

Cabinet

19 November 2024

Financial Improvement and Transformation (FIT) Plan Monitoring – Round 2 2024/25

Portfolio Holder: Councillor Vince Maple, Leader of the Council

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Summary

This report presents a review of the FIT Plan monitoring for Round 2 and should be read in conjunction with the Revenue Budget monitoring for this period.

1. Recommendations

- 1.1. The Cabinet is requested to note the results of the second round of FIT Plan monitoring for 2024/25.
- 1.2. The Cabinet is requested to instruct the Corporate Management Team to expedite any of the actions within the FIT Plan, where failure to do so may adversely affect the budget position.

2. Suggested reasons for decision(s)

- 2.1. Full Council is responsible for agreeing a balanced budget in advance of each financial year. Cabinet is responsible for ensuring that income and expenditure remain within the approved budget, including instructing transformation activities or corrective action to prevent any forecast overspend from materialising.
- 2.2. The FIT Plan, which is reviewed on a 2-weekly basis at CMT, is one of the key tools for ensuring delivery of savings in the current financial year and implementing a range of key actions to ensure the long-term financial sustainability of Medway Council.

3. Budget and policy framework

- 3.1. Cabinet is responsible for ensuring that income and expenditure remain within the budget approved by Council.

4. Background

- 4.1. On 30 April 2024, Cabinet agreed the One Medway Financial Improvement and Transformation Plan and on 1 May 2024, CMT agreed the proposed monitoring system for the FIT Plan.
- 4.2. The savings targets and key actions within the FIT Plan were extracted and added to spreadsheets for each directorate to update. The spreadsheets are stored in Microsoft Share Point and made available for updating via Microsoft TEAMS.
- 4.3. This approach gives all relevant officers access to a live view of the FIT Plan Tracker, enabling them to review and update, automatically updating the FIT Plan Summary, which is reviewed at CMT.

5. Summary of FIT Plan Tracker Position (24 October 2024)

- 5.1. The table below shows that out of the 5 Medway Council priorities, 4 are either on track or ahead of target.
- 5.2. Priority 3 (Enjoying Clean, Green, Safe and Connected Communities) is the only priority that is not currently meeting targets.
- 5.3. The reason that this priority is showing as behind target relates to how additional income is shown on the FIT Tracker. Unlike the financial monitoring, which makes a forecast of the financial position at the end of the year, it was decided that the FIT Tracker would only show actual income received or savings achieved.
- 5.4. This makes it difficult to include actual figures for targets that include “additional” income as it is difficult to distinguish between budgeted and additional income levels, especially early in the financial year. Now that the R2 monitoring is available, these figures can be calculated and included in the FIT Tracker, which will improve the performance of Priority 3.

FIT Progress Summary

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Target Items	Savings (£)	58% of year elapsed			Savings Outstanding (£)
						Cumulative Items	Cumulative Savings (£)	% of target	
Priorities									
Priority 1: Delivering quality social care and community services			Savings		17,904,000	10,463,992	58%	-	7,440,008
			Income		242,000	119,276	49%	-	122,724
			P1 Total		18,146,000	10,583,268	58%	-	7,562,732
Priority 2: Benefitting from good education, quality jobs and a growing economy			Savings		1,029,400	885,549	86%	-	143,851
			Income		50,000	15,000	30%	-	35,000
			P2 Total		1,079,400	900,549	83%	-	178,851
Priority 3: Enjoying clean, green, safe and connected communities			Savings		1,744,000	1,262,000	72%	-	482,000
			Income		2,607,000	259,979	10%	-	2,347,021
			P3 Total		4,351,000	1,521,979	35%	-	2,829,021
Priority 4: Improving health and wellbeing for all			Savings		220,000	45,000	20%	-	175,000
			Income		218,000	338,080	155%	-	120,080
			P4 Total		438,000	383,080	87%	-	54,920
Priority 5: Living in good-quality, affordable homes			Savings		1,801,000	1,120,000	62%	-	681,000
			Income		640,000	400,000	63%	-	240,000
			P5 Total		2,441,000	1,520,000	62%	-	921,000
			Grand Total		26,455,400	14,908,876	56%	-	11,546,524

5.5. The following table provides a high-level overview of the FIT Plan performance against savings and income targets.

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Target Items	Savings (£)	58% of year elapsed			Savings Outstanding (£)	
						Cumulative Items	Cumulative Savings (£)	% of target		
Service Areas										
People										
Adult Social Care			Savings		8,347,000		5,210,124	62%	-	3,136,876
			Income		-		-			-
			ASC Total		8,347,000		5,210,124	62%		3,136,876
Children's Social Care			Savings		9,203,000		4,943,868	54%	-	4,259,132
			Income		-		-			-
			CSC Total		9,203,000		4,943,868	54%		4,259,132
Education			Savings		748,400		628,549	84%	-	119,851
			Income		-		-			-
			Ed Total		748,400		628,549	84%		119,851
People Total			Savings		18,298,400		10,782,541	59%	-	7,515,859
			Income		-		-			-
			People Total		18,298,400		10,782,541	59%		7,515,859
Place										
Culture and Community			Savings		2,516,000		1,616,000	64%	-	900,000
			Income		1,030,000		857,356	83%	-	172,644
			C&C Total		3,546,000		2,473,356	70%		1,072,644
Frontline Services			Savings		1,533,000		1,051,000	69%	-	482,000
			Income		2,677,000		259,979	10%	-	2,417,021
			FLS Total		4,210,000		1,310,979	31%		2,899,021
Regeneration			Savings		327,000		327,000	100%	-	-
			Income		761,810		572,080	75%	-	189,730
			Regen Total		1,088,810		899,080	83%		189,730
RCE Director			Savings		24,000		-	0%	-	24,000
			Income		-		-			-
			Director Total		24,000		-	-		24,000
Regeneration, Culture and Environment Total			Savings		4,400,000		2,994,000	68%	-	1,406,000
			Income		4,468,810		1,689,415	38%	-	2,779,395
			Place Total		8,868,810		4,683,415	53%		4,185,395
Business Support										
Finance and Business Improvement			Savings		5,783,000		3,573,000	62%	-	2,210,000
			Income		-		-			-
			FBI Total		5,783,000		3,573,000	62%		2,210,000
Legal and Governance			Savings		20,000		-	0%	-	20,000
			Income		-		-			-
			L&G Total		20,000		-	0%		20,000
Business Support Total			Savings		5,803,000		3,573,000	62%	-	2,230,000
			Income		-		-			-
			BS Total		5,803,000		3,573,000	62%		2,230,000
Grand Total			Savings		28,501,400		17,349,541	61%	-	11,151,859
			Income		4,468,810		1,689,415	38%	-	2,779,395
			Grand Total		32,970,210		19,038,956	58%		13,931,254

5.6. Out of the total savings target of £33m in the FIT Plan Tracker, £19m is showing as delivered after the second quarter. This is 58% of the total target, so is showing as on track.

5.7. Producing the FIT Plan, and implementing the FIT Plan Tracker, has proven to be a valuable exercise as it has allowed the Council to track and highlight savings and increases in income, enabling us to identify and celebrate successes without them getting “lost” in the financial monitoring.

5.8. This approach has also moved the culture of the Council away from short-termism, allowing us to identify streams of work that may not deliver in-year savings, or savings for budget setting, but may deliver greater long-term benefits.

5.9. These workstreams are mainly captured in the “Key Actions” section of the FIT Plan.

6. People Directorate

7. Adult Social Care

7.1. The table below shows that Adult Social Care has a savings target of £8.3m in the FIT Plan and has achieved savings of £5.2m at R2, putting it ahead of target.

Task (Income gen - gold)	Activity	Item tracked	Savings/ Income	Target Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)	
						Cumulative Items	Cumulative Savings (£)	% of target			
People											
Adult Social Care											
1.1 Targeted reviews	Various placement and payment reviews	s			1,900,000	105	2,044,230	108%	144,230	This is made up of £1,726,299 savings and cost avoidance of £317,931. 109 reviews completed in full. 16 further reviews are complete but work is ongoing to achieve savings	
1.2 Manage demand: residential	Reduction of residential placements	s	18	659,000	-	-	0%	659,000	This continues to be a challenge. Cases being presented to best practice forum are people in their 80's/90's that have had care at home, day care, assistive tech but have reached the point that it is no longer safe for them to remain at home		
1.3 Manage demand: supported living	Reduction of supported living placements	s	8	300,000	-	-	0%	300,000	The Head of Specialist Services has been working with SW's where requests for increases in 1:1 support has been made by providers. For 5 cases only, this has led to full year effect cost avoidance of £225,081 and savings of £30,878		
1.4 Manage demand: homecare	Reduction of homecare placements	s	78	953,000	-	-	0%	953,000	The reablement pilot has been extended for a further period of time to determine its effectiveness. Initial savings calculations are taking place, and further work is required to review accuracy. However, these calculations indicate current in-year savings/cost avoidance in excess of £115,000 (savings over £20,000, cost avoidance over £95,000). Positive outcomes have been achieved, for example elderly gentlemen - hoarder/self-neglect - not eating, ASC paid £600 to clear the property and an SCO and OT have been supporting him to keep the house clear and to cook. Last update - house remains clear and he was cooking himself dinner. No homecare in place. TR Team have undertaken direct work with 6 young people with a weekly saving of £975.36		
1.5 Brokerage placement negotiation	Negotiate savings on 50 placements	s	50	500,000	141	1,314,623	263%	814,623	£449,680 of actual savings. £1,314,663 cost avoidance		
1.6 Assessment beds	Use of assessment beds at Admiral Court and Amherst Court	s	100	1,000,000	-	-	0%	1,000,000	The work to validate the savings is ongoing. Challenges with safeguarding, loss of GP service and quality of care concerns with Amherst Beds will have an impact on this target.		
1.7 Intermediate care - urgent response	Funding sought from BCF - paper to future JCMG	s	1	685,000	1	685,000	100%	0			
1.8 Assistive technology	69 units	s	69	1,550,000	72	1,043,796	67%	506,204	89 units have been deployed in total. There are currently 47 in use and 4 awaiting install. £300k of the savings are DFG funds.		
1.9 Double to single handed care	Clients move from double to single handed care	s	30	300,000	26	122,475	41%	177,525	Full year effect £188,990. 30 cases reviewed, 26 eligible, 15 delivered savings.		
1.10 Direct payment reclaims	Audit of direct payment claims	s	250	500,000	-	-	0%	500,000	10% of the DP reclaims are already built into the budget (overall budget £1.287m). At present, £1.278 million of budgeted savings have been achieved.		
					604	8,347,000	345	5,210,124	62%	3,136,876	0

7.2. Highlights include:

7.2.1. Targeted Reviews: Target annual saving of £1.9m, with £2.04m delivered at R2.

7.2.2. Brokerage: Target annual saving of £500,000, with £1.3m delivered at R2.

7.2.3. Assistive Technology: Target annual saving of £1.55m, with over £1m delivered at R2.

7.3. There are, however, currently 5 lines (1.2, 1.3, 1.4, 1.6, and 1.10) with combined target savings of £3.4m, which are showing as no savings delivered to date. The service is currently reviewing these items as it is important to remember that the FIT Plan only shows the actual savings achieved, so plans may be in place to achieve, or mitigate, these savings in the future. These will be closely monitored during the CMT review of the FIT Plan.

7.4. Key Actions

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Target Items	Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Cumulative Items	Cumulative Savings (£)	% of target		
People										
Other key actions										
						<i>Due</i>		<i>On Track?</i>		
1.27	Strengthen the panel arrangements		-	ka	na	30/04/2024	-	Complete		0
1.29	Agree joint funding protocols with the NHS		-	ka	na	31/10/2024	-	N		Discussions taking place or underway. The ICB have advised that they have to deliver 10% savings on CHC
1.31	Develop a 'Care for Medway' strategy	ASC with PH		ka	na	30/06/2024	-	Y		Care for Medway Cabinet Paper in final draft, due to Cabinet in February 2025
1.32	Workforce restructuring		-	ka	na	30/09/2024	-	Y		Structure drafted, aligned with MedPay. Consultation begins Nov 24
1.33	Implement recommendations for referral of financial assessments		-	ka	na	31/05/2024	-	Complete		0
1.34	Undertake practice audits to review placement and package types	Starting April 2024		ka	na		-	Y		Audits ongoing as part of audit cycle. 'Back to basics' training has been agreed, dates/planning underway. This includes training on eligibility and strengths based practice.
1.36	Embed practice audit assessments	Starting April 2024		ka	na		-	Y		Audits ongoing as part of audit cycle.

7.5. There are 7 key actions for Adult Social Care, with 2 completed, 4 on track, and 1 not on track.

7.6. The action not on track relates to agreeing the joint funding protocols with the NHS. Discussions are underway and the Integrated Care Board has advised of the need to deliver 10% savings on the Continuing Healthcare Funding.

8. Children's Services

8.1. The table below shows that Children's Services have a savings target of £9.2m in the FIT Plan and have achieved savings of £4.9m at R2, putting the service slightly behind target.

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)		
						Cumulative Items	Cumulative Savings (£)	% of target				
People												
Children's Social Care												
1.11	Eden House (ref 1.37)		-	s	na	1,000,000	-	242,000	24%	-	758,000	There are transition plans in place for two children to move into Eden House on 28.10.24 from external residential placements. There are plans in place to progress other children moving into Eden over the next six weeks.
1.12	Placement cost efficiencies		-	s	na	2,762,000	-	2,102,226	76%	-	659,774	Currently we are exploring more health contributions, which will increase these savings, currently targeting £1,200,000. The panel has already approved £224,226 which has been updated for September. There is a potential for £1m more that is still being reconciled.
1.13	Supported accommodation reviews		-	s	na	275,000	2	229,514	83%	-	45,486	Following on from the 3 CYP who moved in September, the next moving on panel is 29th October 2024, where a
1.14	Short breaks targeted reviews		-	s	na	100,000	-	-	0%	-	100,000	Ongoing recruitment to posts, and short breaks report is being presented to cabinet on 29.10.24 to support tightening of criteria.
1.15	Transport targeted reviews		-	s	na	35,000	-	35,000	100%	-	-	The fostering arrangement for this vp is being reviewed and this include the transport offer within this arrangement. Tighter transport arrangements are being put into placement for internal and external foster carers.
1.16	Floating support targeted reviews		-	s	na	120,000	-	95,000	79%	-	25,000	Whilst there are not any additional savings at this point, it has been identified that requests for this level of
1.17	Family partnership programme		-	s	na	400,000	-	-	0%	-	400,000	Positive intervention with three families has led to a cost avoidance of £300,000 as children have remained in the care of their parents.
1.18	Reunification		-	s	na	270,000	-	8,000	3%	-	262,000	No current change, reunification has been explicitly tasked to a service manager to take forward and
1.19	Reducing spend on external specialist assessments		-	s	na	140,000	-	70,000	50%	-	70,000	Savings of £70,000 were achieved in Q2, additional savings will be recognised in Q3 and Q4. As we work through the remainder of the year we will identify what a typical quarter savings is, however at this juncture it is too early to identify however for every assessment that is completed in house a £5000 savings is achieved.
1.20	Reduction in project teams		-	s	na	2,082,000	-	1,388,000	67%	-	694,000	Project teams have now left the service.
1.21	RAA reduce uplift		-	s	na	150,000	-	150,000	100%	-	0	
1.22	Transition		-	s	na	1,869,000	-	624,128	33%	-	1,244,872	The transition that had been planned progressed and this young person has now moved to supported accommodation and has therefore achieved a saving of £386,783 (not transferring to adults). There are a further three young people who are planned to transition between now and the end of the financial year.
			-			9,203,000	2	4,943,868	54%	-	4,259,132	0

8.2. Highlights include:

8.2.1. Placement Efficiencies: Target annual savings of £2.76m, with £2.1m delivered at R2.

8.2.2. Supported Accommodation: Target annual savings of £275,000, with £229,514 delivered at R2.

8.3. Eden House had been an area of concern on the FIT Tracker during the CMT reviews due to the savings target of £1m, and the delays in obtaining Ofsted registration. This has now been achieved, and savings of £242,000 are showing as achieved at R2 from the first placements.

8.4. Key Actions

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Annual total to date				
						Cumulative Items	Cumulative Savings (£)	% of target		
People										
Other key actions										
						Due			On Track?	
1.40 Implement recruitment plan re agency project team			-	ka	na	31/12/2025	-		N	Temp to perm events are being held across children's service led by HoS with the view to recruit permanently.

8.5. There is 1 key action, which is showing as not on track. This relates to implementing a plan to move from “temp to perm” staffing to secure permanent staff and reduce the reliance on more expensive temp/agency staff.

9. Education

9.1. The table below shows that Education has a savings target of £748,400 in the FIT Plan and has achieved savings of £628,549 at R2, putting it well ahead of target.

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)		
						Annual total to date						
						Cumulative Items	Cumulative Savings (£)	% of target				
People												
Education												
2.1	Route planner for SEND routes		-	s	na	272,400	-	187,549	69%	84,851	The route planning software savings are predicated on a	
2.2	Schools improvement team, place planning, KS2		-	s	na	441,000	-	441,000	100%	-	0	
2.3	IASS reduce uplift		-	s	na	35,000	-	-	0%	35,000	Unlikely to be achieved. Procurement exercise unsuccessful at reduced rate.	
						-	748,400	-	628,549	84%	119,851	0

9.2. Highlights include:

9.2.1. Route Planner for SEND Routes: Target annual savings of £272,400, with £187,549 delivered at R2.

9.2.2. Schools Improvement Team, Place Planning, KS2: Target annual savings of £441,000 fully delivered at R2.

9.3. Information, Advice, and Support Service Reduce Uplift: Target annual saving of £35,000 is being reported as unlikely to be achieved following an unsuccessful procurement.

9.4. Key Actions

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Annual total to date				
						Cumulative Items	Cumulative Savings (£)	% of target		
People										
Other key actions										
						Due			On Track?	
2.9	Deliver SEND recovery plan		-	ka	na	31/03/2027	-	Y		0
2.11	Commission strategic review of SEND transport		-	ka	na	30/04/2024	-	Completed		0

There are 2 key actions, with 1 showing as completed and 1 on track.

10. Public Health

10.1. There are no FIT Plan savings or income targets for Public Health.

10.2. Key Actions

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Annual total to date				
						Cumulative Items	Cumulative Savings (£)	% of target		
People										
Public Health										
Other key actions										
					<i>Due</i>			<i>On Track?</i>		
1.28 Review commissioning arrangements for YP mental health issues			ka	na	30/09/2024	-		N		K&M ICB have paused the current commissioning of CAMHS whilst they conduct a strategic review. The lead commissioner within Medway continues to be involved and Strategic Head of Public Health is meeting with ICB counterparts to shape the offer that may come out of that
1.30 Develop performance metrics to support transition	PH with ASC		ka	na	30/09/2024	-		Y		Three measures proposed: 1. The number of Transitions into ASC (we already record this on the ASC dashboard)
1.37 Eden House residential provision is operational	Starting April 2024. PH with CSC		ka	na		-		Completed		Inspection has taken place and registration was received 9/10/24. Work will now commence for YP identified to be transitioned to Eden House. First CYP will move into Eden House in November. See also 1.11 for more details
1.38 Review each child's placement package	Starting April 2024. PH with CSC		ka	na		-		Y		Completed. Every child in the following has been reviewed formally via panel in last 12 months - Residential Supported Accommodation Secure High Costing Placements. See also 1.12
1.39 Strengthen joint commissioning arrangements with NHS	Starting April 2024. PH with CSC		ka	na		-		Y		Possibly still some uncertainty about what this action is. In the FIT Plan, the only reference to joint commissioning arrangements is: "A review of the commissioning arrangements for young people with mental health issues. We understand that the NHS is willing to engage with a discussion about sufficiency and pressures, financial contributions, and targets but to date there do not seem to be settled protocols about joint funding." For commissioning arrangements related to young people's mental health see 1.28 above. More generally, Medway Council has jointly funded partnership commissioning posts across children and adults. This means as a Council we are in a strong position to influence commissioning arrangements on both sides and ensure that decisions are not made in isolation. This has not been the case for KCC and the Medway approach is seen to be good practice that the ICB wishes to extend to KCC.
2.10 Agree joint funding protocols with the NHS			ka	na	30/09/2024	-		Y		For Children's Completed - We have Tru Funding protocol between CSC/SEND/ICB agreed and in place. For adults, see 1.29.

10.2.1. There are 6 key actions for Public Health, with 1 showing as complete, 4 on track, and 1 not on track.

10.2.2. The key action not on track relates to the review of commissioning arrangement for young people with mental health issues. The Kent and Medway Integrated Care Board have paused the commissioning of Child and Adolescent Mental Health Services whilst they conduct a review.

11. Place

12. Culture and Community

12.1. The table below shows that Culture and Community has a savings target of £3.5m in the FIT Plan and has achieved savings of £2.5m at R2, putting it well ahead of target.

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Target Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)		
						Cumulative Items	Cumulative Savings (£)	% of target				
Place												
Culture and Community												
1.23a	Heritage review	Guildhall charging for entry	i	na	72,000	-	19,276	27%	-	52,724	Annual projection of £36k continues, with shortfall being met through in-year savings across service	
1.23b	"	Upnor Castle opening hours reduced	s	na	25,000	-	15,000	60%	-	10,000	Approaching end of season. Projected improvement but insufficient to meet full saving. Shortfall being met through in-year savings across Council	
1.23c	"	Eastgate opening hours reduced	s	na	50,000	-	30,000	60%	-	20,000	Current projection is that required saving will be met in full by year-end. Dependent on income performance until end of calendar year, which is the busiest time for the attraction.	
1.23d	"	Increased Rochester Corn Exchange income projection	i	na	50,000	-	50,000	100%	-	-	Forecast to meet additional income.	
1.23e	"	Increased Central Theatres income projection	i	na	50,000	-	50,000	100%	-	-	Forecast to meet additional income.	
1.24	Libraries review	Libraries & comm hubs – measures to reduce operating costs	s	na	82,000	-	82,000	100%	-	-	Savings made and forecast to meet additional income.	
1.25	Closure of VIC	Cease tourism service including closure of Visitor Information Centre	s	na	197,000	-	183,000	93%	-	14,000	Figure adjusted down, due to final surrender figures being confirmed	
3.13	Reduced events programme	Reduced events programme (inc removal of some one-off budgets)	s	na	141,000	-	141,000	100%	-	-	Savings achieved as part of budget setting, however there is a significant revenue in year pressure on	
4.1	Cozenton Park Sports Centre	Measures to reduce operating costs	s	na	200,000	-	25,000	13%	-	175,000	Likelihood of reaching target significantly impacted by receipt of NNDR actual, which for current year is circa £80k above budget.	
4.2	Reduction in concessionary fees	Reduction in concessionary leisure centre fees and free swimming	i	na	218,000	-	338,080	155%	-	120,080	Income target being met - full impact negatively affected by higher than budget utilities and NNDR.	
4.3	Lordswood Leisure Centre	Remove subsidy completely	s	na	20,000	-	20,000	100%	-	-	0	
5.1	Temporary accommodation	Placement savings, purchase & lease 150 units	s	na	1,700,000	-	1,019,000	60%	-	681,000	On target to add an additional 11 HRA TA units to increase total HRA TA to 66 with a formal target of 72 by end of November 2024. Supporting the reduction in the use of nightly paid private TA. TA acquisitions continue 12 properties have been purchased with a further 12 (12 x 2 including 2 x accessible) have exchanged with completion expected November. A further block of 14	
5.2	Restructure Housing team	Restructure of the Housing team	s	na	101,000	-	101,000	100%	-	-	0	
5.3	Homelessness Grant - Increase	Homelessness Grant - Increase	i	na	400,000	-	400,000	100%	-	-	0	
5.4	Planning fee increase and planning performance agreements	Increases in planning fees	i	na	240,000	-	-	0%	-	240,000	Planning application numbers are down. This is mostly due to the economy but also partly due to the loss of help to buy and the unintended consequences of 10% bio diversity net gain. Having said that the good news is that large scale applications are still coming in every month and the prediction is that will continue for the next 6 months. I continue to have conversations with those developers looking to submit this financial year in order to build certainty. This will also benefit PPA's as these large scale applications are the ones that sign PPA's. Our budget this year is £1,225,000. Based on income over the first 6 months, if we double that we will bring in £1,320,158. If we add on accruals this will provide an end of year income of £1,401,616	
					-	3,546,000	-	2,473,356	70%	-	1,072,644	0

12.2. Highlights include:

12.2.1. Reduction in Concessionary Leisure/Swimming Fees: annual increased income target of £218,000, with £338,000 additional income achieved at R2.

12.2.2. Temporary Accommodation: Target annual savings of £1.7m, with just over £1m already delivered at R2.

12.3. Key Actions

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)	
						Cumulative Items	Cumulative Savings (£)	% of target			
Other key actions						0	On Track?	0	0		
1.41	Formulate the Integrated Hubs programme		0	ka	na	31/08/2024	-	Y	0	0	Meetings held with range of services to identify relevant requirements of integrated hub. These used to provide architect with information to develop concept designs, as set out below. Next stage for services to populate spreadsheet showing current usage across a range of Council-operated buildings. This will inform future usage
1.42	Deliver pilot phase Integrated Hubs in Gillingham		0	ka	na	31/03/2025	-	Y	0	0	As agreed at CMT, architect appointed to develop concept designs. These progressing, to be taken to Corporate Landlord Board in December. Subsequent discussions held about opportunities for ground floor of
4.4	Develop proposals to reduce overheads for leisure services		0	ka	na	31/03/2025	-	Y	0	0	Four-year plan for increasing income to reduce annual subsidy required has been presented to Members and submitted as part of MTF0. Supported by £1.5m capital investment approved by Members to modernise a range of sports centre facilities to support income generation opportunities. In partnership with category management and property colleagues, range of tender documentation prepared and tenders issued.
5.5	Deliver the Local Plan	Reg 18 by 30/6/24		ka	na	30/06/2025	-	Y	0	0	Consultation closed on the most recent reg18 consultation on 08 Sept 2024. the council remains on track to adopt a plan in 2026.
5.7	Deliver HRA capital programme	30 additional units per annum		ka	na	31/03/2025	-	Y	0	0	Programme continuing - relocation of reptiles on phase 5 commencing prior to formal start on site. Programme monitoring monthly with Portfolio Holder. The service will also shortly take handover of Britton Farm Mall from MDC delivering 44 units - Spring 2025, current drafting of
5.8	Set-up a Council owned lettings agency		0	ka	na	31/07/2024	-	Y	0	0	NEC update expected mid-November to support the go live date at the refreshed Medway Council Landlord Forum on 7 November which will see the launch of One Medway Lettings. Consistent enquiries are being received with 3 landlords being placed on an existing support scheme in preparation to moving over to OML

There are 6 actions for Community and Culture, which are all being reported as on track.

13. Frontline Services

13.1. The table below shows that Frontline Services has a savings target of £4.2m in the FIT Plan and has achieved savings of £1.3m at R2, putting it behind target.

13.2. However, this is one of the areas where additional income is not yet being shown on the FIT Tracker in some areas, such as parking and Penalty Charge Notices. Now that the R2 Financial Monitoring has been completed, the additional income figures will be included in the FIT Tracker, which will improve the figures for Frontline Services and Priority 3: Enjoying Clean, Green, Safe and Connected Communities.

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)			
						Annual total to date							
						Cumulative Items	Cumulative Savings (£)	% of target					
Frontline Services													
1.26	Registration Service Increase		0	i	na	70,000	-	-	0%	-	70,000	0	
3.1	'Safer, Healthier Streets'		0	i	na	954,000	-	182,000	19%	-	772,000	Income target £954k (Total of £1.940m includes £986k legacy from 23/24). UPDATE to 8/10/24. We have real PCNs for Moving Traffic to the end of September, this together with second offenders and school streets during warning period we have generated over £180k income. It is still the case that to achieve income target of £986k in 24/25 budget before this can be achieved, will know later in the year. RISK, due to delays in going live last year it has meant that the six month warning notices requirement will be issued in 24/25 limiting our ability to issue real PCNs. This places a real risk in achieving both income target and FIT target. The 6 month warning period has now ceased and real PCNs have been issued from the beginning of August and for the first 3-week period, 2600 PCNs were issued for Moving Traffic. For School Streets, real PCNs go live at the beginning of the new September term. During the warning period, over 35,000 warning notices were issued and if this is projected throughout the year, approximately 70,000 PCNs would have been issued and if the recovery rate is 60%, this would have generated £2.1m. Assuming this is reflected for the next 6 months of real PCNs, the argument is that we project £1.050m, leaving a shortfall of approximately £890k. Given this RISK we have put together a mitigating set of actions in an attempt to cover shortfalls. The plan consists of: 1, Review existing parking PCN recovery rate	
3.2	Increased activity – street works		0	i	na	110,000	-	-	0%	-	110,000	£651,000 is overall budget. This target relates to additional income streams that have not yet commenced around licensing and Lane Rental, which are being added to the Fees and Charges for 2025-26. Whether this target can be met will be dependant on income above projections in the budget.	
3.3	LED street lighting		0	s	na	550,000	-	350,000	64%	-	200,000	This saving is projected to come from energy costs and reduced maintenance and the expectation is that the full projection will be achieved.	
3.4	Highways income (inc lane charges)		0	i	na	40,000	-	17,979	45%	-	22,021	Lane rental income delayed until 2025/26 due to timings for preparation of information and application, subject to Secretary of State Approval. We have now procured professional services to assist with moving this	
3.5	Carriageway and footway patching		0	s	na	580,000	-	406,000	70%	-	174,000	Both budgets continue to be monitored to ensure this remains on target.	
3.6	Restructure of the Highways team		0	s	na	90,000	-	90,000	100%	-	-	COMPLETE as 2 posts removed from the Highways Structure	
3.7	Use of commuted sums to fund surface drainage works		0	s	na	286,000	-	168,000	59%	-	118,000	Savings from commuted sums to cover drainage and remain on track.	
3.8	Private Contract Asset Management		0	s	na	14,000	-	24,000	171%	-	10,000	COMPLETE as removed from budget.	
3.9	Salt bin replacement – review criteria		0	s	na	13,000	-	13,000	100%	-	-	COMPLETE as removed from budget.	
3.10	Parking fee increases & review of charges		0	i	na	1,314,000	-	-	0%	-	1,314,000	Overall Parking budget is £7m (inc this). We are 6 months into budget monitoring and after reviewing the last six months data we are on track to meet our target assuming that the transactions and trends continue in the same direction as for the first half of the year. As always treat with caution	
3.11	Increased revenue PCN		0	i	na	41,000	-	-	0%	-	41,000	Overall budget £1.942m (inc this). This saving was added to the budget for 24/25 and is subject to monthly budget monitoring. Progress against this target will not commence until later in the year.	
3.12	Festive decorations		0	i	na	60,000	-	60,000	100%	-	-	Sponsorship secured for 2024-25	
3.15	Parking charges at country parks		0	i	na	88,000	-	-	0%	-	88,000	This project is due to go live Sept 24, until then we will not have any income or data	
						-	4,210,000	-	1,310,979	31%	-	2,899,021	0

13.3. Highlights include:

13.3.1. Restructure of the Highways Team has delivered the full year savings of £90,000.

13.3.2. Festive Decorations: Sponsorship has been secured so the full year target saving of £60,000 has been achieved.

13.4. Safer, Healthier Streets has an annual income target of £954,000 for 2024/25. At R2 £182,000 has been delivered, which was due to delays in going live last year. These delays extended the warning notice period. Penalty Charge Notices have now started to be issued and the shortfall will be mitigated by increased income from parking, which is reflected in the R2 financial monitoring.

13.5. Key Actions

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Annual total to date				
						Cumulative Items	Cumulative Savings (£)	% of target		
Other key actions						0	0	0	0	0
1.35	Agree an updated business plan for Kyndi Ltd		0	ka	na	30/06/2024	-	C	0	0
3.16	Commission a comprehensive waste strategy		0	ka	na	30/09/2025	-	Y	0	0 The evaluation for a Strategic Waste Manager took place and we are waiting for the outcome from HR. The team are still progressing with plans to implement the new statutory duties for the collection of food waste from flats.
3.17	Deliver the phased acquisition of a new collection fleet		0	ka	na	31/03/2026	-	Y	0	0 The team are finalising the delivery arrangements of the new waste collection fleet with Dennis trucks and Medway Norse. As these are supplied these will have a rolling impact on fleet reliability and the need for spot hire of RVCs.

There are 3 key actions for Frontline Services, with 1 completed and 2 showing as on track.

14. Regeneration

14.1. The table below shows that Regeneration has a savings target of £1.1m in the FIT Plan and has achieved savings of £899,080 at R2, putting it well ahead of target.

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)		
						Cumulative Items	Cumulative Savings (£)	% of target				
Regeneration						0	0	0	0	0		
2.4	Mitigate impact of HIF		0	s	na	184,000	-	184,000	100%	-	Target completed - this was secured through the Budget Build Cycle.	
2.5	Town centre cost reduction		0	s	na	8,000	-	8,000	100%	-	Completed - this Target is achieved through a base budget adjustment.	
2.6	Contributions to external partners		0	s	na	65,000	-	65,000	100%	-	Breakdown for this line: Cease GNK Contributions(45,000) Cease Locate I Kent Contributions(70,000) Contribution to Brand Kent50,000 Total Net Savings(65,000)	
2.7	Adult Education centre increased income		0	i	na	50,000	-	15,000	30%	-	35,000	NEET programme delivered and £15,000 income to be charged into MAE in October. We are doing half year calculations on Multiply and early indications show we will make the remainder of the additional income through additional internal delivery rather than commissioning. I expect to be able to confirm this target has been met by the end of October.
3.14	Green spaces maintenance		0	s	na	70,000	-	70,000	100%	-	Target Completed - this was achieved through a Base Budget adjustment.	
10.1a	Income capital schemes, dev contributions & consultancy fees	Greenspaces Income Target (Time spent on Capital Schemes funded by Sec 106's)		i	na	40,000	-	-	0%	-	40,000	On Target - Greenspace S106 Programme identified to meet the Fee Charge Target of £40,000. Fees to be applied once Greenspace S106 Programme has been successfully delivered.
10.1b	"	Capitalisation of an element of the remaining HIF staff not redeployed		i	na	125,592	-	-	0%	-	125,592	Target Risk - £80,498k of this Income Target will be secured by year-end set through a combination of Capital Schme Delivery & LPA Contribution. £45,094 of this Income Target wont be realised as it relates to 1 FTE Post that is long-term sick and has been reflected as a Revenue Pressure.
10.1c	"	Reduction in the consultancy fees budget		i	na	58,218	-	58,218	100%	-	-	Target Completed - this is achieved through a base budget adjustment on the FM & Capital Projects Cost Centre.
10.2	Increase rental income from Pentagon and other properties		0	i	na	488,000	-	498,862	102%	-	10,862	Bobbies back rent and interest accounted for.
						-	-	899,080	83%	-	189,730	0

Task	Activity (Income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)		
						Cumulative Items	Cumulative Savings (£)	% of target				
RCE Director												
2.8	Business rates public conveniences		0	s	na	24,000	-	-	0%	-	24,000	0

14.2. Highlights include:

14.2.1. Mitigate Impact of HIF: annual target savings of £184,000 are showing as being fully achieved.

14.2.2. Greenspaces Maintenance: annual target savings of £70,000 have been delivered.

14.2.3. Increase Rental Income From Pentagon and Other Properties: The annual increased income target of £498,862 has been fully achieved.

14.3. There is a risk to the annual savings target of £125,592. It is being reported that £80,498 will be achieved by year end and the service are looking at options to mitigate the remaining pressure.

14.4. There is a £24,000 annual saving attached to business rates for public conveniences. Work is underway to determine whether this saving will be achieved in 2024/25.

14.5. Key Actions

Task (Income gen - gold)	Activity	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)			
						Cumulative Items	Cumulative Savings (£)	% of target					
Other key actions						0	0	0	Due	0	On Track?	0	0
2.12	Review development & disposal options for Innovation Park Medway		0	ka	na	31/03/2025	-	Y	0	0		0	Appointed consultants have undertaken a review of background information and initial market analysis. A long list of options for both sites has been produced and will be presented at an internal council stakeholder meeting in November. This will then inform the production of the shortlist and subsequent detailed appraisals. For this reporting cycle this workstream is on programme and budget with no material variances and the recommendations will be presented to Cabinet March 2025.
3.18	Conclude negotiations with Medway Norse		0	ka	na	30/06/2024	-	Y	0	0		0	FM & Capital Projects Team are currently engaged with AD Legal to re-draft Medway Norse SLA's for Facilities Management service delivery. This is to clarify current services delivered. Further work is on-going in looking
5.9	Agree an updated business plan for Medway Development Company		0	ka	na	30/06/2024	-	C	0	0		0	Plan was approved at the MDC Sub-committee on 30 May 2024.
10.3	Prepare a Corporate Property Strategy		0	ka	na	30/06/2024	-	C	0	0		0	Report for non operation property review and asset strategy to O&S 10/10, Cabinet 29/10 Operational report to CLB 12/12 CMT 8/1/25
10.4	Identify a list of surplus assets		0	ka	na	30/06/2024	-	C	0	0		0	Ditto
10.5	Formulate a plan for the future of the Pentagon		0	ka	na	30/06/2024	-	Y	0	0		0	HLC construction under way and the future of the centre report is underway for an Autumn presentation.
10.6	Deliver the £22million improvements to Gun Wharf		0	ka	na	31/03/2026	-	Y	0	0		0	Gun Wharf Improvement Programme is at Technical Commission Stage so no savings can be forecast at this "early" reporting stage.
10.7	Formulate a plan to maximise use of reconfigured HQ		0	ka	na	30/06/2024	-	Y	0	0		0	Gun Wharf Improvement Programme is at Technical Commission Stage so no savings through accommodation flex. forecast at this "early" reporting stage.

14.6. There are 8 key actions for Regeneration, with 3 completed and 5 on track.

15. Business Support Department

16. Finance and Business Improvement

16.1. The following table shows that Finance and Business Improvement has a savings target of £5.8m in the FIT Plan and has achieved savings of £3.3m at R2, putting it slightly behind target.

FIT Progress Summary

Task (Income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	67% of year elapsed			Savings Outstanding (£)	Comments (Current period)
					Cumulative Items	Cumulative Savings (£)	% of target		
Finance and Business Improvement									
6.1 Schools' HR & payroll services	FBI/HR	s	na	263,000	-	263,000	100%	-	Projected shortfall on income from schools has been offset by additional income from other local authorities for HR & Payroll services and budgets will be realigned to correct this permanently ahead of 2025/26.
6.2 Single contractor for training delivery	FBI/HR	s	na	154,000	-	154,000	100%	-	As previously set out options limited however this saving has been met through additional income from agency worker rebate and budget will be realigned ahead of 2025/26 to correct this permanently.
6.3 Community Interpreting net surplus	FBI/INFO	s	na	100,000	-	100,000	100%	-	Budget saving delivered. The historic and unachievable income target for CIS has been addressed by making savings in CABS.
6.4 Restructuring of FBI division	FBI	s	na	120,000	-	120,000	100%	-	FBI service management team have agreed budget realignments which deliver this saving on a recurrent basis.
7.1 Deliver Transformation 'Road Map'	FBI/INFO	s	na	2,150,000	-	-	0%	- 2,150,000	The actual pressure of this target has been reduced by savings on the expenditure budget for transformation and completely off-set within the 2024/25 financial monitoring by savings on treasury. A review of transformation savings targets for future years will be carried out as part of the budget setting process.
8.1 Single person discounts and other exemptions (1x R4fte, net saving £760k)	FBI/FIN	s	na	800,000	-	800,000	100%	-	The Council Tax demand on the collection fund increase was included in the 2024/25 budget, so this saving is delivered for 2024/25. Any over or under delivery will impact the surplus/deficit position on the collection fund, and will be corrected through the 2025/26 budget setting. Monthly monitoring of the collection fund has been introduced and work is currently being undertaken in order to make better projections around the collection fund in future years. This data will ultimately be incorporated into the quarterly Financial Resilience Report. Future year projections will be included in the FIT plan monitoring as soon as the methodology has been fully tested. Specifically with regard to single person discount (SPD) level reductions, new staff have been appointed to both the new post and existing vacancies and are undergoing training. Some activity is being carried out to review discounts (SPDs, plus student, disabled relief, empty properties etc.) and this will increase as the new staff become more proficient. A new module in the NEC system is being tested to automate the sending and receiving of SPD reviews, and a different system will also be used to identify high risk cases through credit matching. This will enable higher targeted volumes of reviews and faster processing to improve performance. The SPD rate as at budget setting
8.2 Strengthen Debt Recovery team (2xR4FTE, net saving £880k)	FBI/FIN	s	na	1,000,000	-	1,000,000	100%	-	Bad debt provision increase calculated was not made in setting the budget for 2024/25 based on this activity, so this income is delivered for 2024/25. Any over/under delivery would impact the contribution required to the bad debt provision in setting the 2025/26 budget. Staff training continues. Amessaging campaign to residents who have debt and have been identified as entitled to Welfare Support via UFT will be going out to residents over the coming weeks. The Ascendant Solutions Pathway product DPIA is awaiting GDPR sign off - this looks at Vulnerability, banking habits and credit reference data and categorises households for appropriate messaging, support and action. The 12 authorities continue to work on the BAU model to obtain HMRC / DWP data for the purpose of Council Tax collection from 2025/26. This will give us employer details for Attachment to Earnings Orders and Self-employed earnings. We took part in an earlier pilot in 2018/19 and that recovered around £1m of additional income (the sample value sent to HMC was £3.6m of the most difficult to collect cases). In Q4 we hope to start to raise awareness that employer details. Update after 12 Nov to follow. We continue to work on an improved process to categorise Enforcement Agent returns to direct appropriate actions rather than manual sifting, the Ascendant Product should help with this. We will also
8.3 Increase the number of completion notices (1xR4FTE, net saving £106k)	FBI/FIN	s	na	146,000	-	146,000	100%	-	The Council Tax demand on the collection fund increase was included in the 2024/25 budget, so this income is delivered for 2024/25. Any over or under delivery will impact the surplus/deficit position on the collection fund, and will be corrected through the 2025/26 budget setting. New resources recruited to and completion notices are being issued promptly with 430 having been issued since June. These are being recorded and systems are in place to assess the additional income generated. Over 300 of these have been banded but the full financial impact (of generating a council tax charge prior to the property's occupation) cannot be calculated until the properties are occupied. Those that have been occupied so far have generated an average additional income of £257 per property. If this is applied across all properties where completion notices have been issued so far this year, this would generate an additional income of over £110,000.
8.4 100% premium for long-term empty properties after 1 year	FBI/FIN	s	na	500,000	-	500,000	100%	-	Council Tax properties that have been empty for more than one year are now being levied a 100% premium (prior to April, the premium could only be levied on those properties that had been empty for more than two years). The impact on the collection fund was included in the 2024/25 budget, so this income is delivered for 2024/25. The debit raised through this premium is being monitored and currently stands at £493,608.78. This figure will fluctuate during the year as properties become occupied or continue to remain empty for two or more years.
8.5 Remove 3 month discount for class C & D	FBI/FIN	s	na	-	-	-	-	-	The Council Tax demand on the collection fund increase was included in the 2024/25 budget, so this income is delivered for 2024/25. Any over or under delivery will impact the surplus/deficit position on the collection fund and will be corrected through the 2025/26 budget setting.
8.6 Increase court costs chargeable in recovery action	FBI/FIN	s	na	550,000	-	490,000	89%	- 60,000	Overall budget £1.65m (inc the £550,000). As commented previously it will not be clarified until later in the financial year, latest monthly monitoring position as best estimate provided for September. See previous comments. The estimate as at Sept 24 is £1,578,340 will be raised in costs, although the spread of courts this year is weighted more towards the end of the year and this estimate is based on a comparison with 2023/24 which had a different pattern of Courts. There is potential to reach the target. The above remains the same for 16 October 2024. The next issue of summonses is 22 October 2024. 30 October 2024 - above still applies
				5,783,000	-	3,310,000	57%	- 2,210,000	

16.2. Highlights include:

16.2.1. All FBI savings targets are showing as achieved.

16.3. The corporate transformation target of £2,150,000 is showing as not achieved. The actual pressure of this target has been reduced by savings on the expenditure budget for transformation and completely off-set within the R2 2024/25 financial monitoring by savings on treasury activity.

16.4. A review of transformation savings targets for future years will be carried out as part of the budget setting process for 2025/26 and future years.

16.5. Key Actions

16.6. The following table shows the key actions for Finance and Business Improvement.

16.7. There are 42 key actions, with 13 completed, 25 on track and 4 not on track.

16.8. 3 of the actions not on track (6.7 – 6.9) relate to developing tools to support with the self-assessment of the Council's finances, a set of tools to support with the development of business cases, and a quarterly financial resilience report.

16.9. These actions have been slightly delayed due to the focus finance have placed on the monthly monitoring and preparation for the 2025/26 budget build. These actions will be prioritised for Q3.

16.10. The fundamental review of performance monitoring (12.2) is showing as not on track. Discussions are underway to address this action by moving the performance management team into the Data and Design service to align performance monitoring with the new data platform investment recently approved by CMT.

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Target Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Cumulative Items	Cumulative Savings (£)	% of target		
Other key actions						Due			On Track?	
5.6	Widen public consultation with communities	FBI/INFO	ka	na	30/06/2024	-	Complete			Following discussions with the administration it has been decided not to undertake wider consultations. Statutory consultations will continue as normal.
6.6	Consult with directorate management teams re support requirements	FBI/FIN	ka	na	30/04/2024	-	Complete			CMT agreed report setting out where right-sizing resources would be used across FBI on 3 March 2024.
6.7	Self-assessment of Council's financial management	FBI/FIN	ka	na	30/06/2024	-	N			Not yet started - Finance to conduct initial self assessment of the Council's approach against the CIPFA Financial Management Code in September/October to present findings to BS DMT for decision as to scale of full self-assessment.
6.8	Develop a set of tools to prepare business cases	FBI/FIN	ka	na	30/06/2024	-	N			Though a business case report template has been developed, along with guidance and a borrowing cost
6.9	Develop a quarterly 'Financial Resilience Report'	FBI/FIN	ka	na	30/09/2024	-	N			This work is underway with a template document currently being populated with: - data from the September balance sheet analysis report from specialist advisors LG Inform - projections from the new monthly collection fund monitoring arrangements, - information on borrowing and investment activity along with ratios from the quarterly treasury management reports to Audit Committee, - the latest reserves position
7.2	Develop Transformation Roadmap	FBI/INFO	ka	na	30/06/2024	-	Complete			Medway 2.0 Transformation Roadmap has now been
7.3	Programme governance methodologies	FBI/INFO	ka	na	30/06/2024	-	Complete			Programme governance methodologies have been developed and made available to the organisation via
7.4	Medway 2.0: Develop 'Report It' process	FBI/INFO	ka	na	30/06/2024	-	Complete			The first "Report It" process (nuisance vehicles) has now gone live. This new process has incorporated 4 separate processes into 1 (abandoned vehicles, illegally parked vehicles, vehicles being sold on the highway, and vehicles being repaired on the highway), making it much easier for residents to report issues. The new "report it" service pattern will now be used to develop all future report it processes, utilising the new service design and technology
7.5	Create platform for single view of the resident.	FBI/INFO	ka	na	30/06/2024	-	Y			A report was taken to CMT on 2 October 2024 outlining 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. The report provides recommendations, costs, and benefits of the project and CMT has agreed to release £240,000 of funding from the £1.0 million transformation fund to implement this project. Work is now underway with the Category Management team to commence the procurement process, with a Gateway 1 & 3 report planned for later this year.
7.6	Develop 'Ward Dashboards'	FBI/INFO	ka	na	30/06/2025	-	Y			Development likely to commence in 2025/26.
7.7	Combine 'Service Request' and 'Service Delivery' into a single, simple, process	FBI/INFO	ka	na	30/09/2024	-	Y			Supports and enables 7.1.
7.8	Review 'front door' demand management	FBI/INFO	ka	na	30/09/2024	-	Y			Themed discussion on demand management held with CMT on 21/08/24. Some interesting discussions and points raised. Paul Boyd and Carolyn Jarvis to write a report summarising the discussion and identify the current work being carried out around "demand management" and "prevention", in November 2024
7.9	Identify 2 distinct website platforms.	FBI/INFO	ka	na	30/06/2024	-	Complete			Due to right sizing within the development team, we have enabled the council to leverage both the Jadu
7.10	Carry out a review of administration tasks	FBI/INFO	ka	na	30/09/2024	-	Y			Supports and enables 7.1.
7.11	Better use of data	FBI/INFO	ka	na	30/06/2024	-	Y			This action is directly related to the work within 7.5 above. Establishing the correct data platform will enable the Council to make better decisions using up to date information.
7.12	Manage internal communications	FBI/INFO	ka	na	30/06/2024	-	Complete			A "champion" from the Information Section has been identified and has published the first case study, which is the redevelopment of the MedwayTicketsLive website for the theatres service.
7.13	Agree the timetable for review of progress	FBI/INFO	ka	na	30/06/2024	-	Complete			It has been agreed with the Leader and Portfolio Holder that there will be a 6 monthly review at Cabinet and BSD
9.1	Agree methodology for workforce planning	FBI/HR	ka	na	30/06/2024	-	Y			9 box diamond agreed and trialled with CE and directors, onward roll-out to Service managers and AD sessions
9.2	Strengthen planning with data management	FBI/HR	ka	na	31/12/2024	-	Y			progressing - turnover and sickness data available at DMT level and through ADQs
9.3	Complete review of MedPay	FBI/HR	ka	na	00/01/1900	-	Y			all cohorts on a timeline for completion for March 25
9.4	Align talent management with strategic planning	FBI/HR	ka	na	31/03/2025	-	Y			linked to 9.1
9.5	Identify future skills requirements	FBI/HR	ka	na	31/12/2024	-	Y			To be agreed
9.6	Reduce staff turnover	FBI/HR	ka	na	31/03/2025	-	Y			Linked to activity in WFS, corporate and CSC and ASC
9.7	Review internal recruitment process	FBI/HR	ka	na	31/03/2025	-	Y			Pilot for Tripad, enhancing the onboarding experience. Launch Dec
9.8	Refresh Recruitment Strategy	FBI/HR	ka	na	30/09/2024	-	Y			Presented to EMC September, Launch October
9.9	Implement Recruitment training	FBI/HR	ka	na	31/12/2024	-	Y			being designed, following strategy sign off
9.10	Develop modular programme	FBI/HR	ka	na	30/09/2024	-	Y			in place, ongoing under review
9.11	Redesign performance conversations	FBI/HR	ka	na	30/06/2024	-	Complete			launched and in place
9.12	Review the Learning and Development Strategy	FBI/HR	ka	na	30/09/2024	-	Y			in draft, EMC December
9.13	Conduct skills audits of service areas	FBI/HR	ka	na	31/03/2025	-	Y			linked to 9.5
9.14	Develop appropriate attendance/absenteeism, etc reporting	FBI/HR	ka	na	31/12/2024	-	Y			linked to 9.2
9.15	Evaluate all learning to inform future planning	FBI/HR	ka	na	30/06/2024	-	Y			Automated planing of needs to be launched in December. On-going, linked to MFTO planning
9.16	Promote participation in Employee Engagement Survey	FBI/HR	ka	na	31/12/2024	-	Complete			5 all staff sessions, CMT session, EMC session C&A DMT, FBI DMT - RCE EMIT session booked. Refresh of the EES
9.17	Develop framework to promote well-being	FBI/HR	ka	na	30/09/2024	-	Y			Ongoing through health and wellbeing group, review of latest survey results
9.18	Implement new employee benefits	FBI/HR	ka	na	30/09/2024	-	Y			survey and live events feedback, reward and recognition strategy to CMT Oct
9.19	Consider employee preferences for recognition	FBI/HR	ka	na	30/03/2025	-	Y			draft strategy, linked to 9.18
9.20	Develop appropriate attendance/absenteeism, etc reporting (same as 9.14)	FBI/HR	ka	na	31/12/2024	-	Y			shared with CMT, sessions with DMTs in place
9.21	Develop an effective comms & stakeholder engagement plan	FBI/HR	ka	na	30/06/2024	-	Complete			ongoing
9.22	Develop a framework to promote equality, diversity, and inclusion	FBI/HR	ka	na	30/09/2024	-	Y			Refresh of EB board September. Light touch launch in October. Aligned to EDI strategy
12.1	Prepare a revised Council Plan	FBI/HR	ka	na	31/05/2024	-	Complete			Completed
12.2	Conduct a fundamental review of performance monitoring	FBI/HR	ka	na	30/06/2024	-	N			not started
12.3	Develop a corporate suite of data	FBI/INFO	ka	na	30/06/2024	-	Complete			A corporate suite of data for internal use by Council

17. Legal and Governance

17.1. The table below shows that Legal and Governance has a savings target of £20,000 in the FIT Plan and is not yet showing that this has been achieved.

17.2. Action has been taken and the service is awaiting the calculation on the net saving figures for inclusion in the FIT Plan Tracker.

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)	
						Annual total to date					
						Cumulative Items	Cumulative Savings (£)	% of target			
Legal and Governance											
6.5	Reduction in Mayoral support	LGL	s	na	20,000	-	-	0%	-	20,000	awaiting calculation of net savings figures

17.3. Key Actions

Task	Activity (income gen - gold)	Item tracked	Savings/ Income	Items	Target Savings (£)	58% of year elapsed			Savings Outstanding (£)	Comments (Current period)
						Annual total to date				
						Cumulative Items	Cumulative Savings (£)	% of target		
Other key actions										
						<i>Due</i>			<i>On Track?</i>	
11.1	Provide training on procurement requirements	LGL	ka	na	31/07/2024	-	-	Y		Training is on going. New act coming into force later this year, procurement team attending training now, training documents have been revised
11.2	Update template documents	LGL	ka	na	31/07/2024	-	-	Y		Documents have been revised
11.3	Service managers to file procurement forward plans	LGL	ka	na	30/09/2024	-	-	Y		Two directorate meetings held, with updates due by close of this month. Remaining directorate meeting in
11.4	Produce Strategic Procurement Plan	LGL	ka	na	31/12/2024	-	-	Y		To follow once returns on 11.3 received
11.5	All specifications to contain objective KPIs	LGL	ka	na	30/09/2024	-	-	Y		Monitored through procurement board
11.6	Revise contract management guidance	LGL	ka	na	30/06/2024	-	-	Y		This has been done, training being rolled out on monthly cycle
11.7	Contract managers required to report centrally on partners' performance.	LGL	ka	na	30/09/2024	-	-	Y		Outstanding gateway 4 reports have been identified and are programmed for delivery to procurement board

There are 7 key actions for Legal and Governance, and all are showing as on track.

18. Conclusions

18.1. The second round of FIT Plan monitoring for 2024/25 shows that progress is being made across all directorates, highlighting the areas of success, which may have otherwise been lost in the monitoring, and identifying areas where services need to provide a new level of focus.

18.2. This was the overall objective of the FIT Plan and has addressed the CIPFA recommendation.

19. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
The Council overspends against the agreed budget	Overspends on budget would need to be met from the Council's limited reserves.	The revenue monitoring process is designed to identify and facilitate management action to mitigate the risk of overspending against the agreed budget.	AI
Impact on service delivery	An overspend that cannot be funded from reserves could result in a diminution of the scale and quality of services that the Council is able to deliver.	Ensuring investment is prioritised to statutory services and key priorities, reviewing and reducing non-essential spend and maximising income.	All
Reputational damage	The challenging financial position of the Council, driven by increased demand for statutory services beyond available funding, could be misconstrued or reported as poor management or leadership, reducing the trust and confidence of residents, partners and regulators.	Clear communications with all interested parties on the cause of the financial position, lobbying the government for an improved funding settlement for local government, including implementation of the fair funding review.	BII
Demographic Growth	Further demographic pressures may surface across our statutory services above those assumed in the budget.	Close monitoring of demand for service to identify pressures early, robust budget monitoring.	All
Likelihood		Impact:	
A Very likely		I Catastrophic	
B Likely		II Major	
C Unlikely		III Moderate	
D Rare		IV Minor	

20. Financial implications

- 20.1. The second round of FIT Plan monitoring gives detailed updates on specific actions related to savings and increases in income across the Council, as well as opportunities for longer-term savings that can be achieved via the key actions identified.
- 20.2. This FIT Plan update report should be read alongside the Round 2 Revenue Budget Monitoring 2024/25 report to understand the full financial implications.

21. Legal implications

21.1. The Cabinet has the responsibility to ensure effective budgetary control to contain expenditure within the approved limits set by Council. It is unlawful to set a budget that is not balanced or incur expenditure which results in the budget no longer being balanced.

21.2. The FIT Plan and the FIT Plan tracker are key tools to achieving this.

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Appendices

None

Background papers

None