

No Stone Unturned

Corporate Leadership
Group

15th August 2017

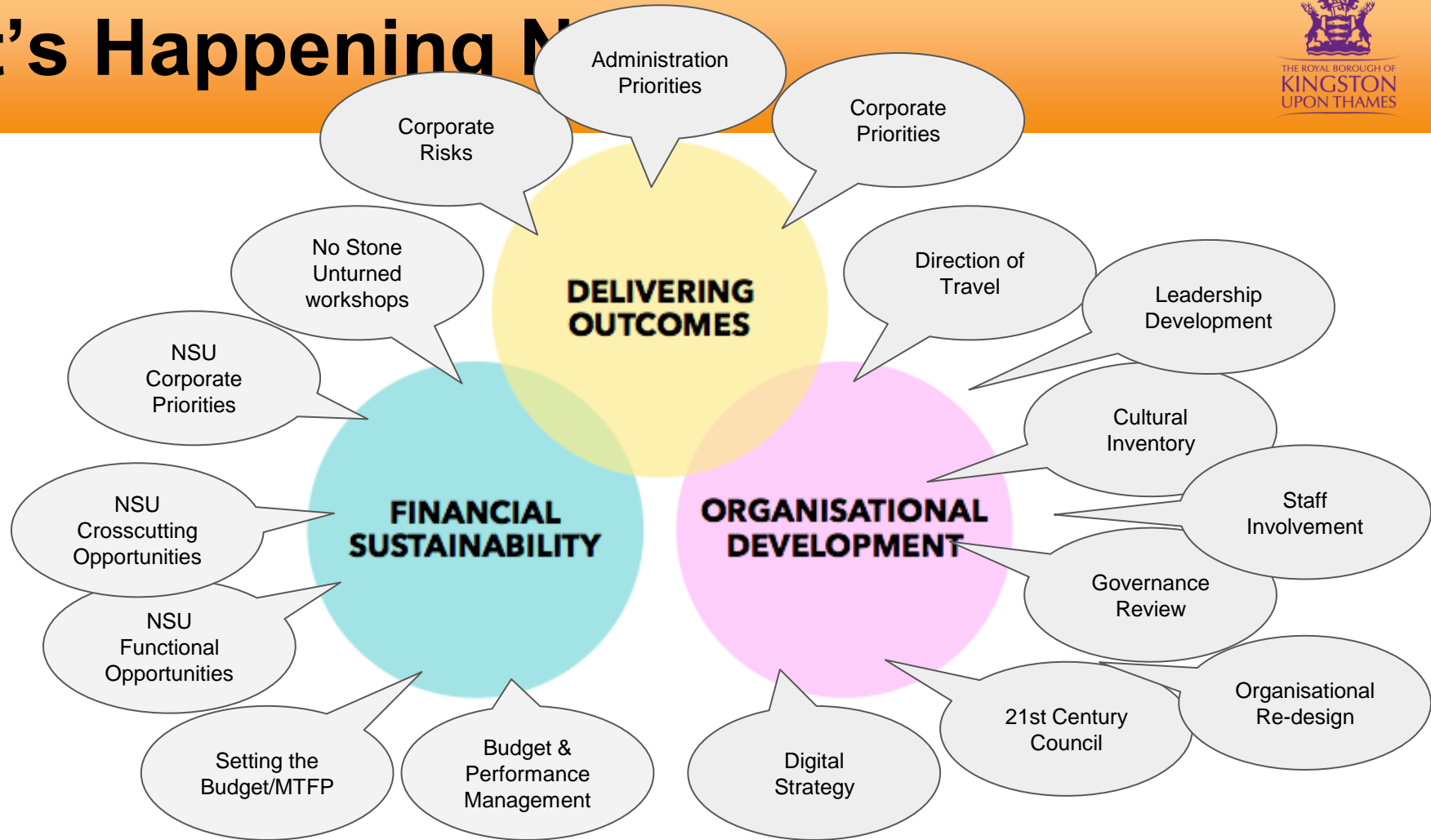


Corporate Update

- Share with you our emerging strategy around a series of big organisational programmes.
- The aim of these programmes are to:
 - Outline our vision and purpose as an organisation within a refreshed Strategic Narrative
 - Fundamentally shift our organisational culture and the way in which we work to deliver the Community Outcomes in Corporate, Crosscutting and functional ways
 - Ensure the continued financial sustainability of

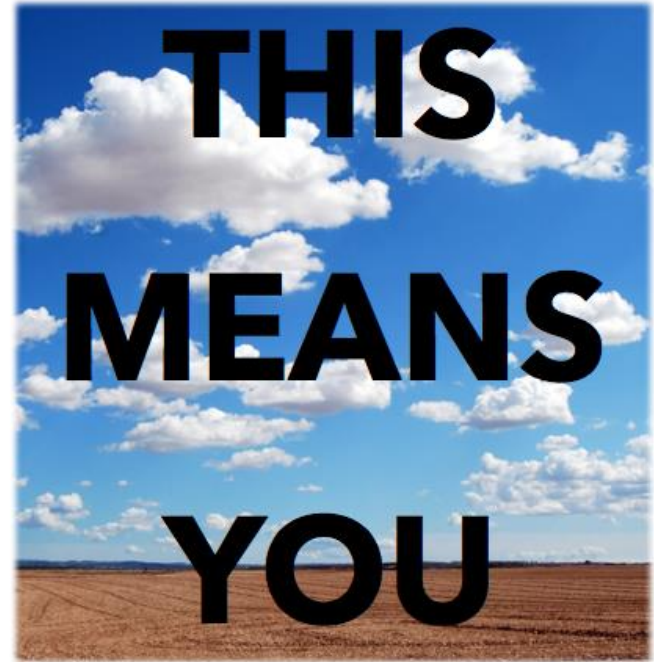


It's Happening Now



Our Commitment

- Everyone is responsible for making this happen
- As leaders of the organisation it is our responsibility to develop these 3 propositions and lead officers through these changes. **This means you!**
- This is part of the day job/business as usual
- We must lead by example and constructively challenge ourselves and others to make this happen
- Continue networking, collaborating and sharing all this information with our BMT staff



The Immediate Challenges

- £25m new savings by 2021/22 if current plans delivered
- Revised Gap 2018/19 £10m
- 2017/18 £3.6m at risk
- Logical things have been done through the OBB process previously - we must now reinvent, replicate and innovate
- Schools overspend and low reserves
- Collective response to these challenges

General Reserves	Balance 1 April 2017 £000s	Forecast I&E outturn 2017-18 £000s	Forecast Balance 31 March 2018 £000s
General Fund	(8,018)	3,483	(4,535)
HRA	(5,417)	0	(5,417)
Schools Budget	6,428	3,815	10,243

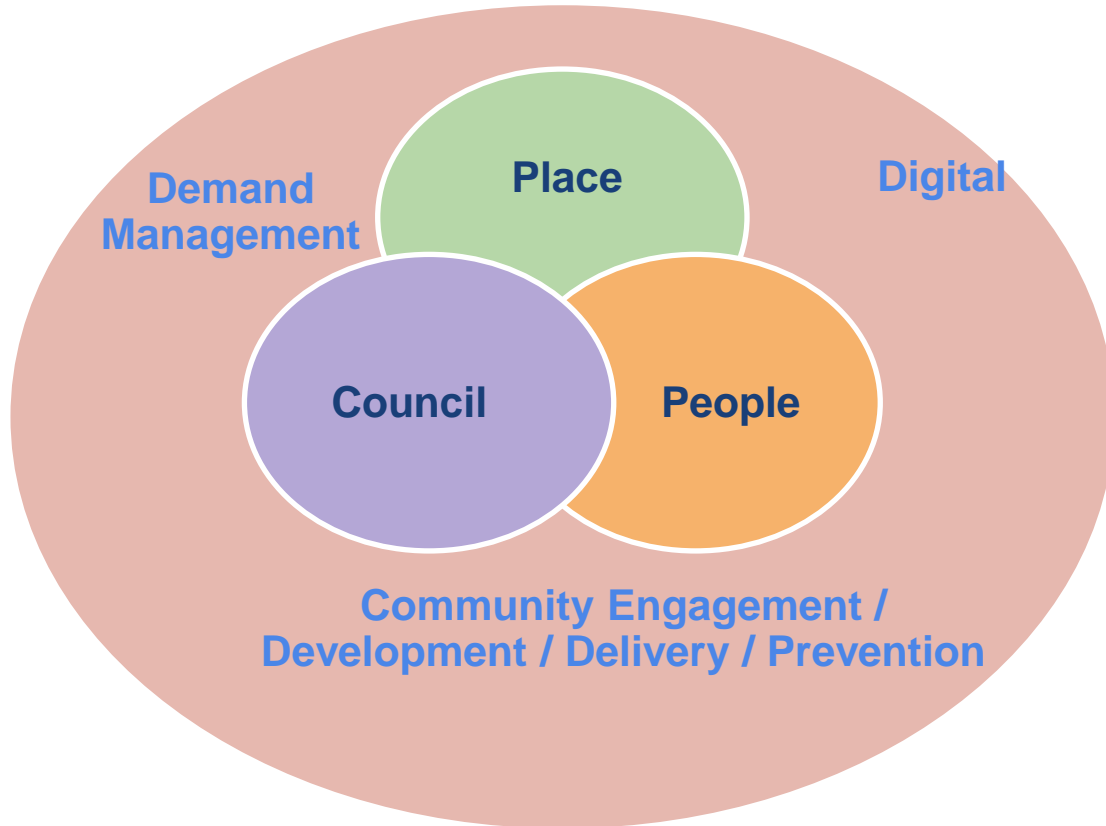
Medium Term Financial Strategy

Principles and Approach

- **Release Capacity** - In line with the Direction of Travel we will where possible invest in our own and release capacity by re prioritising activity - some things may need to stop
- **Invest to Save** - Only spending money on change that delivers better outcomes for less. Recover SIR funding from existing initiatives that do not fit this approach.
- **Business Savvy** - Review the use of other revenue/capital investment funds including capital receipts (Special dispensation on capital receipts) and capitalise transformation resources for property and technology.
- **A Whole Organisation Response** - Mobilising the organisation to deliver. Work in a way that is consistent with the Direction of Travel in that it is collaborative, networked, digital, commercial, corporate and crosscutting.
- **Leverage Partnerships** - Increase our focus on grants and partnership working as alternative/additional sources of funding and sharing costs
- **Community** - A sense of mutuality and change in the way that we work and engage with our communities to deliver outcomes.



No Stone Unturned Update



- 11 sessions ran
- 21 members attended a variety of sessions, some multiple
- Deep dived into:
 - Investment Property Strategy
 - Shared Services
 - Workforce Data & Insight
 - Growth - net benefit of new homes and new jobs
 - Environment - savings & income potential
 - DevCo - status and plans
 - Dedicated Schools Budget
 - People with Learning Disabilities
 - Income generation, People service users
 - Commercialism/income generation (all)
 - Use of digital - enabling internal staff efficiencies (inwards) and external customer efficiencies & income generation (outwards)

Exercise - Call to Action

How do we get people to step up and lead this, when we are moving at pace, tackling complex challenges that require a collaborative response? - 10mins conversation in pairs

NSU Opportunity Areas

Budget Themes

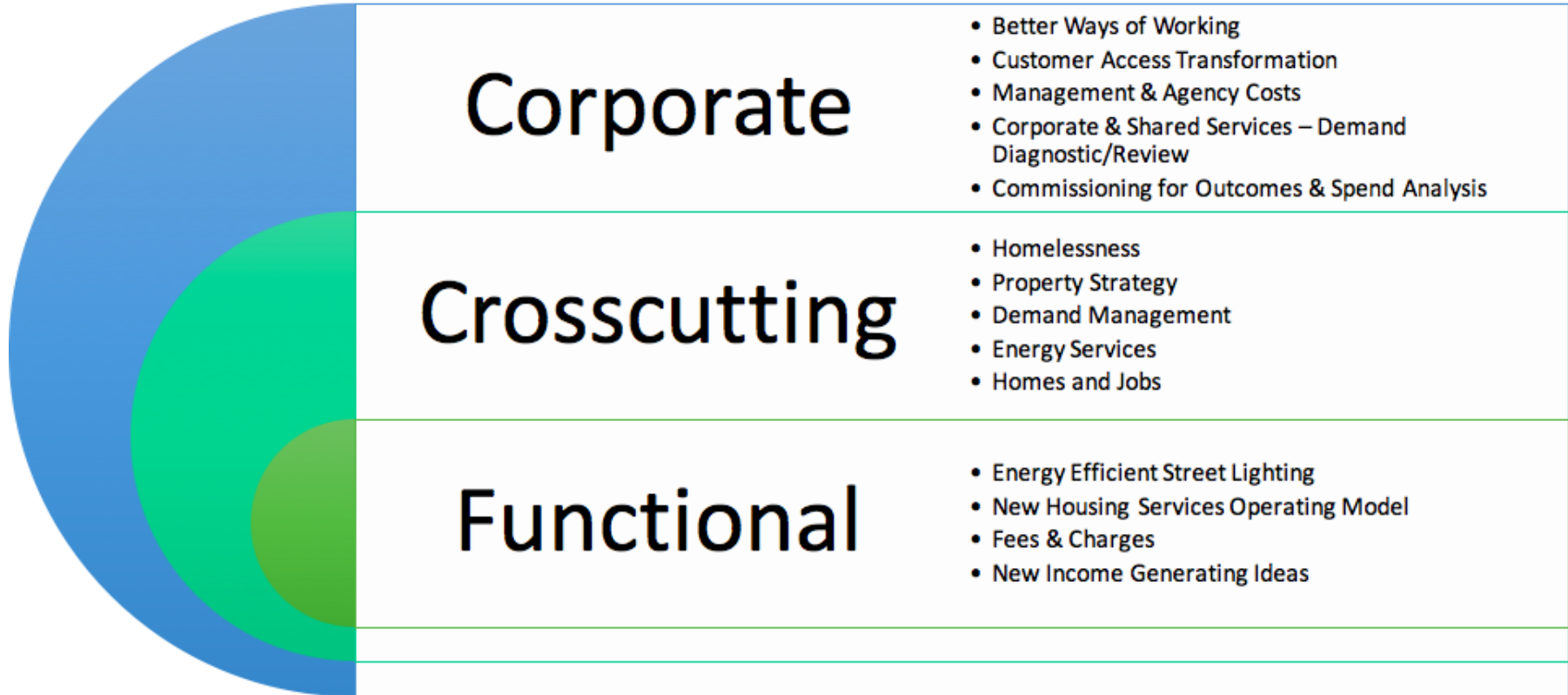


Property, Commercialisation and Income
£10m Potential budget impact p/a

Workforce
£3m Potential budget impact p/a

Demand, Digital and Customer
£1m Potential budget impact p/a

NSU Headline Opportunities



NSU What We Must Do

- Work collaboratively across the organisation to develop the proposals, identify ways in which we can manage demand, income generating ideas, review fees and charges
- Evidence based approach
- Constructively challenge and be ambitious, the estimates are the minimum - not target
- Don't wait for someone to get in touch - reach out and get involved
- Deliberately transparent approach - all documents are open -

Agile in action

- It's about the way we do it collectively and constructively. Not



NSU Things We Need to Consider

1. Define the opportunity/challenge
2. Demonstrate we know our data, show headline research and evidence base
 3. Describe our solution/approach
 4. Show traction with milestones, what have we already done, what's next
 5. Financial summary - what's the return on investment analysis.
 6. Have we considered alternative approaches?
7. Who's on our team and what expertise do we need to make this happen?
 8. Political appetite/sensitivities

NSU Key Dates

When	Activity	CLG Inputs	Outcome
5 Sept 10-1pm	SLT meeting - SLT Leads share latest draft of NSU proposals	Provide best draft to SLT. Advisable to have discussed this with your SLT Sponsor first	First rehearsal, challenge and comment from full SLT - to be incorporated for CLG meeting
12 Sept 10-1pm	CLG meeting - CLG leads share final draft of NSU proposals	Present your proposal to the wider CLG for challenge and feedback	Second rehearsal, challenge and contributions from all CLG - to be incorporated for SLT meeting
19 Sept 10-1pm	SLT meeting - SLT Leads share final NSU proposals	Provide final proposal and any detailed proposal back-up info	Final rehearsal, final challenge and coordination of messaging - changes to be made for slide circulation 21 Sept
28 Sept 2-6pm 16 Oct 2-5pm circulated 21 Sept 10 Oct 10-1pm	Cabinet/SLT NSU Financial Strategy Development sessions 1 and 2 (likely to need two sessions) - may also invite Cabinet to CLG 10 October	HOLD dates/times in case SLT require CLG to present or field questions	SLT present costed NSU proposals to Cabinet - Cabinet confirm agreement
6 Nov 10-2pm	Cabinet/SLT Capital Budget proposals session	HOLD dates/times in case SLT require CLG input	SLT present capital project proposals to Cabinet - Cabinet confirm agreement
16 Nov 10-5pm 20 Nov 10-5pm 22 Nov 10-5pm	Cabinet/SLT Budget proposals workshops - at least one session, HOLD session 2 and 3 if needed	HOLD dates/times in case SLT require CLG input	SLT present remaining budget proposals and overall budget to Cabinet - Cabinet confirm agreement

Exercise - Courts and Stands



NSU Support Available

- The financial sustainability of Kingston Council is a top priority for all of us
- A great deal of resource and capability across the organisation available:
 - SLT Sponsors and holiday cover deputies are accountable for the budget
 - CLG leads and CLG colleagues that are impacted
 - Exciting support networks and governance
 - Corporate Services and interim support
- If you are still totally confused, lost, struggling to see the light at the end of the tunnel then reach out to any or all of the above.

Exercise - The Challenge Ahead

- How confident are you in dealing with the challenges ahead with the support available? Scale of 1-10
- Do you have everything you need in order to be able to confidently explain this to your staff and colleagues?

Working together to meet the challenge