

CABINET

18 DECEMBER 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 4 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

Partnership Commissioning Programme Lead – Residential and Nursing Care
Partnership Commissioning Programme Lead, Home Care
Data Quality and Claims Monitoring Officers x 2

- 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

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Chatham Telephone: (01634) 332261 Email: 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, 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, so that the approval form can be inserted into the cabinet report.

JOB REFERENCE NUMBER		
RECRUITING MANAGER	Head of Partnership Commissioning (Adults), Scott Elliott	
DIRECTORATE	Children's and Adults	
TEAM	Partnership Commissioning Team (Adults)	
POST TITLE	Partnership Commissioning Programme Lead – Residential and Nursing Care	
PAY RANGE	Range 7	
POST NUMBER		
PREVIOUS/CURRENT POST HOLDER	Not applicable	
DATE POST WILL BECOME VACANT	It is a new post	
IS THIS REQUEST TO COVER:		
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS	Y
	FIXED TERM CONTRACT FROM: 1 October 2018 to 31 March 2020	
Job Profile must be attached Should you require any assistance with updating job profiles you should contact Resourcing to arrange a meeting before proceeding.		
Attach a structure chart 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.

The Partnership Commissioning Team (Adults) sits within the Children's and Adults Services Directorate.

A number of key projects within the Partnership Commissioning Team (Adults) are dependent on the recruitment of an additional resource to take them forward, namely

commissioning Older People's residential and nursing care (over 65+years) with Working Age Adults (under 65+ years) residential and nursing care. This work is being progressed jointly working in partnership with Medway Clinical Commissioning Group (CCG) and the Continuing Healthcare Team. It has been agreed that the Partnership Commissioning Team will lead on this procurement activity in order to achieve better value for money services on the part of both organisations and support the timely discharge of patients from hospital. Part of this role will look at where there are opportunities to block contract services and address gaps in provision and secure improved pricing.

There is a pressing need to update the terms and conditions of contract and ensure that the Council has robust service specifications that are fit for purpose and clearly detail our expectations of providers both in and outside of Medway. Residential and nursing care has predominately been spot purchased and no competitive procurement process has been undertaken to sourcing care home services (with the exception of outsourcing our in-house provision in 2012/13). Recruitment to this post will ensure the Council is compliant with contractual regulations, including: The Health and Social Care Act 2008 (Regulations 2014) and the Care Act 2014. Legal services has advised that the Council needs to ensure it has a number of policies and procedures in place to supplement the terms and conditions of contract which currently do not exist. This will ensure the Council structures the pricing of these services in an equitable way.

It is anticipated that 1 FTE Project Manager will be required to lead the work.

This will entail the need to backfill this role for a period of time to enable the specifications, ITQ documentation and evaluation criteria to be drafted.

The recommissioning programme will involve drafting in excess of five service specifications and ensuring the recommissioning process is delivered to the proposed timescales of having the new Framework of providers awarded by December 2019.

A three month mobilisation period will also be required. It is therefore anticipated that 18 months of additional resource capacity will be required. JCMG agreed that this role be funded out of the Better Care Fund. The annual amount is £60,500. Total amount over the 18 month period is £90,750

Budget Issues

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

This is a new post.

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

Without the additional resources these projects cannot be taken forward by the Partnership Commissioning Team (Adults).

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

The Better Care Fund. On 28 June 2018 the Joint Commissioning Management Group agreed the allocation of £90,750 from the BCF budget to fund this post over a 18 month period.

For Externally Funded posts:

- Salary amount allocated to this post £60,500.....
- Reserves allocated in case of redundancy £.....

Comments from Portfolio Holder

Service Manager (Externally funded posts only)

Signed:

Print Name:Date:
.....

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/ ITEMS

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, so that the approval form can be inserted into the cabinet report.

JOB REFERENCE NUMBER		
RECRUITING MANAGER	Head of Partnership Commissioning (Adults), Scott Elliott	
DIRECTORATE	Children's and Adults	
TEAM	Partnership Commissioning Team (Adults)	
POST TITLE	Partnership Commissioning Programme Lead, Home Care	
PAY RANGE	FTE Band 7 (Two year fixed term contract)	
POST NUMBER	Not applicable	
PREVIOUS/CURRENT POST HOLDER	Not applicable	
DATE POST WILL BECOME VACANT	It is a new post	
IS THIS REQUEST TO COVER:		
	TEMPORARY OR PERMANENT RECRUITMENT VIA OCELOT PEOPLE SOLUTIONS FIXED TERM CONTRACT FROM: 1 October 2018 to 30 September 2020	Y
<p>Job Profile must be attached Should you require any assistance with updating job profiles you should contact Resourcing to arrange a meeting before proceeding.</p>		
<p>Attach a structure chart to this form that details all established posts, highlighting all vacant posts.</p>		

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.

The Partnership Commissioning Team (Adults) sits within the Children's and Adults Services Directorate.

A number of key projects within the Partnership Commissioning Team (Adults) are dependent on the recruitment of an additional resource to take them forward, namely the joint recommissioning of Home Care by April 2020. The recommissioning of End of Life Care by April 2019 and the implementation of the Home First Plus pilot by December 2018.

All the above programmes of activity will be undertaken on behalf of Medway Council and Medway Clinical Commissioning Group.

There is an urgency to commission the Home First Plus pilot to ensure sufficient homecare provider are in place to start delivering care in the persons home the winter. This could result in delays and community intermediate care beds being used to cover the period between a patient being medically fit for discharge and their homecare package starting. The aim of this pilot is to ascertain if better patient outcomes can be achieved by improved flow out of Medway Maritime Hospital.

Budget Issues

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

This is fixed term post for a period of three years. It is jointly funded by MCCG and Medway Council out of the BCF. It is not filling an existing vacant post.

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

The plan is to pilot the Home First Plus service over a period of 17 weeks and ascertain if savings could be achieved by preventing people having to be placed in more expensive step down beds following discharge from hospital when they could be returned home.

The recommissioning of EOL Home Care is anticipated to deliver savings but this would be savings benefitting the CCG not the Council.

The recommissioning of all Home Care by 2020 is not anticipated to deliver cashable savings but it will deliver savings as to back office efficiencies and increased spend on annual inflationary increases.

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

The Better Care Fund. On 28 June 2018 the Joint Commissioning Management Group agreed the allocation of £121,000 from the budget to fund the post over a period of two years.

For Externally Funded posts:

- Salary amount allocated to this post £...60,500.....
- Reserves allocated in case of redundancy £...N/A.....

Comments from Portfolio Holder

Service Manager (Externally funded posts only)

Signed:

Print Name:Date:
.....

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 to request approval from the relevant Director and Directorate Portfolio Holder to recruit to vacancies and return to the Resourcing Team, HR Services, Gun Wharf

DIRECTORATE	C&A
SECTION	EHTT
POST TITLE	Data Quality and Claims Monitoring Officers x 2 (Fixed Term Contracts)
POST NUMBER	13302
GRADE AND SALARY RANGE	Range 3 £19,472 - £25,093
LOCATION	Broadside
DATE POST BECAME VACANT	03/05/18

*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	No – Fixed Term
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	No
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	Nov 2018 – March 2020
NAME OF RECRUITING MANAGER	Donna Mills

(* 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.

Extending the contract for these two temporary posts is necessary to provide support to claim Payment by Results (PBR) under the Troubled Families Programme in the Early Help Transformation Team (EHTT) fulfilling the Council's commitment to this national Government programme.

The posts are currently filled by two temporary members of staff (since May 2018) and focus on historic PBR claims. As a result we are now catching up with other LA areas in our PBR claims and wish to continue and improve on this trend. This progress is due to the permanent post plus these two temp members of staff who have successfully met all targets set since April 2018.

We will require both temporary staff members until February 2019 and one if not both of these until March 2020. This is due to the sheer number of cases

that have to be assessed over that time to be able to claim PBR. The temp posts are being reviewed on a 3 monthly basis to ensure they are necessary.

Training staff in this work takes at least 3 months and we will lose the momentum we have recently won if these posts are not approved.

The permanent post already in place will focus on new cases going forward whereas our temp posts will trawl back over historic cases which due to changes in the programme are now claimable.

Some £1.6m in PBR for the council is dependent on this post. Failure to recruit and have control over this post would result in the potential loss of PBR.

If the posts are not filled, EHTT's capacity to respond to the vastly expanded Phase 2 Troubled Families programme would be reduced. The Council could be liable to pay back some funding to the DCLG for up-front fees.

The EHTT needs to be ready to extend the existing temp posts from mid-November to be able to make PBR claims as soon as possible.

This posts will be extended using Core budget EHTT funding.

Budget Issues

Please indicate actual cost of filling this post:

Please specify the funding source for this post:
This post will be recruited using Core budget EHTT funding.

Signed:
Director

Dated:

Signed:
Directorate Portfolio Holder

Dated: