

# **CABINET**

## **6 SEPTEMBER 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 7 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)  
Management Accountant  
Management Accountant  
Head of Finance Strategy

#### **Regeneration, Culture, Environment and Transformation**

Communications Account Executive  
Markets Superintendent

#### **Children & Adults**

Admin Support Officer

- 3.2 The forms attached are email copies and the Assistant Director, Organisational Services, holds the signed copy. The Job profile and structure chart is also held in HR Services.

### **4. Risk Management**

- 4.1 In order to assess the potential impact of posts upon the council's ability to achieve its strategic objectives, the attached forms include details of the likely impact on the service should the posts not be filled.

### **5. Financial and legal implications**

- 5.1 The recruitment freeze was instigated to support the realisation of savings against the background of a forecast of a significant overspending. It remains important to ensure that where possible the drive to pursue savings continues. It is important that no cover is taken on to fill any posts which have not been identified as exceptions or been given Cabinet approval to be filled.
- 5.2 There are no legal implications arising from this report at this stage.
- 5.3 The posts will be filled in accordance with the Council's recruitment policies.

### **6. Recommendation**

- 6.1 The Cabinet is asked to agree to unfreeze the posts as set out in Appendix 1 to enable officers to commence the recruitment process.

### **7. Suggested reason for decision**

- 7.1 The posts presented to Cabinet will support the efficient running of the Council.

**Lead officer contact**

Carrie McKenzie, Head of HR & Organisational Change, Gun Wharf, Dock Road,  
Chatham Telephone: (01634) 332261 Email: [carrie.mckenzie@medway.gov.uk](mailto: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, 3<sup>rd</sup> Floor, Gun Wharf. You will also need to forward an electronic word version to [resourcing@medway.gov.uk](mailto:resourcing@medway.gov.uk), so that the approval form can be inserted into the cabinet report. This form is not required for those posts covered by the exemptions list shown overleaf.

DIRECTORATE	<b>Business Support</b>	
SECTION	<b>Legal Services</b>	
POST TITLE	<b>Paralegal - Legal Services (People)</b>	
GRADE AND SALARY RANGE	<b>Range 3 (£19,356 - £24,943)</b>	
POST NUMBER	<b>0065</b>	
LOCATION	<b>Gun Wharf, 2<sup>nd</sup> Floor</b>	
DATE POST BECAME VACANT	<b>2<sup>nd</sup> September 2016</b>	
MANAGER POST REPORTS TO	<b>Assistant Head of Legal People</b>	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Yes</b>	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>No</b>	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>No</b>	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? 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: <b>Perry Holmes, AD Corporate Services</b>		

(\* please delete as appropriate)

### Impact on Service – please include:-

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

This request is to replace a permanent, full-time childcare Paralegal in the People Team in Legal Services. This is the third resignation in a paralegal post in recent months. Two out of the three have obtained a training contract elsewhere which is the next stage in their career to qualify as a solicitor. Head of Legal is liaising with HR re the possibility of offering more training contracts to avoid this turnover of staff but in the meantime the post needs to be filled. Cabinet has approved recruitment for the previous two posts and interviews are taking place w/c 15 August.

This is an existing post which will become vacant on 2<sup>nd</sup> September 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 31<sup>st</sup> 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 £19,356.

**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 £19,356 - £24,943 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

Please complete this form, with all required signatures, and return to the Organisational Change Team, HR Services, 3<sup>rd</sup> Floor, Gun Wharf. You will also need to send an electronic word version to [resourcing@medway.gov.uk](mailto:resourcing@medway.gov.uk), so that the approval form can be inserted into the cabinet report. This form is not required for those posts covered by the exemptions list shown below.

DIRECTORATE	Business Support Department		
SECTION	Finance		
POST TITLE	Management Accountant		
GRADE AND SALARY RANGE	Range 6 (£35,857 - £41,231)		
POST NUMBER	11733		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT			
MANAGER POST REPORTS TO	Dave Reynolds		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Yes		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
N/A			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
NAME OF RECRUITING MANAGER: John Chance			

(\* 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 13 Management Accountant posts in the new structure. 12.5 FTEs are occupied so 0.5 FTE is vacant. We seek to offer a permanent contract to a temporary member who is currently sharing a full time position with another staff member. No new hours will be allocated in the manoeuvre.

Should the post remain at the current level, the impact on the range of service managers supported under the new structure would be detrimental. This increase in hours per week is crucial to maintaining support levels within the new structure.



**Budget Issues**

Please indicate:

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

The post is currently filled on a temporary basis until the 31 December 2016 so there is no saving by not offering the incumbent the permanent role.

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

**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	Business Support Department		
SECTION	Finance		
POST TITLE	Management Accountant		
GRADE AND SALARY RANGE	Range 6 (£35,857 - £41,231)		
POST NUMBER	11736		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT			
MANAGER POST REPORTS TO	Andrew Lawson		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Yes		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?			
N/A			
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW			
NAME OF RECRUITING MANAGER: John Chance			

(\* 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 13 Management Accountant posts in the new structure. 12.5 FTEs are occupied so 0.5 FTE is vacant. We seek to increase the hours of one accountant from 18.5 per week to 30. This represents an increase of 0.3 FTE.

Should the post remain at the current level, the impact on the range of service managers supported under the new structure would be detrimental. This increase in hours per week is crucial to maintaining support levels within the new structure.

## Budget Issues

Please indicate:

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

If this post remained vacant until 31 March 2016 the estimated savings would be £16k.

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

## Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Business Support Department	
SECTION	Finance Strategy	
POST TITLE	Head of Finance Strategy	
GRADE AND SALARY RANGE	SM5 (£45,738 to £60,732) + £4,633 car allowance	
POST NUMBER	8342	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	01/11/2016	
MANAGER POST REPORTS TO	Phil Watts, Chief Finance Officer	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Yes</b>	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>No</b>	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>No</b>	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? <b>Phase 2</b>		
N/A		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW <b>Yes – please see comments below relating to ‘Impact on Service’</b>		
NAME OF RECRUITING MANAGER:		

(\* 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 Finance division was restructured in October 2015, which involved a reduction in service managers from six to four. The Head of Finance Strategy was a new post created as part of the restructure and is also the designated Deputy Section 151 Officer.

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

## Budget Issues

Please indicate:

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

The full year cost of appointing at the top of the scale equates to £83,775.

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

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

## Comments from Portfolio Holder

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

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Regeneration, Culture, Environment and Transformation		
SECTION	Communications and Marketing		
POST TITLE	Communication Account Executive		
GRADE AND SALARY RANGE	Range 3 (£19,356 - £24,943)		
POST NUMBER	11000		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	30/06/2016		
MANAGER POST REPORTS TO	Cathy Collins		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Yes		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Y/N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Yes		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	29/07/2016 until permanent recruitment		
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: Cathy Collins			

(\* please delete as appropriate)

### Impact on Service – please include:-

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

<ol style="list-style-type: none"> <li>1. Nil post of same type. Nil corresponding vacancies</li> <li>2. Comms and marketing for sport, leisure, arts and events will be impacted by a significant gap in capacity.</li> </ol>
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**Budget Issues**

Please indicate:

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

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

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Regeneration Culture Environment and Transformation		
SECTION	Regeneration Delivery		
POST TITLE	Markets Superintendent		
GRADE AND SALARY RANGE	Range , £19356 - £24943 plus on costs		
POST NUMBER	5664		
LOCATION	Strood Market (Commercial Road Car Park)		
DATE POST BECAME VACANT	Wednesday 27 <sup>th</sup> July 2016		
MANAGER POST REPORTS TO	Markets Manager		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Y</b>		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>N</b>		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>N</b>		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
NAME OF RECRUITING MANAGER: Richard Kidd			

(\* 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.

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

As there are two Saturday Markets (one in Gillingham, one in Strood) a decision not to fill the vacant post would make the management of both markets difficult and impractical. Collection of rental income would be compromised, and it would not be possible to provide support and advice to traders in the early morning set up of both markets, especially regarding casual, non regular traders.



**Budget Issues**

Please indicate:

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

The post is funded from the Markets budget (4E547)

The income saving for the remaining 8 months of the current financial year would equate to £4,068.16 if the post is not filled, although there is the possibility that the market would lose income in the event that traders were to leave if they did not feel the market was being supported adequately.

**Comments from Portfolio Holder**

This proposed recruitment is essential if Medway’s markets are to be operated effectively. Some stall holders can be challenging and a staff presence is essential to resolve issues which arise or incidents that occur and to ensure rents are collected.

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Children & Adults		
SECTION	Children's Admin Support Service		
POST TITLE	Admin Support Officer		
GRADE AND SALARY RANGE	Range 2 (£15,241 - £19,356)		
POST NUMBER	12173		
LOCATION	Broadside		
DATE POST BECAME VACANT	29th August 2016		
MANAGER POST REPORTS TO	Cheryl Lowther		
*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?			
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: Cheryl Lowther			

(\* 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 Fostering pod have the following FTEs. (1) 0.86 fte, (1) 0.60 fte, (2) 1 fte and (1) 0.50 fte Admin Support Officers. 0.60fte will become vacant as of 29/08/2016 and the post needs to be filled as soon as possible.

The role involves organising and minuting Fostering Panel. It will also involve the processing of invoices, Supervision Visits, Annual Reviews, Medicals, End of Placements and other duties.

The CASS team receive a high level of telephone calls from clients and other agencies regarding safeguarding concerns. It is imperative these calls are answered and passed on in a timely manner to ensure any concerns are dealt with promptly.

The role may also involve minuting a variety of meetings such as strategy discussions, Initial CiN meetings, pre proceedings, PPMP and Legal/Access to Resources Panel, the timeliness of which are imperative to secure good outcomes for children as and when required.

Should the post not be filled it would have a significant detrimental effect to Children's Social Care. It is imperative Children's Social Care has full capacity of admin staff to provide the support required to get to the required OFSTED level of good/outstanding & provide the level of service the children & families of Medway deserve.

## Budget Issues

Please indicate:

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

A salary of £15,241. Savings to the administration service have already been considered and made a reality in the restructure that took place in May 2015.

## Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....