

One Medway Financial Improvement and  
Transformation Plan (FIT Plan) Validation  
Medway Council  
Draft Internal Audit Report  
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## 1 Objectives and scope

- 1.1 On 3 April 2024, the Corporate Management Team (CMT) agreed the draft One Medway Financial Improvement and Transformation Plan (FIT Plan) for consideration by Cabinet. Cabinet agreed the FIT Plan on 30 April 2024.
- 1.2 The FIT Plan is underpinned by a commitment to:
- Transformational change
  - Ensuring value for money
  - Financial Sustainability
  - Partnership and collaboration
  - Workforce development
- 1.3 The savings targets and key actions identified within the FIT Plan were extracted into spreadsheets for each directorate to update. These spreadsheets are stored in Microsoft Share Point and are made available for updating via Microsoft TEAMS.
- 1.4 The FIT Plan states: *“Internal Audit will provide continuous independent assurance of plan delivery by validating the work undertaken in respect of key actions, to ensure it has progressed/been completed as agreed, before being signed off as complete”.*

## 2 Work Completed & Findings

- 2.1 For 2024-25, it was agreed that a sample of key actions that had been marked as complete in the spreadsheets discussed at 1.3, would be selected and reviewed by Internal Audit to validate that there is suitable evidence of completion available.
- 2.2 There were 72 key actions identified within the spreadsheets as being due in 2024-25, and of these, 35 had been marked as complete at the time of review. A random sample of 13 (37%) key actions was selected for validation, shown in the table below:

Key Action	
1.35	Agree an updated business plan for Kyndi Ltd. with a focus on helping people to live independently in their own homes, using assistive technology, but potentially branching into other areas of service delivery.
1.37	Eden House residential provision is operational and in occupation in accordance with the planned timetable.
5.9	Agree an updated business plan for Medway Development Company Ltd. to plan the pipeline of projects beyond Garrison Point and Chatham

	Waterfront, potentially including Mountbatten House, Strood Civic Centre and the former Debenhams building.
7.2	Consult with directorate management teams to design and develop a Transformation 'Road Map', including detailed investment plans, timelines for each project and agreed savings targets. This road map will need to consider the capacity and resources required to deliver all projects within the Financial Improvement and Transformation Plan.
7.3	Create programme management and governance methodologies to successfully manage the Transformation 'Road Map', as well as manage and coordinate the various projects and workstreams within the Financial Improvement and Transformation Plan.
7.4	Medway 2.0: Develop a resident focused 'Report It' process, creating new ways of working and utilising new technologies.
9.8	Refresh the Recruitment Strategy and track data to inform decisions on staff hiring and channels to market.
9.11	Review and re-design performance and career conversations.
9.16	Promote the participation in, and address the outcomes of, the Employee Engagement Survey annually via the Employee Engagement Strategy and action plan.
9.18	Implement new employee benefits to build on our offer and promote current benefits to increase awareness and usage.
10.3	Prepare a Corporate Property Strategy.
10.4	Identify a list of surplus assets, which no longer provide benefit or value to the Council or its residents and produce a plan for their repurposing or disposal.
12.1	Prepare a revised Council Plan to be agreed by Council at the annual meeting in May 2024.

- 2.3 The review found that for all of these key actions, there was suitable evidence available to validate their completion.

### 3 Conclusions.

- 3.1 The review found that for a sample of key actions marked as complete in 2024-25, there was suitable evidence available to validate their completion.
- 3.2 During the review, it was necessary to review the updates provided for all completed key actions and this highlighted that there are some inconsistencies in the level of detail being provided, which could hinder the validation work in 2025-26. Therefore, it is suggested that some guidance is provided on what should be included in the updates, for example, what work has been undertaken, how the action has been completed etc.
- 3.3 The Internal Audit & Counter Fraud Shared Service wishes to thank all officers involved for their co-operation and assistance.