

Cabinet

30 July 2024

Medway 2.0 Roadmap

Portfolio Holder: Councillor Alex Paterson, Portfolio Holder for Community Safety, Highways and Enforcement

Report from: Phil Watts, Chief Operating Officer

Author: Paul Boyd, Chief Information Officer

Summary

This paper seeks approval from Cabinet for the proposed roadmap for Medway Council's Medway 2.0 transformation programme.

The report was previously considered by the Business Support Overview and Scrutiny Committee on 20 June 2024, the comments of which are set out at section 9 to the report.

1 Recommendations

- 1.1 Cabinet is asked to note the comments of the Business Support and Digital Overview and Scrutiny Committee, as set out at section 9 to the report.
- 1.2 Cabinet is asked to agree the rationale, core principles, approach, timeline, and the resource needed to undertake the work outlined in this report.
- 1.3 Cabinet is invited to comment on and agree the external and internal services and processes prioritised for discovery at Appendix 1.
- 1.4 Cabinet is asked to approve the formation of a cross-party "Member User Testing Group" to allow Councillors to experience and beta-test new services that have been developed.

2 Suggested reasons for decisions

- 2.1 Agreeing a clear rationale, core principles, approach, and timeline will provide clarity to services about the Council's priorities and the principles for re-designing services, which are detailed within this report.
- 2.2 The formation of a cross-party "Member User Testing Group" will provide an informal opportunity for Councillors to experience and beta-test new services that have been developed, provide feedback, and see the progress that is being made in-between the formal reporting cycles.

3 Budget and policy framework

- 3.1 Full Council is responsible for agreeing a balanced budget in advance of each financial year. Cabinet is responsible for ensuring that income and expenditure remains within the approved budget. Corporate Management Team is responsible for supporting the Cabinet to achieve this objective through delivery of the One Medway Financial Improvement and Transformation Plan.
- 3.2 The One Medway Financial Improvement and Transformation (FIT) Plan was agreed by Cabinet on 30 April 2024. The Medway 2.0 Roadmap directly supports the delivery of the plan's targets by providing dedicated service design and improvement capability, which will enable services to streamline and improve their operations, in particular customer-facing activity. It is anticipated that the delivery of savings will be achieved over the four-year duration of the FIT Plan; the roadmap therefore looks beyond the current financial year (2024-2025).

4 Background

4.1 **The “Medway 2.0” concept**

It is important to note that “Medway 2.0” is not a new computer system or magic bullet to quickly transform the Council. It is about reimagining what Medway Council does, and how it does it.

- 4.2 If we took a blank sheet of paper with the word “resident” in the middle and designed a brand-new Medway Council, based on the latest and greatest technology innovations, would it look the same as it does now? The answer to this question is likely to be “no”, because we currently have many core, service-specific, systems that don't all talk to each other, so it is very difficult to create a “single view of the resident” or for the resident to form a “single view of the Council”.
- 4.3 Establishing a “single view of the resident” is vital to enable the Council to wrap services around residents. Our residents and business in Medway all interact with different Council services. If we could join up services in a “resident-centric” way, rather than traditional silos, we would be able to serve our customer more efficiently and effectively. If, for example, a resident applies for disability benefits, we could automatically trigger applications for a blue badge, disabled bus pass, and other relevant benefits. These are all currently separate processes, within separate Council services, and residents are often asked to provide the same evidence multiple times. Establishing a “single view of the resident” would allow services to be joined up from the resident's point of view.
- 4.4 The resident view of the Council, understandably, is that we are all ‘the Council,’ regardless of which service we work in. Establishing a “single view of the Council” for residents will make the Council much easier to deal with, whether that is to report an issue or check a Council tax balance.
- 4.5 The Medway 2.0 roadmap has been developed to implement, and iterate, the above key themes.

4.6 **How can services be better, but also more efficient?**

Medway Council's processes can be broadly broken down into:

4.6.1 **Service Request**

This is the initial contact from the resident for Medway to perform a service or function. In most cases the initial contact from residents is made by telephone to the Customer and Business Support (CABS) service. CABS are empowered to deal with many "one and done requests;" such as providing information, guidance, and signposting, as well as electronically submitting actual service requests to "back office" teams working in services. In such cases, the customer has chosen to phone, rather than use our e-forms. However, this interaction often leads to another "initial contact" with the service itself, or indeed with CABS when requesting a status update on a request.

4.6.2 **Service Back Office Functions**

When CABS hand off to a service area, it is often to back-office staff that handle the request prior to passing it on to the frontline staff to perform the actual delivery of the requested process. This activity includes triaging requests, completing various forms, carrying out eligibility checks, scheduling staff, and producing performance data and reports. Some of this work is specific to the service area, but much of it is common to many different Council services, such as checking identity and collecting money. Some of it (triating) may be duplicating work already carried out by CABS staff.

4.6.3 **Service Delivery**

This is the frontline function of delivering the service request, such as physically removing the graffiti, fixing a pothole, removing an abandoned vehicle, or setting up a badminton court for a sports centre booking.

4.7 **Untangling and Combining Processes**

Designing a process, or whole service, around the resident with a new system and fresh approach will ensure that we consistently capture the information we need from customers in a structured way, which would feed into a central system, allowing us to have end-to-end visibility of all of a customer's interactions with the Council.

4.8 There are currently a few very large suppliers that councils use for their core systems. This had led to services designing processes to fit the software system, rather than supporting resident or user needs, which has resulted in "the tail wagging the dog."

4.9 We can now use new technologies to untangle the various service tasks, allowing us to change and improve them without affecting the other elements as we break away from these single, large, expensive applications and design services to fit resident and then ensuring our systems support our processes.

4.10 The common elements (service patterns) across services can then be identified and combined to make processes better, cheaper, and faster.

4.11 This untangling of services will allow us to focus on developing a consistent "front end" and sharpen the resident contact channels to ensure that structured data is collected and ingested into the Council's central system from any source, such as online forms, telephony, face-to-face, FixMyStreet.com, and

social media channels. This alone would provide a much-improved, simple, service to residents.

4.12 We can then reduce the service back-office functions by combining common “service patterns,” simplifying processes, and utilising technologies such as automation and artificial intelligence.

4.13 Although the Council delivers a multitude of discrete services, most processes can be distilled down to 10 common functions:

- View it – (website / case management)
- Report it and Sort it
- Apply for it
- Book it
- Pay for it
- Receive it
- Check it
- Appeal it
- Change/Amend it
- Tell us about it (compliments and complaints)

4.14 By adopting a corporate platform these common building blocks can be reused across a range of services in a modular way.

4.15 This will:

- Create consistency across different Council services,
- Ensure all forms have the same functionality,
- Allow forms to be “joined up” – e.g. if applying for disability benefits, a blue badge can be provided without customers having to complete another form,
- Rationalise the number of e-forms packages,
- Provide an end-to-end, simplified, and digitalised process design,
- Keep Council staff and customers updated on progress at each stage of the process.

4.16 Technology is clearly a key enabler for the Medway 2.0 concept, but the real benefits, and potential revenue budget savings, come from the re-design of services following the untangling of systems and processes, and a Council-wide recognition that the current assignment of tasks may not be the most efficient – more cross-cutting team operations might offer better outcomes for our residents.

4.17 We therefore do not underestimate the cultural change required to achieve the Medway 2.0 vision, underpinned by robust governance, regular communication, and strong engagement with stakeholders. Visible CMT and Member sponsorship will also help make the programme a success.

4.18 **Delivering the Medway 2.0 Concept**

A Medway 2.0 transformation roadmap has been developed in consultation with services to understand the current customer journey (the ‘as-is’ process) so that we can identify pain points, bottlenecks and duplication. Using the as-is flows

as a baseline, we will then re-design the service to improve the customer journey and reduce waste.

4.19 We define waste as any part of a process that does not offer value to either the resident or the service: it includes duplication of tasks, double keying of data, handoffs between services, or revisiting a case due to it not being done 'right first time'. In addition to the costs of this failure demand, there is a supplementary cost of the consequences, in terms of increased complaints, the resources required to resolve them, and so on.

4.20 In Appendix 1, we have identified a range of candidate business processes which we believe merit investigation for redesign. These processes have been identified based on criteria, such as:

- High demand (especially in telephony),
- High volume of duplication,
- Extensive reach (relating to impact on large numbers of residents),
- High volume of rework/rejections (revisiting the case),
- Covers a range of service patterns (report it, apply for it etc.),
- Identified as a priority for and by services,
- Potential for significant savings.

4.21 These process flows will be mapped, documented, and analysed in the coming months to show the customer journey from start to finish (i.e., from the initial request via telephony or online forms, via CABS, through to the responsible service and potentially third-party partners/contractors). Until now, most teams have only had sight of their part of the process, making it difficult to identify potential waste in the "end-to-end" flow. This process mapping will highlight process steps that add (or do not add) value.

4.22 Based on this preliminary discovery exercise, which is already underway, a set of threshold criteria will be applied to the mapped process flows in order to prioritise those that will deliver the greatest benefits in terms of customer journey, service efficiencies, and cost savings.

4.23 This exercise needs to be carried out at pace. CMT has therefore agreed to release funding (see 10.3 below) to allow for recruitment of additional specialists, working in partnership with services/subject matter experts (SME) to carry out the mapping, service design, and the subsequent delivery of a solution.

4.24 The areas of focus for 2024/2025 are as follows:

- External-facing processes: service redesign of end-to-end customer-facing services to simplify the process from first contact to delivery, cutting out or automating as much of the process as possible.
- Implement "Warden in My Pocket" concept as an "app-like experience" for report it processes, which will be expanded to cover Apply for it, Book it, Pay for it, Receive it, Check it, Appeal it, Change/Amend it, Tell us about it (compliments and complaints).
- Internal processes: end-to-end review of areas such as HR (sickness reporting, onboarding); finance (purchase to pay, income management, debt

management); Freedom of Information and Subject Access Requests; and administration functions such as minute taking, investigation reports, and social worker case notes.

4.25 **Medway 2.0 Core Principles**

A version of this report was taken to Business Support and Digital Overview and Scrutiny Committee on 20 June 2024 for discussion prior to submission to Cabinet for decision.

4.26 Whilst there was cross-party support for the process laid out within the report, there was some feedback from the Business Support and Digital Overview and Scrutiny Committee that the core principles for Medway 2.0 should be outlined.

4.27 The delivery of the Medway 2.0 concept will follow the 15 universal principles for designing services that work for users, which were developed by Lou Downe from The School of Good Services. The team will adopt and use these principles to design, assess, and monitor the quality of Medway Council services. The 15 universal principles for designing good services that work for users are:

1. Be easy to find
2. Clearly explain the purpose of your service
3. Set the expectations a user has of your service
4. Enable each user to complete the outcome they set out to do
5. Work in a way that is familiar
6. Require no prior knowledge to use
7. Be agnostic of organisational structures
8. Require the minimum possible steps to complete
9. Be consistent throughout
10. Have no dead ends
11. Be usable by everyone, equally
12. Encourage the right behaviours from users and service providers
13. Respond to change quickly
14. Clearly explain why a decision has been made
15. Make it easy to get human assistance

4.28 Further information on these core principles can be found in Appendix 2.

5 Options

5.1 Do nothing. Continue as is with the existing silo working and lack of visibility of end-to-end processes. This option is not advised, as without an overarching

view of entire processes, we cannot identify improvements for service users and potential savings for the Council.

- 5.2 Implement the planned transformation roadmap. Redesigning the services identified on the roadmap will enable us to have an end-to-end view of the journey experienced by our residents and colleagues. This includes identifying the value-adding, and non-value-adding, steps in our processes, allowing us to address issues creatively, including cutting across our traditional service areas. This is the preferred option.

6 Advice and analysis

- 6.1 It is recommended that we proceed with option 5.2 because we believe that a robust focus on identifying bottlenecks and duplication will highlight the potential for improvement through thinking differently. This approach will require commitment and direction from the Council's leadership, as well as the engagement of all services involved, recognising that a fundamental shift in mindset is required if the Council is to deliver a universal step-change in the way that it operates.
- 6.2 It is anticipated that redesigning the initial customer journeys with the greatest impact will identify and develop service patterns and technological solutions that are replicable in other service areas across the Council. This will enable us to apply relevant patterns to other processes in years two and three, accelerating the rate of change. For example, a service pattern for reporting an illegally parked vehicle, could be applied to reporting fly-tipping, carriageway defects, and so on. The service/system may be different, but the customer journey should, where possible, feel similar/familiar, regardless of what system is used.
- 6.3 We are proposing a mix of internal and external process reviews as we have seen that some of our internal processes are driving external (customer-facing) demand for contact. For example, if customers cannot make/receive social care payments due to our internal capacity, they will tend to call the Council to understand why. They will be answered by CABS officers, who may not have access or authority to assist them, which increases frustration.

7 Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
The Division does not/cannot recruit to the required posts promptly.	Delivery of existing transformation is currently being constrained by available capacity and capability	Job profiles are being developed. Recruitment will be both external and internal, with secondment opportunities offered.	BII
Lack of availability of services involved in the mapping process.	A lack of capacity within services may mean that subject matter experts are not available to participate	The scheduling of processes and services to be reviewed will take account of imperatives, seasonal demands, and where necessary, will	AIII

Risk	Description	Action to avoid or mitigate risk	Risk rating
	in service mapping and redesign.	escalate to CMT for direction.	
The transformation roadmap focusses solely on in-year savings.	There is a risk that if we target immediate/short-term savings by “salami slicing” or applying arbitrary savings targets, we will miss the opportunity to delivery longer-term sustainability and resilience.	The proposed roadmap has built in a discovery phase to identify, and quantify, long-term savings, which can be planned and agreed with services, cutting across financial years.	CII
Prioritisation of processes	Criteria and rationale for selection of areas to be reviewed and redesigned may not be clear.	A robust definition of the criteria and thresholds for selecting candidate business flows for further development will be agreed.	CIII

For risk rating, please refer to the following table:

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

8 Consultation

- 8.1 Formal consultation is not required at this stage. However, any services undergoing mapping and redesign will be informed, involved, and consulted with at all stages, as they are considered the subject matter experts.
- 8.2 Consultation with residents and users will be carried out where appropriate depending on the scale of the potential change.
- 8.3 Staff and residents will be invited to participate in user testing where appropriate.
- 8.4 It is proposed that the Chief Information Officer establishes a new cross-party “Member User Testing Group” to allow Councillors to experience and beta-test new services that have been developed.

9 Business Support and Digital Overview and Scrutiny Committee

- 9.1 The Business Support and Digital Overview and Scrutiny Committee considered this report at its meeting on 20 June 2024 and its comments are set out below.

- 9.2 The Chief Information Officer introduced the report, he explained that Medway 2.0 represented a new way of approaching transformation for the Council where Medway 2.0 would be focused on a review of services and processes. From the results the Council would identify potential savings and design and implement new ways of working and new technologies. The process was focused on ensuring a consistent and positive experience for residents rather than new technology or a particular savings target.
- 9.3. Appendix 1 to the report showed the initial processes and services which would be reviewed. The review would find common processes and service patterns which would enable development of a common external process for reporting. As a result, the experience and design of the new processes would be established on the basis of the needs of the resident.
- 9.4. The Chief Information Officer also explained that Medway 2.0 would work alongside change projects already underway such as the Adult Social Care Programme, work with Revenues and benefits, and establishing a corporate data platform.
- 9.5. The following issues were discussed:
- 9.5.1. **Pace of delivery** – Members welcomed the report and the approach of Medway 2.0 but some expressed concern at the speed of progress. The Chief Information Officer explained that the review was led by residents and services so that the process worked for users. Residents viewed the Council as a whole so the experience they received needed to be consistent and this process would take time. As new systems were built and implemented, the Council would save resources in future reviews as common design methods could be implemented for other processes.
- 9.5.2. **Review principles** – A Member stated he wanted to see core principles outlined within the review, for example, residents should receive a reference number when they made a request which they could then follow through the system and residents should only be required to input data once rather than having to repeatedly put in the same information. The Chief Information Officer said this would be considered for inclusion.
- 9.5.3. **Member User Testing Group** – Members welcomed the introduction of the Member User Testing Group.
- 9.5.4. **Current year savings** – it was commented that £2m had been identified in savings for the current financial year from the programme and it was asked whether this was achievable in the required timescale, The Chief Finance Officer noted the £2m in savings in the current financial year was a relatively small amount in the context of the Council's total expected spend, and given the level of senior management engagement and oversight, it was in her view achievable.
- 9.5.5. **Discovery Process** – further information was requested how long the discovery process would take, the Chief Information Officer explained that the review was designed to be agile to meet residents and services' needs, investment had been made in additional business analysts to undertake the necessary work, however it was a crucial part of the process.

- 9.5.6. **Targets** – a Member expressed the view that deadlines and targets for completion of work were required so Members and officers could be held to account. The Chief Information Officer acknowledged the current saving target and stressed that work had already begun with some potential solutions already under consideration.
- 9.5.7. **Data sharing** – in response to a question about effective data sharing to reduce duplication the Chief Information Officer informed the committee there was a separate data sharing project in place and this would make significant difference. He added the Council had recently held meetings with Microsoft regarding cloud storage and a business case was being prepared for this.
- 9.5.8. **Digitisation** – a Member expressed the view that digitisation programmes in other authorities had not been as successful as hoped and asked whether the Council had consulted with other local authorities about their experience. The Chief Information Officer agreed other authorities had found this difficult and discussions with Microsoft who had oversight of the sector confirmed this. One difficulty had been the use of a single website to manage a number of very different systems. One option would be to have a website for services, and then, a more commercially focused website, for this.
- 9.5.9. **Opportunities for the Council** – in response to a question whether there would be opportunities for the learning from this work to be commercialised for other councils, the Chief Information Officer replied that it was an aim of the project to commercialise solutions for the public and private sector.
- 9.5.10. **Residents' working groups** – it was asked if residents' working groups would include people all ages and abilities in relation to use of technology. The Chief Information Officer agreed that this was vital to provide a service which worked for Medway residents and all abilities would be included as would citizen panels.
- 9.5.11. **Silo working** – a Member commented that it was important for the Council to provide a consistent experience for residents and move away from silo working so that residents would be confident they could report something once and the issue would be dealt with. The Chief Information Officer agreed, and data handling effectively was central to this, so that data could be reported once then shared within the Council to ensure the correct actions took place.
- 9.5.12. **Non digital services** – in response to a question whether non digital solutions would still be available for residents who needed them, the Chief Information Officer agreed that telephone and in person support was key for residents who wanted it and this would remain in place.
- 9.6. The Committee noted the rationale, the approach, timeline, and the resource needed to undertake the work outlined in the roadmap including the formation of a crossparty "Member User Testing Group" to allow Councillors to experience and beta-test new services that have been developed.

9.7. The Committee submitted comments to Cabinet on the external and internal services and processes prioritised for discovery at Appendix 1 as discussed, at the meeting.

10 Climate change implications

10.1 [The Council declared a climate change emergency in April 2019](#) and has set a target for Medway to become carbon neutral by 2050.

10.2 The declaration fits into the Council Plan priority of making Medway a place to be proud of; the main outcome being a clean and green environment.

10.3 A Climate Change action plan has been developed (www.medway.gov.uk/climatechangeplan), informed by the Kent and Medway Energy and Low Emissions Strategy, to ensure Medway is on a pathway to achieve its net zero carbon ambitions.

10.4 The action plan is shaped by 11 priority areas including Priority 6 – Transport, Travel and Digital Connectivity.

10.5 Digital connectivity has a vital role to play in reducing emissions from travel. The technologies developed as part of this transformation roadmap can help us to better manage energy usage and optimise our environments. Specific processes have been identified to utilise technology to reduce the amount of printing and paper usage throughout the Council, which will be built into any service redesign.

11 Financial implications

11.1 The 2024/25 budget build includes a provision of £1m for Council-wide transformation work, including Medway 2.0.

11.2 A draft proposal of how this £1m should be allocated was presented to CMT on 15 May 2024 and it was agreed that CMT would control the spend from this budget to ensure that it addresses corporate priorities.

11.3 On 15 May 2024, CMT approved £420,000 to be spent on the Service Redesign workstream described within this report to accelerate the work on Medway 2.0 and support the savings targets within the FIT Plan.

11.4 This funding will provide additional resource, capacity, and capability in the following areas:

- Business Analysts – we aim to recruit an additional 2.5 FTE Business Analysts to accelerate the discovery work with services on the candidate processes identified in Appendix 1. This work will involve mapping current “as is” processes, quantifying demand and volumes of works, identifying time spent on work, identify value adding/non-value adding activities and gathering business requirements.
- Service Designers – we aim to recruit an additional 3 FTE Service Designers. This crucial role will use recognised service design principles to reshape the as-is processes described above so that the customer journey

is simpler and help people to do what they set out to do, easily, with the minimum number of steps and handoffs.

- Power Platform Developer – we aim to recruit a technical specialist that can support with maximising the investment the Council has already made with Microsoft technologies to enable automation, development of apps, implementation of virtual agents/chat bots, and use of artificial intelligence where appropriate.
- Budget for specialist consultancy and development support. We have included resource to ensure that our various systems are integrated and support *our* service design, rather than us having to accommodate restrictive legacy systems and applications, as described in section 4.17 above.

11.5 The 2024/25 budget build also includes a corporate transformation savings target of £2.15m. Whilst a programme of projects could be developed that focuses on achieving immediate savings to meet this target, there is a danger that this could result in "salami slicing" or uncoordinated vacancy reductions, rather than long-term, sustainable, transformation that could yield further savings over a number of years.

11.6 The Medway 2.0 transformation roadmap and approach described in this report is designed to mitigate this risk and break the cycle of focusing on immediate in-year savings and takes a longer-term sustainable approach which will increase our resilience both financially and with regards to resources.

12 Legal implications

12.1 There are no legal implications as a result of this report.

12.2 Any legal implications arising from redesigning services will be raised with legal where appropriate throughout the duration of the roadmap.

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Appendices

Appendix 1: Candidate Processes for Discovery and Mapping

Appendix 2: The 15 Principles of Good Service Design

Background papers

None.

Appendix 1: Candidate Processes for Discovery and Mapping

Externally facing processes with call demand data:

Demand Reason	Service Patterns	Total Telephony Demand 2023-24
Homelessness applications and processing	Request It	6,833
Household Waste Recycling Centre bookings, cancellations, amendments	Book It	2,934
I need to make a payment Includes truancy fines (1,522 calls) and social care (1,258 calls)	Pay for it	2,780
Resident requesting a new bin	Request It	2,540
Reporting a missed bin collection Includes household waste, recycling, and organic	Report It	2,300
Apply for a place on a school bus, including payment and waiting lists	Apply for it Pay for it	2,205
Reporting fly-tipping Includes hazardous waste	Report It View It	2,037
Requesting recycling bags Includes reusable and disposable	Request It	1,480
Private sector housing enquiries, including inspections, house of multi occupancy, and disrepair	Report It	1,217
Reporting a street that needs cleaning, including litter, broken glass, dead animals, full/damaged litter and dog bins, and dog fouling	Report It	1,107
Disabled bay enquiry, including application, repainting, and removal	Apply for it Pay for it Request it	824
Reporting an issue with a tree, including general maintenance, and fallen trees or branches	Report It	746
I need a replacement Includes blue badges and bus passes	Request it Pay for it	588
Report a highways maintenance issue Includes Potholes, obstructions, oil spills and Insurance Claims if needed.	Report It	501
Book swimming lessons Includes re enrolment, payment and waiting lists	Apply for it Pay for it	472
I want to report an issue with a greenspace Includes grass cutting, tree maintenance, faulty play equipment, litter, damaged/full litter bins	Report It	414
Reporting a problem with untidy land, including an overgrown garden or rubbish in a garden	Report It	411
Report an issue with a dog Includes missing, Stray and Dangerous dogs	Report It	398
Report an abandoned vehicle	Report It	374
Report a problem with noise, including loud music, construction noise and dogs barking	Report It	311
Report an illegally parked vehicle	Report It	210
Report an unauthorised encampment	Report It	100
Reporting bins put out too early	Report It	98
Apply for help putting my rubbish out Includes all types of waste	Apply for it	82
Reporting flyposting, such as posters put up without permission	Report It	45
Reporting graffiti, including offensive, on public or private land	Report It	24
Report full recycling point	Report It	22

Internal / Strategic Support processes:

Demand and volumes will be captured during the discovery phase

Internal Process	Demand / Volumes 2023-24
HR	
Sickness reporting	20,645 days of sickness. This works out on average being 10.00 days of sickness per FTE
Staff joiners	502 new starters. This figure includes 132 casual joiners
Staff movers	Estimate 586 movers
Staff leavers	303 leavers. This equates to a 13.3% turnover rate for the whole council
HR advice	4,210 HR advice calls via service desk
Information Governance	
Freedom of Information (FOI) Requests	1,310 requests
Subject Access Requests (SARS)	165 requests
Finance	
Purchase to pay: End-to-process covering: procurement - gateway process - setting up suppliers - raising purchase orders - matching invoices – payments	15,000 purchase orders raised (11,717 after duplicates removed) 23,954 invoices paid Total value of £137,000,000 135,489 transactions including non-purchase order payments
Income management: including cash, fines, social care payments	ICON - Number of transactions: 363,899 Total Value: £186,377,820.35 Payment Hub - Number of Transactions: 192,285 Total Value: £23,684,411
Debt management	Value of debt outstanding in Sales ledger (sundry debt) - £5,644,567 (excludes Council Tax, Parking, housing etc)

Corporate	
Meeting minutes / investigation notes / social worker case notes	Further discovery work required
Performance management	<p>One Medway Council Plan: 108 actions</p> <p>One Medway FIT Plan: 75 savings/income targets and 82 key actions</p> <p>Climate Change Action Plan: over 250 separate actions</p>
Frontline Services	
Highways inspections and street works	<p>Highway Inspections (physical inspections of carriageway & footway in line with Inspection Regimes): 3,075</p> <p>Streetworks (number of individual roadworks taking place on the network): 9,802</p> <p>Streetworks (number of permits received and processed): 43,464</p> <p>Streetworks Inspections (including skips, scaffolding, hoarding, footway & carriageway): 12,388</p>
Traffic regulation orders (requirement for digitalisation)	<p>Number of Traffic Regulation Orders</p> <p>Traffic: 18</p> <p>Parking: 24</p>

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Appendix 2: The 15 Principles of Good Service Design

The 15 universal principles for designing services that work for users were developed by Lou Downe from The School of Good Services.

The team will adopt and use these principles to design, assess, and monitor the quality of Medway Council services.

1. Be easy to find

The service must be able to be found by a user with no prior knowledge of the task they set out to do. For example, someone who wants to 'learn to drive' must be able to find their way to 'get a driving licence' as part of that service unaided.

2. Clearly explain the purpose of your service

The purpose of the service must be clear to users at the start of using the service. That means a user with no prior knowledge must understand what the service will do for them and how it will work

3. Set the expectations a user has of your service

A good service must clearly explain what is needed from the user to complete the service and what that user can expect from the service provider in return. This includes things like how long something will take to complete, how much it will cost or if there are restrictions on the types of people who can use the service

4. Enable each user to complete the outcome they set out to do

A good service helps the user to achieve a goal – be that start a business, learn to drive or move house – in as much of a seamless stream of events as possible. This starts from the moment that a user is considering doing something to the moment they have achieved their goal, including any steps needed to support the user after they have reached their goal

5. Work in a way that is familiar

People base their understanding of the world on previous experiences. If there's an established custom for your service that benefits a user, your service should conform to that custom. But be mindful that not all customs benefit users – some have been put in for the benefit of the organisation running the service, rather than users. Avoid customs that negatively affect your user or those that are inefficient or outdated

6. Require no prior knowledge to use

A service should not work in a way that assumes any prior knowledge from the user

7. Be agnostic of organisational structures

The service must work in a way that does not unnecessarily expose a user to the internal structures of the organisation providing the service

8. Require the minimum possible steps to complete

A good service requires as minimal interaction from a user as possible to complete the outcome that they're trying to achieve. Sometimes this will mean proactively meeting a user's needs without them instigating an interaction with your organisation. This may also mean occasionally slowing the progress of a service in order to help a user absorb information or make an important decision

9. Be consistent throughout

The service should look and feel like one service throughout, regardless of the channel it is delivered through. The language used should be consistent, as should visual styles and interaction patterns

10. Have no dead ends

A service should direct all users to a clear outcome, regardless of whether the user is eligible or suitable to use the service. No user should be left behind or stranded within a service without knowing how to continue

11. Be usable by everyone, equally

The service must be usable by everyone who needs to use it, regardless of their circumstances or abilities. No one should be less able to use the service than anyone else

12. Encourage the right behaviours from users and service providers

The service should encourage safe, productive behaviours from users and staff that are mutually beneficial. For users, the service should not set a precedent for behaviours that may put the user at harm in other circumstances – for example, providing data without knowing its use. For staff, this means they should not be incentivised to provide a bad service to users, for example, through short call- handling time targets

13. Respond to change quickly

The service should respond quickly and adaptively to a change in a user's circumstance and make this change consistently throughout the service. For example, if a user changes their phone number online, their new phone number should be recognised in a face-to-face service

14. Clearly explain why a decision has been made

When a decision is made within a service, it should be obvious to a user why this decision has been made and clearly communicated at the point at which it's made. A user should also be given a route to contest this if they need to

15. Make it easy to get human assistance

A service should always provide an easy route for users to speak to a human if they need to