



# **BUSINESS SUPPORT OVERVIEW & SCRUTINY COMMITTEE**

**29 NOVEMBER 2018**

## **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 and Digital Services
- Council Plan
- Performance and Service Improvement
- Business and Administration Support Service
- Complaints Policy and Management
- HR
- ICT
- Legal
- Property
- Category Management//Procurement
- Travellers
- Joint Ventures

## **2. Transformation and Digital Services**

### **a) Digital Update**

#### **Medway.gov.uk**

- 2.1. The new Medway Council website was launched in April 2018. The site was developed within 3 months, which was an incredible achievement considering the size and complexity of the Council website.
- 2.2 Medway Council have been awarded 3 stars out of 4 for this year's Soctim (the society for IT managers in the public sector) review, up from 1 star last year. Soctim reviews all council websites against top tasks, as well as accessibility and mobile responsiveness.
- 2.3 Medway scored top marks for overall experience and usefulness of the site search function. Medway also scored top marks (4 out of 4 stars) for the top task of "find out how to put out rubbish for collection" and are named as an example of best practice for other councils to follow.
- 2.4 Only 24% of councils scored the maximum of 4 stars for this top task in 2017-2018 prompting the following reviewer comment: "Excellent structure information was easy to find, the site layout was consistent."

#### **Website Rationalisation**

- 2.5 The Council currently has more than 40 websites and more than 100 website names (called domain names e.g. medway.gov.uk, abettermedway.co.uk). The sites all have a different design, user experience and quality. The sites are hosted by different companies (mostly third party) and use different content management systems, the cost of which is around £40k.
- 2.6 The transformation and digital teams are currently working to centralise Visit, Enjoy, Castle Concerts and Tickets Live into one online presence.

#### **JADU XFP (Forms) & CXM (Case Management System)**

- 2.7 The Live JADU system was implemented on 25th July 2018 by the supplier to allow us to build customer facing forms.
- 2.8 User Acceptance Testing for JADU forms has been carried out during the build process to increase the pace of delivering online processes. The following forms went live in September 2018:

#### **Apply For Gillingham Football Club Tickets**

- 2.9 This is part of our sponsorship arrangement with Gillingham Football Club, allowing eligible organisations to apply to attend a home game. We built the form in two days, iterated it and went live on 1 August 2018. Following a publicity campaign we have had more than 300 organisations, charities and community groups use the website to

register their interest in Gillingham Football Club tickets.

### **Report an illegally parked vehicle**

- 2.10 A form and case management system to report illegally parked vehicles was implemented on 17 September 2018. In the first seven weeks since the online service went live to report an illegally parked vehicle, over 150 reports of illegally parked vehicles have been submitted by customers.

### **Apply for a resident parking permit**

- 2.11 Medway residents were also provided with an online process to apply for a resident parking permit online. In the first six weeks since the online service went live, more than 450 resident parking permit applications have been received from customers. We received 161 applications in the first 15 days.

- 2.12 The following forms will be ready to go live in October 2018:

- Apply for daily visitor parking vouchers
- Renew a parking permit
- Make a corporate complaint
- Apply for a business parking permit
- Report a stolen disabled persons bus pass
- Report a stolen older persons bus pass

- 2.13 The following forms will go live in November 2018:

- Report illegal vehicle sales on the highway
- Report illegal vehicle repairs on the highway
- Report a lost or damaged disabled persons bus pass
- Report a lost or damaged older persons bus pass

- 2.14 These forms have been selected as they currently generate circa 30,000 telephone calls and face-to-face transactions.

### **b) Transformation Programme**

- 2.15 The transformation programme has significantly increased the pace of delivering benefits to the Council.

- 2.16 The following key projects have been delivered so far this financial year:

- Medway.gov.uk website live and delivered within 3 months and awarded 3 stars out of 4 for this year's Soctim (the society for IT managers in the public sector) review for Medway.gov.uk
- Blue Badge online application process launched
- RCET and BSD transformation roadmap created for 2018/19
- Bulky waste online application process launched
- Office 365 implementation across the council

- JADU (the system to build eforms and digital workflow processes) proof of concept successfully delivered and selected as the preferred front end development platform
- 2<sup>nd</sup> phase of adult education online enrolment launched for September term
- Leisure memberships fully online
- Initial phase of Children & Adults mobile working project complete
- New Transformation section on Medway.gov.uk implemented
- SMART Medway Newsletter Launched
- Transformation briefings for staff delivered
- Customer Contact & BASS transformation completed
- Transformation communications surge implemented
- Resident parking permit online service launched
- Option to report illegally parked vehicles online implemented

2.17 A Return on Investment methodology, clear strategy and roadmap, alongside effective employee communication and engagement, has provided confidence that the savings for 2018/19 are on track. £3.507m has already been allocated as transformational savings and further savings of £1.464m are expected to be achieved in 18/19.

### **Business Change Team**

2.18 The Transformation Programme is currently managed by a temporary team of staff working closely with existing Council departments. The Transformation Programme will formally close on 31 March 2019.

2.19 A business change team has been proposed from April 2019 which will ensure that the new capabilities delivered by the Transformation Programme are transitioned into measurable benefits that are embedded into the Council. This team will work closely with other Council services to ensure that transformational thinking becomes part of “business as usual” (BAU) to support the journey to a smart Medway.

## **3. Council Plan/ Performance and Service Improvement**

Achievements quarter 1 and quarter 2 2018/19

3.1 2018/19 to date 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 43 key measures of success to see how we are performing.

In quarter 2 (July-September 2018):

- 66% measures of success were on target (25 out of 38 were measurable during this period)
- 13% were just below target (5 out of 38)
- 21% were significantly below target (8 out of 38)

3.4 As a result of the 2018/19 Council Plan refresh, an additional 3 measures of success are now monitored, making a total of 43. The Council's three priorities remain the same:

- 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 This year was particularly important because we marked 20 years of Medway with the 'Medway 20 Exhibition' which included stands at all summer festivals; asking people to talk about what they love about Medway, their achievements and photographs taken in "We Are Medway" selfie frames. The "Focus On" festivals (part of the Medway 20 exhibition) encouraged 5600 attendees, despite the unfavourable weather conditions.

3.7 Our regeneration initiatives have gathered pace. The Dickens 2020 bid has been submitted to Heritage Lottery for the refurbishment of Dickens Chalet. This will be complemented by a new, exciting space within the Guildhall to house the objects held by the Museum relating to Charles Dickens and to better tell the story of the author and his relationship to Medway. The museum has recently been awarded National Portfolio Organisation Status.

3.8 Following Rochester Airport Technology Park being awarded more than £3.5 million from the Local Growth Fund, working with the South East Local Enterprise Partnership (SELEP), the draft masterplan has been finished, and the infrastructure works are being undertaken.

3.9 A £2million Heritage Lottery Fund bid has been submitted, led by Medway Council, in partnership with RSPB, wHoo Cares, Slough Fort Preservation Trust, Gravesham Borough Council, Kent County Council and local parishes. The project aims to reconnect local residents with their landscape, heritage and culture; whilst seeking investment in public rights of way, interpretation, heritage assets and community engagement.

- 3.10 The 'Healthy Child Programme' has had the biggest improvement in coverage since transition of any authority in the South East with continuing improvement.
- 3.11 The project 'Rochester Riverside', by Countryside, carried out a soft launch for their Pod marketing suite in quarter 2 and had over 1000 people register an interest. To follow this success, Countryside have stated that they are planning to have the show homes completed by the end of the year, in time for a potential topping out ceremony in early 2019.
- 3.12 The 'Men in Sheds' programme has 184 members and have held 124 sessions so far in 2018/19; supporting men to become less isolated and to improve their mental wellbeing by encouraging them to open up and improve their lifestyle.
- 3.13 We have successfully promoted learning and skills opportunities. Medway's Ofsted results continue to improve; 86 per cent of pupils are learning in good or outstanding primary schools and 78 per cent of pupils are in good or outstanding secondary schools. In addition, Medway Adult Education (MAE) was rated 'Good' by Ofsted in Q1.
- 3.14 We have been working hard to empower customers to access services online. The Library Service provides free use of computers and Wi-Fi and by reducing the amount of council websites to just one, we are saving customers' time and improving their experience, when using our website.
- 3.15 We have continued to work with local people and our partners in the private, voluntary and public sectors.
- 3.16 **Performance highlights during Quarter 1 and 2 include:**
- All 7 Green Flags retained.
  - Thinking Place marketing plan and Medway Place Story launched.
  - £2.2m Heritage Lottery Funded project Command of the Heights: main contractor appointed.
  - 97 % of the streets surveyed free from litter.
  - 100% (744) reported fly tips removed within one working day. Total tonnage: 139.2 tonnes.
  - 17 community clean ups.
  - £10k by the Litter Innovation Fund awarded - Chatham Bus station.
  - National recycling week took place during 24-30 Sept. Leaflets produced have been shortlisted for a National Local Authority Recycling Advisory Committee (LARAC) award.
  - Medway 20 was the lead brand and sponsor for the Medway B2B exhibition held at Chatham Dockyard.
  - Continue to develop the £170 million Housing Infrastructure Fund co-development business case.

### **3.17 Medway's performance has improved in the following areas:**

- The percentage of special schools in Medway judged to be good or better is 100%. This significantly exceeds the target (80%) and the percentage achieved at this time last year (80%).
- The satisfaction with parks and green spaces has increased to 85.6% in comparison to 67.6% last year.
- The Healthy Settings programme has significantly exceeded its target (20) by achieving 120 by quarter 2.

### **3.18 Medway's performance compared favourably with national performance on the following:**

- Satisfaction with parks and green spaces- 7 Green Flags awarded
- Medway Adult Education Attainment & Achievement rate, rated good by Ofsted.
- Number of households living in temporary accommodation.
- Percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2.
- Percentage of clients receiving a direct payment for their social care service.
- Proportion of adults in contact with secondary mental health services in settled accommodation.
- Permanent admissions to care homes per 100,000 pop. - 18-64.
- Average journey time along 5 routes across Medway (minutes per mile).
- The percentage of looked after children who achieve the required standard in GCSE English and Maths.

## **4. Business and Administration Support Service – BASS**

4.1 The Business and Administration Support Service (BASS), which merged with Customer Contact on 2 October 2018, consisted of administration 'hubs' providing general and specialist business support across the Council, and the Customer Relations Team (CRT) that coordinates 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 operated 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, having been trained in the work of that hub, increasing overall resilience across the Council. The staff are also able to support generic business support functions such as minute taking; financial administration; and, 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 Members will be aware from the report at their last meeting under the holding to account of the Portfolio Holder for Business Management, that BASS and Customer Contact were merged on 2 October 2018, to form the new Customer and Business Support service (CABS). The Transformation update included within this report provides more detail on this major initiative. A significant amount of management time has been spent since June, taking forward the best practice in BASS into CABS, whilst taking the opportunity that the transformation programme provides to re-think how support to external customers and internal services can be improved as a consequence of the two services coming together.
- 4.4 At the Committee's meeting in April 2018, it was reported that the key transformation initiative that BASS was involved in was providing a full on-line facility for Blue Badge applications. Whilst an on-line application was previously possible, provision of supporting documentation and payment could not be made on-line. Few people made use of the on-line facility. After a great deal of effort the comprehensive service was successfully launched in March 2018.
- 4.5 The new online blue badge service is easier for most new applicants and for those seeking to renew their badge – primarily because applicants only see that bit of the 'form' that applies to them. The old paper form was quite daunting in its length. The online service provides for document upload, and entering debit card details. Payment is only taken if the applicant is assessed as eligible and notification that payment has been taken is provided - an end to end process that is both safe and efficient. For those who cannot use online, two assisted services for application are available: a telephone interview, and face to face appointment at Chatham Community Hub.
- 4.6 Some customers did initially feel that they would prefer the old paper form, but once it has been explained how we are able to tailor the service to assist those who genuinely need our help, they recognise that it is not a one-size fits all approach. In the first two quarters of 2018-19, 74% of customers made their application online without the need to seek support from our administrators. Of the 566 customers who did require our support, nearly 400 were able to apply by way of a telephone interview and 168 were dealt with by way of face to face assistance.
- 4.7 BASS has continued to support apprentices, recruiting a further three in June 2018 alongside its existing three. Two have since moved on from the Council, and the service is again seeking to recruit more apprentices in partnership with the Council's Apprenticeship Academy and Medway Adult Education.

## **5. Complaints Policy and Management**

A summary of achievements for 2017-18 and a review of Q1 & Q2 2018-19.

- 5.1 The Customer Relations Team (CRT) has continued to work well in partnership with services across the Council this year to maintain



performance in timely responses to complaints, and to enhance the Council's learning from complaints.

- 5.2 In 2017-18 corporate performance for complaints against the 10 day response target for Stage one complaints was 91.99% against our new target of 80%. The performance at the end of September 2018 is a positive 86.04% and performance has remained above the 80% target month on month throughout the first half of this year.
- 5.3 Performance for responding to the more complex Stage two complaints within 15 working days achieved 81.99% for the year 2017-18. This has also continued to improve and the year to date performance was 82.14% at the end of September ahead of the 75% target.
- 5.4 Since Q2 2017-18, CRT has captured data recording the reasons that make people complain, and this information has aided the Council to learn from complaints.
- 5.5 The top three reasons for complaining across the latter three quarters of 2017-18 were:
  - Service not provided
  - Poor Service quality
  - Disagree / unhappy with Council decisions.
- 5.6 Throughout Q1 and Q2 of 2018-19, Service not provided and Poor service quality have remained within the top two complaint categories complained about. The data has allowed us to monitor for trends, and has identified that there has been a decrease in the proportion of upheld complaints relating to poor communication.
- 5.7 Complaint categories specific to individual services have also continued to be captured and reported on each quarter. During the first quarter of this year, these categories highlighted specific areas during a period of unusually high volume of complaints. Continued monitoring throughout Q2 identified that in most areas, complaint volumes had shown a declining trend.
- 5.8 Such trends that are identified from gathering generic and specific complaint categories are discussed at each Compliant Handlers Group, which is well attended, along with examples of lessons learnt and good complaint handling practices. Complaint handlers also contribute to the development of action plans to ensure improvement within their own service areas, as a result of complaint feedback.
- 5.9 Additionally, Assistant Directors actively discuss the findings of the quarterly reports with their Service Managers to disseminate the messages and embed learning within services.
- 5.10 CRT now also collect and report on compliments; 82 corporate compliments were recorded between 1 April 2018 and 30 September 2018. Each of these compliments have been shared with the relevant

services so that they can be celebrated, as important lessons can also be gained from such positive feedback.

- 5.11 Significant work has been underway to create a new online form for customers to make a complaint, focussing on an improved customer experience, as well as streamlining the processing workflow. User testing has begun which has provided positive feedback, and a review of the complaints web pages is now underway to coincide with the launch of the new complaints system.

## **6. HR**

- 6.1 The HR Shared Service arrangement between Medway Council and Gravesham Borough Council was implemented on 1 April 2018 and as anticipated, development opportunities for HR colleagues have been realised with members of both teams sharing learning and working on projects across both councils. A lessons learned and review of the new arrangement will be completed by the end of this financial year.
- 6.2 The provision of the Council's fee based Health and Safety service sold to Academies was transferred to the Medway Commercial Group (MCG) effective from 1 September 2018, with MCG personnel delivering the Health and Safety service with income coming into the Council via an MCG management fee. MCG have also been contracted to deliver the Council's Health and Safety provision to its maintained schools, with the Council continuing to quality assure the service provided by MCG. The Council's Health and Safety team had already been restructured in anticipation of these changes, with the team now focussing on the provision of advice and support to corporate activities.
- 6.3 Other changes within the HR team structure included the transfer of the Payroll Team to the Finance function, and the Employee Engagement Team to the Communications and Marketing Team.
- 6.4 The Council's Apprenticeship Academy continues to flourish and the work that the team have done to grow the Academy has been recognised nationally by being shortlisted for two prestigious awards, namely the HR Excellence Award for the best Youth Employment Strategy, and the CIPD Award for the best Apprenticeship Scheme.
- 6.5 The scheme is forecasted to have commenced in excess of 200 Apprenticeships by April 2019, and it will have utilised £1.1m of the Apprenticeship Levy within the same period.
- 6.6 In addition to core HR activity, the team are working with the ICT and Transformation teams with the development of an improved self-service provision and enhanced digitalisation platform delivered through the Council's self-service portal (Top Desk) and the new Intranet.

## 7. ICT

Achievements for 2018/19 (April – October)

- 7.1 Projects associated with the technology roadmap continue to progress. SharePoint and Microsoft Teams sites continue to demonstrate the power of Office 365 to enable internal and external collaboration. The new corporate Intranet will be delivered in December and is built on a SharePoint infrastructure hosted within the Microsoft Cloud.
- 7.2 Windows 10 is being rolled out across the authority with approximately 600 devices currently upgraded or replaced.
- 7.3 All Medway email accounts have been transitioned to Office 365 (3300), enabling email and associated calendars to be available to all staff and members via desktop and mobile devices.
- 7.4 The introduction of JABBER telephony facilitates the use of softphone technology on Windows 10 enabled devices. This innovation will enable the introduction of a Bring Your Own Device (BYOD) policy, potentially leading to a significant reduction in corporate mobile phone usage.
- 7.5 The Social Care mobile project was successfully completed in July 2018, mobilising around 450 care workers in this service. Using Microsoft Surface Pro devices and Office 365 technology products, customer interaction and transaction times have been completely transformed.
- 7.6 Microsoft Teams is ready to be distributed across the organisation allowing internal collaboration on projects and within service delivery teams. External collaboration will be enabled in early 2019, in agreement with Information Governance colleagues, providing cross agency collaboration workspaces for Multi Agency Support Hubs etc.
- 7.7 A number of business software applications have now been transitioned to Software as a Service (SaaS), and hosted off site by solution providers. Confirm (Street Scene and Highways), Resource Link (HR and Payroll), TopDesk (Service Requisition and Incident management), Medway Adult Education (new system April 2019) are all in the planning/delivery phase with others (Planning and Social Care systems) under SaaS investigation for 2019-20).
- 7.8 Budgets associated with corporate wide ICT contractual software have been centralised. Payment authorisation is to be controlled from within the Transformation Division by the Head of ICT and the Transformation Manager. This is expected to provide greater visibility of corporate ICT spend and subsequently potential for rationalisation of both software and associated budgets.
- 7.9 The project to replace all local and wide area network infrastructure is nearing completion. All core components have been replaced at Gun Wharf, The Tunnel and main satellite offices. Final implementation is now underway at smaller outlying sites with expected completion by March 2019.

7.10 Working closely with Gravesham Borough Council ICT colleagues, the ICT team continue to develop technology solutions that support shared service arrangements. The Heads of Service from both organisations are currently aligning strategies to enable further sharing of technology platforms to both improve service delivery and reduce costs.

## **8. Legal**

Achievements for 2018/2019

### **a) Place Team (property, contracts, planning, etc.)**

- 8.1 A summary of some achievements of the team during the first half of the year 2018/2019 is set out below.
- 8.2 The property team continue to provide an excellent service to the local authority and have completed numerous significant transactions including the acquisition of a multimillion pound investment portfolio to help secure the Council's financial position. In addition to this they are consistently carrying a caseload of several hundred files delivering excellent service at all levels from routine Right to Buy transactions through to extremely complex regeneration projects.
- 8.3 Our Contracts lawyers have also delivered an outstanding service this year, allowing the Council's commercial ambitions to be realised. They have also revamped the Council's standard terms and conditions ensuring General Data Protection Regulation (GDPR) compliance and have worked to produce a number of standard form contracts for various scenarios providing consistency across a number of projects and reducing costs for clients.
- 8.4 The team have covered almost all hearings in the Magistrates and County Courts and tribunals in-house where they have rights of audience and continue to have an extremely successful record. Recently they were able to secure an Injunction to prevent an individual from targeting vulnerable individuals through a campaign of anti-social behaviour.
- 8.5 The Shared Legal Service with Gravesham Borough Council (which went live on 1 April 2017) has continued to strengthen over the past year with the team providing advice in all areas and mirroring the successes achieved for Medway, including providing support on a significant town centre regeneration project.
- 8.6 The Information Governance Team which forms part of the Legal Services Team also become a shared service with Gravesham Borough Council on 1<sup>st</sup> April 2018. The IG team have provided support to departments across both local authorities to ensure they are compliant with GDPR, including the implementation of GDPR Working Groups within each service area, and they continue to monitor the councils' performances in responding to Freedom of Information requests (within

a statutory timescale of 20 days) and review how improvements can be achieved.

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

- 8.7 The average period for child care court proceedings for the last 12 months is 34 weeks. The previous 12 month period showed an average of 36 weeks. The target is 26 weeks. This has reduced from 55 weeks when the 26 week target was introduced 5 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. The team continue to deal with some complex care cases that will take longer than 26 weeks which will affect the average.

**9. Property**

Achievements for 2018/2019

- 9.1 Medway Council Property and Capital Projects applied for and were accepted as a Corporate Affiliate of the Association for Project Management in June 2018.
- 9.2 Medway Council Property and Capital Projects achieved accreditation to be a Chartered Building Consultancy, under the CIOB (Chartered Institute of Builders), Incorporated by Royal Charter.
- 9.3 The Salix energy programme enabled the procurement and installation of five new gas boilers, installed in 2018 at Gun Wharf, which will give a saving on energy bills of £ 25k per annum.
- 9.4 At the Medway crematorium three new cremators have been designed and installed in a redesigned cremator building. The cremators are now abating mercury. This facility is providing the Council with improved income streams.
- 9.5 We have undertaken remodelling and rationalisation of the Gun Wharf basement. Rolling racks were recovered from the old civic centre and reused at Gun Wharf. This has assisted with our orderly records keeping and the basement is now safe and tidy. This was recognised as a big improvement by Medway Council insurers during a recent inspection, and will assist with our General Data Protection Regulation (GDPR) compliance.
- 9.6 We have commenced fire and security upgrades at Gun Wharf with new fob readers, improved signage, new emergency lighting and new energy saving LED lights.
- 9.7 We are remodelling Gun Wharf reception which will have new security barriers and CCTV coverage of front of house reception officers.
- 9.8 At the Brook car park we are undertaking stair well refurbishment.

- 9.9 The Hundred of Hoo Academy Phase 1 is now complete providing an award winning 1FE Primary School, at a cost of £4.5m with 210 extra pupil places provided. Phase 2 has now been given the go ahead to proceed.
- 9.10 With colleagues in Children and Adult Services we have established the basic need for works to secondary and Grammar schools. The sites have been established, with an estimated £4.9m spend. The programme of works will cover Sir Joseph Williamson's Mathematical School, Holcombe Grammar and Rainham Mark Grammar School.
- 9.11 The team has responsibility for the overall management of the One Public Estate (OPE) project and we have obtained £300k funding. The following schemes are under development, and in various stages of progress.
- White Road Community Centre (Community /Social residential) - 20 units
  - Clover Street Chatham, Healthy Living Centre and housing with CCG
  - Temple Street, Strood – Healthy Living Centre with CCG
  - Britton Farm office and residential options – 40 units
  - Brooke Police Station – residential site (Kent Police)
  - Gillingham Fire Station – “make ready” site for South East Coast Ambulance Service
- 9.12 We have worked closely with Medway training officers to establish new apprenticeship positions, these apprentices are working towards Royal Institution of Chartered Surveyors and The Institute of Workplace and Facilities Management, degree level.
- 9.13 Working with Housing we have just completed a three year fire risk assessment programme of works for internal and communal areas. The value of the contract is circa £4.7m. This has improved fire compliance across our housing stock.
- 9.14 The Housing three year pitched roofing programme starts this year. Tenders are back and are being evaluated with a start date beginning March 2019. The value of these works is approximately £ 1.5m.
- 9.15 The Decent Homes programme provides improved living standards to a basic standard. This covers various works such as kitchens, bathrooms, windows, CO2 and smoke detectors, domestic boilers, electrical testing and remedial, asbestos surveys and removals and front and rear doors and patios, totalling £ 1.8m.
- 9.16 Cyclical decorations will improve the current stock and enhance the Council's reputation with the improvements to the exterior look of our housing. These works across Housing are currently ongoing at a cost of approximately £309k.
- 9.17 The team have been working on the Children's Hubs and have converted Woodlands Youth Centre in Gillingham, Wayfields Childrens

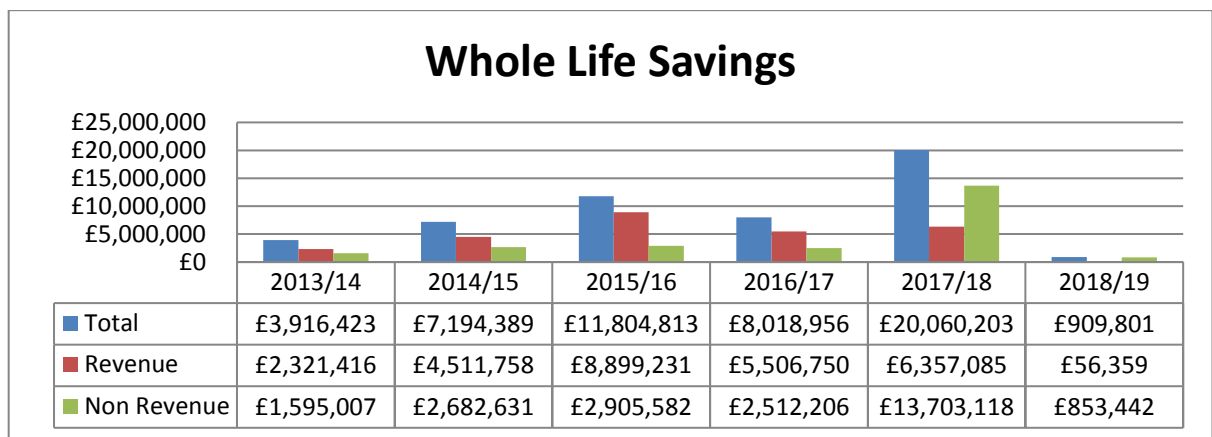
Centre Chatham and part of the Elaine Centre in Strood into three new hubs.

## 10. Category Management/Procurement

Achievements for 2018/2019

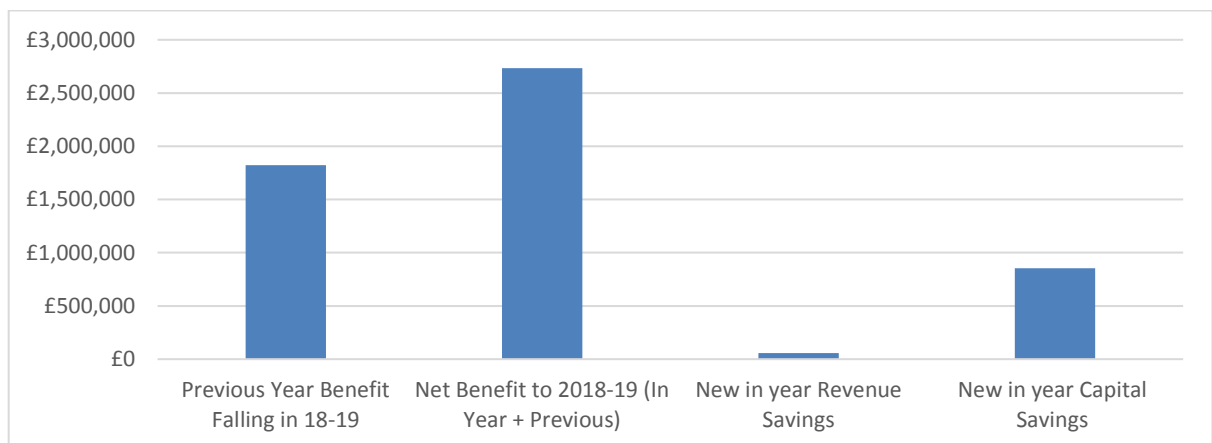
### Whole life benefits

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 5 year life of Category Management team now stands at approximately £52 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 achieved.



10.3 The above benefits derive from the 70+ projects delivered by the Category Management so far this year.

## **Working with others**

10.4 Since the launch of the Category Management team in December 2013, the skill and professionalism of the team has been recognised and 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 established Frameworks. The range of organisations include:

- Medway Clinical Commissioning Group
- Dartford, Gravesham and Swanley Clinical Commissioning Group
- Swale Clinical Commissioning Group
- Gravesham Borough Council
- Maidstone Borough Council
- Kent County Council
- Medway Development Company
- Medway Norse
- Medway Commercial Group

## **Creation of new frameworks**

10.5 At the moment of writing this, we are currently in the process of tendering several new frameworks namely:

- Events Infrastructure – this will cover many lots for the production of events and will have cross-departmental and authority requirements such as security.
- Transport Framework – the current Special Educational Needs (SEN) transport framework is due to expire at the end of the current academic year so new provisions are being put in place for September 2019.
- Professional Consultancy Services – the current framework is due to expire October 2019 and a new provision is required due to the success of the current.
- Supported Accommodation – currently ad-hoc block purchased so this will drive competition and quality within the local supply chain.

10.6 Since the last report the Clothing framework has gone live. Several supplier engagement events with the successful provider have also been conducted at Gun Wharf where their presence and range of products has been made known to all members of staff.

10.7 All possible frameworks going forward will at least be open to Kent public bodies and where evidently sensible, will be open for more national purposes to give the greatest level of exposure – it is important that by opening a framework to a more national supplier base, we do not dilute the market to only a handful of contractors.

10.8 As previously reported, as the reputation spreads we will see more use of our frameworks and other frameworks that we create which will in turn lead to an increase in the value of the rebates. Where previously a rebate value of £1k was received by Medway Council in 16/17, in 17/18 this figure grew to £5k and 18/19 we are anticipating in the region of £15k



which deepens the concept that frameworks, whilst taking longer to establish, work towards paying for themselves and aid in developing greater cross authority relationships.

### **Supporting the local economy**

- 10.9 The team is keen to develop local supply chains and as such holds relevant market engagement events. These events have increased in popularity and as such the team believe that some of the increased outcomes achieved from procurement activity stems from them – namely communication, approachability with the market and competition.

### **Reducing red tape**

- 10.10 Within the building and construction arena, we are using model form documents such as the Publically Available Specification 91 (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 the PAS91.
- 10.11 In line with national standards, the team has adopted the standard Pre-Qualification Questionnaire (PQQ) for all non-construction projects. This assists in the streamlining of the process and resulted in praise from external businesses.
- 10.12 The team is currently working towards implementing the use of the National Social Value Framework which evolved to reflect the changing needs and pressures in society. This is an important reflection on what our projects should be delivering.
- 10.13 The team is also using model form contracts to ensure consistency with industry best practice and has a complete suite of Medway Council terms and conditions for projects without model contracts to utilise.

### **Improved services, better outcomes**

- 10.14 The team has worked hard to harmonise a distinct disparity in working practices, as such the cohort of documents and information provided is now standardised. Our stakeholders have commended the more streamlined and succinct approach as the team is able to more robustly resolve any issues which may arise. As such, should there be any sickness, other team members are confidently able to backfill any outstanding work.

### **Intelligent spending**

- 10.15 Finance have introduced e-invoicing to Automate Invoice Processing to speed up payments for Small and Medium Enterprises (SMEs). The cataloguing system within the finance system has also been revised to give granularity against spend to ensure the team is able to in turn analyse and achieve the greatest efficiencies possible. The team is constantly looking for procurement opportunities which can utilise the cataloguing functionality.

## **Sustainable Procurement**

- 10.16 We have embedded internal self-service when using frameworks via the Kent Business Portal to speed up awards.

### **The process**

- 10.17 A service led procurement process for opportunities between £5k and £25k has been introduced. This process works within pre-defined limitations for low risk procurements.

## **11. Travellers**

- 11.1 The Council continues to deal with Illegal encampments as swiftly and effectively as possible. Since the beginning of the year 29 encampments have been evicted from Council land. Following reviews and streamlining of processes, the Council is typically dealing with encampments within five working days subject to the availability of court and bailiffs. The Council continues to review the vulnerability of sites to ensure they are less likely to suffer incursion.
- 11.2 The Council has continued in its approach to assist those that are Rough Sleeping in the area. Via the Community Safety Partnership and Police and Crime Commissioner, funding was achieved to contribute towards a jointly funded housing first project with the Strategic Housing Service and Public Health. In June 2018 the Council was awarded £410,000 to provide targeted initiatives for Rough Sleepers. So far, the funded initiatives have assisted in 30 rough sleepers to receive an offer of accommodation and a further 8 have been re-connected to the local authority that they had originated from.

## **12. Joint Ventures**

- 12.1 The Committee receive regular progress reports on Medway Norse.

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**Appendices - None**

**Background papers - None**