

## **CABINET**

**7 AUGUST 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 3 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**

Youth Offending Team Officer (Maternity Cover)

#### **Business Support Department**

Lawyer, Property, Place Team, Legal Services

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

Head of HR

- 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)

#### **Appendices:**

Appendix 1- Recruitment Freeze Forms

**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>



## CABINET 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	Kenneth Dance	
DIRECTORATE	<b>Children's services</b>	
TEAM	<b>Youth Offending Team (YOT)</b>	
POST TITLE	<b>YOUTH OFFENDING Team Officer</b>	
PAY RANGE	<b>Range 4 £25093 - £30554</b>	
POST NUMBER	<b>9818</b>	
DATE POST WILL BECOME VACANT	23/07/2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>N</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**

- 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.*

There are three other social workers within the team.

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

This is an application for maternity cover. The present post holder is going on maternity leave from 14/09/2018. Within the team we also have another member of staff going on maternity leave at the end of November 2018. So by December 2018 the YOT team will be two members of staff below normal staffing levels. Given that the YOT is a team of 8 case holding staff members the temporary loss of 2 members of this team will have a significant impact upon our work. In January 2018 the team was divided in two, one part delivering out of court interventions and the other delivering court work. Both the staff going on maternity leave are from the court team. This will in effect reduce this team to 3 members of staff.

Any reduction in the case holding capacity of the Youth Offending Team, will have a significant impact upon the team's ability to undertake its statutory functions.

### **Budget Issues**

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

There will be no savings as such as this is a maternity cover application.

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

The alternative is not to provide cover for this post.

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

The Youth Offending Team is funded by the Youth Justice Board and the Local Authority. This is the make up of this year's budget.

Local Authority Contribution - £308,194

Youth Justice Board contribution - £305,104.

Police Crime Commissioner contribution - £90,353

It is not possible to state that this is an externally funded post in that the Youth Offending Team salaries are funded from all of the above contributions.

I am proposing that ***for the period of the maternity cover*** this post is covered by a YOT officer grade post rather than a social worker. The budget implications of temporarily recruiting a agency social worker would be very expensive. Due to the shortage of social workers it is unlikely that we would be able to get one to undertake a temporary fixed term contract. As a temporary measure I am confident that the team would be able to function with a YOT officer grade worker as opposed to a social worker. Recruiting to this post at a Medpay range 4 (£25093 - £30554) as opposed to a social worker range 3 (£32,000 - £38,296) will be a considerable financial saving to the Council. This represents a temporary regrading of this post.

I am proposing that this post is covered for 12months from 14/09/2018 to 13/09/2019 (this is the period that the present post holder has said that she is likely to be off work for).

The current budget situation indicates that we will be able to afford this as this is an estimated underspend of around £150,000 from the overall YOT budget.

**For Externally Funded posts:**

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

**Comments from Portfolio Holder**

**Director**

Signed: .....

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

**Directorate Portfolio Holder**

Signed: .....

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

**Councillor Alan Jarrett**

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	<b>Business Support</b>	
SECTION	<b>Legal Services</b>	
POST TITLE	<b>Lawyer, Property, 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 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:		
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.

<p>This request is for a Locum Lawyer in the Place Team in Legal Services. This is an existing post will be vacant through the existing locum lawyer taking an extended period of leave. Approval is sought ahead of the current post holder leaving to ensure a smooth handover and continuing cover through the absence period. This is particularly pressing given the nature of the work undertaken by the current post holder. The Current post holder is holding a high level complex case load including</p>
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several transactions worth hundreds of thousand of pounds and projects of corporate significance.

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 the above the current post hold carries a significant case load of smaller matters through providing maternity cover for another member of the team.

If this locum 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 these significant projects 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.

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: .....

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<b>JOB REFERENCE NUMBER</b>	R488CR	
<b>RECRUITING MANAGER</b>	Carrie McKenzie	
<b>DIRECTORATE</b>	RCET	
<b>TEAM</b>	HR	
<b>POST TITLE</b>	Head of HR	
<b>PAY RANGE</b>	Service Manager	
<b>POST NUMBER</b>	14333	
<b>DATE POST WILL BECOME VACANT</b>	The post has been covered in an Acting Up capacity since 17 September 2017.	
<b>IS THIS REQUEST TO COVER:</b>	PERMANENT RECRUITMENT	<b>YES</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FROM: / / TO: / /	<b>NO</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

5. *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.*

As Head of HR, the post has no equivalents within the HR Service and the post holder has direct management responsibility for 6 direct reports and a budget responsibility of £2.6ml, covering a total HR service FTE of 38.31.

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

The post holder acts as the overarching HR subject matter expert across the whole of the HR Service directly managing 4 X R7, 1 x R6 HR Business Partners and 1x other officer that cover the broad spectrum of HR from Recruitment, Employee Relations (including case work and TU engagement), Business Partners (dedicated to specific service areas managing restructures, TUPE transfers, and closures), Workforce Development, Health and Safety, to HR Support.

The post holder has further responsibility for the preparation of reports and associated papers for Employment Matters Committee and attends this Committee with the Assistant Director – Transformation and ensures the provision of accurate and timely HR performance data to inform a number of service related reports and statutory returns.

Due to the nature of the work within HR, any loss of a senior post with a consequential diminution in skills and experience can only have a negative impact across the Council including in particular Social Care, where the demand for HR support is greatest.

### **Budget Issues**

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

The post has been covered under an "Acting Up" contract since 17 September 2017, due to the nature of the post and the wider impact across the whole of the Council maintaining cover in this post under existing arrangement is not sustainable.

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

The delivery of a fit for purpose and effective HR Service is key to the Council meeting any number of deliverables across the majority of its service area. The role provides a high level of protection to the Council in mitigating risks and exposures from employment related matters and the post holder is required to hold a relevant high level of professional accreditation with demonstrable experience in the delivery of a broad suite of HR related services.

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

This post is fully funded from the HR Services budget.

**For Externally Funded posts:**

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

**Comments from Portfolio Holder**

**Director**

Signed: .....

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

**Directorate Portfolio Holder**

Signed: .....

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

**Councillor Alan Jarrett**

Signed: .....

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