Cabinet

6 May 2025

Medway 2.0 Update

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

This paper provides Cabinet with an update on the Medway 2.0 Delivery Plan.

1 Recommendations

1.1 The Cabinet is asked to note the progress of the Medway 2.0 Delivery Plan.

1.2 The Cabinet is invited to comment on the currently prioritised workstreams.

1.3 The Cabinet is asked to support the approach proposed for the Integrated Hubs project, with an initial pilot project in Gillingham.

2 Suggested reasons for decision(s)

2.1 It is important that the Cabinet receives regular progress reports regarding the Medway 2.0 Delivery Plan agreed on 30 July 2024.

2.2 The formation of a One Medway Access Hub approach for our Community Hubs would provide holistic support for residents and act as a joined up, unified, “front door” for essential services such as Housing, Homelessness, Benefits and Financial Welfare, Adult Social Care, and Frontline Services; allowing the Council to wrap these services around those in need.

3 Budget and policy framework

3.1 The One Medway Financial Improvement and Transformation (FIT) Plan was agreed by Cabinet on 30 April 2024, with the 2025/26 refresh also being presented at this Cabinet meeting.

3.2 The Medway 2.0 Delivery Plan directly supports the implementation of the FIT 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 and support service activity.

4 Background

4.1 CMT agreed the Medway 2.0 Delivery Plan on 15 May 2024, which then went to pre-decision scrutiny at Business Support and Digital Overview and Scrutiny Committee on 20 June 2024. Cabinet approved the report, approach and roadmap for the delivery of Medway 2.0 on 30 July 2024.

4.2 This level of corporate and political support, and the visible sponsorship and scrutiny from CMT and Members, has helped to establish the programme.

4.3 The Cabinet report from 30 July 2024 outlined the Medway 2.0 concept, stressing that it 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, ignoring current Council structures and focussing on wrapping services around residents, from *their* point of view.

4.4 The report also detailed the core principles that will be used in the delivery of the Medway 2.0 concept, the 15 universal principles for designing services that work for users, which are shown in Appendix 1.

4.5 CMT and Cabinet agreed the initial areas of focus, which led to a candidate list of processes, which were identified based on the following criteria:

- 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.

4.6 The original list of processes presented to Cabinet in July 2024 is shown in Appendix 2.

4.7 Following approval from Cabinet, the team prioritised the candidate processes and developed a range of programmes and workstreams to provide effective delivery and governance across the projects.

4.8 Appendix 3 shows how the 41 candidate processes were consolidated and prioritised into workstreams, projects and programmes.

4.9 Section 5 of this report provides Cabinet with a detailed description of the workstreams and a progress update on the work carried out since the original Cabinet report in July 2024.

4.10 Whilst the Medway 2.0 approach is systems agnostic, through our initial discovery work we have been able to identify the specific systems that will allow us to quickly build bespoke solutions in collaboration with services. These systems are JADU and the Microsoft technologies, such as the Power Platform. Medway has already made significant investment into these systems, so we will be maximising the value of these products to the Council.

4.11 Selecting these systems early in the Medway 2.0 Delivery Plan process has allowed us to focus resources and training in these core platforms, which will enable us to provide the capacity and expertise to deliver bespoke solutions,

co-designed with services, at pace.

4.12 These systems will complement the existing software and application development carried out by the in-house ICT Teams.

4.13 A brief overview of these core platforms is provided here, which will help understand the specific workstreams covered later in this report.

4.14 **JADU**
JADU is the system that is currently used to provide the www.medway.gov.uk website and some of the more modern e-forms, workflow automations, and case management systems. JADU will therefore be primarily utilised for resident interactions, case management, and to provide a customer account for residents.

When complaints and issues are raised about the Council's online processes, such as they are unclear or "clunky", it is usually due to the legacy "e-base" forms that are used to provide data into the LAGAN system.

4.15 A key priority workstream of the Medway 2.0 Delivery Plan is a "lift and shift" of all e-base forms from the legacy system into JADU. This will enable us to rationalise systems, achieve savings on software and licensing costs, and provide an improved and consistent experience for residents.

4.16 **Microsoft Technologies**
The Council has already made a significant investment in Microsoft technologies such as:

- **Microsoft 365 (Office solutions)**
  SharePoint, Outlook, Word, Teams, Excel, OneDrive,
- **Microsoft Power Platform (Integrated low-code development tools)**
  Power Apps, Power Automate, Power Virtual Agents, Power BI,
- **Microsoft Azure (Cloud computing)**
  Machine learning, logic apps, cognitive services such as Artificial Intelligence (AI).

4.17 Microsoft technologies will be used to support our resident facing processes, but it is anticipated that the main benefits and savings from these systems will be realised within the back-office support functions as we use automation and Artificial Intelligence (AI) to support officers.

4.18 Maximising the usage of Microsoft technologies will allow us to consolidate our application estate and rationalise systems.

4.19 Increasing our in-house expertise and maturity using these products will also allow us to quickly build bespoke solutions to meet *our* needs, rather than buying separate "off the shelf" systems that are often rigid in their flexibility to support our processes.

4.20 In the past, we have designed processes to accommodate how ICT systems work, rather than developing systems and technologies to suit how residents want to interact with the Council. The Medway 2.0 concept is looking to eliminate this and move away from "the tail wagging the dog" by redesigning services *first*, through collaboration with residents and services, and *then* applying the right systems and technologies to support this.

5 Medway 2.0 Programmes and Workstreams

5.1 The Medway 2.0 approach is to rethink how our services operate, free from the constraints of current systems and technologies, and design our processes to genuinely meet the needs of those they are designed to serve.

5.2 **Housing**

5.2.1. **Housing/Homelessness**
Full service and content redesign to review processes and provide increased prevention, sign posting, and early intervention activities.

5.2.2. A service design workshop was held with the Housing service on 3 December 2024 to review the discovery / Business Analysis (BA) work that had been carried out by the Data and Design team. It was an extremely positive and productive session, with a number of opportunities identified that will be co-produced with the service.

5.2.3. Key findings and requirements from the session were:

- The service needs better access to data for decision making,
- Data held within different systems needs to be “joined up” to allow the service to provide more holistic support and earlier interventions,
- An improved Customer Relationship Management (CRM) system would support the ability to produce a “single view of the resident”,
- A redesign of the “front door” service would allow us to “open the doors” to those in need, whilst maintaining digital channels for those that are able to use them.

5.2.4. A follow up workshop was held on 27 February 2025 to start designing what a new Housing service could look like, balancing accessibility, efficiency, and sustainability.

5.2.5. A workshop was held on 24 March 2025, which was focused on designing the new “front door” process, which links with the Integrated Hubs project. During this workshop, we focused on fostering a culture of openness and collaboration through co-creation sessions and breaking down departmental silos to design more integrated and effective services for residents. One key area explored was the need for comprehensive user research and testing to inform service redesign.

5.2.6. We discussed implementing a hub and spoke communication model, with the service area acting as the central hub and other services feeding into it to identify those who may benefit from pre-prevention interventions. Currently, most of the necessary data points to identify residents at risk are held across various systems and managed by different departments, creating silos that push issues downstream and put pressure on social care services.

5.2.7. To address this, we mapped out the digital pre-prevention business process to explore integrating AI chatbot functionality for both external users and internal staff, aimed at identifying those at risk earlier. We also engaged additional stakeholders, inviting officers to discuss integrating welfare, debt advice data, and Macmillan referrals.

5.2.8. Next steps include conducting user research to gather insights from those accessing homelessness services and carrying out a behavioural audit by observing staff interactions and conducting interviews to identify patterns that may inadvertently reinforce silos or barriers. We will map both the digital pathway from pre-prevention to final outcomes and the physical pathway within the Kingsley House building, focusing on how people move through the space to ensure accessibility and usability.

5.2.9. A smaller working group will also prepare for the re-opening of Kingsley House for walk in support to ensure it is operationally ready and aligned with the new service model, which will then be used as the service pattern for the first Integrated Hub that will be delivered at Gillingham Community Hub within the 2025/26 financial year.

5.2.10. Alongside the service redesign, work on creating new website content for homelessness is near completion. This has been a collaborative effort involving numerous colleagues. A business analyst worked with the homelessness team to gather existing data and CABS listened to calls to identify common scenarios.

5.2.11. A content designer reviewed the existing web content, residents' behaviour using our online channels, and what other local authorities are doing. From this, we are redesigning limited and outdated content into an online hub for people who are homeless or at risk of homelessness.

5.2.12. A host of new webpages will assist with early intervention, clearly explain how people can get help, and signpost to other valuable services such as public health, which will be going live in April 2025 for residents to access directly online and for Council officers to access to support them in giving advice and guidance either over the telephone or face-to-face.

5.3 **External / Resident Facing Processes**

5.3.1 **Household Waste Recycling Centre (HWRC) booking improvements**
The online HWRC form is one of the most used digital channels for the Council, yet it still generates 2,934 telephone calls into the contact centre per year. We are working with the waste service to fully automate this process from end-to-end, as the current system requires manual intervention to cancel or amend a booking, which is frustrating for residents and staff.

5.3.2. A kickoff meeting with the Waste disposal team is scheduled for 28 April to set the project scope, service requirements, and user research. There has been very positive engagement from the service who are looking forward to improving the process for both our residents and site staff, which will include leveraging the customer account feature of the Jadu system and providing same day bookings for residents, which has been a regular feature request.

5.3.3. **Report it service pattern**
This is one of the key workstreams that will provide a significant step change in the resident experience, provide the foundation for the "warden in my pocket" concept, and reduce costs. The first Medway 2.0 customer facing "report it" process was successfully launched in October 2024.

5.3.4. The Illegally Parked Vehicle and Abandoned Vehicle processes were redesigned into a unified "Nuisance Vehicles" service to streamline reporting

and improve user experience, which delivered:

5.3.5. **Unified Reporting Process:** The new "Nuisance Vehicles" service combines four separate processes into one, addressing illegally parked, abandoned, for-sale, and repaired vehicles on the highway.

5.3.6. **Enhanced User Experience:** Residents can now check existing reports, use various location input methods (such a putting a pin in a map or using their current location if using a GPS enabled smartphone), and receive progress updates, which has significantly reduced duplicate reports and manual work within the service.

5.3.7. **Automated Checks and Integration:** The system automates address verification, MOT and Tax checks, and forwards reports directly to the DVLA if the vehicle isn't the Council's responsibility, based on the rules that the service currently use, further enhancing efficiency and providing a one-stop solution for residents.

5.3.8. These new processes were developed working alongside the various teams within Frontline Services and user-testing with residents, resulting in a much improved resident experience, which Members were impressed with when the Portfolio Holder for Medway 2.0 was held to account at BSD Overview and Scrutiny Committee on 24 October 2024.

5.3.9. The service has estimated that this redesigned process, along with the application of technology to automate processes, has removed or reduced manual interventions by 75%. If this has been achieved from the redesign of a single service, there is the potential to scale this up across a wide range of Council services.

5.3.10. The process was positively received by first session of the cross-party Member User Testing Group on 25 March 2025, who appreciated the Service Design approach we had taken. They provided additional User Interface (UI) feedback around the information shown on existing reports on the map, specifically to include the vehicle registration number, the status of the report, and colour coded pins to identify the length of time the report has been active.

5.3.11. The in-house ICT and Service Design teams were able to review this feedback and implement all the feature requests within 1 week of the Member User Testing Group meeting, demonstrating the pace of delivery that the teams are now achieving. These improvements have now been added to the “report it” service pattern, which will be reflected across the other processes when they are transitioned to the new system during May (please see the nest section).

5.3.12. The new design has given us 5 months of data around the Illegal parking process. The implementation of specific closure codes, and reasons sent to reporters regarding no enforcement action to be taken, has highlighted further opportunities for efficiencies that we were previously were not aware of. The process has been positively received by the teams, removing barriers and building trust internally with service areas around the Medway 2.0 project. This has been fundamental in changing the culture of the organisation by removing silos and encouraging the co-production of services.

5.3.13. The process and approach will be demonstrated at the Jadu Connect Day we are co-hosting at the Corn Exchange in May 2025. This is a day for networking

with other local authorities and potential for existing Jadu customers to showcase our successes.

5.3.14. The Council's new "report it processes" will also be demonstrated in June and again in July at conferences in London, elevating Medway as a leader in innovative, resident centric, service design.

5.3.15. **Lagan 'Lift and Shift'**
The project team has achieved remarkable progress since September 2024, starting with no prior knowledge or training of the Jadu platform. Using a low-code/no-code product like Jadu has enabled us to build forms and workflows that seamlessly integrate with our asset management product 'Confirm' by leveraging the 'out of the box' integrations the Jadu product comes with, achieving a previously unattainable timeline due to legacy product complexities.

5.3.16. This approach has ensured minimal disruption to service areas receiving reports and improves the customer experience of those making reports.

5.3.17. The team of 9 colleagues from ICT, CABS, Service Design, and Business Change have built an incredible 33 forms and workflows within a 5-month period.

5.3.18. This approach will save costs by decommissioning legacy products and systems and has also served to build collaboration and a strong working relationship between departments. Our new e-forms will now be fully mobile-responsive, accessible, and follow the 'Report It' service pattern developed during the Nuisance Vehicle project, taking advantage of all of the latest developments and improvements made to that process.

5.3.19. This pattern has streamlined knowledge transfer to the in-house project team, provided clear design and content guidelines, as well as digital user journeys through our online forms. As a result, we've efficiently trained the team and developed these forms and workflows.

5.3.20. We are currently preparing to migrate and retest the processes in our live environment, with the goal of full implementation in Jadu for resident use in May 2025 for all "report it" processes.

5.3.21. **Macmillan Cancer support**
Although not identified as an original candidate process for the Medway 2.0 project, the Service Design team were approached to provide a solution for the team processing Macmillan referrals.

5.3.22. The Macmillan team were struggling with no case management system, previously relying on shared spreadsheets and scattered communications. Our solution includes a self-serve online referral form which will be available via the Macmillan website as well as our own, and a workflow with audit trails and automated email notifications.

5.3.23. This approach will streamline the process and provide valuable data points for the Housing and Homelessness Team as this was an area identified in the workshops as a potential trigger point for support. Collecting and holding this data within the case management system facilitates cross-departmental information sharing, enabling early intervention and a smoother user journey.

5.3.24. We plan to launch this new process by the end of May 2025, ensuring significant efficiencies and reduced stress for those residents receiving cancer support.

5.3.25. **The Rochester Corn Exchange**
The Rochester Corn Exchange team has collaborated with Service Design to explore opportunities to streamline their digital operations and enhance the commercial visibility of this venue. The CaterSOFT system serves as their central booking and operational management system.

5.3.26. The team identified several areas for improvement to enrich the customer journey and experience, the most notable of these is the implementation of professional event proposals. These are auto populated with event and client data via the booking system. What was once a manual task of transferring booking information from an Outlook email is now automated within one system, generating a personalised and commercially centric proposal for prospective clients.

5.3.27. The system upgrade presents a strategic opportunity to enhance operational efficiencies, reduce errors, and increase revenue generation. It addresses clear business challenges from the length of time it takes for manual proposal generation, inconsistent booking accuracy, and delayed response times to booking and pricing queries; all of which hinder the service's competitiveness in a fast-paced industry.

5.3.28. The current conversion rate stands at approximately 33%. By identifying the barriers to service delivery and pain points in the customer journey, and implementing digital enhancements, the aim is to increase conversion rates to 38% yielding an additional £20,000-£30,000 in annual venue revenue.

5.3.29. Increased bookings have the potential to yield increased sales in bar and venue upselling, potentially contributing to an extra £10,000-£15,000 per year.

5.3.30. We anticipate that the improvements made will generate an estimated £40,000-£50,000 annually. Monitoring and control systems are being introduced to accurately capture this data to ensure the system process remains effective and identifies any further changes management require.

5.3.31. **Fix My Street integration**
Whilst we are confident that our own processes will be so convenient for residents that they will choose to use them, we do get a large amount of demand from the popular "fixmystreet.com" website. Reports submitted via this website currently need to be manually transferred into our Council systems, so we are currently developing a solution using the Microsoft Power Platform, which will allow us to fully automate this process.

5.3.32. We are leveraging Microsoft Power Automate to extract all required information from incoming emails which contain the details of cases logged by the public who are using 'fixmystreet.com.'

5.3.33. Power Automate flows have been developed by our internal ICT development team to monitor the customer contact mailbox and detect emails received from fixmystreet.com. The flow automates the process of extracting specific information from emails, processing it through scripts, making HTTP requests

(automatically requesting information from other websites), and saving the results to be used to automate the creation of a new case in Jadu.

5.3.34. The automation is moving all emails to the relevant internal team mailbox and performing a number of actions; extracting the supplied image, the message, and perform checks and validations to establish the correct category (in the example of “nuisance vehicles”, the fixmystreet.com category is “abandoned vehicle”).

5.3.35. The information extracted contains the image, person's name, email address, category, and location (eastings and northings). The automation then uses the Jadu service hub to create a new case in Jadu CXM ready for processing internally.

5.3.36. This same process will be replicated for all emails received from ‘fixmystreet.com’ allowing the team to free up administrators from performing mundane, repetitive, admin-heavy tasks, which will not only improve efficiency and enhance accuracy, but it will allow staff to carry out more value-adding work.

5.3.37. **Implement AI CoPilot Agents (formerly Power Virtual Agents (PVA)**
A CoPilot Agent is a new generation of Chatbot that uses generative AI to provide answers to questions raised using natural language. We are implementing “type based” Chatbots initially and will then develop the use of “voice based” bots to reduce manual call handling where appropriate and make Council services available at all times of the day and night.

5.3.38. We are using the Microsoft Power Platform Copilot Studio to build internal and external Copilot agents. When creating a Copilot agent, several factors are considered to determine the best approach, including whether to use classic orchestration, generative AI, and features like topics and conversation boosting.

5.3.39. Resident requirements play a crucial role in steering the choice of features and approaches when creating a Copilot agent, such as the Chatbot purpose, user experience, response times, accuracy required, customisations and data security and privacy.

5.3.40. **CABS Agent:** Discovery work is ongoing regarding the development of an internal back-office solution utilising direct integration to a public facing chatbot, linked to an internal virtual assistant in one system to handle public enquiries, with case management and future potential to direct chatbot enquiries to a Voice AI chatbot.

5.3.41. The technology being explored and key components include Azure Communication Services, Dynamics 365 Customer Service, Teams Phone, and Copilot. Using Azure Communication Services, VOIP (voice over the internet) and PSTN (telephone network) calls integrated with the Microsoft Dynamics 365 Customer service.

5.3.42. Using Copilot Agents to handle queries can bring several efficiencies such as time savings because a Chatbot can provide instant responses to common questions and reduces the time employees and the public spend waiting for answers from representatives. Chatbots are available 24/7, provide

consistency, and can improve the end user experience.

5.3.43. In addition, Chatbots can collect and analyse data on the types of questions being asked, helping services identify common issues and areas for improvement, which will feed into future Medway 2.0 projects and workstreams.

5.3.44. **Revenues and Benefits**
Revenues and Benefits continue to be a driver of significant telephone calls into the contact centre. Discovery work has been carried out with the service to manage demand and reduce failure demand calls (e.g. residents calling into the Council for updates), leading to content and service redesign.

5.3.45. The Medway Council Tax Online (MCTO) project, which launched in January 2023, allows residents to sign up for an online account to self-serve for common questions that used to require a telephone call into the Council, such as checking account balances. Residents can also sign up for e-billing, which reduces paper, postage and administration costs.

5.3.46. We currently have 20% of rateable properties in Medway signed up to an account, with 15% also signed up to e-billing. We are already performing better than other Local Authorities that have had this facility for longer and we are still comfortably averaging around 200 new sign-ups every week.

5.3.47. A key outcome of the discovery work we have done with the service has been the identification of the need to “build in” access to information relating to welfare support within the processes of core services such as Housing/Homelessness and Adult Social Care, which is a key principle of the Integrated Hubs workstream.

5.3.48. **Integrated Hubs**
This workstream will initially focus on joining together the initial contact experience for Housing, Homelessness, Benefits and Welfare, and CABS services.

5.3.49. To prevent any delays to this project, the service redesign work that has already been carried out for Housing and Homelessness will be used to redesign the current service at Kingsley House, enabling us to re-open the front door in May 2025 for walk-ins and provide immediate support and information to residents.

5.3.50. The new service design and technologies will be piloted at Kingsley House between May and September 2025, whilst the redesign of the new integrated hub at Gillingham Community Hub is carried out.

5.3.51. The new Integrated Hub in Gillingham will combine the front-facing services provided at Kingsley House and the Gillingham Community Hub, as well as integrating other services such as Adult Social Care, Public Heath, Community Safety, and Frontline Services to enable us to wrap services around our residents, rather than directing them to multiple services, with residents often having to provide the same information to multiple Council services.

5.3.52. Technology, data, and service design will play a crucial role in joining these services together and enable us to obtain a “single view of the resident” and provide residents with access to the support and advice they require, e.g. via a

Microsoft Teams meeting with a specialist Council officer via a private booth within an Integrated Hub.

5.3.53. We are also currently working with the Council's Health Determinants Research Collaboration (HDRC) to develop a research proposal to determine the impact of implementing an integrated hub in Gillingham.

5.4 **Internal / Back Office Processes**

5.4.1. **Adult Social Care – AI Case Note Generation**
In October 2024, Adult Social Care teams commenced a pilot programme to evaluate the effectiveness of Magic Notes. This AI-powered tool is designed to streamline documentation processes by recording, transcribing, and summarising meetings, thereby reducing administrative burdens and enhancing the quality of work. The primary objectives were to assess the impact of the tool on administrative time, work quality, and user experience.

5.4.2. The Magic Notes pilot demonstrated significant benefits in terms of time savings, quality improvements, and positive user sentiment.

Pilot Goal	Findings
Time savings	Assessment write-up reduced by 63%, saving an average of 2.5 hours per assessment
	Administration time reduced by 32% per week, saving 5 hours weekly
	Time taken to submit assessment to Mosaic reduced by 80%, from 12 days to 2.3 days
Quality (identified through case audits and user feedback)	Improved detail captured in assessments
	Improved interactions with service users
	Improved consistency in assessments
User sentiment	Feedback from internal staff positive
	Feedback from service users mostly positive, with the majority giving consent to be recorded, and a number reporting improved engagement and rapport

5.4.3. Magic Notes has proven to be a valuable tool for social workers. The positive feedback from both social workers and service users further underscores its effectiveness.

5.4.5. Following the successful pilot, Magic Notes is in the process of being rolled out to all Adult Social Care staff in two stages. A continuous review and evaluation process has been implemented to monitor usage, gather feedback, and make necessary adjustments, ensuring ongoing success and effectiveness. This process includes regular performance metric analysis,

impact assessments, and technical enhancements to meet the evolving needs of practitioners.

5.4.6. Customisable templates for different types of documentation have been developed, aligned with Mosaic form design. These templates allow practitioners to tailor the tool to their specific needs, in line with current processes and procedures, ensuring consistency and completeness in their records.

5.4.7. For service users who do not consent to being recorded, social workers reverted to using handwritten notes to document meetings and interactions. In such cases, a script has been developed to explain the purpose of Magic Notes to clients, ensuring transparency, clarify the benefits of the tool, how it works, and the measures in place to protect their privacy and data.

5.4.8. The implementation of Magic Notes will assist in addressing the backlogs and waiting lists faced by Adult Social Care, which have several negative impacts:

- Delayed Access to Care: Significant delays in receiving care can worsen conditions and overall well-being.
- Increased Stress and Anxiety: Waiting for services causes stress and uncertainty for individuals and their families.
- Higher Risk of Crisis Situations: Without timely assessments, individuals are more likely to reach crisis points, leading to costly emergency interventions.
- Strain on Carers: Informal Carers may face increased pressure and burnout while waiting for formal support.
- Inefficiencies in Service Delivery: Backlogs divert resources to managing waiting lists instead of working directly with residents.

5.4.9. Furthermore, as demand continues to rise, the use of Magic Notes aims to minimise the need for additional staff going forward while still enabling the council meets its statutory obligations efficiently.

5.4.10. ICT is supporting the Head of ASC Transformation and Improvement with the trial. We will use the experience and intelligence gathered to inform in-house developments and the innovation and collaboration work that Microsoft is leading with range other local authorities to develop a similar product. The Access Group (Mosaic) are also developing their own solution, which will initially have basic functionality and integrations.

5.4.11. This approach will maximise the initial benefits but not prevent us from looking at other long-term solutions in this emerging market.

5.4.12. **HR Advice – AI CoPilot Agent**
Implement a CoPilot Agent Chatbot to allow Council staff to ask HR related questions and request advice using natural language. The Chatbot will be locked down to only check Medway content (Intranet and HR Policies) to provide natural language answers, which will automate the HR Advice process. This project is also likely to require a review of the content and where the data is stored, which overlaps with other projects (e.g. the Share Point

project) so effective coordination of dependencies across projects and workstreams is vital.

5.4.13. A prototype has already been built by our in-house ICT Development team and was demonstrated to the whole of the HROC service at their away day on 18 December 2024. The feedback from the team was overwhelmingly positive, so a trial version for HR staff to use was launched in January 2025, with a target implementation date of May 2025 for internal use across the organisation.

5.4.14. Next phases will see integrations into our HR system, MyView, and perform more complex functions for example retrieving reports on leave requests and booking leave.

5.4.15. **Wellbeing Agent**: The Wellbeing Chatbot has also been built by the ICT Development team and is at the User Acceptance Testing phase with ongoing careful consideration of the knowledge sources being used internally (SharePoint) and to official external websites (such as the NHS).

5.4.16. Using a Wellbeing Chatbot for staff can offer several additional benefits with 24/7 mental health support, physical health monitoring, and provide confidentiality with anonymity and accessibility.

5.4.17. The Wellness Copilot Agent will be officially launched at this year's Worker's Memorial Day on 28 April, as the theme is "AI". It seems fitting that as the largest employer in Medway, Medway Council's first corporate roll out of Generative AI is a tool to support staff and the workforce, and that it is launched at Worker's Memorial Day.

5.4.18. **Local Offer Agent:** This will be our first public facing AI Chatbot. The Chatbot is designed to answer questions related to Special Educational Needs and Disabilities (SEND) and the Local Offer in Medway. Currently in the User Acceptance Testing phase, we are working with the service area to refine data sources and configure the Agent with careful attention to the user experience.

5.4.19. The work carried out so far has highlighted improvements required to our website and how data and content is structured to better support the use of AI.

5.4.20. It has been recognised that using Copilot Agents to handle queries can bring several efficiencies such as time savings because a Chatbot can provide instant responses to common questions, reducing the time employees and the public spend waiting for answers from representatives. Chatbots are available 24/7, provide consistency, and can improve the end user experience.

5.4.21. In addition, Chatbots can collect and analyse data on the types of questions being asked, helping departments identify common issues and areas for improvement.

5.4.22. **HR ResourceLink - Set up connectors for the Power Platform**
Following the recent migration of ResourceLink to a cloud hosted platform, we can now link it up with the Microsoft Power Platform. This will enable us to get a better insight into this crucial data using Power BI. The project will also unlock the future work on the other back-office HR processes, such as staff movers, leavers, joiners.

5.4.23. When the connectors have been established, a future iteration of the HR Advice Chatbot will be able to answer specific questions for staff about their personal situation, such as “how many hours of holiday do I have left?”, using a live feed from the ResourceLink data.

5.4.24. Utilising the Power Platform Centre of Excellence toolkit, a Power Platform environment has been created for HR where they can develop, and test, automations designed to work with the Zellis HCM connector. The Zellis connector for Power Automate allows us to interact directly with our data in Zellis HCM, enabling rich business process automation and to react to changes in data in real time to trigger flows. The integrations also allow flows to search, retrieve or update our data through the Zellis Intelligence Platform.

5.4.25. Following the completion of the connector configuration, we are now assisting HR with finalising the setup of a library of Power Automate flows which can provide a basis, or inspiration, for HR to build upon and to match more closely to HR business automations. In preparation for systematic access to the data, the in-house Data and Design team have created two Power BI reports for “starters and leavers” and “workforce profiles” from manual extracts of data.

5.4.26. These reports automate the extraction of key fields, transform the data, then load it to interactive Power BI reports to generate statistics, visualise information, and create insights. These reports have been provided to HR for review and testing. If approved, they can be deployed immediately, initially using extracts before becoming fully automated, which will reduce manual data handling and generate insights about our staff in a faster and more consistent manner.

5.4.27. **Purchase To Pay**
This is a huge project, with the potential to generate significant efficiencies across the organisation due to the current resources involved in identifying a supplier, setting them up on the system, raising the order, confirming receipt of the goods, and arranging payment. Discovery work has already started and some “tactical” solutions utilising the Power Platform have already been implemented. This project will continue until the end-to-end process has been reviewed and redesigned.

5.4.28. A service design workshop was held with the relevant teams on 5 December 2024, where a range of potential solutions were identified for future coproduction with the services. Actionable insights from this session include:

Training and Communication
- Consider developing comprehensive guides and training sessions to ensure all staff are confident in using systems and processes.
- Use clear, standardised, language in all materials.

Leveraging Technology
- Explore opportunities for automation and AI to reduce manual errors and streamline workflows.
- Investigate solutions for integrating approval processes across departments.

Supplier and Process Management
- Establish standardised methods for raising purchase orders and ensuring

compliance with regulations.
- Automate reminders and follow-ups to reduce manual workload.

5.4.29. A prototype mock-up of the improved process has been designed and built for the service to review. A collaborative playback session was carried out on 6 March 2025, where feedback was positive, so the solution will now be implemented for testing within the service.

5.4.30. The internal ICT development team have built the first iteration of the Document Processing solution specifically tailored for invoice processing – exchequer agencies and general invoice processing. We are leveraging the very latest Microsoft technology available and created a robust and scalable solution which can be quickly tailored and modified for any type of email and document processing.

5.4.31. Using Power Platform components and Microsoft Azure Services we are using Azure OpenAI cognitive services to 'read' and extract information from documents. The information from the invoice is automatically checked and if verification is complete the invoice is marked as ready to be processed into the back-office system. However, if the checks fail and information is missing or does not validate, an email is automatically created, the invoice is attached and returned requesting for the correct information to be provided.

5.4.32. These are all tasks that had to be manually carried out by our staff.

5.4.33. The solution is in the User Acceptance Testing phase with the exchequer agency team where we are tweaking functionality and preparing to add more features such as further integration and automations with back-office systems.

5.4.34. **Freedom of Information (FOI) and Subject Access Requests (SAR)**
FOIs and SARs are currently being managed in separate systems. We will be working with the Information Governance team to review the process and investigate the application of appropriate technologies to make it more efficient for both the Information Governance team and services across the organisation.

5.4.35. This will cover receiving requests, distributing information to services, collating and sending responses. It will also enable the service to easily report on performance, targets, and indicators. The Business Analysts are currently collecting the requirements to either merge the 2 processed or build them within the same system to provide consistency.

5.4.36. **Debt Management**
A project is underway to review the debt management process, focussing on the areas of the Council that generate the debt in the first place – i.e. can we eliminate the debt at source by redesigning services to collect payment before a Council service is delivered?

5.4.37. We are working with the Corporate Debt Team to identify and redesign the services that would have the biggest impact. The Power Platform, and proposed new modern data analytics platform, will play a huge role in reducing the money owed to the Council.

5.4.38. **Income Management and Payment Platform Solution**
This is a discrete project to avoid the high costs to renew the ICON income

management software contract in 2026. We are currently gathering the requirements from the services and scoping an in-house development or alternative procurement of a bespoke solution that will also streamline processes.

5.4.39. The income management element of this project will focus on where the payments end up, so that payments can be reconciled, searched for, viewed, collated, validated and allocated. Functionality will also be provided to export payment data from the previous day into various back-office systems, such as Integra, NEC Housing, Parking, Revs and Bens etc.

5.4.40. The payment platform element is how we physically take payments in a variety of different ways, such as online, over the phone, cash, automated phone line, chip and pin, direct debit etc. All of this has a big impact on what payment provider we choose to partner with in the future, which will be considered as part of this project.

5.4.41. The organisation has decided not to develop an in-house solution for the Income Management and Payment Platform (IM & PPS) project. Instead, it will go to market to procure a suitable solution.

5.4.42. This decision is driven by the need to replace the existing Civica ICON system, which is used for recording financial transactions and integrating with various payment platforms and systems. Our Business Analysts performed an extensive review of the requirements to build an in-house solution; however, the resource costs outweighed the option to procure a complete solution.

The preferred procurement option is to utilise the Crown Commercial Services (CCS) G-Cloud 14 framework through a mini competition. This approach offers several benefits, including a quick and easy route to market, reduced costs, and the ability to change service providers easily.

5.4.43. The procurement process will be managed by the Category Management team, and the successful supplier will be expected to deliver a solution that meets the council's requirements and complies with all relevant UK legislation and standards.

5.4.44. **Adult Social Care Payments**
A solution to improve the efficiency of processing Adult Social Care invoices is currently being developed using the Power Platform that will utilise AI to scan invoices, extract data, and automatically send the information to where it is needed. We will be re-using a tool that has already been developed for the purchase to pay project.

This highlights the “develop once, use many times” philosophy that the team has adopted to provide technological solutions to recurring service patterns across different services.

5.4.45. **SpeechScribe**
We are developing a tool using the Power Platform that can utilise AI to record, transcribe, and summarise meetings, reducing the need for CABS staff and other administrative staff to manually do this. Audit and Counter Fraud has been used as a pilot as we have already developed an AI solution that they are using to transcribe investigation meetings.

5.4.46. The original ‘SpeechScribe’ solution is now in redevelopment where we are building an organisation wide robust and scalable solution. The original SpeechScribe is using Power Platform components and using the technology available to us at that time. It is already acknowledged that a key requirement will be for the CoPilot agent to pre-fill information into a word document template, this is for time saving and providing consistency.

5.4.47. Due to the changing technology and further advancements with Azure OpenAI and Microsoft CoPilot studio we are building a council-wide solution to leverage Azure OpenAI cognitive services such as Azure AI Speech, Azure AI Language, and Azure Bot Service.

5.4.48. **Core Microsoft Services to Utilize:**

1. **Azure AI Speech (formerly Cognitive Services Speech):** This is the primary service for handling audio. It provides:
    - **Speech-to-Text (STT):** Highly accurate transcription of audio into text. It supports various audio formats, languages, and can be customized with acoustic and language models tailored to our organisation's specific vocabulary and speaking styles.
    - **Speaker Diarisation:** Identifies and separates different speakers within an audio recording, crucial for accurate transcription of meetings or multi-person conversations.
2. **Azure AI Language (formerly Cognitive Services Text Analytics):** This service offers powerful natural language processing (NLP) capabilities, including:
    - **Text Summarisation:** Extracts the key information from a block of text, providing concise summaries. It offers both extractive (selecting key sentences) and abstractive (generating new sentences) summarisation techniques.
3. **Microsoft Azure Bot Service:** This provides the framework for building and deploying the conversational assistant. It allows us to connect the speech-to-text and text summarisation capabilities into a user-friendly interface (e.g., within Microsoft Teams, a web application, or other channels).

This development is in tandem with a collaboration with dozens of other Local Authorities and Microsoft, the further development will iterate based on feedback, and prioritize security and scalability.

Allowing Council services to have direct access to these AI and cognitive services capability will achieve wide-spread efficiencies.

5.4.49. **SEND Education, Health and Care Plans (EHCP) automation**
An AI solution is being sought to automate the creation of EHCPs to support the specialist staff in this area. The service has signed up to a pilot project with a third party that is developing a new AI solution. This company is the leading quality assurance (QA) provider for EHCPs, so their tool will also build-in QA processing and highlight areas for improvement.

5.4.50. The service will also be able to access other tools to support the SEND team for 6 months as part of this pilot.

5.4.51. A Non-Disclosure Agreement (NDA) and a Data Protection Impact Assessment (DPIA) has now been completed and submitted to the Information Governance team to ensure that adequate controls are in place to protect sensitive data.

5.4.52. We have been liaising closely with the supplier in the completion of the DPIA and the pilot is expected to commence in Q1 2025.

5.4.53. **Procurement Contracts Register and Automations in the Power Platform**
We are working with Category Management to create a more robust way to manage contracts, as there are concerns that the Council:

- is potentially buying products when we already have a solution in place somewhere else within the Council,
- services are leaving it too late to re-procure contracts, leading to expensive or short-term solutions,
- contracts are not consistently being effectively managed or reviewed by services.

5.4.54. We are gathering requirements to build a system that will automate processes, such as flagging contracts approaching review/renewal dates and providing simple ways to monitor the performance of contractors, e.g. via a Power App that will feed into a corporate contracts register.

5.4.55. Category Management are currently procuring a new system, which they anticipate will be implemented in October 2025.

5.4.56. **Develop an Audit Management System using the Power Platform**
The Audit team does not have any software systems and is currently managing audits and workloads with word documents and network folders. However, the updated audit standards refer to making use of technology, so a system will be required in the future - with estimates at around £15,000 - £20,000 per year.

5.4.57. A bespoke system built on the Power Platform is being developed in-house and would achieve efficiencies in processes with the introduction of the system, which should also reduce the level of resources dedicated to certain elements. Savings will therefore be achieved through the cost avoidance of purchasing a new system and process efficiencies.

5.4.58. The Audit team contacted ICT to advise that the Head of Audit at Bournemouth, Christchurch and Poole (BCP) Council had utilised their Power Platform and built an App to manage their audit process. BCP Council were offering the solution to other authorities to customise and make use of it.

5.4.59. The ICT Development Team have been working with our Internal Audit team to customise the system to meet their needs and align with our Power Platform Centre of Excellence.

5.4.60. We are currently in the process of tailoring the App, the automations, and the

business process flows to match the audit teams requirements and their audit process.

5.4.61. The goal is to consolidate all files and audit related information into ‘one place’ as they are currently working from Word documents and using shared drives, whereas this new system will provide consistency and further efficiency.

5.5. Frontline Services

5.5.1. **Route Reports**
This is a project to install cameras on vehicles that are travelling around Medway to identify and monitor potholes, road markings, and potentially capture condition data of the road network, which we currently pay a third party to do for us.

5.5.2. The project also has the potential to make savings in the Highways Inspection team, and the vehicles they currently use. Other benefits include reducing the cyclical road marking as the system will identify faded markings, reduce unnecessary repairs, identify the priority for repairs, and check repairs have been carried out by the contractor before payment is made. The system also benefits from identifying skips on the highway, so we can ensure those without a permit are appropriately charged the necessary fee.

5.5.3. A Network Hierarchy Review will be carried out as part of this project to ensure the appropriate level of priority is given to Medway’s highways.

5.5.4. Carrying out this review will objectively identify parts of the network which warrant enhanced or reduced status in hierarchy due to local characteristics, i.e. an unclassified road may have characteristics of a higher category C road in terms of local volumes of traffic or the dependence/importance to the travelling public. Another example could be a local residential road with low use that may also be a designated alternative or secondary route to Medway Hospital.

5.5.5. Inspection frequencies may change because of the review from a quarterly inspection to annual, or monthly to quarterly; the benefits of which can produce not only a resource saving, but also a cost saving in relation to maintenance costs due to an optimised maintenance schedule. Reviewing our network hierarchy aligns with the Highway Asset Management Strategy and ensures funding allocations from the DfT are proportionate to our network. It also provides further opportunities to create more cost savings, such as switching to route-based winter maintenance.

5.5.6. Other sensor technologies, such as drainage gulley sensors and our network of road temperature sensors, will be investigated to move from routine actions to more efficient targeted actions based on real time data.

5.5.7. The Business Change Team have worked with the Highways team to produce a specification document ready to begin the procurement process. A G-Cloud 14 process was completed with a direct award given to Route Reports.

5.5.8. The necessary due diligence and administration has now been completed through procurement and is currently with the Legal team to finalise and complete the contract bringing us to the project implementation stage, which will begin in May 2025.

5.5.9. **Digitalisation of Traffic Regulation Orders (TROs)**
Current TROs are created and published as paper documents by Traffic Authorities (TAs) by law, following a process of consultation and approvals. These are largely text based legal documents, which can be difficult to access for those that need to be consulted and users of TRO data, such as neighbouring authorities, residents, utility companies, sat-nav services, new connected kerb services, future mobility services and highly automated vehicles. To address this, the Department for Transport (DfT) want to use a single data standard for publishing a Digital TRO (D-TRO) and create a central store of those that have been published by TAs for others to access.

5.5.10. The benefits of Digital TROs are:

- Easier consultation, using digital maps and online forms,
- Quicker processes for TRO approvals e.g., of electric vehicle parking,
- Cost savings from quicker TRO design and approval, less time on checking,
- Fewer penalty charge notice appeals rejected through a lack of an available TRO document or inconsistency with signing,
- Ability to design and change and publish TROs quickly in line with policy needs,
- Sharing TROs to plan street works and check for legality and shared closures.

5.5.11. The team are working with the Highways service to clarify their requirements and identify a suitable digital system.

5.5.12. The initial discovery and mapping of processes by Business Analysts is now complete and discussions with the ICT development team to look at what is possible have taken place.

5.5.13. We are currently waiting on the department for transport (DFT) to give us direction on where this information will need to be held and in what format.

5.5.14. **Virtual Parking Permits and Season Tickets**
This project aims to investigate and evaluate implementing virtual parking permits and season tickets to enhance workflow efficiencies, achieve financial savings, and improve the resident experience. The virtual system offers 24/7 access, real-time validation of residency, and eliminates costs associated with paper permits, such as printing, post, paper, and stationery. Amendments to Traffic Regulation Orders (TROs) are required to support the virtual permit system. The transition to a fully virtual system will be gradual, with support available for customers who prefer not to engage online.

5.5.15. This is a longer-term project that was added to the Medway 2.0 workstream for implementation in the 2026/27 financial year. Initial discovery work will commence in June 2025 by the in-house Business Analyst team.

5.6. Data

5.6.1. **Implementation of a modern data infrastructure for Medway Council**
This is a key project for both short and long-term savings for Medway Council as access to good data and insights is vital to everything that we do.

5.6.2. The Council has recognised data as a strategic asset and a key enabler for achieving its vision of Medway as a place that people are proud of, and

recognised as a great place to live, work, learn and visit. However, the current data and analytics capabilities are not sufficient to meet its current and future needs, and there is a necessity to modernise the data infrastructure, processes, and culture at Medway Council.

5.6.3. A key driver for this change in approach is the recognition that Medway holds vast amounts of data within separate systems. Whilst there are some areas of excellence within the Council, we do not consistently transform this data into valuable intelligence. To achieve this, a single corporate data platform is recommended so that data can be joined up across systems to support intelligence led decision making.

5.6.4. There has been much talk about the implementation of artificial intelligence, machine learning, and automation within different services across the Council. To ensure that this technology is effective, it is vital that the data and content is in a fit state for use, has the right governance and security, and any biases within the data are considered before it is used for supporting decisions.

5.6.5. A report was approved by CMT on 2 October 2024, which outlined the proposed roadmap for implementing a modern data infrastructure for Medway Council, using the Microsoft Azure cloud platform and the Microsoft Fabric solution, to support the achievement of the Council's data and analytics ambitions.

5.6.6 Since the presentation of the report to CMT, significant strides have been made in implementing a modern data infrastructure. The Council has now completed the procurement process to appoint a strategic partner who will support the implementation of the platform.

5.6.7. The implementation process will begin early in 2025/26 and include five key stages: discovery, Azure infrastructure realignment, data platform implementation, data product development, and ongoing support.

5.6.8. These stages have been planned to ensure a seamless transition and integration of the new infrastructure, with a focus on automating data extraction and reporting, providing a single version of the truth, and enhancing data governance.

5.6.9. **SharePoint Migration**
Whilst the modern data infrastructure project described above deals with data held in systems, the SharePoint migration project is focussed on addressing the data issues with internal data, specifically all the various "shared drives" Council staff use.

5.6.10. The project aims to provide a robust structure for data with clear ownership. Files will be shared between teams to stop the exponential growth of low value or junk data. Good governance and classification of data will allow the automatic application of data retention policies.

5.6.11. To support with this project, we will be introducing a Microsoft product called Provision Assist, which will enable us to automate the governance requirements around the creation of Teams and SharePoint sites. This will ensure that services use the SharePoint structures that are designed with them and minimise the creation of ad-hoc Teams/SharePoint sites, which

leads to the duplication of data and makes it difficult to find.

5.6.12. The ICT and the Information Governance teams will support services to help them embed these new ways of managing data.

5.6.13. The SharePoint migration team are currently working with the Corporate Property, Facilities Management, and Valuation and Asset Management teams to join up the data we hold about Council assets and properties.

5.6.14. The first phase of the project is underway, and we anticipate these teams will be fully migrated to SharePoint by July 2025. This will enable the teams to establish a "single version of the truth" for our properties and share access to key documents from a central location.

5.6.15. **Single Digital View of a Child**

Medway Council was successful in its application to be one of 12 local authorities selected by the Department for Education (DfE) in a data maturity support offer. We were selected based on our current work with data and our future aspirations. Medway will now work with Somerset Council, who have been commissioned by the DfE, to develop a single view of a child utilising the modern data infrastructure we are implementing.

5.6.16. A report was received from Somerset Council in February 2025, confirming that our approach towards the modern data platform was exactly what they would recommend developing a "single digital view" of a child/family. Whilst the key focus of this project is to link Medway Council data, the report included recommendations that partner information sharing should also take place to a greater extent than currently. This should include national cognisance of the forthcoming duty to share in the Children's Wellbeing and Schools Bill, the implementation of a children's single unique identifier.

5.6.17. This project has a direct dependency on the modern data platform project, so will be mobilised when the data platform is implemented as one of the first test cases.

6. 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 have been developed. Recruitment would be carried out at pace with secondment opportunities offered.	CII
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 in service mapping and redesign.	The scheduling of processes and services to be reviewed will take account of imperatives, seasonal demands, and where necessary, will	CIII

Risk	Description	Action to avoid or mitigate risk	Risk rating
		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 has been agreed.	CIII

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

7. Consultation

7.1. Formal consultation is not required at this stage. However, any services undergoing service redesign will be informed, involved, and consulted with at all stages, as they are considered the subject matter experts.

7.2. Consultation with residents and users will be carried out where appropriate depending on the scale of the potential change.

7.3. Staff and residents will be invited to participate in user testing where appropriate.

7.4. The new cross-party "Member User Testing Group" will allow Councillors to experience the service design process and beta-test new services and solutions that have been developed.

8. Climate change implications

8.1. The Council declared a climate change emergency in April 2019 and has set a target for Medway to become carbon neutral by 2050.

8.2. 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.

8.3. 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.

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

8.5. Digital connectivity has a vital role to play in reducing emissions from travel. The technologies developed as part of the Medway 2.0 Delivery Plan can help us to better manage energy usage and minimise our environmental impact. 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.

9. Financial implications

9.1. The 2025/26 budget build includes a provision of £1m for Council-wide transformation work, including Medway 2.0.

9.2. A draft proposal of how Medway 2.0 funding should be allocated was presented to CMT on 15 May 2024 and it was agreed that CMT would approve the spend from this budget to ensure that it addresses corporate priorities.

9.3. The 2025/26 budget build does not include any specific, separate, savings targets related to transformation, rather the activity reflected in the Medway 2.0 Delivery Plan will support the organisation to deliver the millions of pounds of savings underpinning the revenue budget. Whilst a programme of projects could be developed that focuses on achieving immediate savings to meet such a target, there is a danger that this could result in "salami slicing" or uncoordinated vacancy/staff reductions, rather than long-term, sustainable, transformation that could yield further savings over a number of years.

9.4. The Medway 2.0 Delivery Plan 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.

9.5. Savings identified from the redesign of services will be added to draft budget build for 2026/27, and beyond, when services are comfortable to reflect them in our Medium Term Financial Outlook (MTFO) figures. This approach will ensure that arbitrary savings targets are not applied, and projects to deliver the savings are carried out by working in collaboration with services.

10. Legal implications

10.1. There are no legal implications directly arising from this report.

10.2. Any legal implications arising from redesigning services will be raised with legal where appropriate throughout the duration of the delivery plan.

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Appendices

Appendix 1: The 15 Principles of Good Service Design
Appendix 2: Candidate Processes for Discovery and Mapping
Appendix 3: Medway 2.0 Delivery Plan (SharePoint List)

Background papers

None.