

1 Fit for the Future – Our plan to transform of services to make better use of resources, to take advantage of advances in technology, make better use of data to inform decision making and service design and to reduce wasteful spend.

1.1 Through “Fit for the Future” we are starting a portfolio of work which will span the next three years to respond to challenges we face to:

- Run council services within budgets
- Adapt our services to meet the changing needs of our communities
- Seek opportunities for additional income
- Invest in technology and the skills of our workforce to enable efficiencies and modernise services.

1.2 The portfolio of work shown at [appendix A](#) will involve a change in our relationship with our residents, communities and partners.

1.3 We will continue to do all we can to protect those residents who are most vulnerable and do what we can to mitigate the impact changes may have on them.

1.4 We will do all that can to support our people through this change, in line with our values. We will show integrity and kindness, be open and honest, demonstrate commitment to our skills, expertise and creativity, and maintain our pride in public service.

1.6 Our Fit for the Future portfolio will look at the organisation as whole and aligns our programmes of work into 5 streams of governance:

- Environment
- Leisure and Economy
- Housing
- Assets
- Corporate

The projects, programmes and targets within the portfolio will evolve over time but the initial anticipated financial benefits are summarised below:

	24/25		25/26		26/27		Total
Stream	Savings	Income	Savings	Income	Savings	Income	
Environment	100K	1.055M	150K	103K	1.75M	-	£3.158 million
Leisure & Economy	146K	100K	-	-	210K	515K	£1.171 million
Assets	300K	-	-	-	-	-	£0.3 million
Housing	-	-	-	-	200K	-	£0.2 million
Corporate	143K	-	-	-	-	-	£0.143 million
Total Portfolio	689K	1.155M	150K	103K	2.16M	515K	£4.772 million

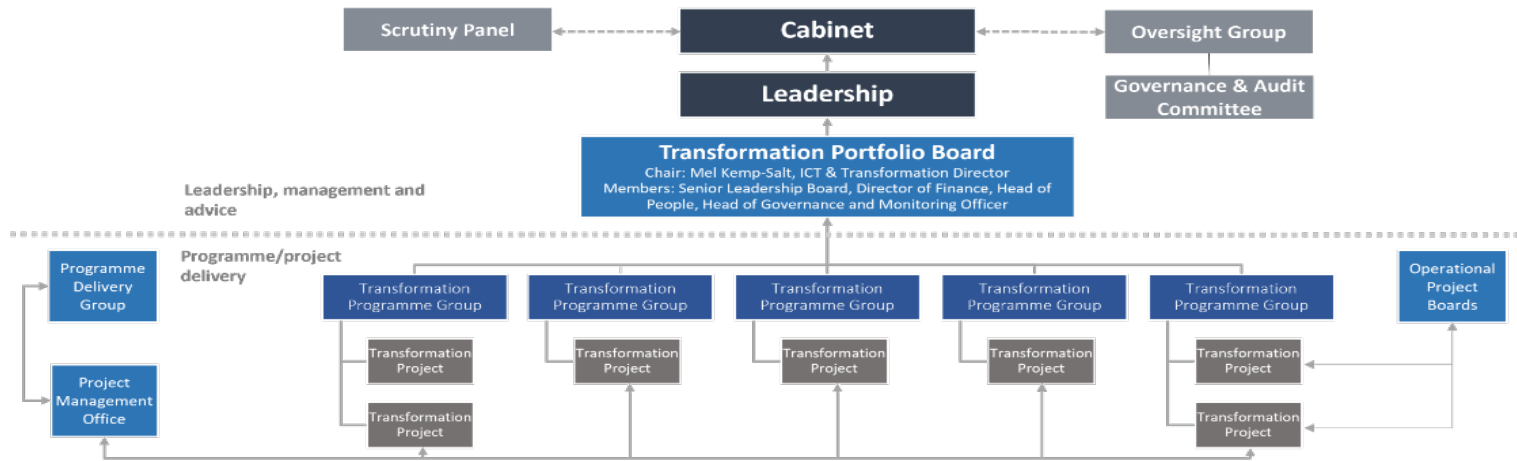
2. Workforce Development

2.1 The changes required by Fit for the Future are significant and this will require significant development of our workforce. The plan is underpinned by a comprehensive workforce plan to ensure staff have the necessary skills for the portfolio to be delivered and for productivity to be enhanced. A summary is shown below:

Sustainable	Establishment is affordable within the council's budget; work is achievable, fulfilling, and long hours are not the norm. Core workforce, with ability to bring in additional interim capacity and expertise. Staff are fulfilled, quality of work life is positive, and needs are being met.	<ul style="list-style-type: none"> • FFF Change Management Policy Review • Change Management Leadership Programme • Service workforce/organisational development plans
Agile and Resilient	Workforce will be supported to adapt and thrive in a constantly changing environment, by focusing on people's wellbeing, physical and mental health utilising skills and sharing knowledge across the council, systems and partnerships.	<ul style="list-style-type: none"> • Wellbeing strategy • Enabling more movement across the council to re-deploy staff where needed and support career aspiration • Formal mentoring and buddying system
Inclusive	Increased diversity and good representation across the council against each protected characteristic. Workforce reflective of our communities and EDI embedded in every workforce activity	<ul style="list-style-type: none"> • New EDI Strategy linked to LGA equalities framework • Reverse mentoring • EDI KPIs and monitoring
Future Skills	What changes are happening through the Fit for the Future programme to make sure we are living within our means and impact to services	<ul style="list-style-type: none"> • Skills taskforce to identify future skills • Skills audit and gap analysis • L&D plans linked to priorities • Career pathways • Digital skills
Leadership	Lead transformation positively and collaboratively understanding and managing the impact of change on people Continually model the council's core values Be committed to leading a diverse workforce and promoting inclusion	<ul style="list-style-type: none"> • Leadership development programme aligned to strategic priorities, core values and transformation • Future leaders' talent management programme • New leaders' induction programme
System working /shared service opportunities	Build on existing and forge new partnerships, work collaboratively to realise the opportunities that shared services can bring; resilience, improving capacity, building relationships, retaining staff, service efficiencies and improved customer journey.	<ul style="list-style-type: none"> • Introduce a framework to support the delivery of future shared services: • Business case development, models of delivery, culture development, change process, staff involvement and engagement plan.

3. Oversight and Governance

3.1 Effective oversight and governance to provide oversight and performance monitoring/management of the plan is also vital. A summary of the fit for the future governance is shown below.



4. Barriers preventing activity that Government can help to reduce or remove.

4.1 A summary of the barriers that inhibit productivity is shown below:

- Single year finance settlements are not conducive to the multiyear medium term productivity planning as demonstrated in this plan

- Continuing uncertainty and central prescription regarding recycling services is a significant barrier to planning productivity improvements in waste and recycling collection services.
- The restriction on Disabled Facility Grants to be spent only on Capital and not Revenue. An urgent review of the legislation is needed to assist Local Authorities to maximise spending
- The management of the many Resettlement Schemes being managed in isolation at a Government level does not support assist Local Authorities in managing all schemes in their areas
- Increase in demand for housing services due to demographic changes, population growth, Local Housing Allowance not meeting rents and a parallel shortfall in Government funding to meet the demand for affordable housing. Higher grant levels through Homes England would mean that some schemes currently not viable could be delivered.
- Barriers to planning and providing adequate housing prevention services, which could prevent demand for temporary accommodation and alleviate homelessness, caused by a need to focus on alleviating acute need.
- The government announced in April that the existing social housing rent settlement will be rolled over by a further year until April 2026. It means annual rent increases will continue to be capped at Consumer Price Index (CPI) of inflation plus 1% for 2025-26. Whilst this is positive, we need longer term rent settlements of CPI+1% so that we have greater certainty of income to be able to plan our investment in new and existing homes.