

## **CABINET**

**10 APRIL 2018**

### **RECRUITMENT FREEZE**

Portfolio Holder: Councillor Alan Jarrett, Leader

Report from: Neil Davies, Chief Executive

Author: Carrie McKenzie, Assistant Director, Transformation

#### **Summary**

This report brings forward 16 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 Department**

Lawyer, Contracts, Place Team, Legal Services (Permanent)  
Category Manager (x4)  
Lawyer, Contracts, Place Team, Legal Services (Locum)

#### **Children & Adults**

Head of School Services  
Programme Lead – Targeted Services  
Support Services Assistant (S.S.A.)  
SEN Travel Assistance Manager  
SEN Travel Assistance Officer (x2)

#### **Regeneration, Culture, Environment & Transformation**

Part-time Social Media Marketing Executive  
Project Officer  
Skills and Employment Programme Manager  
HR Consultant

- 3.2 The forms attached are email copies and the signed copy, job profile and structure chart is 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, Assistant Director, Transformation, 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>Lawyer, Contracts, 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>20<sup>th</sup> April 2018</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 Lawyer in the Place Team in Legal Services. This is an existing post which will become vacant on 20<sup>th</sup> April 2018. Approval is sought ahead of the current post holder leaving to try and minimise the gap between the lawyer leaving and a replacement starting which is particularly

pressing given the nature of the work undertaken by the current post holder. The Current post holder is instrumental in ensuring that the Council is able to continue with the establishment of companies such as MCG.

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.

In addition to running a very full caseload of procurement and contract matters, the present post holder has been heading up the contracts team on a number of major projects including the expansion of the MCG companies to take on further services. Any vacancies in this area are likely to have a very detrimental effect on the team's ability to deliver the Council's aims in this area. The Contracts team deals with academy conversions; these matters often have extremely tight deadlines and any vacancy here will severely affect the team's ability to effectively deliver this service and allow schools to convert within the strict deadlines imposed by the DfE.

If this lawyer is not replaced it will have a significant impact on the Council's ability to successfully deal with procurement matters and will lead to a significant increase in external legal spend as the team will no longer be in a position to undertake all contract and procurement work in house.

## **Budget Issues**

Please indicate:

1. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2019.
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, 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>	B475LS	
RECRUITING MANAGER	Michael Kelly	
DIRECTORATE	BSD	
TEAM	Category Management	
POST TITLE	Category Manager (x4)	
PAY RANGE	7	
POST NUMBER	14180	
PREVIOUS/CURRENT POST HOLDER	NA	
DATE POST WILL BECOME VACANT	Currently all vacant.	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: / / TO: / /	<b>N</b>
<b>Job Profile must be attached</b> The job profile used for all 4 roles is attached.		
<b>Attach a structure chart</b> to this form that details all established posts, highlighting all vacant posts. Attached as 'CM Proposed Structure'		

**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.*

Should these posts not be filled then the backdated workload for procurement projects will either be put on hold and put the Council in a position of contractual breach or the workload will be split amongst the current staff who do not have the required capacity to take it on. If the latter is adopted then the team risks further resignations due to unmanageable workloads and an even greater risk of contractual breaches.

**Budget Issues**

- *Please indicate the realisable savings if this post remained vacant until the end of the financial year:* By keeping these posts vacant the team will achieve a saving of approximately £20k per month. This sum is, however, offset against the risk of further resignations and the need to recruit into the posts with agency staff to manage the workload.
- *Please indicate if any savings could be achieved by alternative ways of providing the service:* By recruiting into these vacancies the team can save on the potential costs of legal challenge on awarded contracts by being able to backfill the deficit of requirements.
- *Please specify the funding source for this post:* The team's 17/18 and 18/19 resourcing budget is made to accommodate the recruitment of the current vacancies.

**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

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DIRECTORATE	<b>Business Support</b>	
SECTION	<b>Legal Services</b>	
POST TITLE	<b>Lawyer, Contracts, 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>20<sup>th</sup> April 2018</b>	
MANAGER POST REPORTS TO	<b>Vicky Nutley</b>	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	<b>No</b>	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	<b>Yes</b>	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	<b>No</b>	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	<b>20<sup>th</sup> April 2018 to 31<sup>st</sup> July 2018</b>	
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:-

3. 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.
4. Impact on the service if this post is not filled, with particular reference to services to the public.

This request is for a Locum Lawyer in the Place Team in Legal Services. This is an existing post which will become vacant on the 20<sup>th</sup> April 2018. Approval is sought ahead of the current post holder leaving to ensure a smooth handover and continuing cover through the recruitment period. This is particularly pressing given the nature of the work undertaken by the current post holder. The Current post holder is

instrumental in ensuring that the Council is able to continue with the establishment of companies such as MCG.

Agreement is sought to recruit to this post immediately despite the ongoing moratorium to ensure there is no gap in service provision.

In addition to running a very full caseload of procurement and contract matters, the present post holder has been heading up the contracts team on a number of major projects including the expansion of the MCG companies to take on further services. Any vacancies in this area are likely to have a very detrimental effect on the team's ability to deliver the Council's aims in this area.

If this lawyer is not replaced it will have a significant impact on the Council's ability to successfully deal with procurement matters and will lead to a significant increase in external legal spend as the team will no longer be in a position to undertake all contract and procurement work in house.

## Budget Issues

Please indicate:

3. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2019.
4. If any savings could be achieved by alternative ways of providing the service.

If we are unable to cover the work in house it will need to be outsourced to external firms

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. This would also incur Counsel's fees to cover any tribunal hearings which would incur further spend

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

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<b>JOB REFERENCE NUMBER</b>		
RECRUITING MANAGER	Helen Jones	
DIRECTORATE	Children and Adults'	
TEAM	Commissioning, Business & Intelligence	
POST TITLE	Head of School Services	
PAY RANGE	Service Manager	
POST NUMBER		
DATE POST WILL BECOME VACANT	31 March 2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS	<b>Y/N</b>
	TEMPORARY RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: / / TO: / /	<b>Y/N</b>
<b>Job Profile must be attached</b> Should you require any assistance with updating job profiles you should contact Resourcing to arrange a meeting before proceeding		
<b>Attach a structure chart</b> to this form that details all established posts, highlighting all vacant posts		

**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.*

This post is responsible for leading and managing the Local Authority's statutory functions in relation to schools (school admissions, school improvement, school organisation, school capital and transport). They will be responsible for maintaining the excellent working relationships with all schools so that whole system working remains possible to ensure the best possible outcomes for the children and young people of Medway.

If this post is not filled there will be a reputational risk and a downturn in our relationships with headteachers and teachers causing further pressure on the Council for its programme of academisation particularly with the Regional Schools

Commissioner. There will be no client side lead for school services with Medway Commercial Group, ensuring the focus is on school improvement outcomes. There will be little to none coordination of partnership arrangements with schools, particularly Schools' Forum.

**Budget Issues**

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

This post becomes vacant at the end of the financial year. Therefore there are no savings to be made.

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

Alternative ways of providing the service have been risk assessed and analysed this is the best possible course of action.

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

Commissioning, Business & Intelligence Management Code

**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>	0078312	
RECRUITING MANAGER	WENDY EDWARD	
DIRECTORATE	CHILDREN AND ADULTS	
TEAM	CHILDREN'S PARTNERSHIP COMMISSIONING	
POST TITLE	PROGRAMME LEAD – TARGETED SERVICES	
PAY RANGE	7 (£41478 - £46162)	
POST NUMBER	13259	
DATE POST WILL BECOME VACANT	20 APRIL 2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: / / TO: / /	<b>Y/N</b>
<b>Job Profile must be attached</b> Should you require any assistance with updating job profiles you should contact Resourcing to arrange a meeting before proceeding		
<b>Attach a structure chart</b> to this form that details all established posts, highlighting all vacant posts		

**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.*

Children's Partnership Commissioning (0 – 25) is responsible for strategic and operational commissioning of services on behalf of Medway Council and Medway Clinical Commissioning Group in order to ensure:

- the right level of integration to secure better outcomes
- high quality sustainable services
- reduction in health inequalities
- improved educational attainment and skills
- improved well-being of children and young people

This Cabinet Approval application is seeking permission to recruit to one post of Programme Lead for Targeted Services which has the following responsibilities:

- Young Persons' Wellbeing Service
- Children's Continuing Care
- Domestic Abuse
- Eating Disorders
- SEN Travel Assistance
- Sexual Assault Referral Centre
- Family Drug and Alcohol Court
- Children's Advocacy
- Appropriate Adults
- Independent Visitors
- Transitions – Complex Needs
- Family Group Conferencing

This post provides line management to the operational SEN Travel Assistance Team of six staff, one Senior Partnership Commissioner and one Medway Young Persons' Wellbeing Service Transformation Lead. This post is joint funded by CCG and Medway Council and will involve working for Health, Education and Social Care.

The post will be vacant on 20 April 2018. The post is integral to successful delivery of key change projects that deliver positive outcomes for children, young people and their families. These key projects will deliver more local provision and support for children and will focus on supporting and enhancing families' resilience, keeping families connected to their local communities and building a market that has the highest aspirations for the children and families they are working with.

The post will drive the delivery of council savings and QIPP.

## **Budget Issues**

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

There are no savings associated with this role. Any delays in recruiting to this post will result with significant risks to the CCG and Medway Council – safeguarding, financial and reputational risks.

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

There is no alternative way of delivering this programme of work except to distribute the tasks to incumbent staff. This would lead to unsafe and unmanageable caseloads leading to the risk of losing more staff.

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

The funding for this post is from CCG and Medway Council. The salary including on costs is £59,853 per annum.

## **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

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DIRECTORATE	Children and Adults		
SECTION	Mental Health		
POST TITLE	Support Services Assistant (S.S.A.)		
GRADE AND SALARY RANGE	Range 2: Salary £14,821-£19,241		
POST NUMBER	10059		
LOCATION	Gun Wharf		
DATE POSTS BECAME VACANT	31/01/2018		
MANAGER POST REPORTS TO	Angela Maduabuchi		
*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) <b>Medway Council Internal Agency Pool</b>			
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: Angela Maduabuchi			

(\* Please delete as appropriate)

**1. Impact on service – please include:- and information on the structure within this function indicating numbers of posts of the same type**

The established structure has 5.00 FTE Support Service Assistant (SSA) at a budgeted cost of £107,451

The post is fully funded within Adult & Social care team. We have 1 FTE SSA in permanent post and 2 FTE on temporary post. We are looking to get 2 more temps until we fill them permanently.

The Medway Mental Social Work Team's Support Service Assistants (SSA) administrative function provides a wide range of administrative tasks that support's the whole of the Adult social care team.

Some of the work that needs doing are as follows:

- To be logged on to the team Hunt Group number to take calls and enter case notes onto Frameworki copying in the allocated worker and passing urgent issues to Duty. This would greatly assist all practitioners, especially those on Duty, freeing them up to prioritise tasks and actions rather than getting 'caught' on the phone taking messages for others.
- Photocopying and faxing as required.
- Typing and posting standard letters e.g. Care Act eligibility letters, Third Party Top Up documents etc.
- Printing and posting copies of assessments to clients/advocates as appropriate and putting case note of actions onto Frameworki.
- Book rooms for meetings, invite attendees, take minutes etc.
- Book visits for practitioners as requested.

Helping the DOLS admin team with sending out letters to customers etc and to help with the invoicing.

**Additional information**

**2. Impact on the service if this post is not filled, with particular reference to services to the public:-**

The impact of the current vacancy will put pressure on the remaining staff within the Admin function. This pressure may well manifest in symptoms of stress leading to increases in sickness significantly increasing the risk the team may not be able to discharge those statutory duties. Staff member leaving for other opportunities within the Medway Council created the current vacancies and there is a risk the existing experienced staff may be driven to do the same by a continued stressful pressured environment. Any reduction on this level would certainly mean the service to the front line staff would be impeded therefore impacting on our customers and the public and would be jeopardised leading to complaints from the service users and partnership agencies. The social workers spend a lot of time doing work that admin can take on and these impacts on the time they have to work with customers.

**Budget Issues**

Please indicate:

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

Please specify the funding source for this post: The post is in the base budgeted within the EHP team.

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

**Comments from Portfolio Holder**

Signed: .....  
Director

Dated: .....

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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DIRECTORATE	Children and Adults		
SECTION	Partnership Commissioning		
POST TITLE	SEN Travel Assistance Manager (Range 6 indicative)  2 x SEN Travel Assistance Officer (Range 2 indicative)		
GRADE AND SALARY RANGE	Range 6 - £36,072 - £41,478  2 x Range 2 - £15,332 - £19,472		
POST NUMBER	New posts		
LOCATION	Gun Wharf		
DATE POST BECAME VACANT	New Post		
MANAGER POST REPORTS TO	Head of Children's (0-25) Partnership Commissioning		
*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)	NA		
NAME OF RECRUITING MANAGER: Wendy Edward			

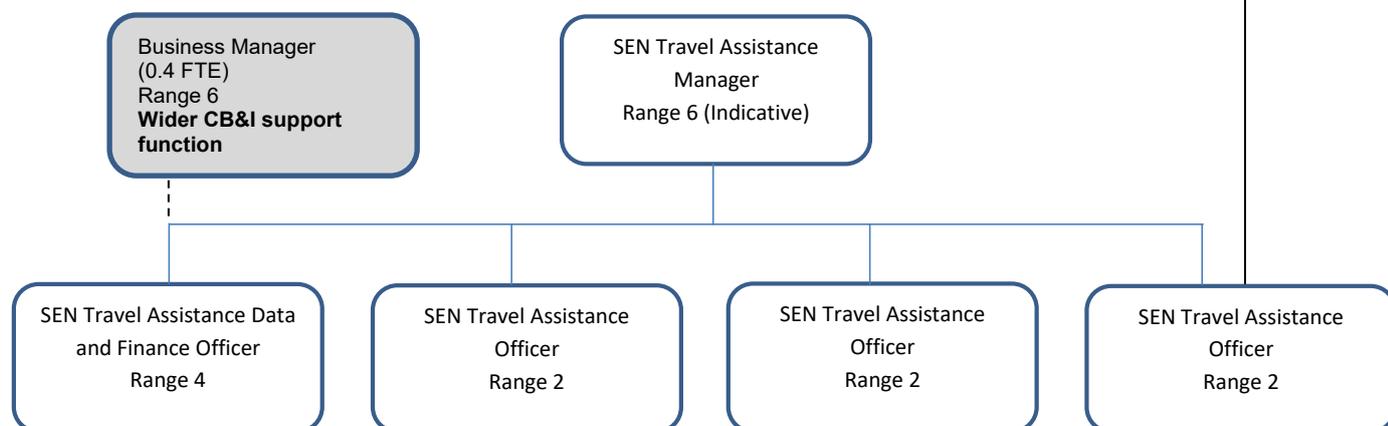
(\* please delete as appropriate)

### 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.

*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.*

The proposed re-structuring means that there is an increase in staffing of 2.5fte, as an invest-to-save, to ensure the achievement of proposed savings within the SEN Transport service. The structure would consist of 5 FTE, including an SEN Travel Assistance Manager and Range 2 SEN Travel Assistance Officers.



This restructuring would mean that there is sufficient capacity in place to achieve proposed savings of £200,000, as the existing structure is not robust enough to adequately manage day to day operational issues. Therefore an invest-to-save is proposed that would result in a budget pressure that will be mitigated through:

- Proposed Home to School Transport Policy Changes, including the roll out of more flexible funding assistance options
- Re-tendering the current Framework contact
- Rigorous management of existing arrangements

*2. Impact on the service if this post is not filled, with particular reference to services to the public.*

The Council has a statutory duty to ensure that, for eligible children and young people with special educational needs, suitable travel arrangements are made, where necessary, to enable a child's attendance at school. Medway's Home to School Transport Policy (April 2017) defines the Council's policy and processes for meeting these legal duties.

Approximately 1,200 Medway pupils/students receive some form of SEN Travel Assistance. By not restructuring and thereby ensuring capacity for this service to meet both the £200,000 savings target as well ensuring that the Council's reputation is maintained by providing a good service to all eligible children and their families. This includes ensuring value for money, when negotiating with providers.

Therefore by ensuring this capacity we can look to remove the heavy reliance on ad hoc solo taxi arrangements, which are an expensive option of providing travel assistance, ensuring a culture shift making them the last resort. Instead the restructure will also allow for the options for SEN transport need to be expanded to include greater flexibility to work collaboratively with parents and carers, for example through personal travel assistance budgets, travel training, and pick up points.

## Budget Issues

Please indicate:

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

Significant steps have been taken in 2017/18 to introduce rigorous cost control in the delivery of the Council's statutory duties in relation to SEN transport. In November 2017 Cabinet approved consultation on a raft of policy changes and, subject to the outcome of that consultation and subsequent review of the proposed policy changes by O&S and Cabinet, commissioners are confident that there are opportunities of achieving savings of £200,000 in 2018/19 and further in 2019/20 following the retendering of the Framework contract.

In order to deliver net £200,000 savings in 2018/19, it is imperative that there is appropriate staffing capacity to undertake the key tasks aligned to their delivery. At the current time the substantive SEN Transport structure transferring from Norse and the SEN team in September 2017 is significantly depleted due to long-term sickness and a recent resignation. It is widely recognised that the transferring structure is not fit for purpose in terms of the day to day operational management of the service. It is certainly not equipped to drive through the wide range of policy and procedural changes required to realise savings and efficiencies in the coming years.

Officers have estimated that the new structure would increase substantive staff costs within the overall SEN Transport Assistance budget by between £35K and £50K pa, however, the restructure will be the key enabler for the delivery of wider invest to save proposals for 18/19 and beyond. The net savings will be £200,000.

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

SEN Travel Assistance core budget.

## Comments from Portfolio Holder

Signed:

Councillor Andrew Mackness, Portfolio Holder

Dated:

27 March 2018

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	RCET		
SECTION	MAE		
POST TITLE	Part-time Social media marketing executive		
GRADE AND SALARY RANGE	Range 3 (tbc), £19,472-£25,093 pro-rata, 1-day pw		
POST NUMBER	New post		
LOCATION	Rochester Community Hub		
DATE POST BECAME VACANT	31/7/17		
MANAGER POST REPORTS TO	Hilary Treays		
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y/N		
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	Y/N		
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	Y/N		
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:			
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)			
NAME OF RECRUITING MANAGER: Hilary Treays			

(\* 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) Social media work had been undertaken locally for MAE by a full-time member of staff, based at Rochester AE but who was part of the HR team – this was an agreement with a previous line manager. However, due to changes within HR the member of staff undertaking this work for MAE moved back to Gun Wharf and changes to her job mean she no longer has the capacity to do this work. We have employed a temp to cover this work and now need approval to extend this for another 6-months</p> <p>2) The individual works closely with Corp Comms but it is essential we have someone in the MAE team to respond to enquiries and maintain social media presence. MAE cannot rely solely on Corp Comms to do this work as it is ongoing and Corp Comms staff can be busy on other promotions and not in a position to respond immediately to any comments or queries or a need to urgently promote courses. Not filling this post will impact on enrolments and income generation and could lead to the service not fulfilling it's ESFA</p>
--

contract.

**Budget Issues**

Please indicate:

- 9. the realisable savings if this post remained vacant until the 31<sup>st</sup> March 2019.
- 10. If any savings could be achieved by alternative ways of providing the service.

**Please specify the funding source for this post:**  
Externally funded - ESFA

**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>	R703JBS	
<b>RECRUITING MANAGER</b>	Carole Nisbet	
<b>DIRECTORATE</b>	RCET	
<b>TEAM</b>	MAE	
<b>POST TITLE</b>	Project Officer, part-time, 14 hours pw	
<b>PAY RANGE</b>	Range 4 (to be confirmed) £25,093 - £30,554 pro rata	
<b>POST NUMBER</b>	TBA	
<b>PREVIOUS/CURRENT POST HOLDER</b>	N/A	
<b>DATE POST WILL BECOME VACANT</b>	Immediate	
<b>IS THIS REQUEST TO COVER:</b>	PERMANENT RECRUITMENT	<b>N</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: // TO: //	<b>N</b>
	SECONDMENT FROM: 26/04/18 TO: 25/10/18	<b>Y</b>
<b>Job Profile must be attached</b> Should you require any assistance with updating job profiles you should contact Resourcing to arrange a meeting before proceeding		
<b>Attach a structure chart</b> to this form that details all established posts, highlighting all vacant posts		

**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.*

MAE has to procure and implement a new MI system by March 2019, when the existing MI system will be withdrawn. There is no-one within the current structure who has the capacity to manage the workload this will create, so we are looking to recruit to a temporary Project Officer post and this post will support the Data and Funding Manager with the procurement and implementation work. Failure to recruit to this post will mean we will be without an MI system and unable to produce funding claims which will result in clawback of funding and a failure to meet ESFA contract terms and conditions and we would not be able to enrol learners to generate funding to run the service.

**Budget Issues**

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

No savings, as it is an additional, temporary post

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

There is no capacity within the service to do this additional work

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

Externally funded, ESFA, and savings from vacancy in the established staff structure

**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	Sunny Ee	
DIRECTORATE	RCET	
TEAM	Regeneration Delivery	
POST TITLE	Skills and Employment Programme Manager	
PAY RANGE	Range 7	
POST NUMBER	New Post; TBC	
PREVIOUS/CURRENT POST HOLDER	NA	
DATE POST WILL BECOME VACANT	NA	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: / / TO: / /	<b>N</b>
<p><b>Job Profile must be attached</b> Should you require any assistance with updating job profiles you should contact Resourcing to arrange a meeting before proceeding</p>		
<p><b>Attach a structure chart</b> to this form that details all established posts, highlighting all vacant posts</p>		

### Service Impact

The importance and impact of improving skills and employment in Medway has been a key focus of the Council and Directorate Plan. There are a number of challenges that need to be tackled in regard to upskilling local people to encourage high GVA businesses to invest and locate in the area. The number of jobs available to the Medway population is roughly half and the average salary across Medway based businesses is lower than both the national and regional levels. Medway aspires to being a viable economic hub, not a commuter dormitory and to do so needs to invest time and resources into developing and delivering an effective skills agenda and delivery plan.

Although the Council has clear ambitions to deliver change there are currently no dedicated resources that can develop both a robust strategy and delivery plan as well as manage a team to implement effective actions. The proposed post would bring

this together and manage some existing resources to pull this together. They would be essential in delivering the Council's vision and without them we would be unable to drive change and create better opportunities for local people and businesses.

### **Budget Issues**

- *Please indicate the realisable savings if this post remained vacant until the end of the financial year: **NA***
  
- *Please indicate if any savings could be achieved by alternative ways of providing the service: There is literally no other resource within the Council to take this forward at both a strategic and delivery level. External funding as and when opportunities arise is a possibility to fund this post but there are currently no known funding streams to apply for and in the meantime no progress would be made on Medway's emerging skills agenda.*
  
- *Please specify the funding source for this post: The funding source was confirmed in the Council's budget statement for 2018-19.*

### **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	Nicola Smith	
DIRECTORATE	RCET	
TEAM	HR Schools	
POST TITLE	HR Consultant	
PAY RANGE	Range 5	
POST NUMBER	1275	
DATE POST WILL BECOME VACANT	11 May 2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: 11/05/18 TO: / /	<b>Y</b>
<b>Job Profile must be attached</b> Attached		
<b>Attach a structure chart</b> Attached		

**Service Impact**

The role provides a front-facing service to schools, offering HR consultancy, advice and support to schools on a buy-back basis and is an income generating role for the Council. The post is located within a small HR team that achieves income exceeding £200,000 per annum. The filling of this role is crucial to ensuring the good reputation of the Council and its HR service amongst school-based staff.

There are currently 26 Medway and Kent schools and academies buying a HR consultancy contract. In addition, the team offer training and development programmes to all Medway schools which brings in additional income. They also broker contracts with external providers such as an Employee Value Programme with Carefirst and occupational health services with East Kent Hospital Trust, which are chargeable services.

The services are valued by schools and has recently been approached by both new and expanding Multi Academy Trusts to provide quotes for annual and ad hoc services looking to change their HR provider or outsource from September 2018 showing that market opportunity remains a priority for the team.

**Budget Issues**

As schools became academies and business opportunities reduced, savings were achieved from restructuring the service on two occasions in October 2014 and October 2017. 2.5 vacant posts were deleted from the structure to achieve efficiencies but there is no further opportunity to reduce the number of posts.

- *The service needs to be provided under the terms of the service level agreements (SLAs) with schools.*
- *If the post was unable to be filled, the recruitment of temporary staff to cover the SLA contractual duties would be required. It is likely to cost more to recruit temporary staff to cover than to appoint to the permanent role as interim staff would charge more.*
- *The potential to outsource the service to Ocelot has already been explored. TUPE will apply when the service moves to Ocelot.*
- *Income from schools (over £200,000 per annum) covers the cost of the HR Advice and Consultancy role and other staff members.*

**For Externally Funded posts:**

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

**Comments from Portfolio Holder**

The post is essential to ensuring the delivery of existing contracts with schools which generates income streams for the local authority.

**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:  
.....