

**CABINET**  
**8 AUGUST 2017**  
**RECRUITMENT FREEZE**

Portfolio Holder: Councillor Alan Jarrett, Leader

Report from: Neil Davies, Chief Executive

Author: Carrie McKenzie, Chief People Officer

**Summary**

This report brings forward 15 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: -

#### **Children & Adults**

Programme Lead (Children's Services Transformation)

Finance Assistant

Senior Commissioning Officer

Complex Care Co-ordinator

Executive Support Assistant X 2

Placement Officer (Children)

Project Manager (Adults Social Care Improvement Programme)

#### **Business Support Department**

Audit and Counter Fraud Officer

Head of Audit and Counter Fraud

Lawyer, Planning and Licensing, Place Team, Legal Services

Principal Lawyer, Place Team, Legal Services

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

Work Programme Job Broker Advisor X 2

Press Officer

- 3.2 The forms attached are email copies and the Chief People Officer, 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, Chief People Officer, 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 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	<b>Children and Adults</b>	
SECTION	<b>Commissioning, Business and Intelligence</b>	
POST TITLE	<b>Programme Lead (Children's Services Transformation)</b>	
GRADE AND SALARY RANGE	<b>Range 7 (£41,478 - £46,162)</b>	
POST NUMBER	<b>N/A</b>	
LOCATION	<b>Gun Wharf</b>	
DATE POST BECAME VACANT	<b>New post</b>	
MANAGER POST REPORTS TO	<b>Chris McKenzie, Head of Programme Management Office</b>	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y/N <b>(term)</b>	<b>Yes</b> (fixed)
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Y/N	<b>No</b>
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Y/N	<b>No</b>
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	N/A	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A	
NAME OF RECRUITING MANAGER: <b>Chris McKenzie</b>		

(\* 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.

On 3 April 2017, Children's Services committed to find over £6m in savings. As of the end of April, approximately £3.6m has been completed, however key projects around service transformation are outstanding (e.g. review of Children's Centres, CADS Restructure). Two Transformation Lead posts are proposed for Children's Services to drive forward these projects to be able to achieve the remaining savings.

These posts will be fixed term appointments for a period of 2 years and the result of them not being approved will be that the savings promised will not be achieved in this financial year.

**Budget Issues**

Please indicate:

- 1. the realisable savings if this post remained vacant until the 31 March 2018.
- 2. If any savings could be achieved by alternative ways of providing the service.

If these posts were to remain vacant there would be no realisable savings as alternative models of delivery would take an increased amount of officer time, which would not realise value for money.

Previous approval has been provided for interim staff to be employed to cover these posts, and so the impact of not proceeding will be additional spend on interim staff.

**Please specify the funding source for this post:** Early Years Budget

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	<b>Children and Adults</b>		
SECTION	<b>Commissioning Business and Intelligence</b>		
POST TITLE	<b>Finance Assistant</b>		
GRADE AND SALARY RANGE	<b>Range 2 (£15,332 - £19,472) per annum</b>		
POST NUMBER	<b>11697</b>		
LOCATION	<b>Gun Wharf</b>		
DATE POST BECAME VACANT	<b>28 June 2017</b>		
MANAGER POST REPORTS TO	<b>Michael Hood</b>		
*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:	<b>NA</b>		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	<b>NA</b>		
NAME OF RECRUITING MANAGER: <b>Michael Hood</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.

The role of the Finance Assistant is to support income generation to adult social care by generating 4 weekly invoices to those social care service users who have been financial assessed as being able to contribute towards the cost of their care.

The post holder is responsible for producing invoice depending on the service delivered. They ensure debtors are invoiced correctly by applying variations where applicable to ensure accurate invoice are generated.

This post currently supports the generation of invoices to the value of approximately £924,000 every 4 weeks.

#### **The risk/impact on services to the public**

Should this post not be filled service users will not received their invoices with in our agreed policy resulting in the creation of a debt on their account.

**Budget Issues**

Please indicate:

- 1. the realisable savings if this post remained vacant until the 31 March 2018.
- 2. If any savings could be achieved by alternative ways of providing the service.

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

This post is funded from a base budget at a cost of £19,300.

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....



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DIRECTORATE	<b>Children and Adults</b>	
SECTION	<b>Partnership Commissioning</b>	
POST TITLE	<b>Senior Commissioning Officer</b>	
GRADE AND SALARY RANGE	<b>Grade 6 (£36,072 – £41,478) per annum</b>	
POST NUMBER	<b>13194</b>	
LOCATION	<b>Medway Council Offices, Gun Wharf</b>	
DATE POST BECAME VACANT	<b>Not applicable</b>	
MANAGER POST REPORTS TO	<b>John Britt, Head of Service</b>	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>N</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:	<b>July 2017 to July 2019</b>	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
NAME OF RECRUITING MANAGER: <b>Lorraine Foster</b>		

(\* 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.

A new role of senior partnership commissioner for Learning Disabilities and Autism was agreed at Joint Commissioning Management Group (JCMG) on 30 May 2017. There are currently 3 other senior commissioner roles in adult commissioning 2 of which are vacant and being recruited to. Filling this post will ensure that the commissioning of services for residents with learning disabilities and autism can be reviewed and reconfigured to meet the needs of users and carers, whilst ensuring best value for money. At present services in Medway are fragmented and in some instances i.e. post diagnostic support very limited. Filling this post will also ensure that the council makes progress on the requirements of the Autism Act 2009, which states that the council should develop local services and support for people with Autism based on assessed needs. This approach will ensure that the local health and social care economy delivers on the requirements of the Autism Strategy 2014. In addition this role will support delivery of the transforming care programme, which is already making strides in ensuring that people with learning disabilities, autism and or

challenging behaviour currently in in-patient secure hospitals are discharged into their local communities. The discharges of our most complex residents in long stay in-patient secure hospitals can only be facilitated by ensuring that local services are fit for purpose exist. The role of senior partnership commissioner for Learning Disabilities and Autism will ensure that a dedicated resource exists to create local support and services for this and other groups of individuals with a learning disability. Without this post none of the necessary visioning, planning including financial planning and delivery of integrated quality support and services can take place.

## Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

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

The post will be funded from

## Comments from Portfolio Holder

Signed: .....  
Councillor David Brake

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	Children & Adults	
SECTION	Adult Social Care	
POST TITLE	Complex Care Co-ordinator, Transforming Care project	
GRADE AND SALARY RANGE	SW3 (£37,880 - £41,478) per annum	
POST NUMBER	To be set up	
LOCATION	Gun Wharf, Chatham	
DATE POST BECAME VACANT	New post	
MANAGER POST REPORTS TO	Lorraine Foster, Commissioning	
*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:	1 April 2017 – 31 March 2018	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	Ros Gayle	
NAME OF RECRUITING MANAGER: Claire Solley ( Sharon Greasley)		

(\* 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 role is crucial in working closely with key partners including Specialist Assessment and Placement Team and MHL D Team focussing on supporting clients who are either in specialist hospital beds preparing for discharge or living in the community but at risk of admission. There are currently 20 clients who have been identified as living in inpatient accommodation across the country.

Within the role the post holder will develop a register of current in-patients who sit within the transforming care cohort and provide oversight and supervision to social workers who are case managing individual cases. The post holder will be responsible for actioning any blockages that are not supporting timely discharge. Where this is not possible the post holder will be responsible for escalating to senior management and providing a range of options for consideration.

The role is crucial in contributing to the development and delivery of Medway

community based provisions for those individuals with learning disabilities including those with the most complex needs.

## Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

**Please specify the funding source for this post: funding the Transforming Care programme / IBCF to backfill Ros Gayle**

## Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

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DIRECTORATE	<b>Children and Adults</b>	
SECTION	<b>Commissioning, Business &amp; Intelligence</b>	
POST TITLE	<b>Executive Support Assistant</b>	
GRADE AND SALARY RANGE	<b>Range 3 (£19,126 - £24,646) per annum – Two PA posts</b>	
POST NUMBER	<b>13180</b>	
LOCATION	<b>Gun Wharf</b>	
DATE POST BECAME VACANT	<b>5 December 2016 &amp; June 2017</b>	
MANAGER POST REPORTS TO	<b>Executive Support and Policy Officer</b>	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Y</b>	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>N</b>	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>N</b>	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO? N/A		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW N/A		
NAME OF RECRUITING MANAGER: <b>Michelle Lofting</b>		

(\* 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 – Within the PA team structure for Children & Adult Services this is one of three roles.
- Impact on the service if this post is not filled, with particular reference to services to the public.

These roles provide key support and a professional wide-ranging personal service to the Director of Children and Adults and Assistant Directors to enable them to be more effective and efficient in their role, by providing key administration and logistical support. The role of the Executive Support Assistant is key in terms of providing support and maintaining a professional image for the Directorate and in turn the Council.

As a result of the Commissioning, Business & Intelligence restructure one of the roles became vacant, in addition another PA post is also about to become vacant.

One of the two vacancies roles is currently being met by an officer, which means they are not able to carry out their duties. This has caused pressures across the team in terms of support available to the Directorate Management Team and the development of policies and projects for the Directorate.

These vacancies will mean that one PA is supporting three Assistant Directors and the Director of Children and Adult Services. This is causing a huge pressure. We are, therefore, requesting that these posts be recruited to ASAP so that risk can be better managed and to ensure that a professional service is provided.

If these posts are not filled it will create a massive risk for the Directorate, in particular the Director and Assistance Directors would have very limited support meaning that urgent matters as well as day-to-day support could not be managed efficiently.

**Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

We are intending for these posts to be recruited to ASAP. If the posts are not recruited to we will see savings to March 2018 to the value of £19,126 - £24,646 x two (£38,252 - £49,292). However, it will create a reputational risk.

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

Business and Intelligence Staffing Budget

**Comments from Portfolio Holder**

Signed: .....  
Director

Dated: .....

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

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DIRECTORATE	Children and Adults		
SECTION	Commissioning		
POST TITLE	Placement Officer (Children)		
GRADE AND SALARY RANGE	Range 2 (£14,733 - £19,126)		
POST NUMBER	11636		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	13 July 2017		
MANAGER POST REPORTS TO	Placement Coordinator Children Social Care		
*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: <b>Wendy Edward</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.

<p>The Children Access to Resources team comprises of a Placement Co-ordinator and two children Placement Officers. This Cabinet Approval application is seeking permission to recruit to one post of Placement Officer (Children). There is only one Placement Officer who has recently been appointed to the post and will start on 7<sup>th</sup> of August. The Placement Officer post we are seeking to recruit to has been vacant since 13th of July 2017 due to the post holder being successfully appointed to be a Placement Co-ordinator.</p>
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This post is an integral part of the system to allocate placements to vulnerable children. Without the post being in place there is an increased likelihood vulnerable children will be at risk and social workers' time will not be used effectively as they will be seeking placements themselves.

This post is required to deliver challenging budget savings for Children's Social Care as agreed as part of the budget setting process. This includes more vigorous monitoring of placements for fostering, residential and supported accommodation. This is part of the action to reduce expenditure on placements. By managing cost negotiation within the team and not having numerous social workers undertaking this, there is more rigour in monitoring spend. This is a key action to deliver efficiencies.

### **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

The post has been vacant since 13 July 2017. If we delay recruitment, the agreed placement savings targets will not be met. The basic salary is £17,299 per annum and if we recruit to this post by August there is only £1441 savings.

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

Access to Resources budget

### **Comments from Portfolio Holder**

Signed: .....  
Director

Dated: .....

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....



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DIRECTORATE	<b>Children and Adults</b>		
SECTION	<b>Commissioning, Business and Intelligence</b>		
POST TITLE	<b>Project Manager (Adults Social Care Improvement Programme)</b>		
GRADE AND SALARY RANGE	<b>Range 7 (£41,478 - £46,162)</b>		
POST NUMBER	<b>N/A</b>		
LOCATION	<b>Gun Wharf</b>		
DATE POST BECAME VACANT	<b>New post</b>		
MANAGER POST REPORTS TO	<b>Chris McKenzie, Head of Programme Management Office</b>		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>Y/N</b>	<b>No</b>	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>Y/N</b>	<b>Yes</b>	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>Y/N</b>	<b>No</b>	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	<b>Start Aug to End Jan 2018</b>		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	<b>N/A</b>		
NAME OF RECRUITING MANAGER: <b>Chris McKenzie</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.

The Adult Social Care Improvement Programme is responsible for delivering between £3.9m and £6.9m of annual savings.

A number of key projects are progressing well, and early indications are that work to better manage demand through the front door has the potential to significantly reduce the number of people that go on to receive long term packages of care. This work has highlighted the potential to for this model to be used in relation to hospital discharges. Work is underway to establish a hospital discharge hub to minimise delayed discharges and support the better management of demand, and this post will project manage the implementation and development of appropriate systems and business processes to ensure that the objectives are achieved.

**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 will be a fixed term appointment for a period of 6 months, and the result of them not being approved will be that savings may not be able to be delivered.

**Please specify the funding source for this post:** Partnership Commissioning budget

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

**CABINET, DIRECTOR, DIRECTORATE PORTFOLIO HOLDER OR  
SERVICE MANAGER APPROVAL  
FOR RECRUITMENT TO VACANCIES**

Managers who wish to recruit should raise a Job Reference Number with the Resourcing Team before proceeding with approval. Once all required signatures are obtained it should be returned to the Resourcing Team, Organisational Change Team, Level 3, 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.

<b>JOB REFERENCE NUMBER</b>		
RECRUITING MANAGER	<b>James Larkin, Audit &amp; Counter Fraud Manager</b>	
DIRECTORATE	<b>Business Support Department</b>	
TEAM	<b>Audit &amp; Counter Fraud</b>	
POST TITLE	<b>Audit &amp; Counter Fraud Officer</b>	
PAY RANGE	<b>R4 (£25,093 - £30,554) per annum</b>	
POST NUMBER	<b>3875</b>	
DATE POST WILL BECOME VACANT	<b>TBC – likely 1 September 2017</b>	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	INTERNAL STAFF POOL / TEMPORARY RECRUITMENT FROM: / / TO: / /	<b>N</b>
	RECRUIT FROM AN EXTERNAL AGENCY PERMANENT OR IF TEMPORARY FROM: / / TO: / /	<b>N</b>

**Service Impact**

*Describe the impact on the service if this post is not filled, with particular reference to current employees and services to the public.*

Medway Council operates in a shared service with Gravesham Borough Council and is responsible for delivering their internal audit and counter fraud services. The team works to an agreed plan for the year based on the resources of the full establishment, so failure to recruit to this post would mean that the team cannot deliver the full plan for either Medway Council, or fulfil its obligations in the Shared Service agreement with Gravesham. If the team cannot complete the full work plans for the year, the Head of Audit & Counter Fraud may not be able to deliver a sound overall opinion on the control environment of either council, required to support the Annual Governance Statements. 36% of the cost of this post is met by Gravesham Borough Council.

**Budget Issues**

- *Please indicate the realisable savings if this post remained vacant until the end of the financial year:*

The post is likely to become vacant on 1 September 2017; based on the previous post-holder's costs this would equate to a saving of £18,921 if the post were to remain vacant.

- *Please indicate if any savings could be achieved by alternative ways of providing the service:*

Subject to recruitment to, and the views of any new Head of Audit & Counter Fraud, it could be possible to recruit to an amended version of this post; a Trainee post could be created on the same basis as the Trainee Accountant posts with a career grade Range 2-4. This would deliver savings in the initial years.

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

Salaries budget within 4R402

**For Externally Funded posts:**

- Salary amount allocated to this post           £.....
- Reserves allocated in case of redundancy   £.....

**Comments from Portfolio Holder**

**Service Manager (Externally funded posts only)**

Signed: .....

Print Name: .....Date:  
.....

**Director/Deputy Director**

Signed: .....

Print Name: .....Date:  
.....

**Directorate Portfolio Holder**

Signed: .....

Print Name: .....Date:  
.....

**Councillor Alan Jarrett (only required for Cabinet Approval)**

Signed: .....

Print Name: .....Date:  
.....



**CABINET, DIRECTOR, DIRECTORATE PORTFOLIO HOLDER OR  
SERVICE MANAGER APPROVAL  
FOR RECRUITMENT TO VACANCIES**

Managers who wish to recruit should raise a Job Reference Number with the Resourcing Team before proceeding with approval. Once all required signatures are obtained it should be returned to the Resourcing Team, Organisational Change Team, Level 3, 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.

<b>JOB REFERENCE NUMBER</b>		
RECRUITING MANAGER	<b>Phil Watts, Chief Finance Officer</b>	
DIRECTORATE	<b>Business Support</b>	
TEAM	<b>Audit &amp; Counter Fraud</b>	
POST TITLE	<b>Head of Audit &amp; Counter Fraud</b>	
PAY RANGE	<b>Service Manager</b>	
POST NUMBER	<b>0151</b>	
DATE POST WILL BECOME VACANT	<b>1 August 2017</b>	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	INTERNAL STAFF POOL / TEMPORARY RECRUITMENT FROM: / / TO: / /	<b>N</b>
	RECRUIT FROM AN EXTERNAL AGENCY PERMANENT OR IF TEMPORARY FROM: / / TO: / /	<b>N</b>

**Service Impact**

*Describe the impact on the service if this post is not filled, with particular reference to current employees and services to the public.*

Medway Council operates in a shared service with Gravesham Borough Council and is responsible for delivering their internal audit and counter fraud services. The Head of Audit & Counter Fraud is a role required by law to operate as the Chief Audit Executive for both Medway and Gravesham, and must report to a member of the corporate management team so is therefore a service manager post in Medway's structure. Without this post the team would not have the required strategic and operational leadership and management needed to fulfil its duties properly, and failure to recruit would risk the team failing to achieve its objectives. The post is required to deliver an overall opinion on the control environment of either both councils to support the Annual Governance Statements. 36% of the cost of this post is met by Gravesham Borough Council.

**Budget Issues**

- *Please indicate the realisable savings if this post remained vacant until the end of the financial year:*

The post becomes vacant on 1 August 2017; based on the previous post-holder's costs this would equate to a saving of £51,824 if the post were to remain vacant.

- *Please indicate if any savings could be achieved by alternative ways of providing the service:*

Following recruitment to this post, it may be possible to review the allocation of responsibilities and workloads among the team and there is potential to remove a post in the management structure below service manager should such a review confirm this would be possible.

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

Salaries budget within 4R402

**For Externally Funded posts:**

- Salary amount allocated to this post           £.....
- Reserves allocated in case of redundancy   £.....

**Comments from Portfolio Holder**

**Service Manager (Externally funded posts only)**

Signed: .....

Print Name: .....Date:  
.....

**Director/Deputy Director**

Signed: .....



Print Name: .....Date:  
.....

**Directorate Portfolio Holder**

Signed: .....

Print Name: .....Date:  
.....

**Councillor Alan Jarrett (only required for Cabinet Approval)**

Signed: .....

Print Name: .....Date:  
.....



## 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	Business Support		
SECTION	Legal Services		
POST TITLE	Lawyer, Planning and Licensing, Place Team, Legal Services		
GRADE AND SALARY RANGE	Grade 6 – Salary £35430 - £40741pa plus on costs (estimated at 27% of salary costs)		
POST NUMBER	3602		
LOCATION	Gun Wharf, 2 <sup>nd</sup> Floor		
DATE POST BECAME VACANT	1 <sup>st</sup> August 2017		
MANAGER POST REPORTS TO	Vicky Nutley		
*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, AD Corporate 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 which became vacant on the 1st August 2017. The lawyer previously in this post was promoted to Assistant Head of Legal starting on the 1<sup>st</sup> August 2017, separate agreement is sought to promote one of the existing

cohort of lawyers to the Principal Lawyer post but this post will remain vacant which ever lawyer is successful (assuming agreement is given) as the Principal Lawyer will retain their own case load,

Agreement is sought to recruit to this post immediately despite the ongoing moratorium to reduce the gap between the lawyer leaving and a replacement starting.

This position is the only Planning and Licencing lawyer post for the Place Team and any gap is likely to have a detrimental effect on the team and its ability to react to the needs of the client departments. Presently the post holder in conjunction with the former Assistant head of legal (who left on the 29<sup>th</sup> May 2017) and the litigation lawyer have covered all hearings of less than two days in all forums including planning appeals and inquiries, meaning that the team has spent very little Council money on instructing Counsel for its litigation matters.

In addition to running a full caseload of planning and Licensing matters, the present postholder has been advising and assisting the a number of departments in respect of regulatory work in particular work for the environmental protection teams and in these respects has specialist knowledge which is not replicated amongst the team.

If this lawyer is not replaced it will have a significant impact on the Council's ability to successfully carry out various regulatory functions and will lead to a significant increase in spend on Counsel as the team will no longer be in a position to undertake the vast majority of advocacy in house.

## **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

Locum lawyers 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 annual salary would be in the region of £41,873 (which divided by 52 gives a weekly figure of £803).

Employment of external solicitors or counsel 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 is an existing post and is therefore currently provided for in the Legal Services department budget. The Place Team Litigation Lawyer post is range 6, with a salary of £35 430 - £40 741pa 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	<b>Business Support</b>	
SECTION	<b>Legal Services</b>	
POST TITLE	<b>Principal Lawyer, Place Team, Legal Services</b>	
GRADE AND SALARY RANGE	<b>Grade 6 – Salary £35430 - £40741pa plus on costs (estimated at 27% of salary costs)</b>	
POST NUMBER	<b>3602</b>	
LOCATION	<b>Gun Wharf, 2<sup>nd</sup> Floor</b>	
DATE POST BECAME VACANT	<b>1<sup>st</sup> August 2017</b>	
MANAGER POST REPORTS TO	<b>Vicky Nutley</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: 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 for a permanent, full time Principal Lawyer in the Place Team in Legal Services. This is an existing post which became vacant on the 1<sup>st</sup> August 2017 due to internal promotion of the lawyer in this post to Assistant Head of Legal.

Agreement is sought to recruit to this post immediately despite the ongoing moratorium to reduce the gap between the lawyer leaving and a replacement starting. Agreement is sought to recruit to this post from within the existing cohort of

lawyers within the place team through internal competition.

This position is the only principal lawyer post for the Place Team and any gap is likely to have a detrimental effect on the team and its ability to react to the needs of the client departments. As well as carrying a significant and complex case load the Principal Lawyer deputises for the Assistant Head during periods of absence.

In addition to running a full caseload of criminal and civil litigation matters, the present post-holder has been advising and assisting various client departments in respect of a range of issues although with an emphasis on planning and licencing and contentious litigation matters, whilst a replacement will be sought for a planning and licensing lawyer promoting one of the existing lawyers within the team will enable there to be a stable management structure in place. This is particularly important given the recent commencement of the Shared Legal Service with Gravesham Borough Council and expansion of the team.

Head of Legal Services had previously identified lawyer posts and in particular this post, along with the Assistant Head of Legal Place Team, as being key to plans to begin trading legal services with other public bodies in an attempt to bring in revenue for the Council. If this lawyer is not replaced it will significantly impact on the legal team's capacity to trade legal services and bring in additional revenue. At present the team are trading with Ebbsfleet and various academies as well as forming part of the Shared Service, recruitment to this post is seen as essential to enable to place team to continue to effectively progress towards trading services.

## Budget Issues

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

Locum lawyers 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 annual salary would be in the region of £41,873 (which divided by 52 gives a weekly figure of £803).

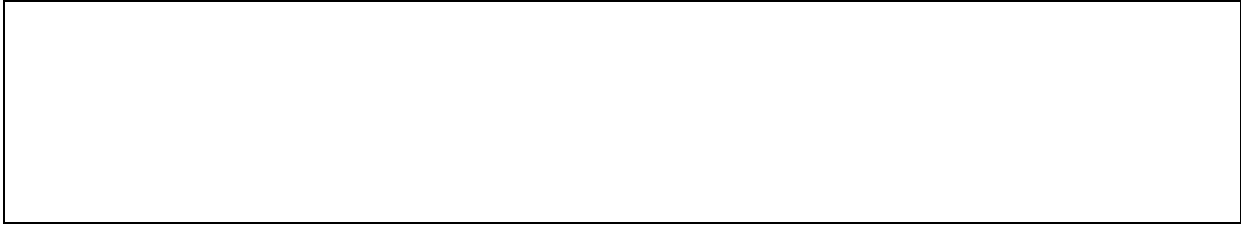
Employment of external solicitors or counsel to undertake work of this type would be much more expensive than a permanent post, with hourly charge-out rates of between £250 - £400.

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

This is an existing post and is therefore currently provided for in the Legal Services department budget. The Place Team Principal Lawyer post is range 6, with a salary of £35 430 - £40 741pa 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	RCET		
SECTION	Regeneration Delivery		
POST TITLE	2 x WORK Programme Job Broker Advisors (EXTERNALLY FUNDED) (until 31 June 2019)		
GRADE AND SALARY RANGE	Salary Range 3 including on-cost at 30% (£24,863 -£32,039)		
POST NUMBER	9713		
LOCATION	Employ Medway Advice Centre, 99-101 High Street, Chatham, Kent, ME4 4DL		
DATE POST BECAME VACANT	Post 1:1.7.17 Post 2: 1.10.17		
MANAGER POST REPORTS TO	Michelle Penrose		
*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:	Post 1: 1.7.17 to 30.06.2019 Post 2 : 1.10.17 to 30.06.2019		
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	na		
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: <b>Michelle Penrose</b>			

(\* 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.

**We require a replacement, externally funded post of Job Broker/Advisor and additional Advisor approval for if we are successful in securing supply chain partnership with one of the prime contract holders for the new Work and Health Programme. We are currently named in two out of the three prime contractors supply chain.**

**Our externally funded national Government initiative from the Department for Work & Pensions (DWP) termed the WORK Programme has seen an increase in referrals due to market share shift for higher performing providers. Employ Medway delivers employment support to customers in Medway, including newly released prisoners, those on alternative benefits such as Employment Support Allowance and customers with English as a second language and general longer term unemployed customers with multiple barriers to overcome. In addition to the increase in referrals via market share shift, we have just agreed to take over and support approximately 35 customers from The Island Partnership project to help contract performance improve overall. The new Work and Health programme contract will be announced end August 2017/ start September 2017 and so we will need to set up quickly in preparation for the new referrals on DWP Work and Health Programme which runs for 5 years**

**In order to provide a high quality service to the remaining Work Programme customers, and to the new Work and Health Programme customers for which we receive our income payments, we need to plan for two full time Advisors to retain the experience and quality of service provided by the team on our externally funded contract.**

**Currently Employ Medway is performing above contractual targets and so, is in a good position to secure a sub contracting role in the new Work and Health Programme. Income generated throughout the latter part of the current programme will carry us through to the new programme. These factors above require the need for approval of a replacement Job broker Advisor to ensure continued delivery of our current contract and for an additional advisor to assist set up and delivery of the Work and Health programme. All posts are externally funded through income derived from the Work programme or the Work and Health programme.**

#### *IMPACT on the Service*

**These posts are absolutely essential to overseeing the operational day to day customer facing and support service in providing essential professional quality assured information, advice and guidance (IAG) to those unemployed customers we are serving. The Job Broker Advisor will be responsible for a caseload of clients from 60-80 customers each for which they will meet with them on a regular weekly basis and have contact by e-mail and telephone, whilst further supporting the individual address their multiple barriers to employment through sourcing relevant support agencies, identifying and sourcing relevant job training and skills development courses and further more support the individual in searching for job opportunities and providing initial support to the individuals while they are in-work for the first 6 months. The role further involves engaging with local employers to source work placements and job opportunities on behalf of customers.**

**Without the replacement post, the direct operational services provided to the**

**public will not function and the contract requirements will not be performed and Medway council will be liable for non-conformance and non-performance in relation to services provided to customers and the achievement of job outcomes. The additional post (post 2) will be needed to help set up the new contract should the two prime contractors (G4S and Shaw Trust) be successful in their bids**

## **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2018.
2. If any savings could be achieved by alternative ways of providing the service.

**These post will be a 100% externally funded by DWP income The cost of filling to each post is Range 3 (Salary Range including on-cost @ 30% (£24863 - £32039)**

If recruitment to this post is not approved this could lead to non delivery of the Subcontract, a significant level of liability by Medway Council for non-conformance and meeting contractual requirements necessary to manage this major DWP contract from central government.

## **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	RCET	
SECTION	Transformation/Communications	
POST TITLE	Press Officer (Multimedia & Coms)	
GRADE AND SALARY RANGE	Range 4 (£25,093- £30,554)	
POST NUMBER	11005	
LOCATION	Gun Wharf	
DATE POST BECAME VACANT	5 September	
MANAGER POST REPORTS TO	Senior Press Officer	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>N</b>	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	<b>5 September – 5 March.</b>	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)		
NAME OF RECRUITING MANAGER:	<b>Celia Glynn-Williams</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.

The press officer fulfils a critical frontline role in the council as one of just two posts managing the council's reputation with the media and the broader general public. This is a critical role in ensuring that we communicate effectively with the public through the media and directly via social media in a timely way and if we are not able to do this, we risk not keeping our customers informed about the council and our services and about important news issues. It is a very public profile role. The two press staff each week will deal with:

- 30-40 enquiries from the media (local/regional and national) on a range of subjects that can take up to several hours to respond to and draft statements/responses to, depending on the level of complexity. This number continues to increase quarter on quarter. This is a high pressured, time critical role.
- Drafting, seeking approval and issuing proactive press releases on behalf of the council to ensure we communicate our stories effectively in the right media

(roughly 50-60 releases each quarter).

- Managing press briefings on issues of strategic importance for the council.
- Liaising with the media attending all council meetings.
- Generally ensuring that the council's key messages are understood and communicated correctly by the media.
- Posting stories on the range of our social media platforms to communicate our messages and responding to posts from our customers.
- Advising the leader and cabinet members on issues relating to the media and ensuring excellent coverage where possible for our members.
- Advising council officers both on how best to communicate and manage our profile in the media as well as advise and guide on the handling of sensitive subjects including drafting key messages.
- Being on an out of hours rota once every four weeks to respond to media enquiries at any time.
- Support the Senior Press Officer in all emergency communication activities.
- Support at all major council events to provide media and crisis communications activity where needed.
- Drafting articles for the council's Medway Matters magazine and any other magazines/blogs that carry information from the council.
- General advice for all staff on copy written to ensure our messages are communicated effectively and in the house style.

It's just not feasible for this demanding role to be fulfilled by just one person effectively. The workload is already stretching for two people. If this role is not filled, we run the risk of damaging the council's reputation with the media, general public and broader stakeholder base. In particular we could end up:

- Not responding to media enquiries to their publication deadline with the outcome potentially being stories being published with no council line/point of view and our reputation suffering. This would damage the excellent relationships we currently enjoy with the media.
- Failing to get our wide range of good news stories into the media due to the heavy number of enquiries and stories we need to deal with each week.
- Damaging our reputation with Medway residents and stakeholders for failing to respond in a timely way to social media enquiries and comments.
- Being insufficiently staffed in the event of a crisis to deal with media and other public enquiries via social media.
- Damaging our reputation by councillors/officers not being sufficiently advised when dealing with the media.

## **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31 March 2018.
2. If any savings could be achieved by alternative ways of providing the service.



1. Realisable savings if the post remains vacant - £22,393
2. This is a specialised role that could not be fulfilled from existing roles in the Communications Team or wider council body.

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

**Comments from Portfolio Holder**

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....