

London Borough of Sutton Strategic Commissioning Plan 2016/17

Introduction

Central Government continues to focus on the elimination of the deficit as confirmed in both the Budget in July 2015 and the subsequent Spending Review announcement in November 2015. Local Government is a part of the public sector particularly impacted by significant reductions.

At the same time the Council has faced increasing demand for services due to demographic pressures (with increases in both our older and younger population) and the consequences of national government policies such as welfare reform and the Care Act. All of which are putting pressures on our services and financial resources.

We are no different from other councils. The council has faced significant reductions to its budget since 2010 and to address this, the council identified and delivered £50m of savings to date, with another £16m of savings planned over the next 3 years. Despite this, further funding and grant reductions are continuing over the medium term with a funding gap of an additional £14m by 2018/19.

Within this wider economic context, the Strategic Commissioning Plan 2016/17 sets out the annual strategic commissioning activities that will help us to deliver the priorities in our Corporate Plan. These priorities focus on how we become an open, green, fair and smart Council by 2018/19.

This single Strategic Commissioning Plan (which covers activity across all Council directorates) has been developed by the Council's newly formed Commissioning Board. The plan draws on two key areas that both contribute to the delivery of the Council's objectives as set out in the corporate plan.

- Major Commissioning Activity across each directorate (as reported to the Commissioning Board)
- Major Change Projects and programmes (as reported to the Major Change Board)

In the context of the ongoing financial challenges the Council is facing this approach will ensure we are targeting our resources to the delivery of our key priorities. It should be noted that the current corporate plan will be refreshed in June 2016, depending upon the outcome of this refresh, there may be a requirement to update the Strategic Commissioning plan later this year.

The Plan forms an integral part of the Council's performance management framework and progress will be monitored through the quarterly Performance and Finance report which is presented to the Strategy and Resources Committee.

Strategic Commissioning Plan Priorities

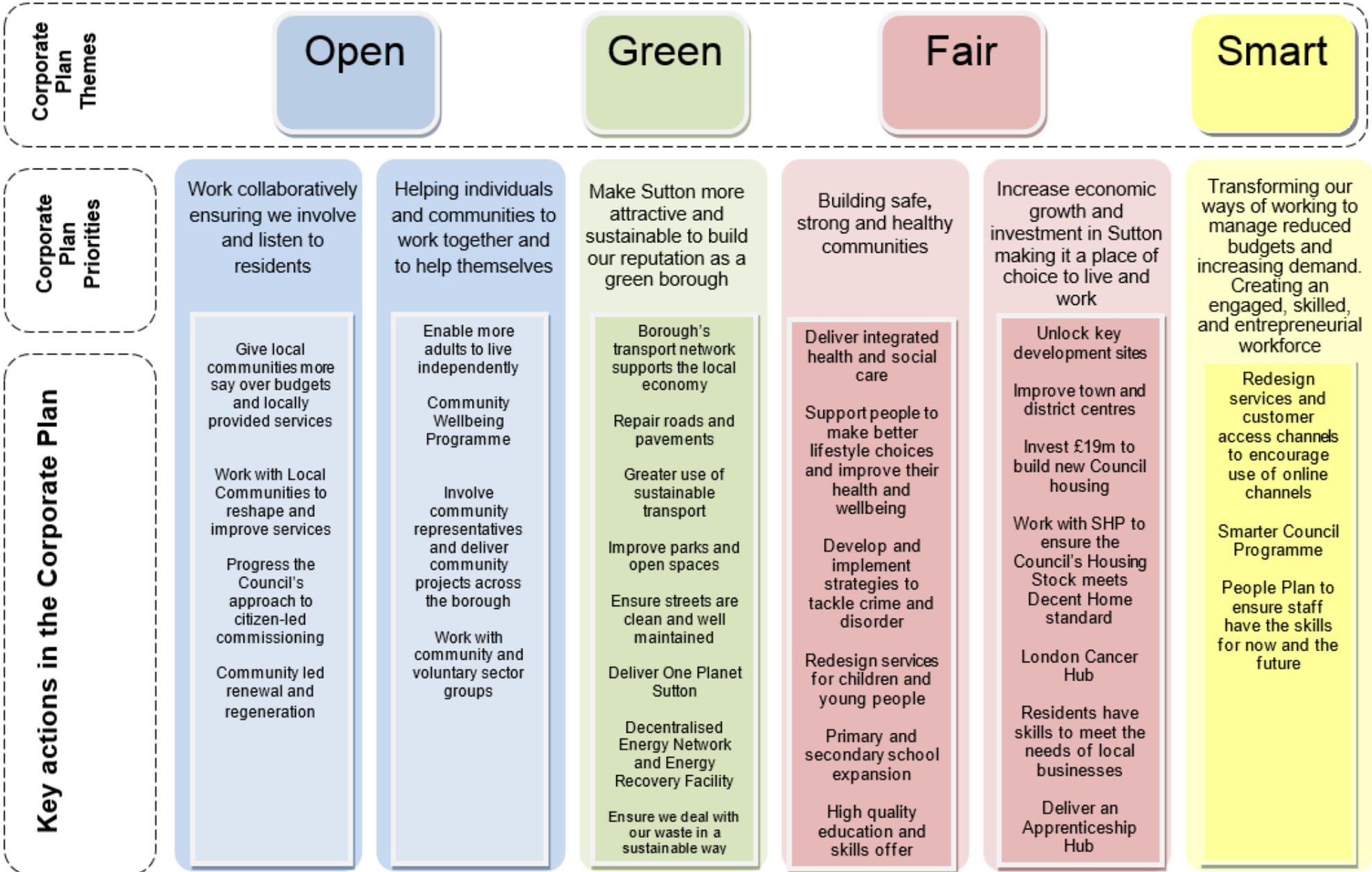


Table of Corporate Priorities, Key Actions, and Commissioning Activities

An Open Council

Working collaboratively ensuring we involve and listen to residents						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer
Listen to and involve local people so they can influence decisions and shape services	(1) Give local communities more say over budgets and the prioritisation of locally provided services	Continue to deliver Sutton's Future programme to ensure residents are given the opportunity to become more engaged and empowered in how the Council plans, reviews and commissions services.	Do , Review	Number engaged in Sutton's future consultations	Q4	Executive Head of Customers, Commissioning and Governance
	(2) Work with local communities to re-shape services and deliver improvements through local committees	Increase resident involvement in decision making across the Council through proactive community engagement and consultation, and agree local priorities through Local Committees.	Do, Review	Attendance at local committees Pilots delivered to increase engagement at two local committees	Q4	Executive Head of Environment Commissioning
Increase the opportunities for local people and community groups to be involved in commissioning services in their local area	(3) Develop and progress our approach to the citizen-led commissioning of services	Ensuring successful delivery of the citizen commissioning programme in partnership with Sutton Volunteer Centre	Plan, Do	Opportunities for direct involvement in current commissioning projects	Q4	Executive Head of Customers, Commissioning and Governance
	(4) Develop our approach towards community led renewal and regeneration to	Unlocking the potential of Beddington Strategic Industrial Location (SIL) by piloting intensification projects.	Analyse, Plan,	Additional employment floor space brought into productive use	Q4	Executive Head of Economic Development, Planning and Sustainability

Working collaboratively ensuring we involve and listen to residents

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer
	deliver effective and sustainable social, economic & environmental improvements	Designing and delivering a range of strategic environmental and infrastructure improvements in Beddington SIL and Village.	Analyse, Plan, Do	Sq m of infrastructure and highways improvements		
		Continue successful delivery of the HLF Beddington Park bid	Plan, Do	Levels of funding secured Residents' satisfaction survey (Park users)	Q4	Executive Head of Environment Commissioning

Helping individuals and communities to work together to help themselves

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
Improve the resilience of residents and communities so they can live full and	(5) Enable more adults to live independently and to make their own care and support arrangements	Continue the recommissioning of services being mindful of Care Act obligations	Do	Increase the % of social care clients receiving personal budgets. Increase the % of	Q4	Executive Head Adult Social Care

Helping individuals and communities to work together to help themselves

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
independent lives				social care clients taking up direct payments. Increase % of residents supported to live independently and safely in their community.		
		Continue to ensure that all eligible adults in need of social care receive a personalised service, taking a partnership approach to delivery.	Do, Review	Increase % of residents supported to live independently and safely in their community. Improved quality of life for residents.	Q4	Executive Head Adult Social Care
		Reduce reliance on residential care through development and promotion of supported living alternatives.	Plan, Do	Reduction in expenditure on residential care and shift of resources into community based alternatives.	Q4	Executive Head of Housing and Regeneration Executive Head of Adult Social Care
		Develop and implement a revised model for sheltered housing services in the borough, reflecting different tiers of care and support needs.	Analyse, Plan	Agreed model of Housing support	Q4	Executive Head of Housing and Regeneration
		Manage reduction of expenditure	Plan, Do	Reductions	Q4	Executive Head of

Helping individuals and communities to work together to help themselves

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		on housing support services through targeting services effectively.		achieved and most vulnerable people protected		Housing and Regeneration
		Recommission Personal Care Support	Analyse, Plan	New arrangements in place and mobilised	Q4	Executive Head Adult Social Care
		Deliver Housing Needs and Brokerage services as a Local Authority Trading Company	Do	LATC implemented	Q1	Executive Head of Housing and Regeneration
	(6) Deliver the Community Well-Being Programme to support residents and communities to look after themselves and each other	Review of Community Wellbeing Programme and associated outcomes	Review	Reduction in social isolation Improved quality of life for residents.	Q4	Executive Head of Wellbeing
		Consider future options for prevention strategy	Analyse	Strategy Completed	Q3	Executive Head of Wellbeing
Create inclusive communities in which people from different backgrounds have a sense of belonging	(7) Develop the role of community representatives and deliver community projects across the borough	Utilise Community Representatives on Local Committees, Young People, Friends Groups, Neighbourhood Grants, and volunteering programmes.	plan, Do	Increase number of Community representatives	Q4	Executive Head Environment Commissioning
	(8) Work in partnership with community groups and the voluntary sector to account for the needs of different communities	Build and develop the partnership relationships across the borough, including with community groups, the voluntary sector and the wider public sector through the Sutton in Partnership.	Plan, Do, Review	Delivery of small grants programme Infrastructure Support Fund delivered	Q4	Executive Head of Customers, Commissioning and Governance
		Council wide information and	Do, Review	Number of positive	Q4	Executive Head of

Helping individuals and communities to work together to help themselves

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		advice service delivered		outcomes achieved by new service		Customers, Commissioning and Governance

A Green Council

Making Sutton more attractive and sustainable to build on our reputation as a green borough						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
Improve the borough's transport infrastructure and promote sustainable modes of transport available to our residents	(9) Ensure that the borough's transport network supports the local economy and meets the current and future needs of the borough	Work collaboratively with TfL and LB Merton to develop the Tramlink extension to Sutton town centre	Plan	Funding for Tramlink extension confirmed.	Q4	Executive Head Economic Development, Planning and Sustainability
		Collaborative working and Public Affairs programme with TfL, Network Rail and Train and Bus Operators and South London Partnership boroughs to deliver the transport infrastructure required for the borough's growth aspirations	Review	Published 3rd party investment plans which benefit Sutton.	Q4	Executive Head Economic Development, Planning and Sustainability
	(10) Deliver a programme of works to maintain and repair the borough's roads and pavements	Implement selective road improvement schemes to reduce congestion and benefit all road users.	Do	Effective coordination of street works Reduced congestion	Q1	Executive Head of Safer and Stronger Communities
		Deliver the LIP programme (16/17) and review (15/16) previous year	Do, Review	LIP schemes completed	Q4	Executive Head of Safer and Stronger Communities
		Review delivery of shared highways, transport and enforcement service with RBK	Review	Service Level Agreement measures met	Q1	Executive Head of Safer and Stronger Communities
	(11) Encourage greater use of sustainable modes of transport through our Sustainable	Co-ordinate Sutton's new Sustainable Transport Strategy through: sustainable School Travel Plans; updating and implementing the Parking Policy; enhancing the	Do	Reduce the % of car journeys Maintain the % of children walking to	Q4	Executive Head of Economic Development, Planning and Sustainability

Making Sutton more attractive and sustainable to build on our reputation as a green borough

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
	Transport Strategy	borough cycle network and pedestrian environment; and promoting sustainable travel.		school. Maintain the % of cyclists and walkers.		
		Review effectiveness of Air Quality Action Plan.	Do	Increase in number of businesses signed up to EcoStar fleet emission reduction programme.	Q4	Executive Head of Service, Safer and Stronger Communities
Maintain the quality and attractiveness of the local environment	(12) Deliver improvements to parks and open spaces to ensure they are accessible and safe for all residents	Re-commission parks and open spaces service as part of the South London Waste Partnership	Do	Contract successfully awarded Maintain the % of residents satisfied with parks.	Q3	Executive Head of Environment Commissioning
		Work with partner organisations (Marathon Trust, HLF, Viridor Credits), community Friends Groups and Local Committees to increase external funding contributions and continue to deliver improvements to parks.	Analyse, Plan, Do	External funding achieved Refreshed park management plans	Q4	Executive Head of Environment Commissioning
	(13) Implement changes to the street cleaning service to ensure that the borough's streets are clean	Re-commission Street Cleaning services as part of the South London Waste Partnership	Do	Maintain the % of residents satisfied with street cleaning.	Q3	Executive Head of Environment Commissioning

Making Sutton more attractive and sustainable to build on our reputation as a green borough

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
	and well maintained					
Build on our ambitions to be London's most sustainable suburb	(14) Work with our partners and local communities to deliver our One Planet Sutton targets	Deliver One Planet borough priority targets to support healthy communities and the local economy; cut carbon emissions and waste; and value the natural environment.	Do	One planet Sutton targets delivered Increase in external funding for sustainability activities.	Q4	Executive Head Economic Development, Planning and Sustainability
		Complete delivery of awareness-raising and behaviour change campaigns to embed borough wide change	Do, Review	Increase household recycling rate to 40% by 2017.	Q4	Executive Head Environmental Commissioning
		Scoping of key sustainability projects to include carbon reduction and community energy	Analyse, Plan	Feasibility cases produced	Q2	Executive Head Economic Development, Planning and Sustainability
		Embed sustainability in Commissioning Framework	Do	Sustainability metrics included in major procurement analyses.	Q2	Executive Head Economic Development, Planning and Sustainability Executive Head of Customers, Commissioning & Governance
	(15) Deliver a Decentralised Energy Network and an Energy Recovery Facility by 2017/18	Complete an OJEU compliant procurement process and appoint a contractor (s) to design, build, operate and maintain a heat energy network for the borough, through an Energy Services	Do	Reduce the % of CO2 emissions in the borough. Improve self	Q2	Executive Head Economic Development, Planning and Sustainability

Making Sutton more attractive and sustainable to build on our reputation as a green borough

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		Company (ESCo).		sufficiency of energy supply.		
		Progress the commissioning and delivery of a new Energy Recovery Facility.	Do	Contribute to the reduction of landfill waste disposal and reduction in % of CO2 emissions.	Q4	Executive Head Environment Commissioning
	(16) Ensure that we deal with our waste in a more sustainable and cost effective way	Re-commission Waste Collection services as part of the South London Waste Partnership	Do	Increase the % of waste diverted from landfill. Reduce cost of services.	Q4	Executive Head Environment Commissioning
		Monitor the effectiveness of Household Re-Use and Recycling Centres (HRRC) in order to deal with waste more sustainably and reduce the costs of waste disposal.	Review	Contract remains cost effective for Household Re-use and Recycling Centres (HRRC).	Q3	Executive Head Environment Commissioning

A Fair Council

Building safe, strong and healthy communities						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
Improve people's health and reduce health inequalities between different areas of the Borough	(17) Deliver integrated health and social care services for older and disabled people	Progress integration of adult social care health services within the People Directorate with the Sutton Clinical Commissioning Group, Children's Services and other partners.	Do	Success criteria for Better Care Fund achieved. Joint commissioning strategy developed through Health and Wellbeing Strategy	Q4	Executive Head of Community Wellbeing and Health Partnerships Executive Head Adult Social Care
		Implementation of the Better Care Fund proposals and joint commissioning strategies	Do	Success criteria for Better Care Fund achieved.	Q4	Executive Head Adult Social Care
	(18) Support people to make better lifestyle choices to help improve their health and wellbeing	Work with services across the Council, the health service, and partner agencies to implement the Health and Wellbeing Strategy.	Review	Reduce the difference in life expectancy at birth between Sutton wards.	Q4	Director of Public Health
		New contracts start on April 1 2016 for all mandatory and non-mandatory commissioned public health services; NHS health checks, stop smoking, healthy lifestyles, substance misuse, sexual health and family planning services. and 0-19 years services	Do, Review	Contract outcomes and KPIs delivered operational review at each year of the contract	Ongoing Q4	Director of Public Health
Reduce crime and the fear of crime	(19) Develop and implement strategies to tackle crime and	Review Crime and Disorder Strategy including: Domestic Abuse Strategy; Community	Do, Review, Analyse, Plan	Reduce the number of criminal offences committed per 1,000	Q4	Executive Head of Service, Safer and Stronger Communities

Building safe, strong and healthy communities						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
	disorder including anti-social and other behaviour that is affecting the local environment as well as the misuse of drugs and alcohol	Trigger remedy for anti-social behaviour; and MARAC (a multi-agency risk management panel).		<p>population</p> <p>Increase the % of people who say their perception of crime and disorder has improved</p> <p>Increase the number of domestic abuse referrals and increase reporting on domestic abuse outcomes.</p> <p>Reduction in number of repeat domestic abuse incidents</p>		
Raise ambitions and outcomes for children, young people and families	(20) Re-design our services for children, young people and families based on local need and with a focus on early intervention and prevention	Redesign for Children's centres delivered and investigate potential commissioning options Co-location with PH services for Children	Do, Review	<p>Redesign and Savings delivered</p> <p>Demand for tier 2 / 3 statutory interventions maintained</p>	Q4	Executive Head of Education and Early Intervention
		Delivery of redesigned Youth Service offer	Do, Review	<p>Redesign and Savings delivered</p> <p>New service implemented and operational</p>	Q1 Q4	Executive Head of Education and Early Intervention

Building safe, strong and healthy communities						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		Deliver Early Intervention / Early Help Strategy action plan with partners.	Do, Review	Appoint Early Intervention Lead to drive forward action plan. Action Plan KPIs delivered	Q1 Ongoing	Executive Head of Education and Early Intervention
		Integrate Children and Adolescent Mental Health Services (CAMHs) Tier 2 including Looked After Children delivered	Review	Integrated service delivered Contract KPIs achieved	Q1 Q1/2/3/4	Executive Head of Safeguarding
		Continue to deliver phase 2 of the Families Matter agenda which includes tackling issues associated with poverty, housing, criminal activity, and education by taking a multi-agency approach.	Do	240 families engaged with programme	Q4	Executive Head of Education and Early Intervention
	(21) Deliver the Primary and Secondary school expansion and new build programme	School places are provided for a rapidly increasing population through the 2016 and 2017 School Expansion programme.	Do	Additional school places delivered to time and budget.	Q2	Executive Head of Education and Early Intervention
		New secondary school site identified	Analyse	Deliver successful planning approval in timely way	Q3	Executive Head of Education and Early Intervention
				Technical Design Complete	Q4	

Building safe, strong and healthy communities						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
	(22) Enable children and young people to achieve their ambitions by supporting a high quality education and skills offer in the borough	Commission a new delivery model for school improvement and support services	Plan and do	Schools continue to access high quality services Schools maintain OFSTED ratings New delivery model in place Service outcomes delivered	Q4	Executive Head of Education and Early Intervention
		Deliver Inclusion Strategy to improve attainment and progress for pupils with Special Educational Needs (SEN), increasing the use of mainstream and other in-borough specialist resources for pupils with SEN.	Do	Increase in the number of SEN children accessing Sutton's specialist schools Increase in SEN pupils accessing mainstream schools	Q4	Executive Head of Education and Early Intervention

Increasing economic growth and investment in Sutton making it a place of choice to live and work						
By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
Increase the attractiveness of the borough to developers and businesses	(23) Work with developers to unlock key development sites across the borough	Exploit our 'one-Sutton' approach to deliver identified development sites as set out in the Local Plan.	Do	Increase in the number, range and tenure of properties built. Increase in the number of major development sites where planning decisions implemented.	Q4	Executive Head of Service for Economic Development, Planning and Sustainability Executive Head of Housing and Regeneration
		Re-commission the Development Management and Building Control services.	Analyse, Plan	Agreed approach to reduce overall processing time to determine applications.	Q4	Executive Head of Service for Economic Development, Planning and Sustainability
	(24) Improve the borough's town and district centres	New Local Plan delivered	Do	Submission of Local Plan for public enquiry.	Q4	Executive Head of Economic Development, Planning and Sustainability
		Sutton Town Centre Master Plan adopted and phased delivery strategy in place.	Plan, Do	Phase One sites identified with delivery strategy for each.	Q3	Executive Head of Economic Development, Planning and Sustainability
		Maximise economic regeneration benefits of developing the Gas Holder site for the north end of Sutton High Street through co-	Plan, Do	Increase footfall in Town Centre	Q3	Executive Head of Economic Development, Planning and Sustainability

Increasing economic growth and investment in Sutton making it a place of choice to live and work

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		ordinated investment.				
Increase the level of affordable housing and improve the quality of existing council housing in the borough	(25) Invest £19m to build new council housing	Provide affordable housing to meet the borough's needs as far as possible by: consulting on and submitting planning applications, procuring a partner to develop specific sites and implementing a new approach to identifying suitable assets for redevelopment.	Do	Increase the number of new and affordable homes.	Q4	Executive Head of Housing and Regeneration
	(26) Work with Sutton Housing Partnership to ensure the Council's housing stock meets the Decent Homes Standard	Monitor and support the delivery of the Decent Homes Standard programme and regeneration schemes.	Do	Increase the % of social housing that meets the government's 'Decent Homes' standard.	Q4	Executive Head of Housing and Regeneration
Increase skills development and job opportunities for local people	(27) Establish career pathways for a life science cluster in the borough (now known as London Cancer Hub)	Work with the Institute of Cancer Research, The Royal Marsden NHS Foundation Trust and Epsom and St Helier University Hospital NHS Trust to deliver world-class, research-led cancer treatment and significant benefits for the local and wider London economy.	Do	Collaboration agreement.	Q1	Executive Head of Economic Development, Planning and Sustainability
				Development Framework adopted by Partners.	Q2	
				Land policy agreement	Q3	

Increasing economic growth and investment in Sutton making it a place of choice to live and work

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		Develop strategy for life science education within schools.	Do	Strategy Delivered Action Plan to implement across borough schools delivered	Q2 Q4	Executive Head of Education and Early Intervention Executive Head of Economic Development, Planning and Sustainability
	(28) Ensure local residents have the required skills to meet the needs of local businesses	Identify growth businesses and their recruitment needs across the borough and address gaps in provision /availability of appropriate skills and qualifications in the workforce. Develop the Apprenticeship Hub. Review Our Place Mental Health employment project within the local and sub-regional context of the re-commissioning of employment support services for those furthest from the workplace.	Do	Develop business-led skills provision Increase the number of apprenticeships Reduce the number of residents claiming Job Seekers Allowance % increase year on year in number of job seekers with complex needs securing paid employment	Q4	Executive Head of Economic Development, Planning and Sustainability

A Smart Council**Transforming our ways of working to manage reduced budgets and increasing demand**

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
Be at the forefront of developing new models of service delivery	(29) Re-design services and customer access to encourage the use of online channels	Implement the second phase of the Digital Programme leading to 50% of transactions being completed online	Do	<p>Increase in the number of web transactions</p> <p>Reduce face to face and telephone contacts</p> <p>Better Connected Rating from SOCITM (Society of information technology management)</p> <p>Increased customer satisfaction with accessing council services online</p>	Q4	Executive Head of Customers, Commissioning and Governance

Transforming our ways of working to manage reduced budgets and increasing demand

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
Be a low cost council that is transparent and open about how we spend our money	(30) Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the Council's savings gap	High value and transformative projects and programmes are effectively managed, with appropriate scrutiny and challenge through the Corporate programme management office	Plan and Do	Deliver all currently agreed projects on time Savings delivered New projects to be fully incorporated in current programme	Q4	Executive Head of Customers, Commissioning and Governance
		Implement Library strategy and reconfiguration of library services to meet future demand	Do	New Library Management System implemented Strategy Action Plan delivered and required activity fully operationally	Q1 Q4	Executive Head of Wellbeing
		Consider future of Sutton Inclusion Centre and Cheam resource centre	Analyse	Buildings operational at cost neutral position	Q1	Executive Head of Wellbeing
		Explore and progress implementation of new delivery options for a range of back office services including: <ul style="list-style-type: none"> ● Revenues and benefits ● Human Resources ● Finance ● Internal Audit ● Customer Services 	Analyse, Plan, Do	Reviews achieved. Shared HR Service and Shared Pension Administration Service live.	Q4	Executive Head Finance Executive Head Business Services Executive Head Customers Commissions and Governance

Transforming our ways of working to manage reduced budgets and increasing demand

By 2018/19 we want to...	Key Actions in the Corporate Plan	Key Commissioning Activities	Stage(s) in the Commissioning Cycle	Measures of Success	When	Lead Officer / Member
		<ul style="list-style-type: none"> Pension Administration 				
		Explore opportunity for shared delivery vehicle with Royal Borough of Kingston Upon Thames	Plan	Business case complete and agreed	Q3	Executive Head Customers Commissions and Governance