

# Ambitious for Sutton 2018 - 2023

A GREAT PLACE TO LIVE, WORK AND RAISE A FAMILY



## Foreword from the Leader

I am very grateful for the trust and confidence that Sutton residents have placed in us to run the council for another four years. I am proud of our strong track record, delivering essential front line services despite the challenges of ongoing national austerity and increasing pressures caused by less funding from government but more people with greater needs.



We have a clear vision for the kind of place we want Sutton to be. Our ambitious and exciting plans are underpinned by our shared values and will ensure that Sutton has a reputation as a great place to live, work and raise a family.

If we are to truly achieve this goal, we need to make sure that everyone is able to achieve their potential and succeed at all stages in life. We want to help individuals, families and communities to be more resilient so they can have control over their lives and sustain this success themselves. Of course we'll be there when needed and will always support the most vulnerable to have the same opportunities as everyone else.

We are taking a leading role with local partners so we can tackle health inequality, deliver more family sized and affordable homes that the market has failed to deliver, ensure every child has a good start in life as well as delivering our commitment to be an Age Friendly borough where older people are valued, respected and listened to. Listening to and involving local communities has always been a characteristic of this council. But we are not complacent and will learn the lessons from the past to ensure our front line services deliver what our residents want, taking quick action to improve where necessary.

Despite all the challenges local services face, we are pushing ourselves and the other public services harder than ever to ensure Sutton's continued success. Delivering the best services that offer local tax payers value for money is not an end in itself. We must also make sure that local people are accessing and using them all to the full, reaching out through our strong partner networks and in more innovative ways so people can make the best choices for themselves.

## Introduction by the Chief Executive

Sutton Council's four-year corporate plan sets out the strategy and programmes that will deliver the ambitious commitments that have been brought forward by the Leader and her colleagues to improve the lives of local people. It allows us to focus our resources where they are needed in order to deliver Sutton's priorities and to provide transparency about why the council needs to take certain decisions in order to achieve specific outcomes for different groups.

The backdrop to this plan is continued reductions in grant funding from central government, expected cost increases, ongoing demand pressures and unfunded or inadequately funded new responsibilities for the council. In order to respond to this challenge, rather than looking at how the council can make savings in individual service areas, we will look at it on the basis of how we might best spend the total resources we have to achieve the outcomes local people want.

Reviewing and re-commissioning services has already resulted in the council being able to meet the challenges that austerity has presented. In order to continue to be able to address the ongoing reduction in funding and associated budget gap, it is the time for a refined approach that is set out in this plan. This means looking at a number of service areas together, rather than on a directorate by directorate basis, under four new outcome-based themes.

1. Being Active
2. Making Informed Choices
3. Living Well Independently
4. Keeping Individuals and Communities Safe

The details of each theme are set out in detail in this plan, but can be summarised as follows:

Being Active, where residents live healthy lifestyles and are economically, socially and physically active. Supporting activity will see the physical environment maintained and improved, investment in our young people to make



We will continue to support and enhance the distinctive villages that make up the borough, prioritising growth that benefits residents, for example through new employment opportunities and improved public spaces. Local businesses are the lifeblood of the borough and we will do all we can to support companies to thrive and entrepreneurs to succeed. I am proud of our environmental record that we have pioneered for many years but now we need to go further still, improving our recycling rates and also air quality and ensuring that Sutton makes its contribution to encouraging sustainable living and sustainable transport.

This council is highly ambitious for Sutton and will always fight for the borough at every opportunity, whether it be for additional resources or through our development of the London Cancer Hub that will make us known throughout the country as a global centre of excellence in this field.

So these are exciting times and there is a lot to be done. We want to make sure that we are open and transparent about our progress which is why our four-year corporate plan is so important. It sets out in detail the fresh themes and programmes that will guide all of our activities so that we focus our resources on residents' priorities and achieve our vision of being a borough in which all can take part and take pride.

**Cllr Ruth Dombey, Leader**

the best start in life and where residents have access to volunteering activities as well as tackling social isolation.

Making Informed Choices, where individuals, families and communities are able to access a diverse range of information, advice and guidance to make informed choices for sustained change.

Living Well Independently, where we build on individual or community resilience and their assets to help people maintain their independence so they can live full, safe and independent lives.

Keeping People Safe, with a joined up approach by all public services to ensure that vulnerable residents are supported and kept safe.

This will all be underpinned by the council working in smarter ways to manage reduced budgets and increasing demand. We will re-design services to increase efficiency and utilise digital opportunities wherever possible and deliver an agreed programme of transformation through the Smarter Council programme. We will support our staff so they have the skills to operate in a smaller but more entrepreneurial environment and bring in new ways to track our performance as delivery will cut across different directorates.

Working in new ways includes our commitment to effective delivery with our partners. Some local issues can only be taken forward by strong joint working. The Sutton Plan sets out for the borough clear and focused partnership activity, together we will support young families at risk of disadvantage, tackle domestic violence and abuse, and continue to ensure that low income older people live longer.

Crucially, the council will want to make sure that staff and residents understand, and have their say, about the change in the way that we will be organising ourselves in order to keep delivering much valued local services. We look forward to some excellent engagement and discussions over the coming months and years as it is through collaborative working, partnership and involving local people in decision making that Sutton will go from strength to strength.

**Niall Bolger, Chief Executive**

## Being Active Citizens

**“All residents live healthy lifestyles and are enabled to be economically, socially and physically active”**

Outcome	Key Commissioning Activities
The physical environment is maintained and improved for all residents	01 Area improvement and renewal schemes, co-designed with residents and businesses delivered in key priority areas across the borough: <ul style="list-style-type: none"> <li>● A new area renewal scheme for Rosehill in St Helier including shopfront and public space improvements</li> <li>● A new area renewal scheme for Clockhouse including shopfront and community space improvements and explore opportunities relating to development of Alexandra Gardens</li> <li>● Continue the Beddington improvement programme including major TfL scheme on Beddington Lane and related local improvements</li> </ul>
	02 Investment in the Boroughs’ heritage and protect it for future generations, working with local community groups to: <ul style="list-style-type: none"> <li>● Deliver our town centre Heritage Action Zone (HAZ) enhancing and protecting our listed buildings</li> <li>● Restoration and protection of heritage properties in Carshalton and Cheam, including a management plan for each area</li> <li>● Protect and renovate our historic buildings, by continuing to bid for Heritage Lottery funds to maintain and improve our historic buildings</li> </ul>
	03 Continue to regenerate council estates providing a better environment for current and new residents, including the 7 potential regeneration estates named in the Sutton Local Plan 2016-31: <ul style="list-style-type: none"> <li>● Beech Tree Place</li> <li>● Benhill</li> <li>● Chaucer Gardens</li> <li>● Collingwood Estate</li> <li>● Elm Grove</li> <li>● Rosebery Gardens</li> <li>● Sutton Court</li> </ul> All options and proposals are subject to feasibility, viability and resident support.
	04 Continue to reduce litter and fly tipping across the borough through: <ul style="list-style-type: none"> <li>● The effective contract management of the borough’s street cleaning contract</li> <li>● Delivering a programme of education and enforcement to encourage people to look after their local area</li> </ul>
	05 Invest in transport infrastructure across the borough: <ul style="list-style-type: none"> <li>● Delivering our electric policy promoting electric vehicles and providing charging points</li> <li>● Deliver an electric bike scheme to encourage sustainable travel across the borough</li> <li>● Continue to work collaboratively with Transport for London and London Borough of Merton to develop the Tramlink extension to Sutton including a comprehensive public consultation of the different options for the route of the tram</li> </ul>

06	<p>Implementation of the Local Plan to deliver:</p> <ul style="list-style-type: none"> <li>• New regeneration areas</li> <li>• New housing development</li> <li>• Retail, office and industrial development and employment opportunities</li> <li>• Infrastructure provision</li> <li>• The protection of green space</li> <li>• Reducing pollution and climate change and improving transport</li> </ul>
07	<p>Implement selective road improvement schemes to reduce congestion and benefit all road users across the borough including specific schemes to:</p> <ul style="list-style-type: none"> <li>• Deliver two new Quietways working with TfL and Sustrans, linking Morden underground station and Sutton town centre and a second scheme from Waddon to Worcester Park</li> <li>• Better connect the Wandle Trail cycle route</li> </ul>
08	<p>A more cohesive, borough-wide approach to parking management to enable a more intelligent approach to enforcement:</p> <ul style="list-style-type: none"> <li>• Extensive and ongoing consultation with residents and business on parking issues and different options to address issues</li> <li>• Schemes implemented to address parking issues across the borough</li> </ul>
09	<p>Increase the amount and range of activities in our parks:</p> <ul style="list-style-type: none"> <li>• Review and develop a Parks and Open Spaces Strategy</li> <li>• Work with partner organisations, Friends Groups and Local Committees to increase external funding contributions to deliver improvements to parks</li> <li>• Deliver one of the largest Parkland areas in London through quality landfill restoration in Beddington</li> <li>• Maintain parks policing and commitment to supporting Friends Groups, organised activities and keeping parks safe and free of anti-social behaviour</li> </ul>
10	<p>Support community tree-planting schemes with the aim of achieving over 2,000 new trees across the borough:</p> <ul style="list-style-type: none"> <li>• Sponsorship of new trees</li> <li>• Seek funding for planting through planning and other funding opportunities</li> </ul>
11	<p>Develop and embed our new Sustainability Strategy to:</p> <ul style="list-style-type: none"> <li>• Ensure that sustainability is considered in every aspect of the council's work</li> <li>• Continue to seek out opportunities to improve the sustainability of the borough</li> </ul>
12	<p>Aim to become the top UK borough for recycling:</p> <ul style="list-style-type: none"> <li>• Management of waste collection, street cleaning and parks contracts to ensure effective delivery of the service</li> <li>• Keep Household Re-Use and Recycling Centre (HRRC) free for residents and ensure waste is managed sustainably and the costs of waste disposal reduced</li> </ul>

		<ul style="list-style-type: none"> <li>• Communication campaigns to encourage people to reduce waste and increase the amount they recycle</li> </ul>
	13	Commission and deliver a new Energy Recovery Facility on behalf of the South London Waste Partnership and deliver sustainable renewable energy via SDEN, our decentralised energy network.
	14	Improve air and water quality within the borough through the development and implementation of action plans
	15	<p>Deliver more affordable housing to support the borough's needs:</p> <ul style="list-style-type: none"> <li>• Use our council-owned company Sutton Living Ltd to build more council homes across the borough</li> <li>• Directly purchase property to use as temporary accommodation</li> <li>• Supporting Sutton Housing Partnership to achieve excellence</li> <li>• Ensure effective Implementation of the Homelessness Reduction Act</li> </ul>
Invest in our young people to ensure they have opportunities to make the best start in life	16	<p>School places are provided for a rapidly increasing population through the School Expansion programme:</p> <ul style="list-style-type: none"> <li>• Progress the delivery of a new secondary school at Belmont , linking our new school in Belmont with the Institute for Cancer Research for great career opportunities</li> <li>• Encourage a university campus in the borough with the support of the Institute of Cancer Research (a constituent college of the University of London), explore options for student accommodation and an expanded academic offer on site</li> <li>• Ensure that the Local Offer for those with Special Educational Needs and/ or Disabilities (SEND) is improved so that needs are met locally, wherever possible</li> </ul>
	17	<p>Improve partnership working with schools to provide high quality education across the borough and to tackle issues encountered by our young people:</p> <ul style="list-style-type: none"> <li>• partnership working to reduce self-harming and ensure young people have the skills and good mental health to achieve at school</li> </ul>
	18	<p>Deliver more employment opportunities and apprenticeships, particularly for Sutton's young people, by attracting new businesses into the borough:</p> <ul style="list-style-type: none"> <li>• Work to ensure all our young people are in education, work or training</li> <li>• Develop a Young Entrepreneurs Scheme</li> <li>• Monitor the South London Partnership Health and Work programme and ensure coordination with local employment support programmes</li> <li>• Ensure that young people with SEND have supported employment and apprenticeship opportunities that prepare them for adulthood</li> <li>• Develop Apprenticeship Schemes specifically linked to local businesses</li> </ul>
	19	Improve opportunities for looked after children, providing more apprenticeship places for care leavers.
	20	Use our enhanced library service to grow the readers of the future and narrow the digital divide.

	21	Take a whole family approach to addressing issues for young people, and embed the Family Group Conference service to empower families to find their own solutions to emerging problems.
Residents have access to and take up good quality employment opportunities within the Borough	22	Work with the Institute of Cancer Research, The Royal Marsden and Epsom and St Helier NHS Trust to deliver world-class, research-led cancer treatment, with significant benefits for the local and wider London economy.
	23	Ensure a vibrant town centre through a phased strategy for delivery of Sutton Town Centre Master Plan: <ul style="list-style-type: none"> <li>• improve the Sutton High Street with new markets, improved facilities and exciting temporary arts events</li> <li>• improve the marketing of current programme of activities within the town centre</li> </ul>
	24	Provide support packages for small businesses and entrepreneurs and ensuring a skilled local workforce through our Skills Match programme.
Residents feel less socially isolated and have access to, and take up, volunteering activities	25	Continue to deliver the local local time banking scheme, Sutton Giving, to actively encourage people to give their time and skills.
	26	Strengthen partnership relationships across the borough, including with community groups, the voluntary sector and the wider public sector.
	27	Ensure there is accessible and good quality support for carers across the borough.
	28	Develop community resilience models which enable the third sector, carers and local communities to promote arrangements which meet local needs and reduce the need for statutory services.
	29	Provide a high quality modern library service <ul style="list-style-type: none"> <li>• Deliver a cultural hub for Sutton and a new gallery space in Sutton library</li> </ul>

## Making Informed Choices

**“Individuals, families and communities are able to access a diverse range of information, advice and guidance to make informed choices and enable them to sustain change”**

Outcome	Key Commissioning Activities	
Wide range of accessible sources of information and advice available at the right time	01	Improve council customer services, by reviewing how local people contact the council and how their requests for services are handled. Our approach will encourage people to do more for themselves and each other - making the most of resources available in the community.
	02	Develop Information and Advice services that help local people stay well and lead full lives, as their circumstances change: <ul style="list-style-type: none"> <li>● Simplify access to Information and Advice services so that local people can easily access the information they need, when they need it</li> <li>● Integrate the information and advice we provide with other agencies so that information and advice is joined-up</li> </ul>
	03	Ensure that all families in the borough have equal opportunities through access to good Information, Advice and Support Services, with an improved and co-produced Local Offer website for Children and Young People with SEND.
	04	Create opportunities for meaningful resident involvement in decision making across the council through effective community engagement, reviewing the role of Local Committees.
Residents can make well-informed choices for sustained change	05	Work with schools to deliver and promote healthy living habits in young people: <ul style="list-style-type: none"> <li>● Deliver healthy eating programmes</li> <li>● Tackle obesity and mental health issues</li> <li>● Encourage more Sutton schools to adopt the Daily Mile programme</li> </ul>
	06	Maintain the Life Centre as a place promoting public protection and fire safety: <ul style="list-style-type: none"> <li>● Enhance the life skills tours provided to schools</li> <li>● Enable additional interactive workshops and schools learning materials</li> <li>● Enhance the Life Centre’s function as a community facility and first class library</li> </ul>
	07	Leisure services meet the needs of Sutton residents, enhance the services provided by other providers, and increase health and wellbeing: <ul style="list-style-type: none"> <li>● Offer our older residents more opportunities to keep active and healthy</li> <li>● Review our Leisure services</li> <li>● Build on the success of Sutton Hello and the Wallington Community Wellbeing Group to work with community groups to roll out similar schemes across the borough</li> </ul>

	08	Work with the CCG to embed social prescribing within GP practices as part of the next phase of Sutton Health and Care.
	09	Deliver the Better Contacts project in partnership with London Fire Brigade.

## Living Well Independently

**“Building on individual and community resilience and assets to help people maintain their independence for as long as possible”**

Outcome	Key Commissioning Activities	
Improve the resilience of residents and communities so they can live full and independent lives	01	Become the first borough recognised as an Age-Friendly Borough by Age UK and continue to develop our status as a Dementia-friendly borough.
	02	Continue to integrate Health and Social Care services by: <ul style="list-style-type: none"> <li>● Continuing the successful delivery of Sutton Health and Care</li> <li>● Maintaining our excellent START rehabilitation programme</li> </ul>
	03	Develop our support for people to remain independent and in the community for as long as possible, reducing the use of nursing care and hospital admissions: <ul style="list-style-type: none"> <li>● Enable people to live longer, more fulfilled and happier lives in the community through the use of innovative assistive technology to support individuals and their carers, to both increase people’s independence and their ability to self-support</li> <li>● Review use of the Sutton Inclusion Centre</li> </ul>
Residents are supported to live safely and Independently in their community	04	Design support and provision to ensure that young people with SEND are prepared for adult life and become as independent as they can.
	06	Ensure that all eligible adults in need of social care receive a personalised service, taking a partnership approach to delivery.
	07	Implement a revised commissioning model for housing support services in the borough to make the best use of resources, maximising people’s independence so that they do not need residential care.
	08	Reassessment of the way in which statutory Adults services tasks are currently organised. A particular focus will be on: <ul style="list-style-type: none"> <li>● practice standards</li> <li>● NHS funded Continuing Healthcare</li> <li>● Developing workforce capacity</li> </ul>

## Keeping People Safe

**“A joined up approach by all public services to ensuring that vulnerable residents are supported and kept safe”**

Outcome	Key Commissioning Activities	
Work with partners to ensure that local safeguarding needs are identified and addressed	01	Increase mental health support for young people: <ul style="list-style-type: none"> <li>● Tackle self-harming and depression in secondary school students</li> <li>● Champion and support improved mental health services</li> </ul>
	02	Deliver Crime and Disorder Reduction Strategy: <ul style="list-style-type: none"> <li>● Delivery of Community Safety Strategy 2017-20</li> <li>● Maintain or reduce number of criminal offences per 1,000 population</li> <li>● Increase % of people whose perception of crime and disorder has improved</li> <li>● Increase number of domestic abuse referrals and increase reporting on domestic abuse outcomes</li> <li>● Reduction in number of repeat domestic abuse incidents</li> <li>● Reduction in the number of repeat ASB victims</li> </ul>
	03	Strengthen multi-agency working to improve outcomes for children, young people and families experiencing domestic abuse and violence.
Services are redesigned and ensure vulnerable residents are supported and kept safe	04	Reduce the number of young people becoming looked after: <ul style="list-style-type: none"> <li>● Deliver the edge of care London social impact bond</li> <li>● Young people remain with a primary caregiver</li> <li>● Access to high quality intensive interventions that would not be viable to commission on a stand-alone basis</li> </ul>
	05	Maintain high quality residential and nursing care establishment provision locally.
	06	Pursue opportunities for further integration of adult social care, health services, Clinical Commissioning Group, Children’s Services and other partners: <ul style="list-style-type: none"> <li>● Maintain our position as one of the top London boroughs for hospital discharges</li> <li>● Ensure a strong role in local health care</li> <li>● Ensure a strong Local Area Partnership that enables the borough to have a comprehensive Local Offer that promotes high quality outcomes for children and young people with SEND.</li> </ul>
	07	Develop a revised transition procedure, process and guide for young people and families.
	08	Redesign Early Help Services across the council and partners, with jointly commissioned evidence-based strategies for early intervention:

		<ul style="list-style-type: none"> <li>• 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</li> <li>• System review of commissioned services with a focus on early help and prevention of statutory intervention that is aligned to locality teams</li> </ul>
	09	Implement LAC Commissioning Strategy recommendations to reduce the cost of placements and improve placement processes.
	10	Build, maintain and restore relationships through implementing a Restorative Practice Model across children's social care.

**Smarter ways of working**  
**“Transforming our ways of working to manage reduced budgets and increasing demand”**

Outcome	Key Commissioning Activities	
Re-design services to increase efficiency and utilise digital opportunities wherever possible	01	Deliver the second phase of the digital programme through focusing on exploitation of new platforms, a review of high cost and high volume customer journeys and taking opportunities to create a ‘smart place’ including: <ul style="list-style-type: none"> <li>● Delivery of Smart Place initiatives</li> <li>● Continued modernisation of library network</li> <li>● Continue to re-design service areas to deliver greater efficiencies and new ways of working</li> </ul>
	02	Improve the Planning Service’s customer service and ensure that new ICT platform is utilised to its full extent.
	03	New model for delivery of customer service function delivered. Including: <ul style="list-style-type: none"> <li>● Shared customer contact centre with Kingston and new Customer Service team structure</li> <li>● Digital platform business case to replace our legacy CRM</li> <li>● Launch of Customer Access Strategy</li> <li>● New outcomes performance framework with focus on first time resolution, reducing avoidable contact and enabling channel shift across services</li> </ul>
	04	Development of Commissioning Support Hub with new model for council wide Commissioning and Contract management.
Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the council’s savings gap	05	Effectively manage high value and transformative projects and programmes, ensuring appropriate scrutiny and challenge through the Corporate programme management office: <ul style="list-style-type: none"> <li>● Deliver all currently agreed projects on time</li> <li>● Savings delivered</li> <li>● New projects to be fully incorporated in current programme</li> </ul>
	06	Continue to explore new delivery models for a range of services including staff spin outs, local authority trading companies, shared services and social enterprises as and when appropriate.
	07	Ensure appropriate and consistent governance of shared services and other new delivery models, including a review of current arrangements: <ul style="list-style-type: none"> <li>● Independent review of constitution to ensure our overall governance remains fit for purpose for the council’s commissioning and service delivery arrangements</li> </ul>

	08	Increase income from the investment property portfolio through acquisition and adopting a more commercial approach.
Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	09	<p>Delivery of Organisational Development (OD) strategy and Workforce Strategy through Smaller Bigger Different programme, including:</p> <ul style="list-style-type: none"> <li>• Updated OD Strategy</li> <li>• Outcomes based commissioning</li> <li>• Effective and ongoing working with community groups across the borough to understand issues and held meet challenges faced</li> </ul>
	10	Implement the council's apprentice levy to deliver apprentice opportunities across the authority particularly in those areas that have historically been difficult to recruit to.
	11	<p>Continue to deliver improved communication, lobbying and public affairs work across the organisation and wider partners:</p> <ul style="list-style-type: none"> <li>• Outcome based council wide communications plan delivered</li> <li>• Opportunity Sutton Public Affairs and Marketing Strategy delivered</li> <li>• Campaign for improved public transport, including buses, Crossrail and Tram, especially to help develop the London Cancer Hub (LCH)</li> </ul>
	12	<p>Deliver the Children's Transformation Workstream (new operating model and workforce capability):</p> <ul style="list-style-type: none"> <li>• Increase staff retention, thereby reducing agency and recruitment costs</li> <li>• Increase in multi-disciplinary teams</li> <li>• Work in an open systemic way with families and partner agencies</li> <li>• Rollout of the Restorative Programme</li> </ul>
	13	<p>Implement new Adults' social services operating model and workforce capability:</p> <ul style="list-style-type: none"> <li>• Increase staff retention, thereby reducing in agency staff and recruitment cost</li> <li>• Rollout of new Learning &amp; Development Programme</li> </ul>
	14	<p>Redesign of Children's Social Care and Safeguarding Operating Model:</p> <ul style="list-style-type: none"> <li>• Implementation of Locality Model for Children's Social Care and Safeguarding</li> <li>• Reduce the number of team changes for children, young people and their families</li> <li>• Reduction in statutory work and costly placements</li> <li>• Reduction in unsuitable high cost placements</li> <li>• Increase in Family Group Conference activity which correlates to decreases in CIN, CP and LAC cases</li> </ul>