

**TRANSFORMATION PROGRAMME
UPDATE REPORT
JUNE 2018**

1.0 Introduction

1.1 This report provides an update on the Transformation programme, outlines the 18/19 Transformation Projects, and provides the roadmap for the journey to a smart Medway.

2.0 Achievements

2.1 The following has been achieved by the transformation team since February 2018:

- The new leadership and structure is in place which ensures effective decisions are being made at pace based on a return on investment business case model.
- Medway.gov.uk website live and delivered within 3 months
- Blue Badge online application process launched
- RCET and BSD transformation roadmap created
- Bulky waste online application process launched
- Leadership Academy launched managing change training
- Further 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
- Full analysis of off-line forms carried out in preparation for JADU implementation
- Hosted a Smarter Digital Services workshop
- Outgoing communication reviewed by the apprentice academy
- 2nd phase of adult education online enrolment launched
- Project underway to review the Customer Contact and BASS model

3.0 Programme Management

3.1 A Programme Management Office (PMO) has been established to act as the nerve centre and information hub for the transformation programme. All information, communication, monitoring, governance and control activities for the programme are coordinated through this function.

3.2 The PMO provides the financial governance for the programme budget so all spend will be controlled and authorised through a central hub.

3.3 ICT software budgets have been collated and this budget sits under the transformation programme manager to ensure investment is made in line with our ICT and Transformation strategies.

4.0 Transformation Project Updates

4.1 Medway.gov.uk

4.2 The feedback from users and services about the new medway.gov.uk has been extremely positive since the launch on 28 March 2018.

4.3 Some examples from residents are: *“your website is very clear and informative, well done!”*, *“clear and understandable”* and *“I really like the layout, colour and images. It looks so much cleaner”*.

4.4 It is encouraging that the feedback has mostly been around the clean, professional design and the clear, logical structure which makes it easier for people to find what they’re looking for.

4.5 Initial feedback has been gathered on further improvements that can be made to the website. In the three month build period the focus was on redesigning the most used areas of the site and now the rest of the site will be redesigned.

4.6 The website will never be ‘finished’ and a process of continuous improvement will evolve as part of our regular content reviews with services, to make sure the website is always usable, useful and relevant.

4.7 Additional functionality will be added to the website as it evolves and third party systems will be reskinned so they look the same as the main website. This will give customers a seamless online experience by allowing customers to apply and pay for services, track their service requests in real-time, retrieve saved forms and view all historic requests via a “MyAccount” page within JADU.

4.8 Medway Council have been awarded 3 stars out of 4 for this year’s Soctim (the society for IT practitioners in the public sector) review, up from 1 star last year. Soctim reviewers look at all council websites against top tasks, as well as things like accessibility and mobile responsiveness. Medway scored top marks (4 out of 4 stars) for the top task of “find out how to put out rubbish for collection” and are referenced as an example of best practice which other councils should follow. 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.”* Medway also scored top marks for overall experience and usefulness of the site search function.

4.9 Website Rationalisation

4.10 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.

4.11 The process of rationalising the 40+ council websites into a single Medway.gov.uk site has now commenced. “A Better Medway”, previously a site of its own, now sits under the ‘health’ section of medway.gov.uk and no

longer relies on our old content management system (Alterian).

4.12 An audit is currently being carried out to prioritise the transfer of external sites to ensure customers benefit from an improved service and savings are maximised.

4.13 JADU XFP (Forms) & CXM (Case Management System)

4.14 Following the successful launch of the new medway.gov.uk we are implementing a digital solution to manage customer contact which integrates seamlessly with our website content management system that also provides online forms, a customer account and workflow to effectively manage customer requests and enquiries.

4.15 Currently, the vast majority of contact from customers is via traditional channels (telephone, face to face and email), around 900,000 traditional contacts each year, with 700,000 of these coming through our telephone contact centre alone. Medway.gov.uk gets more than 7 million page views per year with a small number of transactions available for customers to complete online.

4.16 Based on SOCTIM Insight research 86% of UK residents use the internet for many aspects of their lives, with the figure for Medway being 92% with increasing numbers of 60+ and smartphone users. More than two thirds of Medway households are active online users so customers want to be able to self-serve online but our current online offer doesn't support them to do this.

4.17 A key work stream during tranche 1 of the transformation programme for 2018/19 is to ensure all council services and transactions have a customer-facing presence on medway.gov.uk. The priority is to focus on services with a high volume of contact and those which do not currently offer their services online.

4.18 JADU has been selected as our preferred solution for staff to access and action requests from a single, central system. This will allow us to create usable forms and seamless customer journeys. The JADU products (the existing website content management system, the forms and case management modules) all integrate, allowing us to build online services quickly to increase the pace of delivery from the transformation programme. Support is also available through the supplier as well as specialist third parties.

4.19 The XFP (Forms) & CXM (Case Management System) will be installed in June 18 allow us to create forms that can feed in to workflows and queues within the case management system. Staff have undergone initial training on the system and the first processes are currently being built by the supplier.

4.20 Leisure Online Membership Joining

4.21 The technical work has been completed to enable customers to sign up for leisure memberships online. The system has been tested and is working.

4.22 All of the forms, letters, telephone scripts and online processes need to be approved by the Council's bank before they can be implemented. Formal

approval of paperless direct debit processing for telephone and internet channels was received by the bank in mid-June 2018. Work has now started on implementing the system with a soft launch planned by early July and then the system will be promoted as part of leisure's summer promotion.

4.23 Office 365 Implementation

- 4.24 Medway have invested in the cloud based MS Office 365 suite of products and services. This investment will enable staff to access email, file storage, video conferencing, and authentication from any device without physically logging in to Medway Council's network saving valuable hours both static and mobile working.
- 4.25 By October 2018 all staff will have had their email accounts transitioned to the Office 365 cloud and will be provided with a secure storage area that will replace the personal U:/ drive. Email account storage will not be restricted in the same way as currently imposed thereby negating the need for staff to request additional storage space. The transition has already started and some staff are already using cloud based services. A corporate transition plan is currently being agreed and once finalised communication will be issued to staff on a rolling "team by team" basis commencing in May 2018.
- 4.26 Microsoft Office 365 products have facilitated the use of digital remote access authentication (remote login) using mobile apps and the decommissioning of Fortinet tokens for staff. Later this year, email will also be delivered securely to mobile devices through Office 365 cloud services and the existing product (GOOD) will be decommissioned. This will achieve savings of £45k, which were included in the original business case.
- 4.27 Microsoft Teams (a collaboration tool) is being trialled by a number of service areas to improve communication channels within departments. This product was used during the recent Corporate Peer Challenge and Medway received very positive feedback on its effectiveness.
- 4.28 In June 2018 the ICT service implemented the service desk portal for service requests. Staff can immediately see what services are available and register their own incidents whenever they run into a problem with no operator required. Staff can track their incidents and change service requests in one click by using quick links on the portal's homepage. The Service Desk Portal is an easy way to display the department's services and products. Images and descriptions have been added to help customers understand exactly what they are requesting. Custom forms and templates are also being created to support internal business processes. Staff are able to register their own questions, access answers from the knowledge base and watch instructional technical video's. The "Knowledge Base" makes it easy to share important information, such as Frequently Asked Questions to manuals, empowering staff to self-serve from a range of service offers.

4.29 Medway ICT have developed a more efficient meeting room booking system to replace the existing process, which staff have indicated is difficult to use. It has been developed using products available from the Office 365 productivity suite. The system will enable staff to book rooms via the email system (Outlook) based on availability, equipment, space required as well as order catering and specify room layout. Some rooms will need authorisation from 'room owners' but this process will be automated as much as possible. The new system will be available from June 2018.

4.30 **Bulky Waste Collection**

4.31 The online bulky waste collection service, including online payments, was launched on 3 April 2018.

4.32 This is an additional channel and all existing methods of contact (telephone and face-to-face in contact hubs) have been maintained. This was a soft launch so the take-up of the different channels will be monitored to see if there is a natural digital channel shift.

4.33 A review has been carried out on the bookings made during April 2018:

Standard collections	
Self-service (online)	448
Face To Face	24
Telephone	676
Total	1,148

Express collections	
Self-service (online)	33
Face To Face	0
Telephone	19
Total	52

4.34 These are extremely positive results, with a 40% (481/1,200) shift to online self-service channels with no communication push. There is clearly a demand from residents for self-service online access to Council services. The form has been reviewed after 1 month of use to see whether any refinements are required before we launch a marketing campaign to increase the online take up. There are some improvements that could be made to the existing e-base form using the in-house developers to improve the user journey by changing the location of buttons, which are currently being scoped by ICT.

4.35 **Corporate Debt Recovery Project**

Responsibility for the delivery of the Corporate Debt project moving forward has been integrated into the Head of Revenues & Benefits post.

4.36 The immediate priority is the development of a timetable for the project moving forward, with future work-streams including:

- Setting up the 'Corporate Debt Forum'
- Agreeing and implementing a new structure
- Development of Council-wide policies and procedures

- Implementation of corporate monitoring and reporting of debt, provisions and write-offs
- Work towards the longer term aspiration to provide a single view of debt.

4.37 Adult Education Online Enrolment

Online enrolment for adult education was first enabled as a soft launch in January 2018. The enrolments for the September 2018 courses opened on the 4 June 2018. This was supported by marketing to encourage customers to use the online options. All other channels; such as phone, face to face and post are still available.

- 4.38 On the first day of enrolments over half of the bookings made were via the internet. Staff also noted that the usual “queuing around the block” with customers waiting to book their courses in person had drastically reduced as they could book their courses at any time via the internet.

5.0 18/19 Transformation Programme

- 5.1 During 2017 the Transformation Programme was subject to an external assurance review by specialist consultants. As a result of this review the Transformation Programme was restructured in January 2018.
- 5.2 In line with the Managing Successful Programmes (MSP) best practice framework the Transformation Programme will be managed in tranches to ensure that the rate of change being offered by the programme is delivered at a rate that the operational service areas can cope with.
- 5.3 This approach will also provide transparency to the Transformation Programme as services benefit from the changes being implemented at a faster pace. From 1 April 2018 a dedicated Business Intelligence Team for the Council was initiated to bring together the Corporate and RCET P&I hubs team to develop and embed business intelligence as a core part of a dynamic, council wide transformation programme led from within RCET.
- 5.4 Managing the Transformation Programme in tranches will provide a clear structure to the overall programme and allow projects to be delivered at a faster pace to support the journey to a smart Medway.
- 5.5 Throughout the programme the transformation team will continue to support RCET Assistant Directors and Service Managers to achieve transformation savings within their services. An extensive list of candidate projects has been submitted to Assistant Directors to allow them to prioritise the areas where the required savings can be made. A programme lead for BSD has been identified and has engaged with services immediately. To date the Transformation Programme Manager has been working with services within BSD to ensure the programme is delivered on time and within budget. C&A have appointed a specialist external consultant to lead the transformation programme.

6.0 Transformation Road Map 2018 – 2020 & Beyond

6.1 Tranche 1 January 2018 – July 2018

6.2 The key projects for Tranche 1 are:

6.2.1 Website rationalisation

Following the launch of the new website on 28 March 2018 work has now commenced to make continual improvements to the new website and start the process of moving all other Council websites over to the Medway.gov.uk site.

6.2.2 Customer Account & Case Management

Implement the JADU platform for eforms and case management.

6.2.3 Council Services Available Online

A key project workstream for Tranche 1 is to ensure Council services are available online. The priority is to focus on services that do not currently offer their services online and develop an e-form, which will feed in to the JADU case management system for the services to process. Existing online forms will be retained in their current systems as it would be wasted effort at this stage to migrate these to different systems if they are already online and working. Areas that cause a high volume of telephone contact to the Council will be prioritised.

6.2.4 Reduction In Telephone Contact

In March 2018 the council's contact centre handled 46,439 calls and a further 30,907 calls were handled by the switchboard. As more services become available on line, and with the improved availability of the information on the website, we anticipate a significant reduction in telephone calls to the council. The operating model of the customer contact centre and community hubs will therefore undergo constant review during the programme. The first review has now commenced following informal consultation with all BASS and Customer Contact staff across 3 separate briefing sessions. The senior management teams from the services are working with the transformation team, and the services they support, to devise a new model that will be presented to staff during a formal consultation process during July / August with the new model being implemented in October 2018.

6.2.5 Review Outgoing Communication To Reduce Avoidable Contact

Outgoing communication, such as letters and emails, are being reviewed to ensure the communication is easily understood, the communication does not cause any questions or a need to contact the Council.

If the communication is sent via letter we will investigate whether a digital channel can be used, and digital channels to contact the Council are promoted within all communications.

The apprentice academy have been involved in the design of communications as they are independent from the service being reviewed.

6.2.6 **Children & Adults Mobile Working**

Surface pro devices have been procured to support this project following the submission of a business case. In April 2018 ICT prepared the training material, videos, documentation and set up an Office 365 team site that will aid the handover and be used to support the project beyond the initial rollout. Training for approximately 400 staff commenced in May 2018 and will be carried out for 8 weeks. The devices will then be issued to staff following their training session where they will be able to implement the new way of working immediately. The training is on schedule with 231 surface pros rolled out to social care workers across both children and adults by mid-June 2018.

6.2.7 **Income Generation Projects**

A key strand of the Transformation Programme is to drive income generation, especially where there are opportunities to exploit new digital channels such as online joining of sports centres and online bookings for events and venues. There is also an opportunity to combine various Council services into packages – such as joining up registry offices, heritage attractions (eg. Guildhall and Upnor Castle), country parks, Corn Exchange and halls for hire into a wedding package. During tranche 1 of the programme the transformation team will identify areas where different services can work closely together to increase income and lead on facilitating meetings to devise a corporate approach.

“Weddings” will be the first area drawn together so a project team involving comms, the registration service, heritage (Guildhall & Upnor Castle), country parks, the Corn Exchange and halls for hire service will be brought together for an initial scoping meeting in June 2018.

6.2.8 **Adults Transformation Programme**

6.2.9 In the spring of 2016 Medway Council commissioned a diagnostic assessment of Adult Services that identified a total of £3.9M of savings that could be delivered over a three-year period. Following the diagnostic, the Getting Better Together Programme was established in October 2016 to deliver the service improvements and savings identified.

6.2.10 In December 2017, a review was undertaken by Glenesk Operations Excellence Ltd to provide assurance that planned savings were being delivered and to propose additional work to meet increased savings requirements that contribute to the Council’s funding gap in 2018/19 and beyond.

6.2.11 **Progress By Project For Adult Transformation**

Three Conversations Model of Social Work Practice

Overview: The Three Conversations model of Social Work is an innovative approach which focusses on an individual’s strengths and assets when evaluating how to help them address their social challenges. The model has been demonstrated in trials to produce improved outcomes for Service Users and also reduced costs by meeting needs with fewer commissioned services.

Progress: The design of the model is well underway with involvement from across the service, local providers and Service Users and families.

Additional tests-for-change will be undertaken through June and July 2018. The PMO provides full-time support and initial work is focussed on embedding the model in the Early Help team. Concurrent work is being undertaken by the service on workforce development in order to ensure the model is supported with the right balance of skills and resources.

Targeted Reviews

Overview: The service recognises that there may be cases where Service Users could be supported in a less restrictive and more independent way. While the Three Conversations approach will address this requirement once it is operating at scale, in the interim period there is a tactical opportunity to undertake independence focussed reviews to improve outcomes and reduce the level of commissioned support if this is appropriate.

Progress: Quality Assured Projects are providing Specialist Support to complete Targeted Reviews. The Team is supervised by a Medway Team Manager and supported by the PMO. Detailed monitoring of throughput and results by review-type are in place to provide early assurance on the results obtained.

Respite

Overview: The service has identified an underutilisation of its block purchased Respite provision and the use of some spot provision for this purpose. Not all provision is suitable for all service users and there are a range of prices being paid in the local market.

Progress: The strategy review is now complete and has provided options that will reduce overcapacity and underutilisation.

Extra Care

Overview: New Extra Care capacity will become available in the local market in Q2 FY2018-19. This will provide local residents with an opportunity to remain independent in their own homes who may otherwise have faced the prospect of a Residential Home placement.

Progress: The first 32 places will become available in August 2018 and work is underway to identify the best candidates for this provision.

Shared Lives

Overview: An expansion of the Shared Lives Service is planned to provide improved outcomes for Service Users at reduced cost by allowing families to share their homes with Service Users with Learning Disabilities.

Progress: A specialist provider, Shared Lives Plus, has been commissioned to lead the project and will mobilise in June 2018.

Homecare

Overview: Current Homecare contracts end in April 2020. Work is underway to deliver an outcomes-focussed, locality-based delivery model which will align with the principals of strengths-based practice. No savings are directly attributed to this project but the recommissioning exercise will enable the effective functioning of the 3 Conversations model at scale.

Progress: The project is on track to meet its April 2020 completion date.

Accommodation Strategy

Overview: The service recognises the need for a comprehensive accommodation strategy which is consistent with its plan to deliver strengths-based practice at scale through the 3 Conversations model.

Progress: The Strategy is now complete and will be delivered alongside other service changes through 2018 and beyond.

6.2.12 Children's Savings Programme

6.2.13 In February 2018 a review of savings projects within Children's Services was undertaken. The review validated the savings, their project plans and resourcing and identified additional opportunities. As a result, 21 projects are being progressed within the 2018/19 Savings Programme.

6.2.14 The programme will deliver savings of £3.4M, (£2.7M in year). Managers across the Service lead each project with support from a dedicated PMO as required. The dedicated Programme Team mobilised on the week commencing 16 April 2018.

6.2.15 Progress By Project For Children's Transformation

Placements: Community-Based Fostering

Overview: Children with complex behavioural needs who are unable to live at home require a high level of support in order to achieve stability. Historically there has been a lack of internal capability to provide this support, resulting in children being placed in high cost independent placements, potentially outside of the locality. In order to keep children within the locality and the area they know, as well as providing community support to reduce the risk of placement breakdown (a major factor in the child's needs increasing) a model has been developed to increase our internal capability. This is achieved by developing fostering communities, or hubs, whereby one experienced, therapeutic foster carer provides support, guidance and respite to a group of six foster carers, who come together as seven households to help each other.

Progress: Agreement has been made on the exact structure of the model, clear plans have been developed towards the launch of two community-based fostering hubs within the calendar year, and clear criteria have been established as to what the requirements are for potential foster carers. Next steps are to recruit and train the therapeutic foster carers to enable to launch of the scheme.

Aut Evens / Parklands

Overview: We historically provided short breaks for children with complex needs at Aut Even, but it is not fit for purpose (and has therefore been overstaffed). Parklands is an alternative site that has many of the right facilities and will be suitable following some upgrade building work (including adding bedrooms and making staff accommodation changes). The aim is to move all staff and service users over to the new site from September 2018.

Progress: Budget for building contractors to commence building work has been signed off, and they are due to start work end May, with a 3-month delivery schedule. Service users will be transitioned over to the new site throughout August, ready for full 'go live' in September.

Home to School Transport (Mainstream)

Overview: As part of our statutory requirement, we provide home to school transport for all eligible children within Medway. Through transport provider Arriva we purchase 'Scholar's passes' – morning and evening passes allowing children to use Arriva buses to travel to and from school. It was identified that these passes were costing Medway Council more than the cost of an adult season ticket, so this price was subsequently negotiated

Progress: The negotiation process around the cost of the passes for school year 18/19 is still ongoing.

Special Educational Needs Transport

Overview: Medway currently provides specialist transport for children with Special Educational Needs (including Direct Payments and Carers Allowances). Opportunities to improve the value for money from Specialist Transport are being pursued.

Progress: The Commissioning Team have established an approach and plan to deliver improvements.

Casual Admissions for Schools

Overview: Responsibility for admissions to schools (non-specialist places) will be transferred to individual schools rather than managed internally at the council.

Progress: Complete, including reduction in FTEs from the internal team.

Early Years

Overview: A piece of work looking at streamlining the support for Early Years interventions via team restructuring and moving to a hub and spoke model.

Progress: Complete.

6.3 Tranche 2 July 2018 – December 2018

6.3.1 Internal & External Communications To Encourage Channel Shift

The online capability delivered by Tranche 1 will be heavily communicated to customers and staff during Tranche 2 to encourage customers to use digital channels. Staff will also be trained to promote this message by referring customers to digital channels where appropriate.

Much of the work to be carried out during Tranche 1 is to provide new capabilities for the Council to offer its services online. The focus of Tranche 2 is to transition this capability into direct benefits for residents and the Council.

The key benefits delivered to residents will be:

- the availability of council services 24 hours a day 7 days a week
- ability for residents to report, request, apply, book and pay for council services online
- ability to receive proactive updates on the progress of cases
- availability of a customer account to access all relevant information about them
- quicker response times due to automated processes

The key benefits delivered to the Council will be:

- online contact is more efficient for the council so savings can be made from channel shift
- availability of services 24 hours a day 7 days a week will reduce peak period demand
- proactive updates to residents will be built in to processes to automatically update customers on progress. This will not only reduce staff time updating residents but will prevent customers contacting the council seeking updates
- council staff will be able to view the customer interaction history across all departments
- traditional telephone and face-to-face contact channels can be reviewed against demand and reduced / turned off as appropriate

6.3.2 Map & Re-Design Processes

Following the introduction of the new website, eforms, and case management system key council processes will be mapped to identify and remove waste / non-value adding activity using a Lean Six Sigma approach.

Lean Six Sigma is a methodology that uses a collaborative team approach to improve process performance by removing the eight kinds of waste:

Defects: mistakes that require additional time and resources to fix

Over-Production: workers blindly carry on working on a process when they do not need to

Waiting: work has to stop for some reason such as someone in the process being overwhelmed causing a bottleneck or having to wait for an approval/sign off

Non-Utilised Talent: Not fully utilizing people's talents, skills and knowledge within the process

Transportation: waste caused by moving things around – both physically and electronically

Inventory Excess: supply of the process is in excess of real customer demand, indicating poor monitoring systems and misunderstood customer needs

Motion: any excess movement that does not add value to the product, service or process

Excess Processing: creation of multiple versions of the same task or the process includes more than is required, including excessive reporting

The concepts of Lean and Six Sigma were derived from the manufacturing industry where the drive was to achieve efficiencies through the elimination of waste and the systematic reduction in variation. Variation is undesirable because it creates uncertainty in an organisation's ability to produce a desired outcome.

There are many council processes that would benefit from improved consistency to reduce the amount of "failure demand" (residents contacting the council because it did not do something right the first time) being handled by the council.

6.3.3 Rationalisation Of Systems

There are currently numerous systems and applications being used across

the Council. A project to identify any duplication and rationalise the systems used will be commenced to incorporate the findings of the ICT strategic review. This will not only result in a more efficient and effective delivery model but will also deliver budget reduction benefits through savings in licence fees and support costs.

6.3.4 The first phase of this project is to centralise all council spend on software so that there is clear visibility of the various software systems in use across the council. A review of all contracts will then be carried out to identify key dates when licences are due for renewal to allow a strategic approach to the rationalisation of systems to be adopted in line with the ICT strategy.

6.3.5 **Organisational Structure**

There will be an Organisational Change strand to the Transformation Programme to focus on the “people” aspect of change. As the pace of the Transformation Programme increases during Tranche 2 it is important that the new capabilities delivered by the programme are transitioned into measurable benefits that can be embedded to deliver efficiencies and improved services to customers.

6.3.6 An organisational change specialist has been recruited to support reviews, offering HR advice and support to ensure the “people part” of change is effectively managed.

6.3.7 Organisational structures for each Directorate will be reviewed to identify any efficiencies from the re-allocation or merging of service areas as the council changes the way it works. This will help to shape the required organisational structure to support the council’s journey to becoming a smart Medway.

6.3.8 **Establish A Business As Usual (BAU) Structure**

The Transformation Programme is managed by a temporary team of staff working closely with existing council departments. The Transformation Programme will be formally closed in March 2019.

6.3.9 To ensure that the new capabilities delivered by the Transformation Programme are transitioned into measurable benefits that are embedded into the council a smaller Business Change team will be established.

6.3.10 This team will work closely with other services to ensure that transformational thinking becomes part of “business as usual” (BAU) to support the journey to a smart Medway.

6.3.11 To ensure a seamless transition from the Transformation Programme the BAU team will be created during Tranche 2 of the programme. The BAU team will be formed from staff currently working in the Transformation Programme to allow work to continue beyond the formal closure of the programme.

6.3.12 The BAU team will be a very small team of specialists in key Business Change areas to support council services with embedding the change delivered by the Transformation Programme and opportunities for continuous improvement are identified and implemented.

6.4 Tranche 3 January 2019 – Business As Usual

6.4.1 Assess Readiness Of Becoming A Digital Council

It is anticipated that residents will continue to adopt digital channels. A review will be carried out to determine whether any services can be moved to being “digital only”. If this is being considered a Diversity Impact Assessment and method to provide an assisted digital service to residents will be required.

6.4.2 Ongoing Process Improvements

Systems and processes will be continually reviewed and improved to take advantage of new technologies, such as process automation and “chat bots”, to provide additional self-service channels to residents and staff.

6.4.3 Smart Cities

The Transformation Programme is laying the foundation to support Medway’s journey to becoming a Smart City by 2035. Smart Cities deploy and utilises a wide range of digital technologies to enhance the life of its residents through innovation and knowledge. The evolution of cities into Smart Cities has gone hand-in-hand with the development of the ‘internet of things’, a network of physical objects embedded with technology that enables them to exchange data in real time.

6.4.4 Internal Communications Surge

With the increased pace of the transformation programme it is vital that we keep staff and Members informed and updated of the progress and plans for the future.

A Transformation programme briefing for all Members was held on 4 June 2018 to highlight the journey to a smart Medway. This included presentations covering:

- the background and context to why the Council needs to transform
- the vision and strategic objectives of the transformation programme
- the development and launch of the new Medway.gov.uk website
- a showcase of the innovative social care mobile working project
- an overview of the transformation road map
- how we are managing change within Medway
- what a Smart Medway will look like

A communications surge is planned for June 18 to increase staff engagement by providing an opportunity for staff to raise transformational change ideas from within their services. A virtual “suggestion box” will be implemented and all suggestions will receive a response from the transformation team.