Medway Council
Serving You

Cabinet

4 August 2026

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.

2. Suggested reasons for decisions

2.1 It is important that the Cabinet receives regular progress reports regarding the Medway 2.0 Delivery Plan.

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 2026/27 refresh also being approved by Cabinet on 7 April 2026.

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, Cabinet, and Business Support and Digital Overview and Scrutiny Committee have received regular updates on the Medway 2.0 delivery plan. This level of corporate and political support, and the visible sponsorship and scrutiny from CMT and Members, has helped to establish the programme, and its principles, across the Council.

4.2 Whilst the Medway 2.0 approach is system agnostic, through our 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.

4.3 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 has enabled us to provide the capacity and expertise to deliver bespoke solutions, co-designed with services, at pace.

4.4 These systems are also utilising the latest technologies, such as Artificial Intelligence, meaning that Medway is leading the way in many areas. These systems will complement the existing software and application development carried out by the in-house ICT Teams.

5. Medway 2.0 and Local Government Reorganisation (LGR)

5.1 The principles underpinning the Medway 2.0 transformation programme are fully aligned with the requirements for Local Government Reorganisation (LGR) preparedness. At its core, Medway 2.0 provides a structured, council-wide approach to transformation that aligns service redesign with corporate priorities, financial sustainability, and improved outcomes for residents. This reflects the central aim of LGR preparation: ensuring that services remain stable through transition while establishing a stronger, more effective operating model for the future.

5.2 A key area of alignment is the focus on redesigning services around resident needs, with an emphasis on prevention and demand reduction. The programme is delivering simpler, more accessible services through a “digital by default but not digital only” approach, ensuring that residents can access services in a consistent and user-friendly way. This directly supports LGR ambitions for a single, coherent customer offer, where access to services is streamlined and standardised across organisational boundaries.

5.3 The development of strong digital and data platform foundations through Medway 2.0 is also central to LGR readiness. The consolidation of systems, improved data capability, and increased use of automation and AI are enabling services to be delivered in a more scalable and integrated way. These capabilities are essential for LGR, where the ability to bring together systems, processes, and information across organisations will determine the success of the transition and the resilience of services from vesting day.

5.4 There is also clear alignment in governance and delivery approach. Medway 2.0 has strengthened corporate programme management, established consistent service design standards, and embedded robust governance through a central Programme Management Office. This mirrors the structured, workstream-led approach being taken to LGR across Kent and Medway, ensuring that complex change is coordinated effectively, risks are managed, and delivery is aligned to corporate priorities.

5.5 The programme’s emphasis on integration further reinforces its relevance to LGR preparedness. Medway 2.0 promotes joined-up service delivery, including the development of integrated models that reduce duplication and improve coordination across services and with partners. This approach directly supports the objectives of LGR, where services will need to operate across wider geographies and organisational boundaries in a more unified and efficient way.

5.6 The Medway 2.0 programme is designed to move the Council towards a more sustainable, long-term operating model, rather than focusing solely on short-term savings. By improving efficiency, reducing demand, and strengthening financial resilience, the programme is creating the foundations required for future organisational change. In this context, Medway 2.0 is not separate from LGR preparedness but is a core enabler of it, providing the capabilities, infrastructure, and organisational maturity needed to support a successful transition.

5.7 Beyond alignment for LGR preparedness, Medway 2.0 is also enabling the Council to fully capitalise on the opportunities presented by LGR by moving beyond a “safe and legal” baseline to a more ambitious “safe and legal plus” model. By embedding digital capability, data-led insight, and preventative service design now, the programme creates the conditions for transformation at scale; ensuring that LGR is not simply a structural change, but a catalyst for improved performance, efficiency, and resident outcomes.

6. Medway 2.0 Programmes and Workstreams

Executive Summary

6.1 Since the last Cabinet update, the Medway 2.0 Programme has progressed from discovery and implementation into delivery at scale. The 2026/27 budget build includes direct savings of nearly £500,000 from some of the projects highlighted within this report. Medway 2.0 is also supporting the wider transformation activity within the One Medway Financial Improvement and Transformation (FIT) Plan, which is targeting additional income of £3,903,698 and savings of £12,517,362 this financial year.

6.2 Core platform transformation has now been largely completed, including the migration of legacy systems into a single digital platform, enabling the rapid rollout of standardised services.

6.3 This has supported the scaling of redesigned services across the Council, delivering measurable benefits including a reduction in call volumes of up to 40% compared to baseline levels, increased digital uptake, and significant reductions in manual processing.

6.4 The programme has also embedded automation and Artificial Intelligence to improve productivity and service quality. Alongside this, governance and organisational capability have been strengthened through the establishment of a Programme Management Office and service design standards. Collectively, this demonstrates that Medway 2.0 is now delivering tangible outcomes and is positioned to drive further efficiencies and service improvements at scale.

Delivery of Core Digital Foundations

6.5 A significant milestone recently achieved has been the completion of the Customer Relationship Management (CRM) 'lift and shift' programme from a legacy system into a modern platform, establishing a single, standardised digital platform for customer interaction.

6.6 Impact:

- £93,750 saved from the consolidation of legacy systems and improved processes. Established professional, consistent, mobile responsive and accessible digital services. Created the foundation for faster and more scalable service delivery.

6.7 Alongside this, continued improvements to the Council's digital estate have enhanced system resilience, accessibility, and usability, supporting increased digital uptake.

Service Transformation and Customer Experience

6.8 The programme has moved from pilot activity to scaled redesign of high-volume services, improving the way residents interact with the Council.

- The award winning "Report It" service pattern has been expanded across services, providing a consistent and streamlined reporting model.
- Key services, including highways, housing, council tax, and customer enquiries, have been redesigned and digitalised.
- Website and content redesign, and the introduction of AI tools, has improved accessibility, clarity, and early intervention.

6.9 Impact:

- Reduced duplication and rework.
- Improved quality of customer submissions.
- Achieved greater consistency in service delivery.

These changes are contributing to a more joined-up and user-centred experience for residents.

Demand Reduction and Digital Adoption

6.10 Medway 2.0 is demonstrating sustained impact on demand:

- Call volumes reduced by up to 40% compared to baseline, which is a key One Medway Council Plan target.
- Continued growth in digital engagement, with high volumes of online transactions and improved completion rates.
- Satisfaction with Medway's online services is already achieving the target of 80%.
- The accessibility of the Council's website has improved significantly over the past year, ensuring that residents can access the services they need.

6.11 This reflects a successful natural shift towards digital channels, reducing pressure on frontline services and allowing staff to concentrate on more complex needs.

6.12 Impact:

- The reduction in telephone calls from improved online services has achieved savings of £172,434.
- Reduction in scanning, indexing, and postage from the digitalisation of the My Council Tax online process;
    - 25% of Medway residents now signed up.
    - £20,189 saving from the reduction in scanning and indexing.

Automation, Artificial Intelligence (AI) and Productivity

6.13 The Medway 2.0 programme is increasingly leveraging automation and artificial intelligence to enhance productivity and service quality.

- AI and automation tools are now being deployed across a range of services, supporting decision-making and reducing administrative effort.
- Early implementations, particularly within Adult Social Care and customer services, are demonstrating clear time savings and improved consistency.

6.14 Notable examples of where AI has supported Council services are:

- Producing summary notes from recording transcripts, both in meetings with residents/service users and internal meetings. Taking away the requirement to make notes and then produce case notes and meeting minutes is allowing staff to be more engaged during meetings and has reduced the administrative requirement to support meetings.
- Supporting with the production of Education Health and Care Plans (EHCPs), The use of AI achieved an improvement in processing time of 50%.
- AI Assistants: Wellbeing and HR. The AI agents are using approved information sources to support staff with questions and issues relating to Wellbeing and HR Advice, free staff to concentrate on more complex issues.
- JADU Agent:Ex Search is a new search functionality that has been added to the Medway.gov.uk website, making it quicker and easier for residents to find the information they need. AI recognises and responds in over 70 different languages, making the Council's information accessible to all residents.
- AI is now fully embedded in the invoice process. AI monitors an inbox for incoming invoices, carries out automated validation checks, and presents the information to a human to approve. If any information is missing, the system automatically returns the invoice to the supplier requesting further information. These were previous tedious manuals checks carried out by staff.

6.15 This work has established a strong foundation for wider adoption of AI-enabled services across the Council.

6.16 Impact:

- Use of AI Assistants for staff wellness and HR advice will achieve efficiency savings of £38,753.

- The AI and automation enhancements to the invoice process has achieved savings of £33,649.

Adult Social Care Financial Assessment Estimator

6.17 As part of the Medway 2.0 programme, work has progressed at pace to introduce an online financial assessment estimator for Adult Social Care. The estimator is intended to give residents and families an early indication of potential care charges, supporting greater transparency, improving access to information, and helping people understand likely costs before a full financial assessment is completed. This work also supports the Council's wider commitment to improving resident experience through digital self-service, service redesign and clearer online information.

6.18 Since the requirement was identified, the project has moved through a focused discovery, design, and development phase involving the Discovery and Delivery Team, Adult Social Care, ICT Development colleagues and service subject matter experts. Initial discussions took place with Adult Social Care to understand the financial assessment process, the information residents need to provide, and the points at which an online estimator could add most value. The team also explored learning from other local authorities, while continuing to progress Medway's own solution so that delivery was not dependent on an external product or approach.

6.19 Detailed process mapping has been undertaken with Adult Social Care colleagues, supported by review of existing operational processes and financial assessment practice. This has enabled the team to translate a complex assessment process into a resident-facing digital journey. A first version of the online estimator has now been developed within the required timescale and has provided a working solution for review, testing, and refinement. This represents a significant delivery milestone and demonstrates clear progress from discovery through to a functioning online tool.

6.20 User acceptance testing with Adult Social Care has identified an opportunity to improve the solution further before publication. The initial version brought multiple assessment types together within a single form, using branching logic to guide residents through the process. Testing confirmed that, whilst this approach was a reasonable starting point, a clearer and more resident-focused solution would be to separate the estimator into different routes for the different assessment types. This will allow the specific questions, rules and calculations for each type of care to be applied more accurately, while still maintaining a simple and seamless experience for residents.

6.21 The refinements now being made are positive and service-led. They include clearer wording around savings, current accounts, capital assets and property ownership; improved grouping of income questions into benefits, pensions and other income; and the ability for residents to enter income based on how often they receive it, rather than needing to manually convert figures into weekly amounts. These changes will make the estimator easier to use, reduce the risk of residents being asked irrelevant questions, and improve the quality of the indicative estimate provided.

6.22 The estimator will remain an indicative tool and will not replace the statutory care needs assessment or the full financial assessment process. However, the additional validation work will ensure that the online information is presented responsibly, with appropriate caveats and clear signposting so residents understand the purpose and limitations of the estimate. This is particularly important given the number of individual circumstances that can affect a final assessed contribution.

6.23 The current position is therefore positive. A working estimator has been developed within the required timescale, has been tested with Adult Social Care, and is now being refined to provide a stronger final product for residents. Adult Social Care and ICT Development colleagues have agreed a focused approach to completing the remaining work, with regular review sessions in place to validate the revised forms, confirm the calculations, and complete testing.

6.24 Subject to successful final testing by Adult Social Care, the revised online estimator is expected to be available for residents during August 2026, delivering a more robust and resident-focused solution than the initial build. More broadly, the work reflects the Medway 2.0 approach of using digital capability, collaborative service design, and rapid delivery to respond to improvement priorities and provide more accessible, transparent, and efficient services for residents.

Transformation of Support Services

6.25 A review has commenced within the Finance section, focusing on longstanding issues within the Control Team. The team currently undertakes significant amounts of manual data handling, workaround activity, and journal processing in order to complete essential bank and account reconciliations. This is creating inefficiency, limiting capacity and reducing the team’s ability to focus on its core control function of providing assurance that public money is being properly accounted for.

6.26 The issues identified are operational as well as strategic. The accumulation of workarounds over time points to underlying process and system design issues, with legacy interfaces and fragmented ways of working no longer fully supporting the needs of the service.

6.27 This work is currently in the discovery phase to analyse the underlying problems in detail, understand where process failure points and inefficiencies exist, and identify the practical barriers preventing the team from operating effectively.

6.28 This will include reviewing current workflows, hand-offs, system interactions, control points and manual interventions, as well as understanding where assurance gaps may exist. The discovery work will also consider the broader service implications, including the need to strengthen readiness for closedown, future audit requirements, and preparedness for Local Government Reorganisation.

6.29 Following discovery, a set of improvement options will be developed, which are likely to include process simplification, service redesign and better alignment of roles, systems and controls. Subject to the outcome of that analysis, there is clear potential to make greater use of existing technology, including automation and AI-enabled tools, to streamline repetitive tasks, reduce manual intervention, and improve the timeliness and accuracy of financial processing.

6.30 The intended impact is a more resilient and efficient control function that better supports finance colleagues, budget managers, service teams, and audit requirements; whilst also improving the experience and efficiency of the team itself.

6.31 Any savings from this work will contribute to in-year savings and be included in the BSD budget build for 2027/28.

Strategic Service Redesign

6.32 The programme is progressing beyond individual services to support whole-system redesign:

- The Integrated Hubs programme has advanced from concept to delivery planning; establishing a model for joined-up, place-based, service delivery.
- Housing, homelessness, and other high-demand services have been redesigned to support earlier intervention and improved coordination.
- A redesign of the Waste Service is currently underway to maximise the benefits from the Medway Norse partnership.

6.33 This approach is enabling a shift from reactive service delivery to a more preventative and resident-focused model.

6.34 Impact:

- £38,753 saving from redesigning the CABS and Benefits and Financial Welfare Service.
- £10,757 saving from consolidating the provision offered at the Rainham Contact Point.

Integrated Hubs

6.35 The Integrated Hubs programme has progressed from concept to delivery planning. The approach is designed to provide a single, joined-up access point for residents, bringing together multiple services to support early intervention and reduce duplication. This represents a significant shift towards a more preventative, modern, and resident-focused service model.

6.36 Initial service design work on Medway Council’s first Integrated Hub has shown strong support across services such as Adult Education, Adult Social Care, Housing, Libraries, Welfare and Benefits, Youth Services and relevant elements of Public Health for a more integrated, resident-facing model of support in Chatham.

6.37 The emerging service design model is based on a shared front door, light-touch triage, warm hand-offs between services, and a mix of open, private and flexible spaces so that residents can access joined-up face-to-face support without having to navigate multiple disconnected services. Across the various discussions with services, the main benefits identified are improved access, earlier intervention, better coordination around complex need, and a stronger ability to address multiple issues in a single visit.

6.38 The work to date also suggests that the Integrated Hub should be treated as a service redesign programme rather than simply a co-location exercise. Services have consistently highlighted that the benefits and value will come from genuine operational integration, including shared ways of working, better use of flexible space, clearer pathways between services, and a stronger focus on prevention.

6.39 This is expected to improve effectiveness for residents while also improving efficiency through reduced duplication, fewer repeat contacts, better use of assets, and greater opportunity to intervene before needs escalate into crisis.

The current indicative timeline for this project is:

- Draw up tender spec/tender for design team (4 weeks): May - June 2026.
- Tender evaluation and scoring: June.
- 10 day call off: June - July.
- Appoint design team: July 2026.
- Design work RIBA 1 Preparation and brief: July - September 2026.
- Team of 25 update: July 2026.
- RIBA 2 Concept design: September - November 2026.
- Cabinet permission to proceed: November 2026.
- RIBA 3 Spatial Coordination Detailed Design: November - January 2027 .
- QS to review draft budget: December 2026.
- Submit planning application (subject to approval): February - April 2027.
- RIBA 4 Technical Design: May - August 2027.
- Tender for contractor: July - November 2027.
- Mobilisation: December - January 2028.
- Start works on site: February 2028.
- Completion: February 2029.

Data, Platforms, and Enabling Technology

6.40 Progress continues in strengthening the Council’s data and digital capability, including:

- Ongoing implementation of a modern data platform and infrastructure.
- Continued rollout of SharePoint and improved information management.
- Expansion of in-house development using the Microsoft Power Platform.

6.41 Impact:

- Enabled better use of data in decision-making.
- Reduced duplication and inefficiencies.
- Provided greater flexibility in delivering solutions.
- Allowed data sets to be “joined up” to create a single view of residents and break down service silos.
- Saving of £56,198 from a more efficient and automated performance and risk management process.

Governance and Organisational Capability

6.42 A key area of progress since the previous report is the strengthening of governance and organisational capability:

- Establishment of a Programme Management Office (PMO) overseeing Medway 2.0 and related largescale programmes.
- Development of supporting strategies, including customer experience and service design.
- Creation of a Service Design Centre of Excellence.

6.43 Impact:

- Improved coordination of workstreams and alignment with corporate priorities.
- Enabled repeatable and scalable transformation across services.
- Ensured sustainable improvements beyond individual projects.

7. Summary

7.1 Medway 2.0 continues to deliver tangible and measurable outcomes, including reduced demand, improved customer access, and increased operational efficiency.

7.2 The programme has:

- Established core digital and data foundations.
- Scaled service redesign across priority areas.
- Embedded automation and emerging technologies.
- Strengthened governance and delivery capability.

8. Appendix 1 to the report, provides an update on the individual project workstreams that have been summarised within the previous sections of this report.

9. 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.	C2
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 escalate to CMT for direction.	C3
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.	C2
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.	C3
Local Government Reorganisation	The potential future work required for preparing for, and implementing LGR, will divert resources away from Medway 2.0.	Where possible, the projects selected for the Medway 2.0 programme will support the work on LGR. If required, additional resource/capacity can be sought to deliver both strategic aims.	C3

For risk rating, please refer to the following table:

Likelihood	**Impact:**
A Very likely B Likely C Unlikely D Rare	1 Critical 2 Major 3 Moderate 4 Minor

10. Consultation

10.1 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.

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

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

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

11. Climate change implications

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

11.2 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.

11.3 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.

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

11.5 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.

12. Financial implications

12.1 The 2026/27 budget build includes a provision of £2,698,474 of transformation funding from the flexible use of capital receipts. This funding covers the specific work on Medway 2.0, the Adult Social Care Transformation Programme, and Local Government Reorganisation.

12.2 The 2026/27 budget build also includes direct savings from some of the projects highlighted within this report, totaling £464,483; however, Medway 2.0 is also supporting the wider transformation activity within the One Medway Financial Improvement and Transformation (FIT) Plan, which is targeting additional income of £3,903,698 and savings of £12,517,362.

12.3 The Medway 2.0 approach described in this report is designed to 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.

12.4 Savings identified from the redesign of services will be added to draft budget build for 2027/28, 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.

13. Legal implications

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

13.2 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: Workstream Updates

Background papers

None

Appendix 1: Workstream Updates

Housing

Housing/Homelessness
The Housing and Homelessness workstream has progressed from discovery into delivery, with redesigned digital content and processes now supporting earlier intervention and clearer access to services. New web content and improved pathways enable residents to better understand available support and engage with services earlier, reducing escalation of need. This work is aligned to the Integrated Hubs model, supporting a more joined-up and preventative approach to service delivery.

External / Resident Facing Processes
Redesigned digital services continue to be rolled out across high-volume service areas, introducing consistent online forms and case management processes. These improvements are increasing digital uptake, reducing avoidable contact, and improving the quality of information received from residents. The cumulative impact of these changes is contributing to sustained demand reduction and improved service efficiency.

- Total call volumes have fallen below 300,000 for the first time, which is over 200,000 less calls than the baseline year of 2019/20, representing an approximate 41% reduction

Complaints
The Stage 2 Corporate Complaints process has now been implemented within Jadu, improving consistency, workflow management, and reporting. Early results indicate improved performance and stronger control of complaints handling across services.

Household Waste Recycling Centre (HWRC) booking improvements
Discovery and service engagement for HWRC booking improvements has been completed, with redesign work underway to deliver a fully automated, end-to-end booking process. The proposed changes aim to remove manual intervention for amendments and cancellations, improving both resident experience and operational efficiency. This work targets a known high-demand service area and is expected to reduce associated contact volumes even further.

Report it service pattern
The “Report It” service pattern has been scaled across multiple services following its successful initial implementation. The approach has delivered up to a 75% reduction in manual intervention in some services, alongside improved data quality and streamlined processing. This work has also received external recognition through a European Service Design award, highlighting Medway’s innovation and leadership in this area.

Customer Relationship Management (CRM) System ‘Lift and Shift’
The CRM “lift and shift” programme has now been completed, migrating legacy forms and workflows into a single Jadu platform. This has established a

consistent, accessible, and mobile-responsive approach to digital services, reducing reliance on legacy systems and enabling faster delivery of new services. In April 2026 this project reached a significant delivery milestone, with the forms and workflows now live on the Jadu platform. This work represents a key foundation for the wider Medway 2.0 programme and has provided opportunities for iterative improvements to provide additional support for residents.

Macmillan Cancer support
A new digital referral and case management system has been implemented for Macmillan services, replacing fragmented processes across multiple platforms. This provides a single point of access, full audit trail, and improved reporting capability, enhancing both compliance and service delivery. The changes have also improved the experience for residents and their families at a particularly sensitive time.

The Rochester Corn Exchange
Digital improvements to the Rochester Corn Exchange booking system have enhanced operational efficiency and commercial performance. The changes support increased booking conversion rates, improved income generation, and removal of third-party commission costs. This demonstrates how Medway 2.0 is supporting both service efficiency and income generation.

Artificial Intelligence Assistants
AI assistants have been developed and deployed across a number of service areas, including HR, wellbeing, and SEND. These tools provide natural language access to information and support automation of common queries, reducing reliance on manual handling. This work establishes a foundation for wider AI adoption across the Council

Revenues and Benefits
Digital self-service within Revenues and Benefits continues to expand, particularly through Council Tax online services. Approximately 25% of residents are now signed up, with over 50,000 transactions completed online, reducing demand on contact channels. This has also delivered tangible savings, including around £58,000 through paperless billing.

Internal / Back Office Processes

Adult Social Care – AI Case Note Generation
AI-enabled case note generation, ‘Magic Notes’ (now Beam) has been rolled out within Adult Social Care following a successful pilot. The solution has delivered measurable productivity improvements, including reductions in administrative time of over 30% and significant time savings per assessment. This supports improved service delivery and increased capacity within a high-demand area.

HR Advice – AI CoPilot Agent
An AI-powered HR assistant has been developed to provide staff with easy access to HR policies and advice. This reduces reliance on manual queries and improves consistency and accessibility of information. The solution also supports wider workforce efficiency and modernisation of HR services.

Wellbeing Agent
The Wellbeing AI chatbot has been launched to support staff health and wellbeing.

The tool provides accessible, on-demand support, enabling employees to access guidance and information when needed, with the ability to access information from a range of internal and external specialist support services. This contributes to workforce wellbeing and supports organisational resilience.

Purchase To Pay

Automation of finance processes has progressed into live operation, with invoice processing solutions now implemented and receiving positive user feedback. This has reduced manual validation, improved accuracy, and supports more efficient processing across finance functions.

Freedom of Information (FOI) and Subject Access Requests (SAR)

Following the success of streamlining FOI processes, the offer is now being extended to SARs to ensure consistency and benefits, with the aim to simplify request handling, enhance reporting capability, and reduce the administrative burden on services using intelligent automation.

Income Management and Payment Platform Solution

The new income management and payment platform ‘Access Paysuite’ has progressed into delivery, with Phase 1 now live and implemented ahead of the legacy system contract end. This enables consolidation of payment processes and supports future efficiency savings and cost reduction through Phase 2 delivery.

SEND Education, Health and Care Plans (EHCP) automation

Pilots are underway to introduce AI-supported automation for EHCP processes. This aims to improve processing times, enhance quality assurance, and reduce administrative burden within a high-demand service area. The pilots have already indicated a 50% improvement in processing time for an EHCP.

Audit Management System using the Power Platform

An in-house audit management system has been developed and implemented, avoiding the need for external software costs, while improving efficiency and consolidating information into a single system. This work has not only offered a bespoke solution tailored to Medway’s processes, it has also avoided a £24k annual cost to purchase a 3rd party system.

Frontline Services

Route Reports

Route Reports technology has been implemented to collect real-time highways data using vehicle-based systems. This supports more targeted maintenance and improved asset management. This approach is expected to deliver efficiency savings and reduce reliance on external data providers.

Digitalisation of Traffic Regulation Orders (TROs)

Work is progressing to digitalise Traffic Regulation Orders in line with national requirements. This will improve accessibility, streamline processes, and enable faster implementation of changes. The approach also supports improved data sharing and future service integration.

Data

Implementation of a modern data infrastructure for Medway Council

Delivery over the last period has focused on establishing the core foundations for Medway's data platform and analytics capability. The platform landing zone and Fabric design have both been finalised, providing a clear and scalable architecture for future development.

Early capability building has also started through "Analyst in a Day" training, alongside progressing key use cases including the "single view of the child" project.

The next phase of this workstream will move into delivery and transition, with the completion of the Fabric landing zone, and the start of the transition to Fabric. Key focus will be on managing dependencies around licensing and resourcing capacity for testing.

SharePoint Migration

Migration to SharePoint is ongoing, replacing legacy shared drives with a structured, governed environment. This will improve collaboration, document management, and data accessibility, supporting more efficient ways of working across the Council.

Jadu Agent:Ex

Agent Ex has been implemented as an AI enabled search functionality across the Council's website. Since going live in April 2026, the service is handling a high volume of resident queries using natural language, with positive feedback from both staff and users. This capability supports improved self-service, reduces demand on contact channels, and has established a foundation for further AI adoption across services.