

MAKING KINGSTON BETTER, TOGETHER

THE ROYAL BOROUGH OF KINGSTON CORPORATE PLAN 2019 - 2023

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****FINAL VERSION TO BE DESIGNED***

1. INTRODUCTION BY THE LEADER OF THE COUNCIL

I am very proud to live in Kingston Borough and I know most residents feel the same. We are a community and together we look after each other.

Kingston is a great place to live, work, study and visit. We have fantastic heritage and cultural assets; world class education through our schools, college and university; we're amongst the safest boroughs in London; we have well-loved parks and outdoor spaces; and exceptional volunteers and community groups. As a council, we always aim to maintain the best and make improvements where it's needed - whether that relates to purely council services or where we work with partners. Our primary aim is always to protect and help those adults and children that need us most. But we must also get the universal services that everyone uses right, not accepting when things are wrong but learning from mistakes and striving to improve. We must do all this within ever decreasing budgets, which means making tough but fair decisions.

This Corporate Plan sets out our priorities and is the basis on which we will make decisions. It is drawn from our Liberal Democrat manifesto at the 2018 elections and lays out a path for running the council and working with partners - public, private and voluntary sector - over the next four years. It sets out timescales and performance data - which will be published every year - so that everyone can track how we are doing. It does not include everything we do - it is a framework within which we will operate. Underneath will sit detailed action plans to help us achieve our ambitions.

Over the next four years we want to make Kingston even better, together with partners but - most importantly - with residents.

Getting the finances right

The first priority is to move the council onto a secure and sustainable financial footing. Years of Government austerity mean that the council is facing significant financial challenges. In 2010, the council received £66m from Government. By 2018 that had been cut to zero. In addition, demand for services - particularly adults and children's social care and special educational needs and disabilities (SEND) - is increasing as a consequence of our growing population, people living longer, and the increasing complexity of care.

As a council, we're now reliant on locally generated revenue to pay for local services - council tax, business rates, commercial income from property, and fees and charges. This has meant that, in 2019, we have had to ask residents to pay a little bit more through council tax for the services they, and others in our community, receive. These are decisions we do not take lightly and we do all we can to create more opportunities to generate income by being more commercial in our approach and provide value for money.

Democratic, transparent and listening

We want to be known as a council that is an exemplar for community engagement. We are far from that at the moment but in this new era for the council, we are focusing on strengthening the relationship between the council and the community - residents, businesses, students, voluntary and community groups. Kingston has a vibrant and engaged voluntary sector which creates opportunities to maximise community participation.

We want to 'hardwire' effective engagement into our decision-making - involving residents in the design of local services and the things that affect them. We will focus on redesigning and transforming services to deliver them differently and efficiently, with a greater emphasis on self-service and community-based support, whilst not leaving behind those who need more traditional methods. We'll look to introduce new ways for residents to participate in decision making, like open democracy platforms and Citizens' Assemblies.

Looking after elderly, young and people with disabilities

Whilst the majority of Kingston's residents are able to go about their lives with minimal support from the council, there are other, more vulnerable residents who need more intensive, targeted support. Nearly 75% of the council's budget is spent helping children and adults who need us most. It is through working with service users and carers that we will be able to provide the best care - with quality prevention services, regular care package reviews and community support. The council fully supports individuals to reach their full potential and enhance their quality of life.

Most residents are in good health but mental health problems can affect everyone and need to be taken more seriously. We have already introduced Councillor mental health champions on each of our strategic committees and we are part of the London Thrive initiative. We want to go further by raising awareness, with improved links to arts, combatting loneliness campaigns and helping schools.

A new approach to planning and providing the new homes and infrastructure we need

We have changed the way the council approaches providing new homes and development across the borough, putting the community at the heart of the process - whether development happens on council-owned sites or through private developers. We are making clear to anyone wishing to build new homes in Kingston that we expect them to truly involve our communities in co-design and provide a clear focus on the benefits for residents. We are also robustly challenging the Mayor of London on the high targets for new housing across Kingston borough and ensuring that necessary infrastructure is also forthcoming.

Our Local Plan, which will be developed over the next two to three years, will be key in making these changes permanent in Kingston. We are also taking a different approach to providing new homes on the Cambridge Road Estate, which places residents at the heart of the plans. Cambridge Road is

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our biggest regeneration scheme, which plans to deliver nearly 2,000 homes including many more council homes than previously planned. We have made a promise to listen to those living on the estate and will work with them on how it will be developed. We are committed to holding a resident ballot on the regeneration plans, which is the first step in making sure that happens.

But growth cannot just be about homes and physical infrastructure - it includes a focus on education, skills and jobs so that residents can benefit from a growing economy. Growth also creates opportunities to promote arts, leisure, culture and heritage - activities that improve the quality of life for everyone.

A clean, green and safe borough

Residents rightly expect to live in an attractive, well-maintained borough and we are committed to keeping the streets clean and maintaining our parks and open spaces. To support this, we have invested in more Community Rangers so we can respond more quickly to local issues. We will also seek to reduce single use plastics by introducing public water fountains and challenge our contractors when they fall short of the standards we expect. We are also determined to support residents to recycle more at home and 'on the go'. Our recycling rate is already one of the highest in London at 49% of household waste recycled, but working together we can get to over 50%.

Air safe to breathe

We know that residents are concerned about pollution and air quality and this is a priority where we will take action. We will invest in supporting sustainable transport through the delivery of the £32 million Go Cycle scheme to encourage more people to cycle rather than use motor vehicles. We will work with the Greater London Authority and private providers to deliver more electric vehicle charging points across the borough; plant 2,000 trees in our streets and parks; do more to encourage people to stop engine idling; review our parking services and consult on introducing 20mph speed limits across the borough's residential roads which is intended to improve safety and traffic flow.

Creating a caring community

Sometimes it is not the council that is best placed to help people. We have some wonderful voluntary and community organisations across the borough - helping our environment; supporting our older residents; keeping young people safe; entertaining us all. We will review our approach to grants and commissioning so that these organisations that help us meet our priorities are supported to 'do what they do best' rather than jumping through hoops. We want to celebrate our generous volunteers and encourage more local people and businesses to get involved. We will use our Neighbourhood Managers to help guide organisations who put on wonderful public community events and make the process easier to navigate.

Tough, but fair

We know it is hard for some residents to understand and accept some of the tough decisions we will have to make over the next few years and that we can't please everyone all the time. We need to rebuild trust in the council services. We aim to demonstrate openness, honesty, transparency, a listening approach and true engagement on the services we provide, including admitting mistakes and learning from them. This is a culture change for many within the council and it will not happen overnight, but we cannot change 'what' we do unless we change 'how' we do it.

The council will need to make tough but fair decisions over the next few years and we will use the vision and outcomes set out in this Corporate Plan to guide our approach.

**Cllr Liz Green, Liberal Democrat
Leader of Kingston Council**

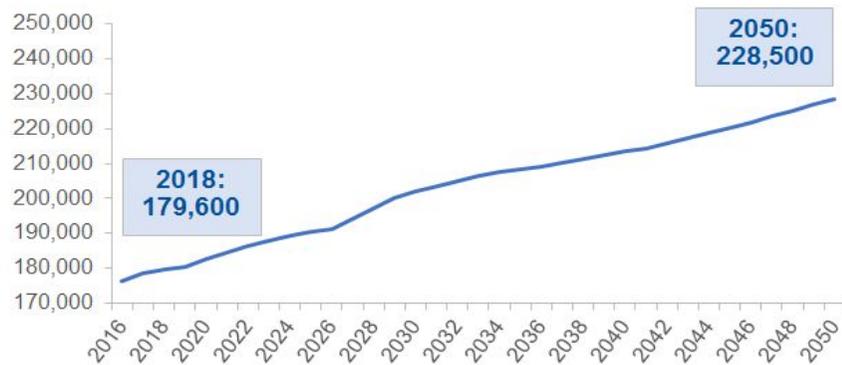
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2. ABOUT THE ROYAL BOROUGH OF KINGSTON

Like the rest of London, Kingston’s population is growing. In 2018 we had 179,600 residents and this is projected to increase to 202,000 by 2030 (+22,400; +12%) and to 228,500 by 2050 (+48,900; +27% against 2018). Kingston is home to a higher proportion of older residents (aged 65+) compared with London. This age group is projected to grow from 24,300 in 2018 to 32,000 in 2030, an increase of 32%¹, whilst the number of young people (aged 0-19) is set to increase from 43,600 in 2018 to 47,300 over the same period (+8%).

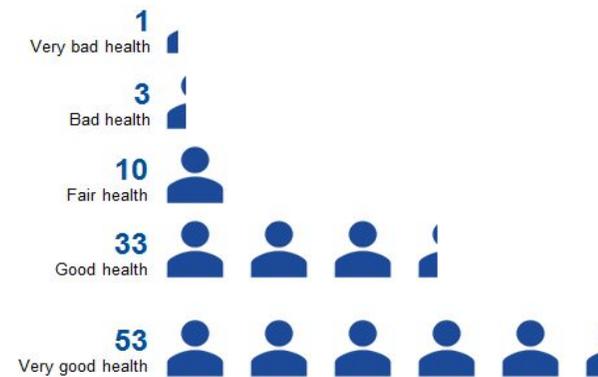
Whilst people living longer is something to celebrate, Kingston’s growing population - particularly the number of younger and older people who tend to require more social care support - puts increasing pressure on a range of services, particularly social care and housing.

Total population projected to 2050



Source: GLA 2016 Housing led population projections

Self reported health per 100 persons



Source: ONS 2011 Census

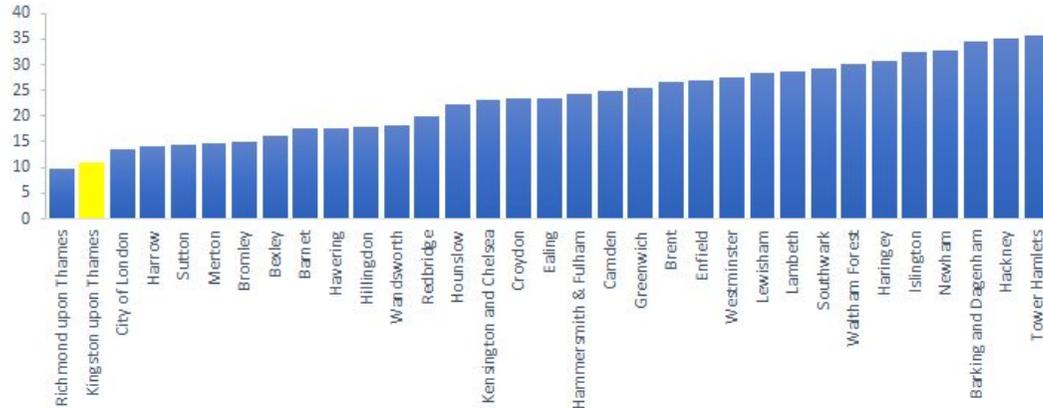
Residents of Kingston are generally in good health, with 86% self-reporting their health as being good or better. Like much of the country, obesity levels are a concern - 53% of the borough’s adults are classed as overweight or obese². That said, Kingston compares favourably to London and England on this and against a range of health and lifestyle indicators, including life-expectancy.

¹ Greater London Authority 2016 Housing-led population projections

² Public Health England 2016/17

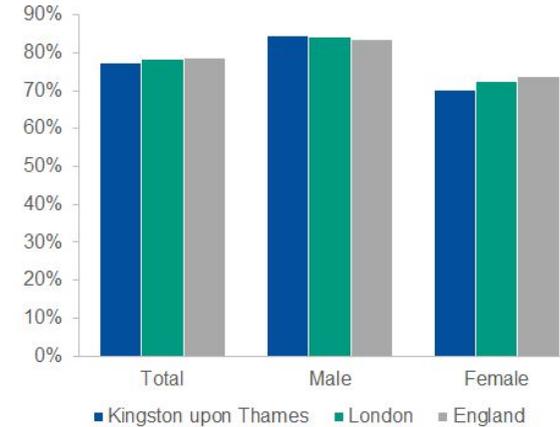
Kingston ranks as the second least deprived local authority in London and is 143rd out of 152 authorities in England. Nonetheless, there are pockets of relative deprivation. The Index of Multiple Deprivation ranks every small area in England from 1 (most deprived area) to 32,844 (least deprived area). Three of Kingston’s 98 small areas - within the Norbiton, Berrylands and Beverly wards - fall within the top 30% for deprivation in the country.

Deprivation score - comparison with London boroughs



Source: DCLG 2015

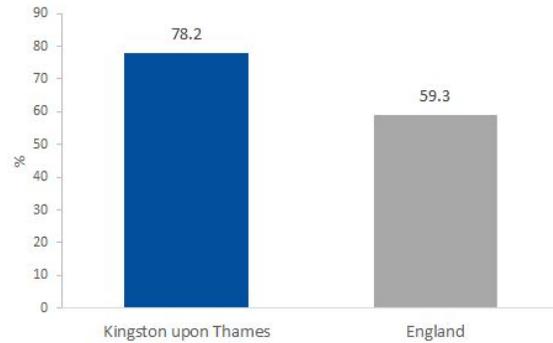
% of 16-64 year olds economically active



Source: ONS Annual population survey (June 2018)

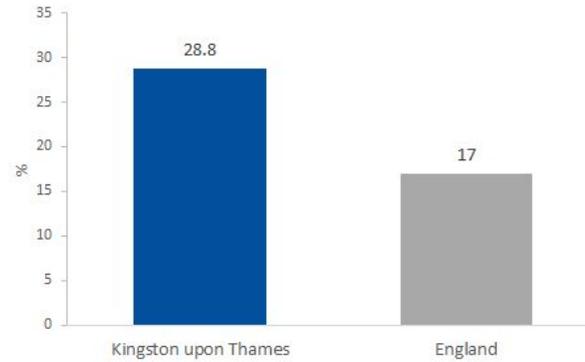
Kingston’s education outcomes are strong, with the borough consistently ranking among the best local authorities nationally for educational attainment at both GCSE and A-Level.

GCSE attainment



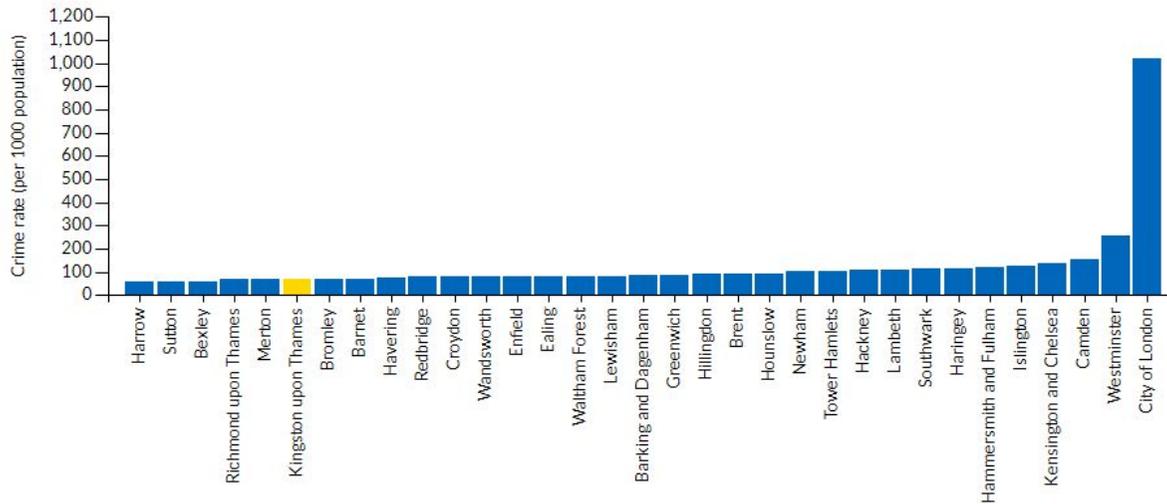
Source: DfE 2015/16

A-Level attainment



Source: DfE 2015/16

Total crime rate comparison across London (Sept 2017 - Aug 2018)



Source: data.police.uk

Kingston is amongst the safest boroughs in London, with crime rates - including anti-social behaviour, violence and sexual offences - significantly lower than the London average.

For more information about the borough visit data.kingston.gov.uk Joint Strategic Needs Assessment (JSNA) : data.kingston.gov.uk/jsna/

3. ABOUT 'MAKING KINGSTON BETTER, TOGETHER' - THE ROYAL BOROUGH OF KINGSTON CORPORATE PLAN 2019 - 2023

What's in the Corporate Plan - our visions, strategic outcomes, and priority activities

'Making Kingston Better, Together' - the 2019 - 2023 Corporate Plan - is the council's most important strategic document. It articulates our **vision for the borough and for the council** to 2023, together with our most important **strategic outcomes** that we'll strive to achieve over the next four years. It also sets out our objective for what we want the council to be and how we will change in order to deliver our outcomes.

Against each of our strategic outcomes, the Corporate Plan sets out **priority activities** that we will focus on delivering over the next four years. These are the key priorities which will help us to achieve our vision. Each priority includes an expected delivery date, so that residents can hold us to account.

The intention of 'Making Kingston Better, Together' is not to capture everything we do as a council. It is a high-level strategic document which provides a framework for the decisions we take - how we prioritise and how we allocate the resources we have available to achieve these priorities.

Underneath the Corporate Plan sit a range of core council strategies which provide further detail of our activities in particular service areas, such as our Customer Access Strategy; Digital Strategy; Health & Well-Being Strategy; Children & Young People Strategy and Economic Growth & Development Strategy. Each council directorate will also develop a set of priorities each year which they are focused on delivering and which capture other important activities not set out in the Corporate Plan.

Through the development of the Corporate Plan, we have consulted with residents, partners and with staff on our vision and strategic outcomes. The feedback we've received has been used to shape the final document.

How we will measure our progress

We will monitor progress in two ways. Firstly, by being clear about our priority activities, when we expect these to be delivered and monitoring our progress against those delivery plans.

Secondly, through a set of **Key Performance Indicators (KPIs)**. These are the performance targets we will aim to meet across a range of policy areas.

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A number of KPIs have been set against each of our strategic outcomes. These are four year KPIs which set a target of where we want to be by 2023, and - in most cases - against which progress will be tracked on an annual basis. Our performance against these targets will be reported publicly to council committees. Although this is a four year Corporate Plan, it is a 'live' document which will be updated every year with revised priorities activities to meet changing needs and updated KPI targets.

Corporate Plan Annual Review

Each year, the Corporate Plan priority activities and KPIs will be reviewed and updated via a Corporate Plan Annual Review. The Annual Review will be reported to the council's Finance & Contract Management Committee and to Full Council, alongside the annual budget. The Annual Review will be both retrospective and forward-looking - it will provide a self-assessment of our performance against our priority activities and KPIs of the previous year as well as refreshing our priorities and KPIs for the year ahead.

4. KINGSTON 2023 - OUR VISION FOR THE BOROUGH AND THE COUNCIL

Our vision for the borough

We have an ambitious vision for the Royal Borough of Kingston, which we are determined to work with residents, businesses and local strategic partners across the public, private and voluntary sectors to achieve. Our vision for the borough is:

Kingston will be a vibrant, diverse and inclusive borough, where residents are active, empowered, engaged and able to remain independent and resilient.

Our vision for the council

We have a clear vision about the type of council we want to be and the how we will strive to put the needs of residents at the heart of what we do, as we 'hardwire' effective resident engagement and involvement into our decision making. To achieve this, we are committed to changing the culture of the organisation and involving staff in this process. This is a core part of our transformation as a council, enabling us to become a more agile, responsive and forward looking organisation where everyone knows their roles and responsibilities and staff feel respected and valued in their job.

Our vision for the council is:

Kingston Council will be financially and environmentally sustainable, working transparently and collectively in the best interests of Kingston's residents, partners and businesses.

In achieving this vision, we will focus on:

Getting the basics right; providing value for money local services; embracing new technology in service design and delivery; and ensuring that decisions are inclusive and to the benefit of our vibrant and diverse communities.

5. WHAT WE WANT TO ACHIEVE: OUR STRATEGIC OUTCOMES AND PRIORITIES TO 2023

Over the next four years to 2023, we will focus on achieving three **strategic outcomes** which are linked to our vision and set out **what** we want to achieve for the borough. Against each strategic outcome, we have set out a number of **priority activities** that we will focus on delivering in order to help achieve our vision and our strategic outcomes. These outcomes and priorities don't aim to capture everything we do - rather, they are intended as a framework to guide the decisions we take and how we allocate the resources we have available.

STRATEGIC OUTCOMES:

A SUSTAINABLE APPROACH TO NEW HOMES, DEVELOPMENT AND INFRASTRUCTURE WHICH BENEFITS OUR COMMUNITIES, IN A WELL MAINTAINED BOROUGH

- Work with local residents to bring forward the redevelopment of the Cambridge Road Estate in Norbiton, increasing the number of social rented homes and providing new replacement homes, open spaces and new community facilities for existing residents.
- Make effective use of council-owned land to deliver as many truly affordable homes as possible across the borough.
- Work with communities to develop Kingston's new Local Plan which will guide and manage future development to 2041, ensuring high quality, good design, supporting infrastructure, and affordable housing.
- Ensure that all development schemes are well designed in character with the area, creating a sense of pride and place.
- Actively manage our property portfolio to drive up value, increase income where desirable and improve services for our residents.
- Make best use of our Housing Revenue Account assets and resources, maximise our income and spending wisely to provide modern, high quality services and support for our tenants and leaseholders and enable us to develop new council homes.
- Invest in the borough's essential infrastructure to support our growing population - schools; health, community and leisure facilities; roads and transport - with developers paying their fair share.
- Make it easier for residents and businesses to reduce, reuse and recycle more and dispose of their waste efficiently; and keep the borough's streets clean.
- Protect Kingston's parks, green open spaces, and biodiversity, for current and future generations to enjoy, and for its benefits for our health and well-being.
- Invest in sustainable transport - including cycling and electric vehicle charging - to reduce reliance on high polluting vehicles to tackle air pollution, with a fair approach to traffic enforcement designed to keep the borough moving.

A SAFE BOROUGH WHICH CELEBRATES OUR DIVERSE AND VIBRANT COMMUNITIES, WITH LOCAL PRIORITIES SHAPED THROUGH PARTICIPATORY DEMOCRACY

- Kingston's communities are places where residents feel safe and the fear of crime is low, with a zero-tolerance approach to domestic violence and hate crime and action against anti-social behaviour.
- Review and strengthen the council's approach to emergency planning and business continuity locally and with other London boroughs as part of new statutory arrangements to prevent and respond to national, regional and local emergencies.
- People of all ages and backgrounds share our vision for Kingston as a diverse, tolerant and welcoming borough.
- A borough which celebrates culture, heritage and diversity with vibrant community events for local people, businesses and visitors to enjoy.
- Create the environment for thriving local businesses across a range of sectors across the borough.
- Work with local partners and neighbouring boroughs to support people to develop the skills they need to enter employment.
- Review the council's approach to voluntary and community sector grants and commissioning to focus on improving value for money and the delivery of our strategic outcomes, with an emphasis on celebrating volunteering.
- Strengthen the role of Neighbourhood Committees to enhance local decision making, with greater flexibility to respond to local issues.
- Maximise civic engagement through participatory democracy projects, including Citizens Assemblies and open democracy platforms.
- Do more to understand views on the borough, the council, and local services, communicate effectively, in plain English and act on feedback.

HEALTHY, INDEPENDENT AND RESILIENT RESIDENTS WITH EFFECTIVE SUPPORT TO THOSE WHO NEED IT MOST

- Children and adult social care services which champion resilience and independence; focus on strengths; and support people of all ages to live the most happy healthy, independent life possible.
- Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives
- Helping to provide young people with the best start in life, through effective early years support to those who need it.
- Ensure all children and young people receive a high standard of education locally, with a focus on supporting those with special educational needs to be educated alongside their peers and in their local school.
- Effective school place planning, ensuring that the borough has enough schools and school places to support a growing population.
- Accessible and integrated health and social care services with, with partners providing effective care and an approach which enables people to live independently within their local community
- Empowering people to maintain good mental health and well being with access to information, advice and guidance on local activities and services that will enable them to lead active and healthy lifestyles.

HOW WE WILL ACHIEVE OUR STRATEGIC OUTCOMES - A CHANGING COUNCIL

In order to achieve our strategic outcomes, the council is going through ambitious change. Not only are we transforming how we deliver services and striving to engage residents and businesses more effectively, we are also transforming how we operate as an organisation and how we work with our local partners. It is through this transformation that we will deliver our strategic outcomes, enabling us to become:

FINANCIALLY AND ENVIRONMENTALLY SUSTAINABLE, WORKING TRANSPARENTLY AND COLLECTIVELY IN THE BEST INTERESTS OF KINGSTON'S RESIDENTS, PARTNERS AND BUSINESSES

- Taking responsibility and doing what's necessary to put the council on a sustainable financial footing.
- Reshaping commissioning and contract management to deliver more effective outcomes using the same or less resources, including through a corporate framework and approach.
- Develop a framework that maximises social value from all third party relationships to benefit Kingston communities and businesses.
- An approach to organisational development that drives transformation and delivers the culture change we want - ensuring our workforce reflects our community.
- 'Hardwire' effective communications, consultation and engagement into the council's decision-making, with services which are designed with residents.
- Improve the way residents can access services by embracing new technology; investing in customer services; and making it easier for residents to book things, report activities and access services on online, whilst providing alternatives for those unable to do so.
- An open and transparent council, with accessible data and decisions which are subject to public debate and scrutiny.
- Value, respect and reward our staff, listen to their ideas and concerns, provide a 'golden thread' on how they are helping us to achieve our ambitions.

Our commitment to fairness and equality for all residents

The council demonstrates its moral and legal obligations towards fairness and equality to the residents, service users, employees and visitors through the implementation of Equality Act 2010 and Public Sector Equality Duty in our day to day activities. The Equality Act 2010 strengthens the discrimination law and introduces the concept of protected characteristics under legislation regardless of: Age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or beliefs, sex and sexual orientation.

Our Corporate Plan is all inclusive and the council is bound by the Public Sector Equality Duty. The General Duty means the council must have due regard for the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Having 'due regard' means consciously thinking about these three aims when making decisions. This means that consideration of equality issues must influence the decisions reached by the public bodies, such as how they act as employers, how policies are developed, evaluated and reviewed, how services are designed, delivered and evaluated and how services are commissioned and procured from others.

To advance equality of opportunity involves considering the need to remove or minimise disadvantage suffered by people due to their protected characteristics, meet the needs of these people and encourage people to participate in public life where participation is low from people within the protected characteristics.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

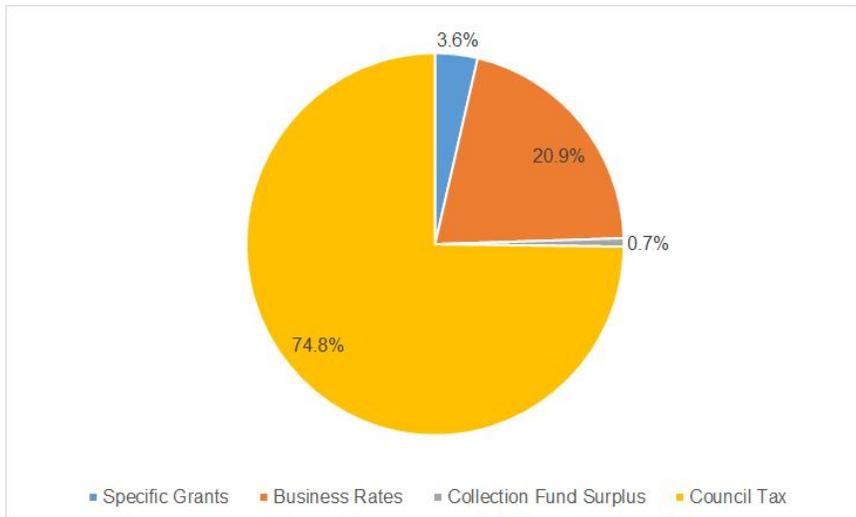
APPENDIX: KINGSTON'S FINANCIAL CHALLENGE

Where our money comes from

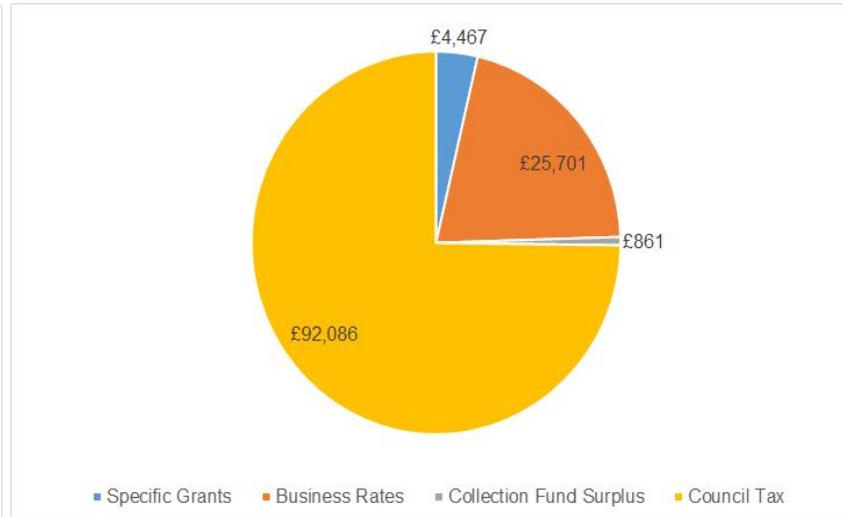
All councils have faced significant budget cuts from central Government since 2010 but Kingston's financial situation is particularly challenging. The revenue grant we used to receive from Government has now gone completely, reduced from £66m in 2010 to zero by 2017/18. In addition, demand for services - particularly adults and children's social care - is continuing to increase as a consequence of our growing population, people living longer, and the increasing complexity of care.

This means that, apart from one-off specific grants received from Government, Kingston is reliant on locally generated revenue to pay for local services - council tax, a proportion of business rates, commercial income, specific grants and fees and charges. This will require us to look at the level of contribution residents make to funding local services through the council tax they pay, as well as other opportunities to generate income by being more commercial and reviewing the charges we apply to discretionary services, with increases likely in order to pay for services we all use and those to support to our most vulnerable.

RBK's sources of income % (2018/19)

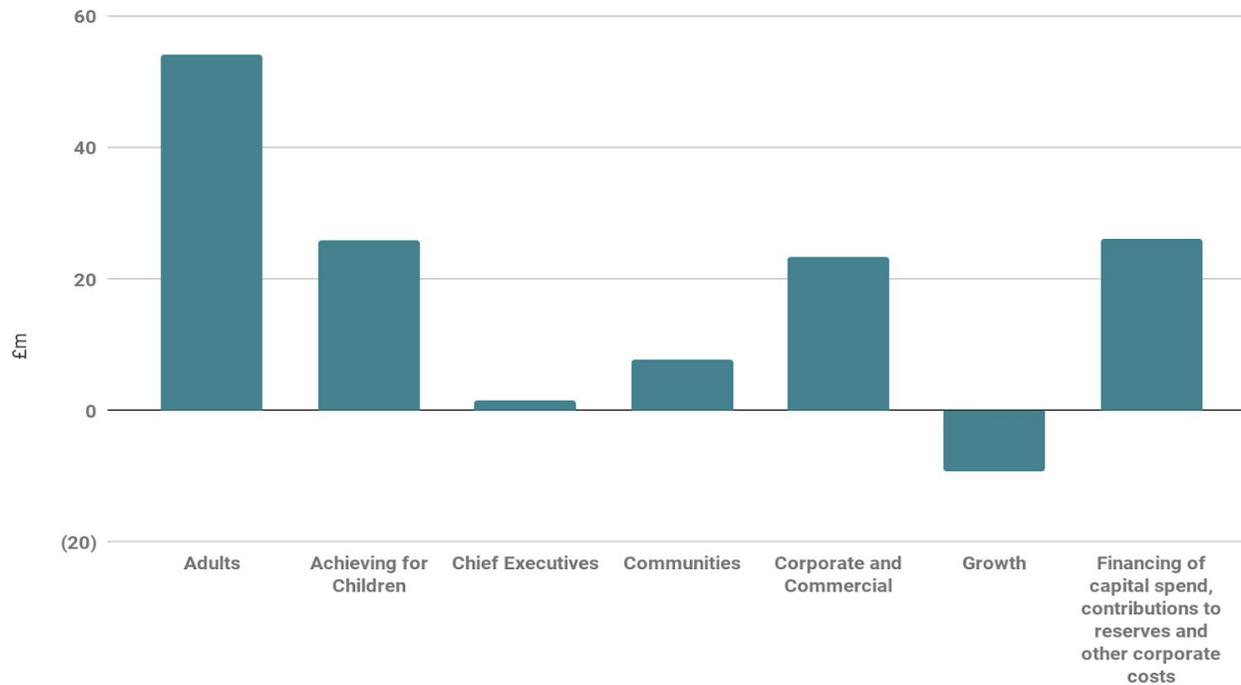


RBK's sources of income £000's (2018/19)



Where we spend it

The vast majority of the council’s net spend (nearly £87m; 65%) goes on our ‘people’ services - **children’s services** (£32m) and **adult social care and community housing** (£55m). Of the rest, we spend £29m through our **Corporate and Commercial Directorate** which includes some of our biggest contracts with external providers in relation to services such as waste management, street cleaning, parking, green spaces and facilities management. The **communities** budget includes, amongst other things, spending on public health (£10m); highways; environmental health; community safety; registrars and bereavement services; customer services and ICT. The **Growth** Directorate spend includes planning, property rates, repairs and maintenance and for other corporate services, the largest spend is housing benefit (£65m).



Our savings plans - Medium Term Finance Strategy

Councils have a legal duty to set a balanced budget each year. Alongside setting the detail of the council’s budget on an annual basis, Kingston also has a Medium Term Financial Strategy (MTFS) which sets our budget planning cycle over a four year period so that we can plan ahead and avoid short-term decision making. In 2018/19, the council’s budget included savings of £22m. Over the next four years through to 2022/23, the required annual savings are as follows:

	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s
Expenditure:				
Base Budget	129,998	134,500	138,134	145,474
Adjustments to Base Budget	2,122	396	415	0
Inflation	3,747	3,821	3,891	4,047
Growth	7,182	4,135	4,747	4,978
Contributions to reserves	3,550	0	0	0
Savings	-12,099	-4,718	-1,713	-459
Gross Budget requirement	134,500	138,134	145,474	154,040

Table showing total budget and savings from 2018/19 to 2022/23

Savings of this scale will require the council to look at every area of the budget and every service to determine where efficiencies can be made and how services can be delivered differently. The council will need to take some tough decisions to remain financially sustainable over the next few years.

The single biggest financial risk facing our finances is the over-spend in special educational needs services. The council has developed a Recovery Plan and established an independently chaired Education Commission to explore these issues with all relevant stakeholders and focus on how we get the best for children and young people from the resources we have.

Meeting the Challenge - Kingston’s MTFS Transformation programme

The financial challenges we face - and the changing expectations of residents - mean that we can’t continue with the status quo. Our focus is on redesigning and transforming local services to deliver them differently and efficiently, with a greater emphasis - where appropriate - on increased use of technology to allow people to better self-serve and on community-based support. We recognise that while Kingston has some of the most digitally

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enabled residents in the country not everyone is able to get online, so we will continue to ensure alternative provision for those who can't access services digitally.

The scale of the challenge means that the council will not be able to deliver everything we have done before and we will need residents to take on more responsibility for themselves and their community. Whilst this will create challenges, it can also be an opportunity to build and strengthen our community working collectively. We will engage, consult and co-design so that we can fully understand what can be changed and celebrate our community and all it does.

As we confront the challenges ahead, we will work with our local strategic partners across the public, private and voluntary sectors to join up services through greater co-location and integration, creating better services for residents and generating efficiencies for the council through a more efficient use of buildings, staff and resources.

Our MTFs Transformation Programme sets the framework through which we are approaching the financial challenge, with a focus on cross-cutting themes:

Transformation Theme	Description
Maximising Our Assets	<ul style="list-style-type: none"> ● Maximising income generated and collected from our existing property portfolio and reducing our property related operating costs through a focused asset management plan. ● Ensuring our property estate is used effectively to support the council's corporate priorities, co-locate services with partners where appropriate and be more flexible in how and where we work and deliver services from.
Maximising Independence	<ul style="list-style-type: none"> ● Adults - Improving the lives of older people, people with disabilities and also those with mental health needs. Supporting people to remain independent, or to remain as independent as practicable given their circumstances or condition. For those people who do need our assistance, to ensure that we get best value for money from the services we commission to help them do so. ● Children - Delivering the best outcomes for children, young people and their families in Kingston. The focus of transformation effort is on maximising the resilience and independence with which families in Kingston operate by promoting existing strengths and working as a collective with the council and providing services in borough rather than rely on more expensive placements away from their families.
Digital Transformation	<ul style="list-style-type: none"> ● Engage, interact and improve the quality of life for Kingston's residents through digital innovation and better use of technology, focussing in the short term on improving the way we work using digital technology and delivering a better website with greater functionality to allow people to access services online.

MASTER VERSION - DRAFT

Enterprising Borough	<ul style="list-style-type: none">● Maximising opportunities for commercial approaches throughout the borough
Smarter Commissioning, Better Contracting	<ul style="list-style-type: none">● Ensuring that Kingston is getting the best outcomes when we buy goods and services and that it's done in the most efficient, smart way, providing staff with the tools, skills and processes to maximise the outcomes from all our contracts and partnerships. Shaping and managing markets to get the most out of our commercial approach
Service Transformation	<ul style="list-style-type: none">● Transforming the way we organise and deliver services, focusing on effective outcomes for communities.
Resilient Communities	<ul style="list-style-type: none">● Healthy, resilient and connected communities which help to shape local services.
Every Penny Counts	<ul style="list-style-type: none">● An efficient and well run council which has the tools to deliver effective outcomes, with supports services focussed on enabling frontline service delivery by adding strategic value and minimising transactional activity. Internal processes are effective and efficient - digital by design and promoting internal self service.