

CABINET

3 MARCH 2020

RECRUITMENT FREEZE

Portfolio Holder: Councillor Alan Jarrett, Leader

Report from: Neil Davies, Chief Executive

Author: Samantha Beck-Farley, Head of HR

Summary

This report brings forward 7 posts to be considered for approval.

1. Budget and Policy Framework

1.1 It is the responsibility of Cabinet to manage income and expenditure to remain within the budget approved by Council.

2. Background

- 2.1 At Cabinet on 7 January 2003 Members agreed a process by which directors could request approval to fill posts that are not on the list of exempted posts agreed by Cabinet on 10 December 2002. This process was introduced at a time of high concern about overspending as one measure to assist budgetary control. Members have indicated they wish to retain this direct detailed control of recruitment decisions while budgets remain difficult to manage.
- 2.2 The posts requiring approval to fill are being presented to this Cabinet with the following information: -
 - Details of the post including directorate and section, post title, grade and location.
 - Length of time post has been vacant.
 - Impact on service if the post is not filled with particular reference to services to the public.
 - Numbers of posts of this type within the function.
 - Realisable savings including any proposals to provide the service in alternative ways, which could also lead to savings.
 - Comments from the relevant portfolio holder.

3. Details of the post requiring approval

3.1 The following posts are coming forward for approval, the details of which are shown at Appendix 1: -

Children & Adults:

Youth Offending Team Officer School Admissions & Transport Officer (Assessment & Appeals) Placement Officer

Business Support:

Senior Valuation Surveyor Senior Revenues Officer ICT Solutions Analyst 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:

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Appendices:

Appendix 1 Recruitment Freeze Forms

Background papers:

Cabinet report 10 December 2002

http://democracy.medway.gov.uk/ieListDocuments.aspx?Cld=115&Mld=1834&Ver=4

Cabinet report 7 January 2003

http://democracy.medway.gov.uk/ieListDocuments.aspx?Cld=115&Mld=1835&Ver=4

JOB REFERENCE NUMBER	CH0231RS
CASE NUMBER	ATR000049
RECRUITING MANAGER	Kenneth Dance
DIRECTORATE	Children and Adults
DIVISION	Public Health
SERVICE	Public Health Programmes
SERVICE MANAGER	Aeilish Geldenhuys
ASSISTANT DIRECTOR	James Williams
DIRECTOR	Ian Sutherland
PORTFOLIO	Adult Services
PORTFOLIO HOLDER	Councillor David Brake

TEAM	Youth Offending Team
POST TITLE	Youth Offending Team Officer
	Touri Gherianig Team Ghiser
PAY RANGE	Medpay Range 4
POST NUMBER	0012962
NEW POST TO THE	No
ORGANISATION?	
POST CURRENTLY FILLED?	Yes
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	30/03/2020
PREVIOUS POST HOLDER	

Type of recruitment	Temporary
Date from	30/03/2020
Date to	01/05/2022
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

There are 5 YOT Officer posts within the team. One of these is a specialist Court Officer Post and another a Specialist Out of Court Disposal post.

Service reorganisation

Is this request to recruit as a result of a
reorganisation within the service or directorate?

Impact upon the service if this post is not filled

This post is one of three posts related to the supervision of a caseload young people referred to the youth offending team from the Youth Court and out of court cases referred to the police. Court cases are complex and these are often some of the most vulnerable teenagers in the community. The supervision of court cases particularly is complex adhering to national standards set by the Youth Justice Board in the ministry of Justice requiring individual young people to be seen up to three times a week. Current caseloads in the team are high and not filling this post will impact on the overall performance of the team. The effective supervision of young offenders in the community affects the wider community in numerous and significant ways.

This post is a temporary post to fill a vacancy for a period of up to two years.

BUDGET ISSUES

Savings that would be realised if this post remained vacant until the end of the financial year

1 month's salary £2972.		

Savings that could be achieved by providing the service in alternative ways

There are other ways of delivering this service. This is statutory work that the council has legal obligations under the 1998 Crime and Disorder Act to undertake.

Funding for this post

Turding source for this post		
Funding source for this	Externally funded	
post		
I		
Describe how this post is funded	The YOT is both externally and internally funded. Below is a breakdown of the funding. 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	

For externally funded posts

Salary amount allocated to this post	31366.25
Reserves allocated in case of redundancy	31366.25

Service Manager comments	Medway YOT is pending an inspection from HMIP. Critical to this will be practice and meeting national standards, caseloads will be critical to this. This a statutory role, to which we need to recruit to with priority. Both the Court (court work) and the Police (out of court disposals) rely on good and effective youth justice services.
Human Resources team comments	
Chief People Officer comments (where applicable)	Previous decision revisited. Approved on behalf of CPO.
Assistant Director comments	In light of the HMPI Inspection it is crucial this post is recruited to.
Director comments	Approved and keen that this is progressed quickly given the pending HMIP inspection of YOT.
Portfolio Holder comments	Deemed to be an essential appointment based on the need of the service, I agree with the comments for approval.
Leader comments	

JOB REFERENCE NUMBER	CH0225AH
CASE NUMBER	ATR000060
RECRUITING MANAGER	Ginette Dodds
DIRECTORATE	Children and Adults
DIVISION	Education
SERVICE	School Services
SERVICE MANAGER	David Watkins
ASSISTANT DIRECTOR	David Watkins
DIRECTOR	Ian Sutherland
PORTFOLIO	Education and Schools
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PORTFOLIO HOLDER	Councillor Martin Potter

TEAM	School Admissions and Transport Team
POST TITLE	School Admissions and Transport Officer (Assessment and Appeals)
PAY RANGE	Medpay Range 3
POST NUMBER	14245
NEW POST TO THE	No
ORGANISATION?	
POST CURRENTLY FILLED?	Yes
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	03/06/2020
PREVIOUS POST HOLDER	

Type of recruitment	Temporary
Date from	03/06/2020
Date to	31/03/2021
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

1 full time post Deputy Manager in post.

1 FULL TIME POST 1 FULL TIME VACANCY. position currently occupied on a fixed term 12 month contract which expires on 2 June 2020 and this request is looking to extend this contract to the end of the 2020/2021 financial year.

1 full time post Apprentice in post.

Service reorganisation

Is this request to recruit as a result of a
reorganisation within the service or directorate?

Impact upon the service if this post is not filled

This demanding post is essential to the successful delivery of the annual Medway Test which is a highly sensitive operation. The organisation of the test requires year long and detailed planning without which the success of the Medway test would be at serious risk. The post holder is required to be full time to ensure effective completion of relevant tasks which include recruitment of staff, packing test materials, unpacking test materials and the review process, ensuring the security and integrity of the test and all of its relevant documentation.

The post is also responsible for ensuring that all Fair Access organisation, documentation and process is undertaken as well as the statutory Casual and Multiple appeals process which includes case paper preparation and submission. Without this post, there is insufficient capacity within the team to meet all of these requirements. To ensure continuity in this post we are requesting that the current postholder's current fixed term contract is extended as set out in this request. During the past year the postholder has fulfilled the role to a very high standard and it is essential to keep this member of staff in post through the extension of contract to avoid detrimental gaps impacting upon team resilience, which could potentially lead to detrimental damage to Medway Council's reputation.

BUDGET ISSUES

Savings that would be realised if this post remained vacant until the end of the financial year

None, because the post is essential to the delivery of the Medway test and other statutory functions which could not be fulfilled by the remaining members of the School Admissions and Transport team which does not have the capacity to undertake this role and not filling this position may lead to potential reputational damage to Medway Council.

Savings that could be achieved by providing the service in alternative ways

None, because the Medway Test can only be delivered manually and a full time person is required to fulfil this role. Therefore keeping the current postholder in post ensures continuity and maintains confidence in the successful delivery of the Medway Test process.

Funding for this post

Funding source for this post	Externally funded
Describe how this post is funded	Designated School Grant.

For externally funded posts

Salary amount allocated to this post	£25k includes oncosts (NI & Pension)
Reserves allocated in case of redundancy	N/A due to being fixed term contract

Service Manager comments	Request approved and urgent.
Human Resources team comments	
Chief People Officer comments (where applicable)	Externally funded
Assistant Director comments	Been through due process and approved by HR and line management.
Director comments	Approved
Portfolio Holder comments	
Leader comments	

JOB REFERENCE NUMBER	CH0240RS
CASE NUMBER	ATR000078
RECRUITING MANAGER	Rachael Horner
DIRECTORATE	Children and Adults
DIVISION	Public Health
SERVICE	Public Health Programmes
SERVICE MANAGER	Aeilish Geldenhuys
ASSISTANT DIRECTOR	James Williams
DIRECTOR	Ian Sutherland
PORTFOLIO	Adult Services
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PORTFOLIO HOLDER	Councillor David Brake

TEAM	Children's Commissioning and Resources
POST TITLE	Placement Officer
PAY RANGE	Medpay Range 2
POST NUMBER	11636
NEW POST TO THE	No
ORGANISATION?	
POST CURRENTLY FILLED?	No
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	
PREVIOUS POST HOLDER	

Type of recruitment	Permanent
Date from	
Date to	
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

There are three placement officers planned for within the team. One was recently appointed to a different role leaving the team under-capacity. There is now a lack of any flexibility in managing workload owing to long term sick leave.

Service reorganisation

Is this request to recruit as a result of a	
reorganisation within the service or directorate?	

Impact upon the service if this post is not filled

Since the beginning of this calendar year we have seen the workload for this team increase exponentially receiving a full month's worth of referrals in the first two weeks. There is no expectation that this will start to decrease, on the contrary we expect to see it continue to rise on the back of the recent inspection. The team is stretched beyond full capacity and beginning to suffer stress and inability to fulfil all tasks. Administrative tasks are being delayed as the first priority is to place children - but this impacts extremely negatively on the ability to ensure that all contracts are in place and reports to other officers are correct. Any one going off sick now will leave us essentially without any external placements team. This will have a significant impact on being able to find the right placement for children in care at a quality provision and with negotiated prices.

BUDGET ISSUES

Savings that would be realised if this post remained vacant until the end of the financial year

None. On the contrary we will see placement costs start to rise again. This team delivered half a million in savings this financial year - this will not be possible to continue without enough staff.
otan.

Savings that could be achieved by providing the service in alternative ways

There is no other way. Although the team is in the process of merging with the in-house
placements team, this project is based upon both teams being fully staffed to deliver to the
workload that they currently have.

Funding for this post

Funding source for this post	Internally funded
Describe how this post is funded	This post comes from the Children's Commissioning, Youth Justice and Resources staff budget

For externally funded posts

Salary amount allocated to this post	
Reserves allocated in case of redundancy	

Service Manager comments	Children's placements team is a critical service for children's social care and must be at full capacity in order to ensure children are able to be placed safely and quickly.
Human Resources team comments	
Chief People Officer comments (where applicable)	externally funded
Assistant Director comments	external funded
Director comments	Approved: Full capacity of this team is essential to maintain timely access to placements for children for who the LA is Corporate Parent.
Portfolio Holder comments	This post is considered to be essential. I agree and support the comments as posted by senior officers.
Leader comments	

JOB REFERENCE NUMBER	N/A
CASE NUMBER	ATR000047
RECRUITING MANAGER	Noel Filmer
DIRECTORATE	Business Support
DIVISION	Legal
SERVICE	Valuation and Asset Management
SERVICE MANAGER	Noel Filmer
ASSISTANT DIRECTOR	Perry Homes
DIRECTOR	Neil Davies
PORTFOLIO	Resources
PORTFOLIO HOLDER	Councillor Adrian Gulvin

TEAM	Valuation & Asset Management
POST TITLE	Senior valuation surveyor
PAY RANGE	Medpay Range 7
POST NUMBER	N/A
NEW POST TO THE	Yes
ORGANISATION?	
POST CURRENTLY FILLED?	
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	
PREVIOUS POST HOLDER	

Type of recruitment	Temporary
Date from	01/02/2020
Date to	31/03/2020
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

The valuation and asset management team deals with all property valuation and transaction matters for the council. It brings in millions in capital and revenue income each year. The team should have 3.8 FTE Senior Valuation Surveyors (SVSs) plus the Head of Service and Property Systems Manager. But one FTE of these SVSs is on long term secondment to Regen. This post is through the agency to "backfill" some of the void left by the secondment by employing someone for 16 hours a week that has recently retired from the Council so knows how to deal with the work.

Service reorganisation

this request to recruit as a result of a
eorganisation within the service or directorate?

Impact upon the service if this post is not filled

Loss of income and capital receipts, failure to progress property matters which could lead to litigation, loss of reputation for the council and inability to get external auditors to sign of the accounts.

BUDGET ISSUES

Savings that would be realised if this post remained vacant until the end of the financial year

N/A losses will be made if the post is not filled
Savings that could be achieved by providing the service in alternative ways
N/A it is more expensive to outsource the service than keep it in-house.

Funding for this post

Funding source for this post	Externally funded
Describe how this post is funded	From external income in the form of surveyors fees.

For externally funded posts

Salary amount allocated to this post	£33.50 per hour
Reserves allocated in case of redundancy	N/A

Service Manager comments	
Human Resources team comments	Approved as externally funded.
Chief People Officer comments (where applicable)	
Assistant Director comments	I approve this appointment as critical to the delivery of the Property Team's targets
Director comments	As per AD's comments - this appointment is critical to the delivery of the Property Team's targets
Portfolio Holder comments	This is a very small team, & is engaged in many vital projects, so it is important for the good running of the Council that this post be filled.
Leader comments	Not before 1st April, 2020

JOB REFERENCE NUMBER	I-0120-00729
CASE NUMBER	ATR000064
RECRUITING MANAGER	lan Johnson
DIRECTORATE	Business Support
DIVISION	Finance
SERVICE	Revenue and Benefits
SERVICE MANAGER	Patrick Knight
ASSISTANT DIRECTOR	Phil Watts
DIRECTOR	Neil Davies
PORTFOLIO	Corporate Services
PORTFOLIO HOLDER	Councillor Alan Jarrett

TEAM	Revenues
POST TITLE	Senior Revenues Officer
PAY RANGE	Medpay Range 4
POST NUMBER NEW POST TO THE	12955 No
ORGANISATION?	INO
POST CURRENTLY FILLED?	Yes
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	11/02/2020
PREVIOUS POST HOLDER	

Type of recruitment	Permanent
Date from	
Date to	
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

There is one post of Senior Revenue Officer managing 11.6 posts					

Service reorganisation

this request to recruit as a result of a
eorganisation within the service or directorate?

Impact upon the service if this post is not filled

The post is responsible for managing a team who deal with the administration of 115,000 council tax accounts and 6,000 business rate accounts and the collection of £150m in council tax and £100m. Not filling the post will lead to a reduction in collection rates (impacting the council's general finances) and jeopardise the progress that has so far been made in reducing a large backlog of work that accumulated following a change in document management systems.

BUDGET ISSUES

Savings that would be realise	d if this post re	emained vacant i	until the end of	the
financial year				

£5300			
Savings that could be ac	hieved by providing the service in alternative ways		
No other viable alternative	opeions		
Funding for this post			
Funding source for this post	Internally funded		
Describe how this post is funded	From existing budget		
For externally funded posts			
Salary amount allocated to this post			
Reserves allocated in case of redundancy			

Service Manager comments	This is an urgent request as business critical managing council tax and business rate billing and administration
Human Resources team comments	
Chief People Officer comments (where applicable)	
Assistant Director comments	Phil Watts Chief Finance Officer
Director comments	This post is integral to Corporate Debt work
Portfolio Holder comments	
Leader comments	

JOB REFERENCE NUMBER	RCET216KS			
CASE NUMBER	ATR000059			
RECRUITING MANAGER	Peter Good			
DIRECTORATE	Regeneration, Culture and Environment (Business Support from 17 February 2020)			
DIVISION	Transformation			
SERVICE	Information and Communication Technology (ICT)			
SERVICE MANAGER	Paul Boyd and Jackie Brown			
ASSISTANT DIRECTOR	Carrie McKenzie			
DIRECTOR	Richard Hicks			
PORTFOLIO	Resources			
PORTFOLIO HOLDER	Councillor Adrian Gulvin			

TEAM	ICT Strategic Infrastructure
POST TITLE	ICT Solutions Analyst
PAY RANGE	Medpay Range 6
POST NUMBER	14974
NEW POST TO THE	Yes
ORGANISATION?	
POST CURRENTLY FILLED?	
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	
PREVIOUS POST HOLDER	

Type of recruitment	Permanent
Date from	
Date to	
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

This post was created following the ICT restructure and is required to meet the demands of the business when implementing transformation programmes

Service reorganisation

Is this request to recruit as a result of a
reorganisation within the service or directorate?

Impact upon the service if this post is not filled

Transformation progra	ammes involving r	edefined ICT	systems v	will not pro	duce the	identified
savings						

BUDGET ISSUES

Savings that would be realised if this post remained vacant until the end of the financial year

It is likely that we will not appoint until the new financial year given notice periods and interview schedules

Savings that could be achieved by providing the service in alternative ways

This post is to implement saving programmes	

Funding for this post

Funding source for this post	Internally funded
Describe how this post is funded	Within the current establishment budget

For externally funded posts

Salary amount allocated to this post	
Reserves allocated in case of redundancy	

Service Manager comments	Role requires as part of ICT restructure
Human Resources team comments	
Chief People Officer comments (where applicable)	
Assistant Director comments	Part of ICT restructure
Director comments	Approved as part of ICT restructure.
Portfolio Holder comments	
Leader comments	

JOB REFERENCE NUMBER	RCET220AH
CASE NUMBER	ATR000069
RECRUITING MANAGER	Samantha Beck-Farley
DIRECTORATE	Regeneration, Culture and Environment (Business Support from 17 February 2020)
DIVISION	Transformation
SERVICE	Human Resources (HR)
SERVICE MANAGER	Samantha Beck-Farley
ASSISTANT DIRECTOR	Carrie McKenzie
DIRECTOR	Richard Hicks
PORTFOLIO	Resources
PORTFOLIO HOLDER	Councillor Adrian Gulvin

TEAM	HR
POST TITLE	HR CONSULTANT
PAY RANGE	Medpay Range 5
POST NUMBER	11434
NEW POST TO THE	Yes
ORGANISATION?	
POST CURRENTLY FILLED?	
CURRENT POST HOLDER	
DATE POST WILL BECOME VACANT	
PREVIOUS POST HOLDER	

Type of recruitment	Permanent
Date from	
Date to	
Is the recruitment via an agency?	No
Name of agency	

SERVICE IMPACT

Team structure information

Information on the structure within this function indicating the number of posts of the same type and how many corresponding vacancies

I have an allocation of 3.2 consultants, and currently have carried a vacancy of 0.6. Another (0.8) consultant has resigned, leaving the service 1.4 FTE light.

Service reorganisation

Is this request to recruit as a result of a
reorganisation within the service or directorate?

Impact upon the service if this post is not filled

Consultants are key HR advisors to the business around various HR issues including grievance, discipline and capability. Due to the service carry a vacancy at his level and a further 2 at R3/4 if we do not back fill this role I will have 12 unallocated cases. This is a huge risk to the business. I do not have the expertise or resource to reallocate as due to vacancies across the team (7) there is no capacity.

BUDGET ISSUES

Savings that would be realised if this post remained vacant until the end of the financial year

£2,583. However this post will be recruited in 20/21 due to timescales so this saved will be made as the leave is due to go mid Feb.	Э

Savings that could be achieved by providing the service in alternative ways

HR advice is face to face provision which covers appeals, hearings etc
There is no alternative delivery model.

Funding for this post

Funding source for this post	Internally funded
Describe how this post is funded	This is a backfilled role which has been forecasted to March 2020, and is within the budget build for 20/21

For externally funded posts

Salary amount allocated to this post	
Reserves allocated in case of redundancy	

Service Manager	
comments	
Human Resources team comments	Not going to recruit until next financial year.
Chief People Officer comments (where applicable)	
Assistant Director comments	
Director comments	Recruiting next year and within the budget build for 20/21
Portfolio Holder comments	
Leader comments	