking
- Emergency planning

- Capital Projects
- Medway Commercial Group
- Strategic Transportation
- Bereavement and Registration service.

To act as the lead for strategic transportation considerations for Medway.

To manage the enforcement services to provide a co-ordinated and responsive street scene service.

To ensure the Council's critical front line services are valued by our customers and to encourage the involvement of customers in service development and provision, for example, through the development of user groups for all services.

To ensure contracted and arm's length services are fit for purpose and deliver against Medway's strategic aims and objectives.

To ensure performance management systems provide feedback for the improvement of services, including quality assurance systems and accreditation.

To work with other directorates to encourage integration with associated services to make the best use of the authority's resources.

Budget Issues

This post is accounted for in the RCET directorate staffing budget.

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Regeneration, Culture, Environment and Transformation		
SECTION	Physical and Cultural Regeneration		
POST TITLE	PA to the AD Physical and Cultural Regeneration (0.75FTE)		
GRADE AND SALARY RANGE	Range 3 - £19356 - £24943		
POST NUMBER			
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	29 July 2016		
MANAGER POST REPORTS TO	AD Physical and Cultural Regeneration		
*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)			
NAME OF RECRUITING MANAGER: Tomasz Kozlowski			

(* 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.

Further to the new Directorate structure being implemented on 1 April, the existing PA to the AD for Housing and Corporate services has decided to take retirement at the same time as the current AD.

The new AD for Physical and Cultural Regeneration is currently being supported by a temporary assistant, however, going forward the AD requires a permanent PA to carry out daily tasks such as:

- Diary management
- Be the first point of contact for the AD office
- Support with incoming correspondence- emails/letters
- Dealing with enquiries from MPs/councillors/customers
- Project support.

Budget Issues

This post is accounted for in the Physical and Cultural Regeneration budget.

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

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DIRECTORATE	RCET	
SECTION	Transformation Division – Business and Administration Support Service	
POST TITLE	Administration Support Officer	
GRADE AND SALARY RANGE	Range 2	
POST NUMBER	9890	
NUMBER OF POSTS	2 FTE	
LOCATION	Gun Wharf	
DATE POSTS BECAME VACANT	August 2016	
MANAGER POST REPORTS TO	Range 3 officers in BASS	
*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 necessary whilst we seek permanent recruitment	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
NAME OF RECRUITING MANAGER: Julie Ince		

(* please delete as appropriate)

Information on structure and post

In the last two budget rounds BASS has delivered financial savings of £174,000 and £115,000 through efficiencies and staffing reductions. For the start of 2016-17 another £75,000 was delivered through further staffing reductions.

Two FTE vacancies have arisen in two hubs that support frontline Adult Social Care, Customer Contact Financial Assessment Officers, Revenues and Benefits as well as one of the council's most vulnerable client bases: children and adults with a disability.

The hubs are made up of 11 part-time and eight full-time Administration Support Officers (ASO), but in addition to the two vacancies we are seeking approval to fill, they will soon be losing on maternity leave another two ASOs. The ASOs are spread across two different sites in Medway and also provide much needed resilience to Home First at Ambley Green and the Integrated Discharge Team at the Hospital.

The support provided by the hubs is vital to the delivery chain. The range of tasks undertaken by the hubs is diverse and includes:

- Taking minutes and supporting Safeguarding, Children In Need and Best Interest meetings (in excess of 55 a month).
- Processing referrals (over 600 a month)

- Direct contact with customer – arranging and confirming appointments (between 150 and 200 a month) for Financial Assessment Officers to review customers' contribution to cost of care.
- Responding to customer contact/liaison - daily sorting and despatch of Revenue and Benefit letters (around 3,000 a day) and monthly production of review letters for Financial Assessment Officers.
- Disclosure and Barring Service checks for Self Directed Support - external customers employing carers/personal assistants.

Impact on services

- Minutes from Safeguarding and Best Interest meetings will be outside statutory timescale at best, or potentially not minuted at all.
- Referrals via Framework i for Adult Social Care will be delayed and vulnerable clients will be put at risk.
- Financial Assessment Reviews will be delayed.
- Revenue and Benefit letters will not be processed and sent out in timescale, which in turn will mean that the council will not be able to enforce any reduction in benefits.
- There would be customer dissatisfaction and complaints – and the associated work this generates.

We cannot carry these two FTE vacancies in addition to the maternity vacancies, without impacting on service to children and adult social care colleagues and customers.

Permission sought

Permission is sought to recruit to the two FTE as detailed above.

Budget Issues

1. Efficiencies and savings have been achieved in this area year on year since 2012 and in the budget processes of 2014, 2015, 2016.
2. Funding for bottom of range 2 (currently £15,357 per annum plus on-costs) is within existing staffing budget.

Comments from Portfolio Holder

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Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
A/ Director

Dated:

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	RCET		
SECTION	Communications and Marketing		
POST TITLE/S	Communications Account Manager		
GRADE AND SALARY RANGE	Range 5		
POST NUMBER/S	0050018 and 0071760		
LOCATION	GW		
DATE POST/S BECAME /BECOME VACANT	21.7.16 and 11.11.16		
MANAGER POST REPORTS TO	Head of Comms and Marketing		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y/N	YES	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Y/N	YES	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Y/N	YES	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	Post: 0050018/Vacancy: 9.9.16 until permanent recruitment Post: 0071760/Maternity: 11.11.16 to 11.11.17		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
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.

<p>1. 3 communications account managers - 1 post vacant, 1 post maternity cover</p> <p>2.a. Communications account manager – vacancy: Comms and marketing to the public for Children and Adults Directorate, libraries, transport and parking, community hubs, archives, and for adult education will be impacted by a critical gap in capacity.</p> <p>2.b. Communications account manager – maternity cover: Comms and marketing to the public for revenue generating activity delivered by sports, leisure, heritage, festivals and events will be impacted by a critical gap in capacity.</p>

Budget Issues

Please indicate:

- 1. The realisable savings if this post remained vacant until the 31st March 2017.
- 2. If any savings could be achieved by alternative ways of providing the service.

Comms account manager – vacancy

- 1.Realisable savings £21,969
- 2.Alternative savings means – nil

Comms account manager – maternity

- 1.Realisable savings £5,559
- 2.Alternative savings means – nil

Please specify the funding source for this post:

Comms and marketing budgets

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children & Adults		
SECTION	Children's Admin Support Service		
POST TITLE	LAC Health Co-Ordinator		
GRADE AND SALARY RANGE	Range 3 - £19356 - £24943		
POST NUMBER	11601		
LOCATION	Broadside		
DATE POST BECAME VACANT	10 th July 2016		
MANAGER POST REPORTS TO	Tina Herberts		
*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: Tina Herberts			

(* please delete as appropriate)

Impact on Service – please include:-

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

There is only one LAC Health Co-ordinator post within CSC. This post ensures Initial & Review Health Assessments are completed within the set timescales for all Looked After Children, sends SDQ's & carers reports to foster carers & completes all fwki episodes. The role is also the first point of contact between CSC & the LAC Team based at Medway Hospital. Other duties include running reports, analysing data, attending the LAC Health Sub Group, liaising with other Local Authorities regarding children placed outside of our area or other Looked After Children placed within

Medway.

Should the post not be filled it would have a significant detrimental effect on the health of Medway's Looked After Children. It is an Ofsted requirement that all Looked After Children have regular health assessments whilst placed in Local Authority care.

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.

Please specify the funding source for this post: The Council's general fund

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated: