

**CABINET**  
**5 FEBRUARY 2019**  
**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 8 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**

Accounting Technician Control Team x 2  
Executive Assistant to the Chief Finance Officer

#### **Children and Adults**

Performance and Intelligence Analyst  
Financial Review Coordinator  
Social Care Lawyer

#### **Public Health**

Head of Children's Partnership Commissioning  
Head of Adults Partnership Commissioning and Better Care Fund

- 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>



## Appendix 1

### 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	Gary Thomas	
DIRECTORATE	BSD	
TEAM	Finance Operations – Control Team	
POST TITLE	Accounting Technician Control Team x2	
PAY RANGE	R3	
POST NUMBER	11720	
DATE POST WILL BECOME VACANT	June 2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	INTERNAL STAFF POOL / TEMPORARY RECRUITMENT FROM: / / TO: / /	<b>N</b>
	RECRUIT FROM AN EXTERNAL AGENCY PERMANENT OR IF TEMPORARY FROM: / / TO: / /	<b>N</b>
<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 <i>Please see below structure relating to Control Team only</i>		
Title	Grade	FTE
Team Leader	R4	1.00
Accounting Technicians	R3	5.40 2.60 vacant
Total		6.40

#### 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.*

These posts are responsible for the following:

- Day to day Treasury control
- Bank reconciliations
- Collection account reconciliations

- Suspense accounts reconciliations and returns including VAT, Payroll
- School returns/reconciliations
- Charity support

### **Budget Issues**

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

Each post equates to £30,000 per annum

- *Please indicate if any savings could be achieved by alternative ways of providing the service:*
- *Please specify the funding source for this post:*

This cost would be met from 4R711

### **For Externally Funded posts:**

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

### **Comments from Portfolio Holder**

These posts will enable the team to meet its requirements in managing the day to day cash balances, reconciling key accounts including school accounts etc. processing of the VAT claim, supporting a number of charities etc. The team is trying to manage but the number of vacancies are now creating issues in ensuring the work is to be completed. Work has been covered by temporary cover but a longer term solution needs to be found.

**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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<b>JOB REFERENCE NUMBER</b>		
RECRUITING MANAGER	Phil Watts, Chief Finance Officer	
DIRECTORATE	Business Support Department	
TEAM	Business Support Management Team	
POST TITLE	Executive Assistant to the Chief Finance Officer	
PAY RANGE	Range 3	
POST NUMBER	3784	
PREVIOUS/CURRENT POST HOLDER		
DATE POST WILL BECOME VACANT	1 March 2019	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Yes</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA MCG SOLUTIONS FROM: / / TO: / /	<b>No</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

1. *Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers 2 posts vacant.*

***This is the only post of its kind reporting to the Chief Finance Officer.***



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

***This post is the only administrative support available to the Chief Finance Officer, in fulfilling his statutory role as the Council's Section 151 Officer and his wider responsibilities as a member of the Corporate Management Team.***

### **Budget Issues**

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

***N/A as the post holder will be employed until March 2019.***

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

***Failing to fill this post could impact adversely on the Chief Finance Officer's cost-effectiveness.***

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

***The Council's general fund revenue budget for BSD.***

**For Externally Funded posts:**

- Salary amount allocated to this post N/A
- Reserves allocated in case of redundancy N/A

**Comments from Portfolio Holder**

As Section 151 Officer, the Chief Finance Officer fulfils an important statutory role for the Council, as well as being a valued member of the Council’s corporate management team. The absence of good quality administrative support, could impact on his productivity and cost-effectiveness. I fully support recruitment to this post.

**Director**

Signed:

Print Name:  
25/01/2019

Phil Watts

Date:

**Directorate Portfolio Holder**

Signed: .....

Print Name: .....Date:

.....

**Councillor Alan Jarrett**

Signed:

Print Name:  
25/01/2019

Alan Jarrett

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 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	Children and Adults		
SECTION	Business and Intelligence		
POST TITLE	Performance and Intelligence Analyst		
GRADE AND SALARY RANGE	Range 5 £30,890 to £36,649		
POST NUMBER	13163		
LOCATION	Broadside/ Gun Wharf		
DATE POST BECAME VACANT	1/10/18		
MANAGER POST REPORTS TO	Business and Intelligence Programme Lead		
*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)			
NAME OF RECRUITING MANAGER: Dan Harper			

(\* 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 When the Multi Agency Safeguarding Hub was created in the Children's Services First Response team an analytical post, to measure and analyse impact, performance and outcomes was also created.

This was to be physically located with the MASH and managed by the MASH Manager. It is funded from the Children's Services budget. This role is a permanent addition to the current B&I core staff.

This role would undertake a very similar role to the Performance and Intelligence Analysts within the Business and Intelligence team, but with a focus on the impact of the MASH. This would include measuring the performance of the Single Point of Access, (SPA) MASH, Early Help, Partner agencies.

It has now been decided that this role should move into the Children's and Adults Business and Intelligence Team, under the management of the Programme Lead

(Children's Services). However, they will be, for the majority of their time, co-located in the SPA/MASH. The budget will be transferred with the post. As such, this is will be cost neutral.

It is considered that detailed performance analysis of the First Response Team, via this post, is vital in ensuring efficient service delivery, maximising partner working and improving outcomes for vulnerable children as well as supporting the service with the current Ofsted Inspection framework.

### 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.

- 1 Not filling this post would avoid paying approximately £10000 in salary costs.

**Please specify the funding source for this post:** Funded from Children's safeguarding MASH- costs transferred to B&I budget

### Comments from Portfolio Holder

Signed: .....  
Portfolio Holder

Dated: .....

Signed: .....  
Councillor Alan Jarrett

Dated: .....

Signed: .....  
Director

Dated: .....

## CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

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<b>JOB REFERENCE NUMBER</b>		
RECRUITING MANAGER	Natalie Morgan	
DIRECTORATE	Children's Services	
TEAM	Provider Services	
POST TITLE	Financial Review Coordinator	
PAY RANGE	£19,686 - £25,369	
POST NUMBER	13963	
DATE POST WILL BECOME VACANT	10/12/2018	
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> 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**

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.*

Due to a staff member obtaining a role outside of Medway Council a full time role will become vacant as of 10 December 2018, which needs to be filled as a matter of urgency.

This role involves undertaking initial and review financial assessments of Special Guardians to determine the appropriate level of financial support in able to care for children, who cannot be cared for by their birth parents. It is imperative a carer's financial situation is reviewed annually to ensure public funds are being appropriately spent, and to ensure the Local Authority are complying with DFE Regulations.

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

Should the post not be filled, it would have a significant detrimental effect to Children's Social Care. It is imperative Children's Social Care has full capacity of admin staff to provide the support required to get to the required OFTED level of good/outstanding & provide the level of service the children's & families of Medway deserve.

In addition, the post has been responsible for savings of £25k + this financial year so far, therefore this revenue would be lost should the post not be filled.

### **Budget Issues**

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

A salary of £19,686 to £25,369. Savings to the administration service have already been considered and made a reality in the restructure that took place in May 2015 and December 2017.

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

As above

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

The Council's general fund.

### **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:  
.....

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<b>JOB REFERENCE NUMBER</b>		
RECRUITING MANAGER	Bill Brittain	
DIRECTORATE	Children and Adults	
TEAM	ASC	
POST TITLE	Social Care Lawyer	
PAY RANGE	£45 per hour	
POST NUMBER	This is supernumerary	
PREVIOUS/CURRENT POST HOLDER	N/A	
DATE POST WILL BECOME VACANT	N/A	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>N</b>
	TEMPORARY RECRUITMENT VIA MCG SOLUTIONS FROM: 7 / 2 / 19 TO: 6 / 5 / 19	<b>Y</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

5. *Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers 2 posts vacant.*

This request is for extension of the contract for the Locum adults lawyer currently working with the SSC Targeted Review Team.

ASC are undertaking targeted review work as part of our ongoing improvement programme, focusing on high cost support packages where



there is the potential to make large cost savings. Amongst this cohort of work are cases involving people who are Ordinarily Resident elsewhere and should be paid for by other local authorities and people with very complex needs who should be funded by the NHS.

In order to achieve the potential savings specialist legal capacity is required to support the team, and there is insufficient capacity in legal services to undertake this additional work.

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

If we do not have this resource it is likely that we will not be able to deal with legal challenges that will prevent us from making identified savings.

### **Budget Issues**

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

NA – this is a spend to save initiative

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

The post will be funded from the savings made through the targeted review team as a result of the support provided (which are projected to be much greater than the cost of the resource). ASC monitor progress monthly and will terminate the contract if expected progress is not being realised.

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

Budget for the ASC Targeted Review Team

### **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:  
.....

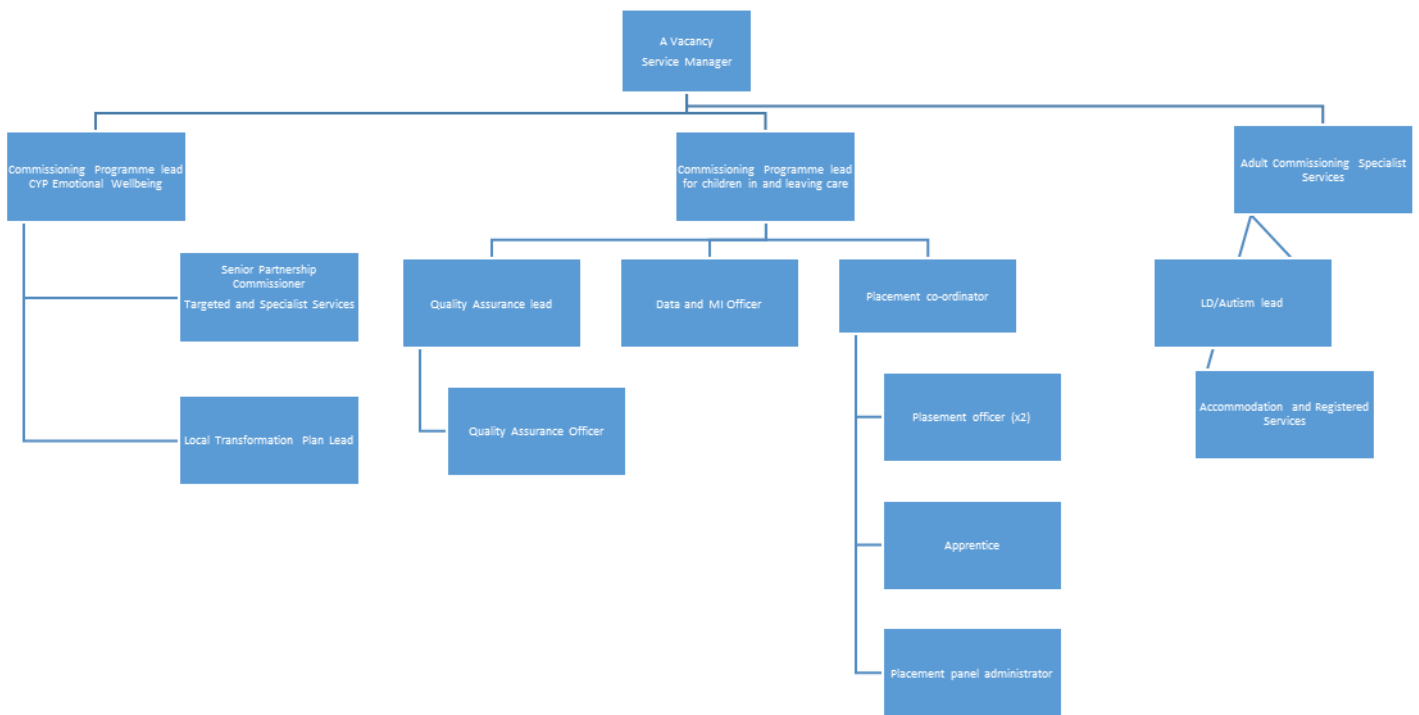
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<b>JOB REFERENCE NUMBER</b>	PH195RS	
RECRUITING MANAGER	James Williams	
DIRECTORATE	Peoples Directorate	
TEAM	Partnership Commissioning	
POST TITLE	Head of Children's Partnership Commissioning	
PAY RANGE	£46,518 - £61,768	
POST NUMBER	13152	
DATE POST WILL BECOME VACANT	1 <sup>st</sup> November 2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	<b>Y</b>
	TEMPORARY OR PERMANENT RECRUITMENT VIA MCG SOLUTIONS FROM: / / TO: / /	<b>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.		

**Attach a structure chart to this form that details all established posts, highlighting all vacant posts.**



### **Service Impact**

7. *Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers 2 posts vacant.*

There is only one Head of children’s partnership commissioning post which is currently vacant

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

The post holder has a dual role commissioning across social care and health, identifying opportunities for better integration and driving efficiencies across all services. The portfolio is wide and includes everything from children’s community health services and CAMHS right through to children’s services quality assurance and purchasing of long term placements for children in care. The lack of a service manager means the organisation has potential financial and reputational risk, with no responsible officer overseeing the team. The team also perform a policy role for the organisation, writing and implementing a number of system wide strategies such as the sufficiency statement and accompanying action plan, the local transformation plan and transforming care.

## **Budget Issues**

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

£0, as the recruitment process will not have been completed until 2019/20 financial year.

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

Within the reconfiguration of partnership commissioning and Public Health and alignment of services, a significant saving of an Assistant Director salary has already been realised. Further efficiencies and greater outputs could be realised as this service manager implements new initiatives, hence the need for a head of service.

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

50% Better Care Fund  
50% Medway Council Children Social Care

### **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

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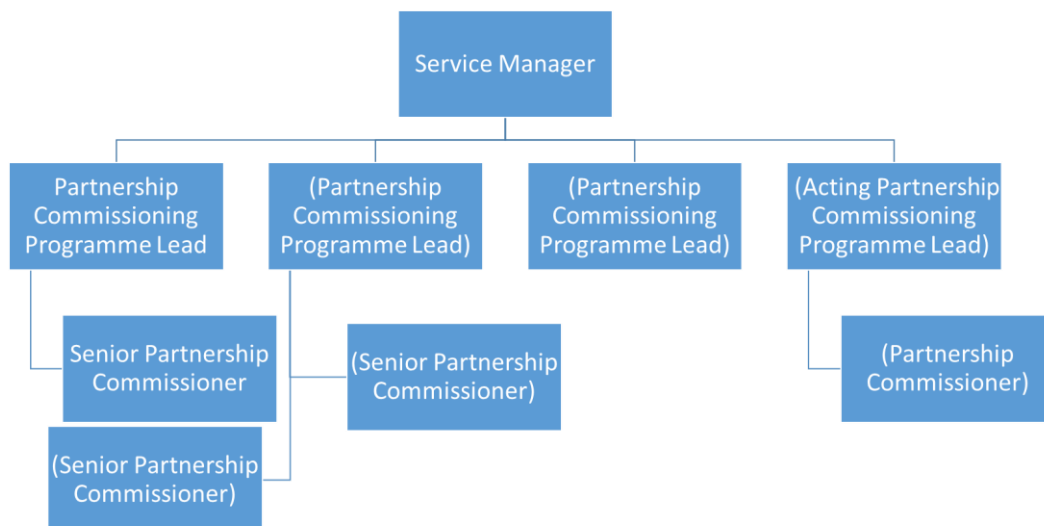
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JOB REFERENCE NUMBER	PH194RS	
RECRUITING MANAGER	James Williams	
DIRECTORATE	Peoples Directorate	
TEAM	Partnership Commissioning	
POST TITLE	Head of Adults Partnership Commissioning and Better Care Fund	
PAY RANGE	£46,518 - £61,768	
POST NUMBER	13153	
DATE POST WILL BECOME VACANT	1 <sup>st</sup> November 2018	
IS THIS REQUEST TO COVER:	PERMANENT RECRUITMENT	Y
	TEMPORARY OR PERMANENT RECRUITMENT VIA MCG SOLUTIONS FROM: / / TO: / /	Y/N

**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**

9. *Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers 2 posts vacant.*

The Head of Adults Partnership Commissioning and Better Care Fund is the service manager with a wide ranging portfolio. There are no similar posts within Medway Councils structure. The post currently line manages six programme leads, and soon to manage another two temporary team members of staff to re-commission the homecare and residential care contracts.

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

The service manager performs a dual role for the local authority and Medway Clinical Commissioning Group, and is therefore 50% funded via the Better Care Fund. The portfolio of projects includes commissioning community services, care services, mental health services, community equipment services, end of life services, supported living services and intermediate care services amongst others. The lack of a service manager means the organisation has potential financial and reputational risk, with no responsible officer overseeing the team. The team also perform a policy role for the organisation, writing and implementing a number of system wide strategies such as Carers, Autism, Learning Development, Technology this year alone. The service portfolio also includes a number of projects that require ongoing support such as Better Care Fund reporting and planning, developing and implementing service specific pathways, co-ordinating partnerships with external stakeholders and general contract management issues to issue performance is high and resource is spent efficiently.



**Budget Issues**

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

£0, as the recruitment process will not have been completed until 2019/20 financial year

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

Within the reconfiguration of partnership commissioning and Public Health and alignment of services, a significant saving of an Assistant Director salary has already been realised. Further efficiencies and greater outputs could be realised as this service manager implements new initiatives, hence the need for a head of service. This post will be pivotal in ensuring the Council is able to maximise any financial benefits that may arise from the NHS and Social care transformation programme within Kent and Medway. There is scope for the local authority to access additional resources through delivering commissioning functions on behalf of the NHS. This role is critical to enabling these opportunities to be realised.

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

50% Better Care Fund  
50% Medway Council Adult Social Care

**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:  
.....