

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

13 APRIL 2017

ATTENDANCE OF THE PORTFOLIO HOLDER FOR RESOURCES

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Summary

This report sets out activities and progress within the areas covered by the Portfolio Holder for Resources which fall within the remit of this Committee.

1. Background

1.1 The areas within the terms of reference of this Overview and Scrutiny Committee and covered by the Portfolio Holder for Resources are:

- Transformation
- Council Plan/Performance and Service Improvement
- Business and Administration Support Service
- Complaints Policy and Management
- HR
- ICT
- Legal
- Property
- Category Management / Procurement
- Joint Ventures

2.0 Transformation

Achievements for 2016/2017

- 2.1 The now fully assembled transformation team is working with services across the council on new digitally enabled ways of working, set to deliver £1.6m cashable savings over 2017/18 through improved process design and new on-line self-service options. We have agreed a service roadmap so that all council services take part in the transformation programme in the next 3 years. We are using best practice service design principles used in leading private and public sector organisations based on user feedback and extensive staff engagement.
- 2.2 The transformation programme is designed to deliver new technology solutions that can be used across a range of services. The new on-line payments systems, having been successfully used for council tax payments, is now being fully rolled-out to replace our old, non-mobile compatible solution. Our new content management system – the engine of our website, has further been fully configured and all new web design for the first time is now mobile device compatible. However, with all these changes we remain mindful that there will continue to be some customers unable to access or use on-line services for reasons such as the cost of access, lack of skill or confidence or language or literacy barriers, and our new user focused design approach will ensure that help continues to be available over the phone and/or face-to-face as required, with our Community Hubs importantly continuing to provide the support people need to get on-line.
- 2.3 Supporting the service and technology roadmaps a comprehensive communications plan is also now in place, designed to communicate the ambition and pace of the transformation programme and to excite and energise through the celebration of creative and innovative service design. This will be achieved by regular bulletins and updates about the programme, by showcasing success and by giving voice and profile to those across the council and at all levels who have embraced the change agenda. A briefing for all members on the transformation programme will be organised shortly.

3.0 Council Plan/ Performance and Service Improvement

Achievements for 2016/2017

- 3.1 2016/17 has been a very successful year for Medway Council in terms of achieving excellent outcomes across all three Council Plan priorities. We have continued to provide high quality services that are appreciated and valued by our residents despite the constrained financial environment we are operating within.
- 3.2 We have achieved this by working with our partners, increasing the range of services which customers can access digitally, and by giving value for money when delivering all services.

3.3 We monitor 32 key measures of success to see how we are performing.

In quarter 3:

- 68% key measures of success were on target (17 out of 25 were measurable during this period)
- 4% were just below target (1 out of 25)
- 28% were significantly below target (7 out of 25)

3.4 As a result of the Council Plan refresh which took place during 2016/17, an additional 9 key measures of success will be monitored during 2017/18, making a total of 41. However, the Council's vision and three priorities remains the same:

To make people who live, work and learn here proud to do so, and create a popular destination for visitors:

- *Medway: a place to be proud of*
- *Maximising regeneration and economic growth*
- *Supporting Medway's people to realise their potential*

3.5 The monitoring of the Council Plan will continue on a quarterly basis, through Cabinet and Scrutiny evidencing the Council's commitment to be accountable. This will focus on key measures of success and the key programmes which have been identified as supporting the delivery of the Council's priorities.

3.6 The Corporate Performance and Intelligence Hub is on track for 2016/17 to retain its Gold Standard for Local Land and Property Gazetteer's (LLPG) Data Quality. This underpins business critical Council Tax and Customer Contact address records.

4.0 Business and Administration Support Service – BASS

Achievements for 2016/2017

4.1 The Business and Administration Support Service (BASS) consists of administration 'hubs' providing general and specialist business support across the council, and the Customer Relations Team (CRT) that co-ordinates responses to complaints and champions the learning that can be distilled from complaints across the whole council. CRT works for every council service; the BASS hubs serve approximately three quarters of council services in and out of Gun Wharf.

4.2 The BASS hubs operate as a shared service, with staff moving flexibly between teams to match the peaks and troughs of the council's business needs. Sometimes the work is 'moved' via ICT systems; frequently the staff are physically re-located to a different hub. Each Hub has a 'buddy' hub and the staff have been trained this year to support functions in that Hub increasing overall resilience across the council. The staff are also able to support other tasks as some business support functions are

generic (e.g. minute taking; financial administration; using the council's CRM (customer relationship management system 'Lagan'). All staff have a 'home' hub so that clear line management and development arrangements exist.

- 4.3 Investing in staff to participate enthusiastically in this amount of change means that training is vital. Career progression in BASS has been boosted by staff that have completed Institute of Leadership and Management and NVQ qualifications as well as targeted and personalised participation in the central HR training 'offer'. The service has devised and been very proud to have launched its own Management Development Programme for aspiring first line managers. Eight staff are now better equipped with the management skills and knowledge to progress to a more senior role in BASS or other parts of the council. BASS has supported apprentices since its inception and has many success stories of these apprentices gaining permanent roles following competitive recruitment. It offers opportunities to those people seeking first employment, or who may have been previously unemployed, actively supporting the council's priority of '*Medway people realising their potential*'. The service will be working with the council's Apprenticeship Academy initiative in 2017-18.
- 4.4 Alongside the high degree of flexibility that BASS has developed it has continued to deliver financial efficiencies. Administration processes will be changed by the digital transformation programme and the service will continue to re-shape and deliver further savings. That said, across the council BASS is seen as the place to go for first class professional administration support. This year one-off ('pay-as-you-go') tasks have been undertaken for Audit, Integrated Transport, Traffic Management, Tourism and Revenues and Benefits. 2017-18 will see BASS supporting the Public Health Team.
- 4.5 Administration support outside of Gun Wharf is more challenging as it generally consists of just one or two individuals and resilience is harder to arrange. However, there has been good success here too. A particularly high profile example is the support provided at the Medway Maritime Hospital within the Integrated Discharge Service. Working in direct partnership with health and social care colleagues BASS ensures that patient referrals are processed quickly and efficiently for the avoidance of costly delays. Some of the challenges on this site are the working across two different ICT networks (council and health). Over the last year BASS proved itself as a responsive and flexible administration service, also supporting the 'Home First' pilot from a further site.

5.0 Complaints Policy and Management

Achievements for 2016/2017

- 5.1 The Customer Relations Team has continued to work well in partnership with services across the council this year to achieve an improvement in the timely response to complaints and information requests. In 2015-16 corporate performance against the 10 day response target for Stage 1 complaints achieved 85.8%, a 10% improvement upon the previous

year. That performance is being maintained in the current financial year with performance projected at 84.8% for 2016-17. Performance for more complex Stage two complaints is at 81.6% against the 15 day response target, ahead of the 75% target.

6.0 HR

Achievements for 2016/2017

- 6.1 The recruitment and retention of good quality social care and teaching staff continues to be a national issue. The HR service has responded to this with an innovative recruitment strategy which targets these two important professions. The strategy has been largely successful and this has been recognised externally leading to HR Services being finalists in three high profile national awards with the Chartered Institute for Personnel and Development, Public Sector People Managers Association and Children and Young People Now.
- 6.2 A new Medway Apprenticeship Academy has been established to ensure we continue to support and professionally develop this key area of our workforce. The Apprenticeship Levy which came into effect on 1 April 2017 will act as a central fund for all apprenticeship training and development. Work is being undertaken with our partner agencies in further and higher education to develop Medway specific apprenticeship programmes up to Masters level. The apprenticeship Academy will support up to 70 apprenticeship position within the council in 2017/18.
- 6.3 HR services have managed the pay negotiations and MedPay process with the Chief Executive and Trade Unions. All staff who have over 6 months service will have a performance development review (PDR) where the outcome is linked to pay. HR services administer the process through to making the payments and changes to the payroll system for approximately 2500 staff.
- 6.4 Medway will provide a managed payroll service to Gravesham Borough Council from 1 April 2017. This service includes the processing of pay and expenses for all 550 staff and Members. HR are also providing additional HR capacity to the Gravesham team with a shared Business Partner and Consultant. HR have also undertaken ad-hoc HR consultancy work for other organisations including Sevenoaks District Council and Chatham Maritime Trust. These services are provided at a competitive commercial rate and generate an income back to the council.
- 6.5 A new digital Data Barring Service (DBS - previously Criminal Records Bureau (CRB)) system has been established and is now providing real time information for customers both internal and external. HR services have acted as an umbrella body for external customers for a number of years and this new digital system allows us to provide an even more efficient service at a commercial rate which generates an income back to the council.

- 6.6 An HR services project team have been working to establish a recruitment agency under Medway Commercial Group which will allow the Council to employ agency staff without paying costly agency fees. The agency will support the internal staff resourcing need and will supply agency staff to external clients to generate income.
- 6.7 HR services continue to support all organisational change projects throughout the Council including TUPE transfers and these are reported to the Employment Matters Committee. We are also supporting the council's transformation programme.

7.0 ICT

Achievements for 2016/2017

- 7.1 As part of the technology roadmap we are developing a framework which will have a number of strands – people, processes, applications, infrastructure, technology procurement and commercialisation. This will identify short, medium and longer term opportunities for improvements, efficiencies and savings.
- 7.2 The Head of ICT (with support from the ICT management team) has proposed a 2 phase staffing restructure in the ICT team which would, if agreed, consolidate a number of teams within the service and provide overall budget savings. Consultation (30 days) with stakeholders will commence in April 2017 with a planned implementation in June 2017.
- 7.3 An external report looking at the council's 'cloud readiness' was presented to the transformation board in January 2017. The Head of ICT has been tasked with producing a long term strategy for the Medway Data Centre that meets corporate priorities and the overall objectives of the transformation programme.
- 7.4 Work is planned on the rationalisation of applications, licenses and hardware. In addition to the ICT budget held centrally there are also budgets retained by directorates and individual services - £1.049m centrally with a further £3.266m in directorates (all excluding staff). Of that, applications spend is split £0.5m centrally and £1.1m in services. The Head of ICT will carry out a discovery exercise to develop a rationalisation plan, with accompanying savings. In addition consideration will be given to collaborative working with other councils, in particular any opportunities across North Kent.

8.0 Legal

Achievements for 2016/2017

- 8.1 The Place Team have been providing support to Gravesham Borough Council (GBC) to cover staff vacancies in GBC's Legal Services Team since July 2016. A Shared Legal Services with Gravesham Borough Council commenced on 1st April 2017 with 5 staff members TUPE transferring from GBC to Medway Council. Staff will work across both

sites. This will provide greater resilience in the team and has made cost savings for both local authorities. The work of GBC Legal Services mirrors that of our Place Team. The People Team within Medway Legal Services will not therefore form part of the shared legal service.

- 8.2 The team implemented a new case management system which went “live” on 1st December 2016. The team are keen to utilise the system as far as possible and are working on developing further workflows which will bring efficiencies in working practices and potential savings due to the electronic bundling facility (which will replace a manual and time consuming task).

Place Team (property, contracts, planning, etc)

- 8.3 A summary of some of the cases dealt with recently is set out below.

8.3.1 Sale of Court of Protection Properties - The Place team has been representing the Adult Social Services (Court of Protection) Team in the sale/auction of privately owned properties on the instruction of the authorised officer for property and affairs deputyship of Medway Council, pursuant to court orders. These matters were previously outsourced to external solicitors. However, bringing the work in house will save money and will ensure additional external income for legal services.

8.3.2 The Place team has carried out a substantial quantity of externally sourced work this year, setting up a number of Service Level Agreements with external clients which have provided new income streams. SLA's have been agreed with the Ebbsfleet Development Corporation, the South Thames Gateway Partnership, the North Kent Marshes and Drainage Board and a number of different Academy Schools for which the team has provided advice. The team has been advising the Medway Commercial Group Ltd in respect of its commercial activities.

8.3.3 Medway Legal Services Place team were instructed on behalf of Gravesham Borough Council on a housing matter. Following Court proceedings, the applicant was evicted from their accommodation in Gravesend in October, The applicant applied to set aside the warrant for possession and the County Court had made an order that the property could not be re-let until the application was heard. Medway Legal Services proactively made submissions to the Court to set aside the matter as it was misconceived in law, after continued pressure from the Place team lawyers the application was dismissed allowing GBC to re-let the property.

8.3.4 An enforcement notice under section 215 of the Town and Country Planning Act 1990 was served on a Medway resident as his property was determined by the Planning Service to be detrimental to the amenity of the neighbourhood. The notice required him to remove a dilapidated porch from the property, to carry out renovation works and to repaint the render on the property. Despite the service of the notice he failed to comply with the requirements and he was prosecuted by

Place team lawyers and found guilty after trial receiving a fine of £550 for his failure to comply. Following conviction he continued to fail to comply with the notice and was eventually again prosecuted. The matter was deemed by the court to be an ongoing offence which enabled the Court to fine him the sum of up to £100 for every day that he continued to ignore the notice. Following his conviction for the ongoing offence he was fined £15,000 by the magistrates.

- 8.3.5 Medway Legal Services Place team issued proceedings in the County Court and attended court to successfully obtain an urgent order for the removal of homeless rough sleepers living in tents in Great Lines Park and in respect of boats which were illegally moored in Medway. They successfully represented the Council on Planning Enquiries in respect of Land West of Hoo and Moor Street, and successfully obtained an injunction to prevent Anti Social Behaviour by a person who had been causing serious ASB issues in a specific area in Medway, including making threats of arson.

People Team (Childcare, SEN/Education, Adult Services)

- 8.3.6 The Council have been working in partnership with Kent County Council to set up a Family Drugs and Alcohol Court (FDAC) in Medway. This is a pilot project, supported by the National FDAC Development unit, and a specialist team has been recruited which will provide a different way of progressing care proceedings for families where parental drug or alcohol misuse and or domestic violence has an impact on the care of the child. The fortnightly hearings are less formal with no lawyers attending and the specialist team can provide immediate support to the family to try to address the issues within the child's timescales. This process has produced very positive outcomes in London in terms of more parents resuming the care of their children and cost savings. The joint Medway and Kent pilot project will support 28 families in total (5-6 Medway cases proportionally) through the FDAC process. Legal are supporting their Children's Services team in this process.
- 8.3.7 The hearings began in March 2016 and Medway had referred 7 cases by mid November 2016. There have been positive outcomes on some cases and the pilot scheme will run for a second year. The partnership awaits a report from FDAC over the performance of the pilot scheme overall.
- 8.3.8 The average period for child care court proceedings for the year to date is 34 weeks. The previous 12 month period showed an average of 32 weeks and the year before was 31 weeks. The target is 26 weeks. There is no clear reason for the slight increase. This has reduced from 55 weeks when the 26 week target was introduced 4 years ago so significant improvements have been made. Legal Services continue to work with their Children's Services colleagues to meet the 26 week target whenever possible. We have recently concluded some complex care cases that have taken longer than 26 weeks which will affect the average.

9.0 Property

Achievements for 2016/2017

- 9.1 The project to build Abbey Court Special Educational Needs school on the old Temple School site was completed in December, with furniture and fittings and external playground equipment being carried out early this year in the final quarter of the period to avoid issues over the Christmas period. The Portfolio Holders for Children's Services and Adult Services have visited site with the Programme Lead - School Organisation and Capital Services and were very impressed. School Governors have also visited the site and feedback has been overwhelmingly positive.
- 9.2 The Hundred of Hoo project to design and provide a one form of entry at Hundred of Hoo school is the first in Medway to use Building Information Modelling and "soft landings", one of the few in the UK. This involves 3-D modelling of the building to be produced before construction to allow both the end-user (the school and children) and the builder to see what the design is like before it is built. This enables better informed decisions to be made about the design and also to ensure that there is no gap between what is expected to be delivered and what is finally built. The foundations are in and the steel structure is now well advanced.
- 9.3 Eastgate House in Rochester is now moving towards completion with technical input from the property team. The listed house renovation will be completed on the main structure and the scaffolding removed to allow works to the external drains. The adjacent Dickens writing chalet is also being worked upon at present and further funding will be sought to carry out more extensive renovation before the chalet is moved and utilised in the Eastgate gardens area. The disused toilet block at Eastgate is to be converted into a café by Medway Norse. The new facility will also be readily accessible to the users of the Adult Education Centre.
- 9.4 The Rochester Multi Storey Car Park design and procurement was successfully completed with the contractors Spencers working to a spring 2016 opening deadline. This building is a pre cursor to the Rochester Riverside housing development, and contributes to the newly opened Rochester railway station.
- 9.5 The Housing Revenue Account Capital Programme was successfully completed with satisfaction levels from customers at over 97%. Delivery of the Education Condition programme to improve elements of the remaining school stock has been completed to the client service satisfaction.
- 9.6 The Medway Archives and local studies centre is now well progressed with the hall being refurbished ahead of the main project. Internal structure alterations are well progressed. The new archive rolling racks are now in place. The new provision will establish a Medway heritage

centre for study groups and local schools, and will contain Medway's historic records.

- 9.7 Work to a further three listed historic buildings have been successfully completed. At the Guildhall we have completed extensive remedial works to the façade including new sash windows, restoration of key features such as the weather vane and the Crest. The Corn Exchange Prince's Hall has been completed on time and on budget. The Brook Theatre is nearing completion, and will ensure that future structural defects are resolved. The façade is now cleaned and illuminated with new lighting. This will form part of the Council's ambitious plans to regenerate Chatham. These works have been well received by Councillors and officers alike.
- 9.8 The shift of services from Riverside One to Kingsley House after a £250,000 refurbishment was completed successfully. A local charity has taken up residence in Riverside One for a time limited period. This covers the period until the "Command of the Heights" project starts to reveal the ditch under Riverside One.
- 9.9 A project to provide more efficient space in the Gun Wharf basement to increase the Council's on-site storage capacity of paper records is ongoing with phases 1, 2 and 3 of a 4 phase programme now complete. Rolling-racking has been installed greatly increasing the space available. Once the Medway Archives and Local Study Centre move is complete we intend to recycle the rolling racking currently housing our archives by moving it to the second storage area in the Gun Wharf basement.
- 9.10 Works completed at Gun Wharf during the year have included:
- Solar Panels installed and generating electricity with the impact being displayed in the reception on a screen.
 - Hot desking at Gun Wharf reflects the hot desking within other Medway buildings and this has improved the flexible approach to the use of the building and allows visiting officers to work from Gun Wharf.
 - Break out areas give close and easy access to allow officers to break out into their local area, saving time and enabling discussions and catch ups to take place without booking meeting rooms.
 - A new goods lift has been procured and installed giving the building managers a new and adaptable method of moving materials and plant around the building.
 - The roof over the goods lift tower has also been re-flashed as part of the goods lift review to prevent water ingress on the new lifts.
 - New touch screen televisions have been installed in the 27 meeting rooms across the building allowing improved interactive meetings.
 - The internal stairways have been surveyed and retiled, boarded and decorated ensuring maintained aesthetics and safe ingress and egress to our listed building.
 - The works to address the delamination of tiles on the front lift towers over the front entrance has also now been addressed and

completed and are now retiled to return them to their previous appearance and a safe condition.

- ICT Data Centre room fire suppression system renewed.
- The two Flag poles (which are 40 years old) were repaired.
- Some stairwell lighting now is LED operating on a motion sensor to reduce energy costs.
- Electricity air circuit breakers have been replaced.
- Roof guttering repairs have been undertaken with the removal of chippings and relining with polymer.
- Electrical modifications to allow for an emergency generator connection during a power cut have been completed.
- Car park modifications have been completed after staff and union consultation.

Valuation & Asset Management.

- 9.11 The council has raised approximately £2.4M in capital receipts from 14 property transactions, including the sale of the Pier Road depot to Medway Norse, the sale of land at Borstal for housing and a long lease of a site in Railway Street Gillingham for the construction of a new Mosque.
- 9.12 The council has generated rental income of circa £1.3M achieving a return of circa 7% per annum with only 1.8% of the portfolio being void for over 6 months.
- 9.13 The council has renewed or granted 39 leases.
- 9.14 The council's £2M property investment fund has been used to purchase investments, including spending £430,000 to buy out an obligation to pay rent to Peel Ports of circa £28,000 pa (a return of over 6.5%.) The remainder has been used to buy 9 dwellings for use as Temporary Accommodation for the homeless giving the council a return of about 5.5%.
- 9.15 The Council has granted 6 Academy leases, 39 commercial leases and taken 3 leases for operational use.
- 9.16 The property team has secured all of the three interests in the land at Chatham Waterfront.
- 9.17 As part of the rolling revaluation of the council's property portfolio for accounting purposes, 83 asset valuations have been completed and over 1,100 have been reviewed.
- 9.18 The team has supported out sourcing arrangements including the Waste Contract, the creation of new companies to provide public health, category management and temporary staffing agency services.
- 9.19 The team has completed all of the property work to secure the relocation of Rochester Station.

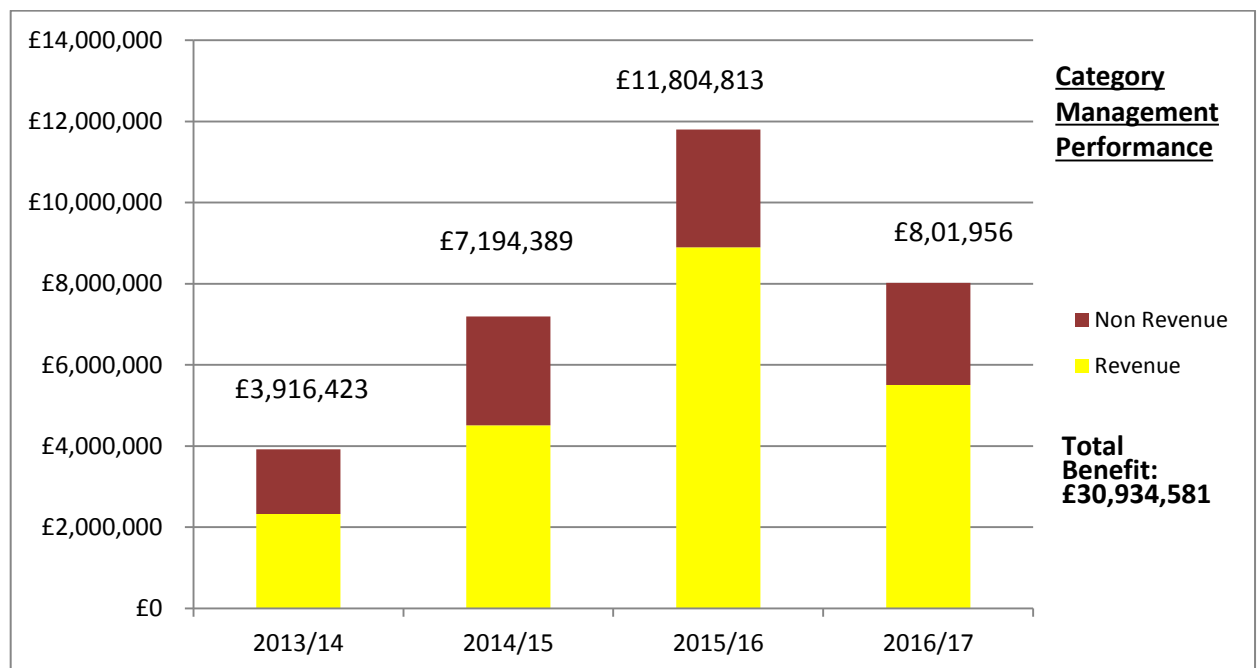
- 9.20 The team has supported regeneration colleagues towards exchange of contracts for the development agreement for Rochester Riverside.
- 9.21 The team has obtained One Public Estate Funding worth £305,000. This will enable the team, with partners and the Clinical Commissioning Group to work up feasibility proposals for additional primary healthcare provision in Chatham and Strood and additional housing units.
- 9.22 In a recent customer survey, 100% of those who expressed an opinion rated the service as very good.

10.0 Category Management/Procurement

Achievements for 2016/2017

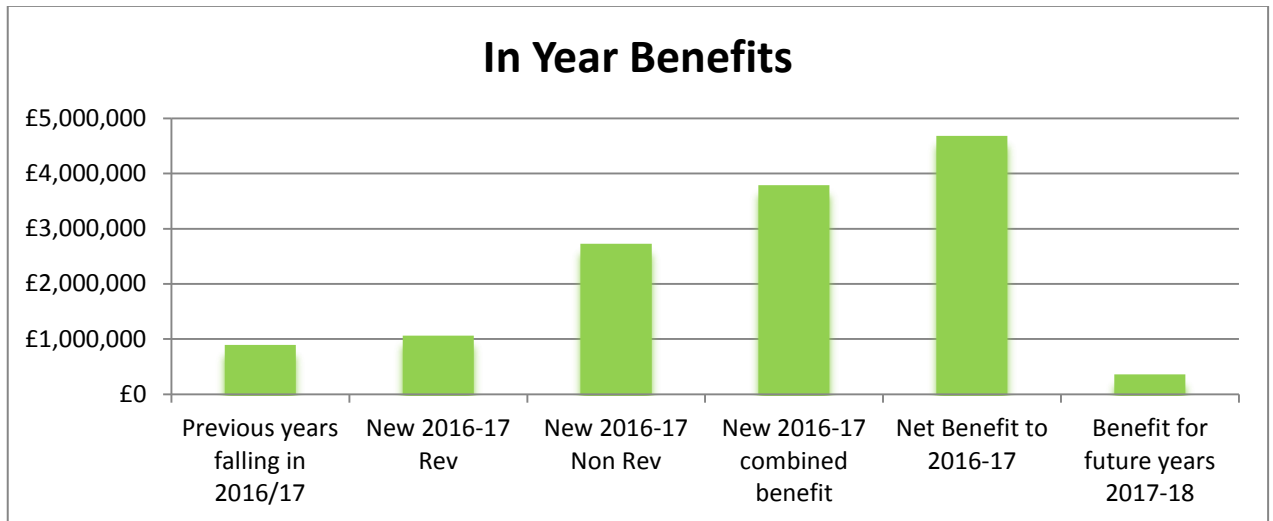
Whole life benefits

- 10.1. The category management team since its creation has been recording the benefits that it has delivered back to the council. The chart below details the whole life benefits of the procurement activity that has been undertaken to date. In fact whole life savings over the 4 year life of Category Management team now stand at approximately £31 million.



In year benefits

- 10.2 The category management team tracks the in year benefits of its activities so that a record of achievement can be maintained. The information below details where the benefits for this year to date have been derived.



10.3 The team has delivered over 100 projects this financial year to date with the following benefits:

- 2016/17 Revenue Savings: £1,062,776
- 2016/17 Non-Revenue Savings: £2,724,185
- Income Generation: £600,000 Approx
- Savings for 2017/18: £356,346

Working with others

10.4 Since the launch of the category management team in December 2012, the skill and professionalism has been recognised as has been evidenced by the number of external bodies that have been keen for Category Management to not only undertake their procurement exercises but have used our Frameworks that have been put in place. The range of organisations include:

- Medway Clinical Commissioning Group
- Dartford, Gravesham and Swanley Clinical Commissioning Group
- Swale Clinical Commissioning Group
- Gravesham Borough Council
- Sevenoaks District Council
- Kent Fire and Rescue
- Maidstone Borough Council

10.5 There has even been an expression of interest from Kent County Council in using our Construction Professional Services Consultancy Framework.

Creation of new frameworks

10.6 At the moment of writing this, we are currently in mid process of tendering for a Civil & Structural Engineering consultancy framework and a National Catering framework. Like the Construction professional services consultancy framework above, we will be opening up the new frameworks for use by all public bodies across the county.

10.7 The Civil & Structural Engineering framework will cover the following areas:

- Lot 1: Traffic schemes and network management professional services
- Lot 2: Highways and Highway Structures
- Lot 3: Transport Related Civil and structural professional advice and services including Investigation, Planning, Design, Operations and Maintenance activities

10.8 It is anticipated that this framework will enable projects to get underway more quickly and enable us to work collaboratively with our neighbours. The other benefit is that we will implement a rebate function to generate an income that will help to fund the management of the framework.

Letting of the Highways Infrastructure Contract

10.9 The big contract of the year was the £120m Highways Infrastructure Contract (HIC) which will replace the Highways Term Maintenance Contract. This arrangement will benefit the council as it encompasses requirements more clearly that will enable the council greater flexibility in project delivery.

10.10 This contract which is in place for up to 10 years was won by Volker highways, the incumbent on the current highways term maintenance contract. However, the new contract encompasses areas such as Highways works and street lighting which were separate contracts.

Construction Professional Services Consultancy Framework

10.11 Since the launch of the framework in November 2014, 34 internal contracts have been awarded with another 2 mini competitions currently being undertaken. This Framework covers the following areas:

- Lot 1: Project and Programme Management
- Lot 2: Regeneration/Landscaping/Artisan
- Lot 3: Architectural Design
- Lot 4: Sustainability & Environment
- Lot 5: Valuation and Market Analysis
- Lot 6: Mechanical/Electrical/Building Services
- Lot 7: Quantity Surveying
- Lot 8: Building Surveying
- Lot 9: Multi discipline Services

10.12 We have had 4 external bodies sign up to use the framework:

- Kent Fire & Rescue
- Maidstone Borough Council
- Medway Community Healthcare
- Thanet District Council

- 10.13 Of the above list there have been 2 external contracts awarded via the framework for Kent Fire & Rescue and Maidstone Borough Council. The feedback from using the framework by Maidstone council was:

“It turned out however that the contract award to the best evaluated proposal with a very competitive price by PRP Architects has proven to be a very good decision according to the client dept.”

- 10.14 The value of the rebates is approximately £1,040 at present and whilst not a great deal of money is income that would not have been otherwise generated had the framework been set up for use solely by Medway Council. It is anticipated that as the reputation spreads, we will see more use of this framework and other frameworks that we create which will in term lead to an increase in the value of the rebates.

Progress on new procurement strategy 2016-21

- 10.15 In January 2017, an update was presented to this Committee regarding the progress that has been made.

Supporting the local economy

- 10.16 A Meet The Buyer Event took place on 23rd March at Priestfields Stadium. The annual event proved as popular as ever with over 350 companies in attendance. Some paid to have stands at the event where details were shared of future tenders being offered by the Council.
- 10.17 We also held workshops for attendees regarding how to use the e-tendering system, the Kent Business Portal and tendering tips for bidding. Delegates learned that last year the Council contracted 88% of its external work with Small and Medium sized enterprises.

Reducing red tape

- 10.18 Within the building and construction arena, we are using model form documents such as PAS91 which enables bidders to be familiar with the information they are providing and, once done, can be used at other authorities which also use PAS91.
- 10.19 We have introduced passporting so that if a supplier has a third party accreditation e.g. Constructionline, or they have competed and passed elements on an earlier Medway tender, then they only need to provide a reference that we can validate rather than all the documentation.
- 10.20 To add to this, we are incorporating the NHS version of secure sharing of information through a scoring mechanism which suppliers will need to sign up to. As we work more closely with the NHS and Clinical Commissioning Groups, we will need to ensure we are compliant against these policies. This will help the supply chain reduce the amount of time needed to submit vital information when tendering for business, thus giving back more time to submit the critical information needed at the tender stages

Improved services, better outcomes

10.21 As part of our strategy we said that we would engage with the Voluntary Community Sector (VCS) to provide them with support for tendering. We presented to the VCS in October 2016 and was well received by the attendees. We have also undertaken a review of who we have awarded our contracts to this financial year and are proud to confirm that we have awarded 88% of our contracts to small and medium sized enterprises (SMEs)

Intelligent spending

10.22 Finance have introduced e-invoicing to Automate Invoice Processing to speed up payments for SMEs.

Sustainable Procurement

10.23 We have introduced internal self-service when using frameworks via the Kent Business Portal to speed up awards. The intention will be to take the same approach with the Civil & structural Engineering Framework.

11.0 Joint Ventures

11.1 The Committee will receive its next regular progress report on Medway Norse at its next meeting.

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Appendices - None

Background papers – None