



Fit for the Future

10th March 2026

Report of Overview and Scrutiny Committee

PURPOSE OF REPORT

To request Cabinet to consider the recommendation from the Overview and Scrutiny Committee regarding Fit for the Future.

This report is public.

RECOMMENDATIONS OF OVERVIEW AND SCRUTINY

The Overview and Scrutiny Committee recommends that the Fit For the Future (FftF) programme continues to encourage both modernising and innovative practices and develops a framework of measurable outputs to enable successful monitoring.

Members recognise the workload and pressure that is already placed on officers so we would like to consider how one of the current projects could be aligned to demonstrate these measurable outputs. The Committee would be happy to work with officers on a task or working group to see how this can be achieved. The Committee would be happy to select a project with the officers.

1.0 Introduction

At its meeting held on 4th February 2026, the Overview and Scrutiny Committee considered a paper circulated by the Chair of the Committee regarding Fit for the Future.

2.0 Background

2.1 The Committee agreed to undertake a scrutiny review of the Fit for the Future (FftF) work programme and received a report and presentation at the September 2025 meeting. Members expressed some concerns about the monitoring process and the lack of defined outcomes, milestones or financial costs/savings.

2.2 A second presentation, taking account of these concerns, was presented to a workshop for Overview and Scrutiny Committee (O&SC) and the Budget and Performance Panel (BPP) on 14th January, with all other Members of Council invited to attend. This second presentation was much more effective in highlighting the undoubted success of many of the projects. Members also recognised the examples of good practice recognised both internally and by peer group mentors. It is however, extremely difficult to find a clear picture of the aims, milestones and outputs from the various projects. There was also a considerable overlap between sensible and good management practice and the innovative projects within FftF - there is a need to separate and differentiate between them and ensure FftF remains an innovative collection of projects.

3.0 Commentary from the Auditors

- 3.1 In the 2024/25 audit report KPMG highlighted the proposed savings to be made via Outcomes Based Resourcing (OBR) of £1.2M. At the year end the savings realised amounted to £385K (32%). OBR is the overarching programme within which FftF lies. [\[Company name\]](#)
- 3.2 The Auditors are complimentary about the ambition of OBR which reduced the forecast budget in 2024/25 by approximately £2.7M.
- 3.3 The above two statements appear to show some ambiguity.

4.0 Stated aims of FftF Programme - “To provide opportunity to change, improve, modernise and digitise our service, feeding into the council plan.”

- 4.1 The programme is key to the Council’s ambition to reducing our revenue gap and improving services to our residents.
- 4.2 The Committee would recommend that each project should define how it intends to reflect each of these criteria:

Modernise the service
Digitise the service
Improve the service
Fit with the Council Plan

- 4.3 The project should, at the earliest opportunity, define any costs, a timeline for delivery, and projected savings (if any). This will be a major monitoring tool for both members and officers.

5.0 Options and Options Analysis (including risk assessment)

	Option 1: To agree to the Overview and Scrutiny Committee’s recommendation	Option 2: Not to agree to the Overview and Scrutiny Committee’s recommendation
Advantages	To enable effective scrutiny to be undertaken on Fit for the Future.	No benefits. This would not enable effective scrutiny.
Disadvantages	There are no disadvantages.	To hamper effective scrutiny.
Risks	None.	None.

The Overview and Scrutiny Committee’s preferred option is Option 1 – to agree to the Overview and Scrutiny Committee’s recommendation.

6.0 Conclusion

- 6.1 Cabinet is requested to agree the recommendation of Overview and Scrutiny Committee.

7.0 Officer Comments

- 7.1 It is suggested that the project chosen for further review by O&SC is one which is now either in the business as usual phase, with some benefits still to be realised or is approaching completion, in order that the committee can see the measurable outputs. Officers will be able to suggest a number of projects that fulfil the above

criteria.

RELATIONSHIP TO POLICY FRAMEWORK

The FfT Programme delivers on a number of Council Ambitions, namely:

- 1.5 Reduced Waste
- 1.6 Low Carbon and Active Transport
- 2.1 Social Use of Resources
- 2.4 Investment and Regeneration
- 3.3 Access to Culture and Leisure
- 3.4 Community Engagement
- 3.5 Reduced Inequality and promote wellbeing
- 4.1 Value for Money
- 4.3 Investing in Our Skill and Facilities
- 4.5 Innovative Public Services

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability etc)

There are no direct implications as a result of this report.

FINANCIAL IMPLICATIONS

There are no financial implications as a direct result of this report.

DEPUTY SECTION 151 OFFICER'S COMMENTS

The Deputy Section 151 Officer has been consulted and has no further comments.

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

DEPUTY MONITORING OFFICER'S COMMENTS

The Deputy Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None.

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