

Outcomes Based Commissioning Plan 2018/19 (draft)

	Lead Outcome	Sub Outcome	Key Commissioning Activity (as in Corporate Plan)	Current stage(s) in the Commissioning Cycle	Measure/s of Success (18/19 performance indicator for the Key Commissioning Activity)	Quarter to be completed	Responsible Assistant Director
1	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Area improvement and renewal schemes, co-designed with residents and businesses delivered in key priority areas across the borough:</i> A new area renewal scheme for Rosehill in St Helier including shopfront and public space improvements	Plan	Localised plan / programme of activity compiled and agreed (NB should be noted there is no funding in place or identified for shopfront or public realm improvement)	Q4	Assistant Director of Economic Development Assistant Director Housing, Planning and Regeneration
2			A new area renewal scheme for Clockhouse including shopfront and community space improvements and explore opportunities relating to development of Alexandra Gardens	Plan	Assessment made of possible interventions (NB potentially housing interventions also there is no funding in place or identified for shop front or public realm improvement)	Q4	
3			Continue the Beddington improvement programme including major TfL scheme on Beddington Lane and related local improvements	Do, Review	Completion of the TFL Major Scheme at Beddington and related local improvements	Q4	
4	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Investment in the Boroughs' heritage and protect it for future generations, working with local community groups to:</i> Deliver our town centre Heritage Action Zone (HAZ) enhancing and protecting our listed buildings	Plan, Do	Continue the Sutton HAZ projects successfully in partnership with Historic England, Successful Sutton and CADHAS in accordance with the Delivery Plan	Q4	Assistant Director of Economic Development
5			Restoration and protection of heritage properties in Carshalton and Cheam, including a management plan for each area	Plan, Do	Sutton High Street Partnership Scheme in Conservation Area (PSiCA) historic buildings renovation progressed.	Q4	
6			Protect and renovate our historic buildings, by continuing to bid for Heritage Lottery funds to maintain and improve our historic buildings	Plan, Do	Numbers of visitors to Whitehall and Honeywood museum	2019	

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7	Being Active Citizens	The physical environment is maintained and improved for all residents	<p>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:</p> <p>Beech Tree Place Benhill Chaucer Gardens Collingwood Estate Elm Grove Rosebery Gardens Sutton Court</p> <p>All options and proposals are subject to feasibility, viability and resident support.</p>	Plan, Do	1. Residents' steering groups established. 2. Appointment of Independent Tenant and Homeowner Adviser 3. Progress with establishing a High Street Engagement Hub 4. Appointment of options appraisal consultant 5. Agreement on proposed delivery model 6. Estate Charter template agreed with Residents' Steering Groups.	Q4	Assistant Director of Housing, Planning and Regeneration
8	Being Active Citizens	The physical environment is maintained and improved for all residents	<p><i>Continue to reduce litter and fly tipping across the borough through:</i></p> <p>The effective contract management of the borough's street cleaning contract</p>	Do	Reduction of Litter and Fly-tipping	Q4	Assistant Director of Environment Commissioning
9			Delivering a programme of education and enforcement to encourage people to look after their local area	Do	Increase in FPN's for Littering and Fly-tipping	Q4	Assistant Director of Safer & Stronger Communities
10	Being Active Citizens	The physical environment is maintained and improved for all residents	<p><i>Invest in transport infrastructure across the borough:</i></p> <p>Delivering our electric policy promoting electric vehicles and providing charging points</p>	Do	Number of new electric vehicle charging points	Q4	Assistant Director of Safer & Stronger Communities
11				Deliver an electric bike scheme to encourage sustainable travel across the borough	Plan	Options paper to E&N committee	Q3

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12			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	Plan, Do	Consultation on Options scheduled for 8 weeks from 15th October	Q3	Assistant Director of Economic Development
13	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Implementation of the Local Plan to deliver:</i> New regeneration areas New housing development Retail, office and industrial development and employment opportunities Infrastructure provision The protection of green space Reducing pollution and climate change and improving transport	Do	Discussion and communication with delivery partners / investors / Members / residents on various options for the delivery of the Local Plan.	Q1-4	Assistant Director of Economic Development Assistant Director of Housing, Planning and Regeneration
14	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Implement selective road improvement schemes to reduce congestion and benefit all road users across the borough including specific schemes to:</i> 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	Morden - Sutton - Do, Waddon -Worcester Park - Plan,	Morden - Sutton - Obtain approval of the detailed design; Waddon-Worcester Park - Establish proposed route (possibly in 19/20)	Morden - Sutton - Q3/4, Waddon-Worcester Park Q4	Assistant Director of Safer & Stronger Communities Assistant Director of Transportation, Highways and Regulatory Services
15			Better connect the Wandle Trail cycle route	Plan	Complete options review and bid for funding	Q4	
16	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>A more cohesive, borough-wide approach to parking management to enable a more intelligent approach to enforcement:</i> Extensive and ongoing consultation with residents and business on parking issues and different options to address issues	Existing phase - Do, Next phase - Plan	Informal second round of consultation on existing phase, then formal Traffic Management Order consultation; New phase - informal first consultation	Existing phase - Informal Q3, TMO Q3 and 4, New phase - Q3	Assistant Director of Safer & Stronger Communities Assistant Director of Transportation, Highways and Regulatory Services
17			Schemes implemented to address parking issues across the borough	Existing phase - Do, Next phase - Plan	Informal second round of consultation on existing phase, then formal Traffic Management Order consultation; New phase - informal first consultation	Existing phase - Informal Q3, TMO Q3 and 4, New phase - Q3	

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18	Being Active Citizens	The physical environment is maintained and improved for all residents	Increase the amount and range of activities in our parks: Review and develop a Parks and Open Spaces Strategy	Analyse	Progress Parks and Open Spaces Strategy review	Q1	Assistant Director of Environment Commissioning Assistant Director of Safer & Stronger Communities
19			Work with partner organisations, Friends Groups and Local Committees to increase external funding contributions to deliver improvements to parks	Do	Number of bids submitted and amount of funding secured	Q4	
20			Deliver one of the largest Parkland areas in London through quality landfill restoration in Beddington	Plan	Action plan for delivery of Parkland developed	Q4	
21			Maintain parks policing and commitment to supporting Friends Groups, organised activities and keeping parks safe and free of anti-social behaviour	Do	Retention of the Parks Police service Reduction of anti-social behaviour incidents in Parks	Q4	
22	Being Active Citizens	The physical environment is maintained and improved for all residents	Support community tree-planting schemes with the aim of achieving over 2,000 new trees across the borough: Sponsorship of new trees	Do	Number of new trees planted	Q4	Assistant Director of Environment Commissioning
23			Seek funding for planting through planning and other funding opportunities	Do	Amount of funding secured	Q4	
24	Being Active Citizens	The physical environment is maintained and improved for all residents	Develop and embed our new Sustainability Strategy to: Ensure that sustainability is considered in every aspect of the council's work	Plan	Adoption of the new Environment Sustainability Strategy	Q4	Assistant Director of Environment Commissioning Assistant Director of Safer & Stronger Communities
25			Continue to seek out opportunities to improve the sustainability of the borough	Do	Promotion of the Solar Together project	Q4	Assistant Director of Transportation, Highways and Regulatory Services

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26	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Aim to become the top UK borough for recycling:</i> Management of waste collection, street cleaning and parks contracts to ensure effective delivery of the service	Do	Maintain the recycling performance of 50% of Household Recycling	Q4	Assistant Director of Environment Commissioning
27			Keep Household Re-Use and Recycling Centre (HRRC) free for residents and ensure waste is managed sustainably and the costs of waste disposal reduced	Do	Successful Implementation of HRRC Policy Review Reach the recycling target of 70% of materials at the HRRC	Q4	
28			Communication campaigns to encourage people to reduce waste and increase the amount they recycle	Do	Plastic Planet campaign implemented	Q4	
29	Being Active Citizens	The physical environment is maintained and improved for all residents	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.	Plan, Do	ERF to be operational Deliver Phase 1 of the SDEN Undertake modelling for potential expansions	Q3 Q4 Q4	Assistant Director of Environment Commissioning Assistant Director of Economic Development
30	Being Active Citizens	The physical environment is maintained and improved for all residents	Improve air and water quality within the borough through the development and implementation of action plans	TBC	Commencement of the SUDS in schools project Produce, consult and publish the Air Quality Action Plan	Q4	Assistant Director of Safer & Stronger Communities Assistant Director of Environment Commissioning
31	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Deliver more affordable housing to support the borough's needs:</i> Use our council-owned company Sutton Living Ltd to build more council homes across the borough	Plan	Number of homes (i) with planning permission (ii) under construction (iii) completed. Successful outcome to bid to GLA/MHCLG for grant/additional borrowing headroom	Q4	Assistant Director of Housing, Planning and Regeneration
32			Directly purchase property to use as temporary accommodation Supporting Sutton Housing Partnership to achieve excellence Ensure effective Implementation of the Homelessness Reduction Act	Do	Number of additional homes purchased. Negative impact of new legislative requirements mitigated.	Q4	

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33	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	School places are provided for a rapidly increasing population through the School Expansion programme: 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	Do, Review	There are sufficient school places planned and commissioned so that all young people resident in the Borough that apply for a school place in September 2019 are reasonably offered one on national offer day	Q4	Assistant Director of Education and SEND (KH)
34			Review, Plan	The use of the High Needs Block will be reviewed. The High Needs Block budget planning will better reflect the needs in the Local Area. All placements have agreed reviews completed in partnership with young people and parents Annual reviews completed with case officers and / or quality assured by case officer or an EP More children and young people educated locally where appropriate, and increasing from the current 85.1% to be in line with Outer London Average of 90.8%	Do, Review	Q3 2018 Q4 2018 Q4 2019 Q4 2019 Q3 2020	Assistant Director of Education and SEND
35			Plan	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	Commence procurement of developer partner to support detailed masterplanning of site	Q4	Assistant Director of Economic Development
36			Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	Improve partnership working with schools to provide high quality education across the borough and to tackle issues encountered by our young people: Partnership working to reduce self-harming and ensure young people have the skills and good mental health to achieve at school	Plan and deliver	Hold regular multi agency meetings to discuss young people at risk. Safety plans captured and shared. Mental health awareness sessions held with schools. School nurses provide drop ins in schools to provide safe place. Pilot programme involving emotional and mental health wellbeing practitioners to be rolled out.

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37	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	<i>Deliver more employment opportunities and apprenticeships, particularly for Sutton's young people, by attracting new businesses into the borough:</i> Work to ensure all our young people are in education, work or training	Plan, Do	Work with local businesses to identify skill needs and support their apprenticeship aspirations	Q4	Assistant Director of Economic Development
38			Develop a Young Entrepreneurs Scheme	Plan, Do	Pilot scheme designed and approved by stakeholders, plan for implementation in development	Q4	Assistant Director of Economic Development
39			Monitor the South London Partnership Health and Work programme and ensure coordination with local employment support programmes	Do	Ensure a proportionate level of referrals and starts on programme for LBS residents	Q4	Assistant Director of Economic Development
40			Ensure that young people with SEND have supported employment and apprenticeship opportunities that prepare them for adulthood	Plan, Do	No of YP in Supported Internships and progressing in to work or apprenticeships	Q1 2019	Assistant Director of Education and SEND
41			Develop Apprenticeship Schemes specifically linked to local businesses	TBC	Scheme developed and approved with clear links to local business.	Q4	Assistant Director of People & Organisation Development
42	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	Improve opportunities for looked after children, providing more apprenticeship places for care leavers.	Plan, Do	No of YP applied for apprenticeships (breakdown across industry). No of YP appointed in apprenticeship roles. Increase in No of YP employed by the council (baseline of 2 in 2018/19).	Q3	Assistant Director of People & Organisation Development
43	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	Use our enhanced library service to grow the readers of the future and narrow the digital divide	Do	Numbers of visitors and feedback gathered, including the Summer Reading Challenge	Q4	Assistant Director of Economic Development
44	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	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.	Do	Number of FGC Number of FGC that prevented escalation to statutory services	Q4	Assistant Director of Children's Social Care & Safeguarding
45	Being Active Citizens	Residents have access to and take up good quality employment opportunities within the Borough	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.	Plan, do, review	Launch procurement for developer partner to help bring forward the scheme	Q4	Assistant Director of Economic Development

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46	Being Active Citizens	Residents have access to and take up good quality employment opportunities within the Borough	Ensure a vibrant town centre through a phased strategy for delivery of Sutton Town Centre Master Plan:	Plan,	Develop indicative scheme for the Civic Centre site to provide focus for the Sutton Town Centre masterplan and enable procurement of developer partner	Q4	Assistant Director of Economic Development Assistant Director of Wellbeing
47			Improve the Sutton High Street with new markets, improved facilities and exciting temporary arts events	TBC	Promotion of cultural events and number of opportunities for street and pop-up arts events.	Q4	
48	Being Active Citizens	Residents have access to and take up good quality employment opportunities within the Borough	Provide support packages for small businesses and entrepreneurs and ensuring a skilled local workforce through our Skills Match programme.	N/A	COMPLETED. The skills match programme finished in 2016	N/A	Assistant Director of Economic Development
49	Being Active Citizens	Residents feel less socially isolated and have access to, and take up, volunteering activities	Continue to deliver the local time banking scheme, Sutton Giving, to actively encourage people to give their time and skills.	Do	Time and skills given during the course of the programme	Q4	Assistant Director of Customers Commissioning and Governance
50	Being Active Citizens	Residents feel less socially isolated and have access to, and take up, volunteering activities	Strengthen partnership relationships across the borough, including with community groups, the voluntary sector and the wider public sector.	Do	Recommissioning of VCSE Infrastructure Support contract Meet targets for volunteering within that contract Agreement with Sutton Plan partners next steps for Sutton Plan partnerships and projects	Q4	Assistant Director of Customers Commissioning and Governance
51	Being Active Citizens	Residents feel less socially isolated and have access to, and take up, volunteering activities	Ensure there is accessible and good quality support for carers across the borough.	Do, Review	Recommissioning of carers contract	Q4	Assistant Director of Customers Commissioning and Governance
52	Being Active Citizens	Residents feel less socially isolated and have access to, and take up, volunteering activities	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	Do, Review	Delivery of community cohesion project as part of Rosehill area renewal	Q3	Assistant Director of Customers Commissioning and Governance
53	Being Active Citizens	Residents feel less socially isolated and have access to, and take up, volunteering activities	<i>Provide a high quality modern library service:</i> Deliver a cultural hub for Sutton and a new gallery space in Sutton library	Do	Number of exhibitions and events. Numbers attending events. Good satisfaction ratings.	Q4	Assistant Director of Wellbeing

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54	Making Informed Choices	Wide range of accessible sources of information and advice available at the right time	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	Plan, Do	Further development of shared Customer services, procurement and implementation of new digital platform	Q4	Assistant Director of Customers Commissioning and Governance
55	Making Informed Choices	Wide range of accessible sources of information and advice available at the right time	<i>Develop Information and Advice services that help local people stay well and lead full lives, as their circumstances change:</i> Simplify access to Information and Advice services so that local people can easily access the information they need, when they need it	Do, review	Pilot new approaches for the delivery of Information and Advice services to inform the Making Informed Choices review	Q4	Assistant Director of Customers Commissioning and Governance
56			Integrate the information and advice we provide with other agencies so that information and advice is joined-up	Plan	Review of all services that contribute to residents making informed choices with a view to ensuring that residents can access the information and advice they require	Q3	
57			Simplify access to Information and Advice services so that local people can easily access the information they need, when they need it				
58			Integrate the information and advice we provide with other agencies so that information and advice is joined-up				
59	Making Informed Choices	Wide range of accessible sources of information and advice available at the right time	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.	Do	Accessible Local Offer for young people leaving care	Q1	Assistant Director of Children's Social Care & Safeguarding
60	Making Informed Choices	Wide range of accessible sources of information and advice available at the right time	Create opportunities for meaningful resident involvement in decision making across the council through effective community engagement, reviewing the role of Local Committees	Do	Review of Local Committees. Integration of Communications, Engagement and Insight function following the creation of the new Commissioning Unit	Q4	Assistant Director of Customers Commissioning and Governance Assistant Director of Environment Commissioning
61	Making Informed Choices	Residents can make well-informed choices for sustained change	<i>Work with schools to deliver and promote healthy living habits in young people:</i> Deliver healthy eating programmes Tackle obesity and mental health issues Encourage more Sutton schools to adopt the Daily Mile programme	Analyse	Agreed plan in place with partners for developing school-wide approach to promotion of healthy lifestyles	Q4 2019	Director of Public Health

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62	Making Informed Choices	Residents can make well-informed choices for sustained change	<p><i>Maintain the Life Centre as a place promoting public protection and fire safety:</i></p> <p>Enhance the life skills tours provided to schools Enable additional interactive workshops and schools learning materials Enhance the Life Centre's function as a community facility and first class library</p>	Plan	Agreed plan in place for developing and enhancing the life centre and library offer	Q4	Assistant Director of Safer & Stronger Communities
63	Making Informed Choices	Residents can make well-informed choices for sustained change	<p><i>Leisure services meet the needs of Sutton residents, enhance the services provided by other providers, and increase health and wellbeing:</i></p> <p>Offer our older residents more opportunities to keep active and healthy</p>	Analyse	Review of opportunities for supporting older people within the Borough to be physical activity and healthy	Q4	Assistant Director of Wellbeing Assistant Director of Adult Social Care
64			Review our Leisure services	Review	Agree plan for leisure services to ensure provision meets the needs of all Sutton residents	Q4	Assistant Director of Wellbeing
65			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	Plan	Agreed plans for community wellbeing projects developed in 2 areas of the borough	Q4	Assistant Director of Wellbeing
66	Making Informed Choices	Residents can make well-informed choices for sustained change	Work with the CCG to embed social prescribing within GP practices as part of the next phase of Sutton Health and Care	Analyse	An agreed pilot in place across at least one GP locality	Q2 2019	Director of Public Health
67	Making Informed Choices	Residents can make well-informed choices for sustained change	Deliver the Better Contacts project in partnership with London Fire Brigade	Do	Deliver training to all LFB watches. Continue to monitor referrals made and provide support.	Q4	Assistant Director of Customers Commissioning and Governance
68	Living Well Independently	Improve the resilience of residents and communities so they can live full and independent lives	Become the first borough recognised as an Age-Friendly Borough by Age UK and continue to develop our status as a Dementia-friendly borough.	Do	Resources and personnel agreed Initial engagement and consultation with stakeholders completed Sutton specific approach and plan drafted	Q4	Assistant Director of Customers Commissioning and Governance
69	Living Well Independently	Improve the resilience of residents and communities so they can live full and independent lives	<p><i>Continue to integrate Health and Social Care services by:</i></p> <p>Continuing the successful delivery of Sutton Health and Care</p>	Do	Reactive model moving to BAU, development of Preventative and Proactive models, successful transition of Children's Community Services to in-house.	Q4	Assistant Director of Adult Social Care Assistant Director of Customers Commissioning and Governance Director of Public Health

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70			Maintaining our excellent START rehabilitation programme	Review	% at home after 91 days, % requiring no ongoing care, no of users through the service	Q4	Assistant Director of Adult Social Care
71	Living Well Independently	Improve the resilience of residents and communities so they can live full and independent lives	<i>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:</i> 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	Plan, Do	Develop business case with SHC partners for implementation of satellite store, equipment and telecare retail outlet and assessment centre in high street location.	Q3	Assistant Director of Wellbeing
72			Review use of the Sutton Inclusion Centre	Do	Increase utilisation of centre to 60%	Q4	
73	Living Well Independently	Residents are supported to live safely and Independently in their community	Design support and provision to ensure that young people with SEND are prepared for adult life and become as independent as they can.	Review/Plan	Better allocated funding for Local provision in Sutton, to ensure that Children and Young People with SEND are well supported in preparation for adult life	Q4	Assistant Director of Education and SEND (SR)
74	Living Well Independently	Residents are supported to live safely and Independently in their community	Ensure that all eligible adults in need of social care receive a personalised service, taking a partnership approach to delivery.	Review	Ensure reviews target met or exceeded	Q4	Assistant Director of Adult Social Care
75	Living Well Independently	Residents are supported to live safely and Independently in their community	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	Do	Successful outcome to tendering process in Q3. New contract in place by April 2019.	Q3, Q4	Assistant Director of Housing, Planning and Regeneration
76	Living Well Independently	Residents are supported to live safely and Independently in their community	<i>Reassessment of the way in which statutory Adults services tasks are currently organised. A particular focus will be on:</i> Practice standards NHS funded Continuing Healthcare Developing workforce capacity	Do, Review	Adults services restructured into locality teams and practising strengths based approaches. support integration with community health services in 3 localities	Q3	Assistant Director of Adult Social Care

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77	Keeping People Safe	Work with partners to ensure that local safeguarding needs are identified and addressed	<i>Increase mental health support for young people:</i> Tackle self-harming and depression in secondary school students	Review	Continue to manage performance of Tier 2 CAMHS contract (including self harm treatment pathway) Implement resource and staffing structure changes required as a result of additional LBS & CCG funding. Extend current contractual arrangement and plan for re-commissioning.	Q1 & Q2	Assistant Director of Customers Commissioning and Governance
78			Champion and support improved mental health services	Review	Implement resource and staffing structure changes required as a result of additional LBS & CCG funding. Extend current contractual arrangement and plan for re-commissioning.	Q1 & Q2	Assistant Director of Customers Commissioning and Governance
79	Keeping People Safe	Work with partners to ensure that local safeguarding needs are identified and addressed	<i>Deliver Crime and Disorder Reduction Strategy:</i> Delivery of Community Safety Strategy 2017-20	Do, Review	Delivery against the Community Safety Delivery Plan	Q4	Assistant Director of Safer & Stronger Communities
80			Maintain or reduce number of criminal offences per 1,000 population	Do, Review	Total Criminal Offences Per 1000 Population	Q4	Assistant Director of Safer & Stronger Communities
81			Increase % of people whose perception of crime and disorder has improved	Do, Review	Resident perception of Crime & Disorder as measured by SENSOR	Q4	Assistant Director of Safer & Stronger Communities
82			Increase number of domestic abuse referrals and increase reporting on domestic abuse outcomes	Review	Number of reported DA offences	Q4	Assistant Director of Children's Social Care & Safeguarding
83			Reduction in number of repeat domestic abuse incidents	Review	Repeat victimisation DA incidents to MARAC (%)	Q4	Assistant Director of Children's Social Care & Safeguarding
84			Reduction in the number of repeat ASB victims	Do, Review	% Police Repeat ASB Callers (Open Code)	Q4	Assistant Director of Safer & Stronger Communities

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85	Keeping People Safe	Work with partners to ensure that local safeguarding needs are identified and addressed	Strengthen multi-agency working to improve outcomes for children, young people and families experiencing domestic abuse and violence.	Plan	DA specialist Safeguarding Advisor recruited to and embedded with a delivery plan linked to improving practice Develop multi Agency DA MASH meeting twice weekly = No of MASH mtgs, No of partnership attendance, No of children receiving appropriate response Develop a commissioning specification ready to go to market that is part of DA Transformation fund - measures being determined	Q1 Q2 Q4	Assistant Director of Children's Social Care & Safeguarding
86	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	<i>Reduce the number of young people becoming looked after:</i>	Do	Positive Families Partnership - 75% of young people remain out of care	Q4	Assistant Director of Children's Social Care & Safeguarding
87			Deliver the edge of care London social impact bond	Do	TYS able to evidence their invest to save model	Q4	
88			Young people remain with a primary caregiver	Do	As above	Q4	
			Access to high quality intensive interventions that would not be viable to commission on a stand-alone basis	Do	As above	Q4	
89	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	Maintain high quality residential and nursing care establishment provision locally.		80% of Care Homes are rated good or above by the Care Quality Commission	Q4	Assistant Director of Customers Commissioning and Governance
90	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	<i>Pursue opportunities for further integration of adult social care, health services, Clinical Commissioning Group, Children's Services and other partners:</i>	Do	Reactice model moving to BAU, development of Preventative and Proactive models, successful transition of Children's Community Services to in-house.	Q4	Assistant Director of Adult Social Care
			Maintain our position as one of the top London boroughs for hospital discharges				
91	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	Ensure a strong role in local health care	Do	Reactice model moving to BAU, development of Preventative and Proactive models, successful transition of Children's Community Services to in-house.	Q4	Assistant Director of Adult Social Care Assistant Director of Customers Commissioning and Governance Director of Public Health

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	Lead Outcome	Sub Outcome	Key Commissioning Activity (as in Corporate Plan)	Current stage(s) in the Commissioning Cycle	Measure/s of Success (18/19 performance indicator for the Key Commissioning Activity)	Quarter to be completed	Responsible Assistant Director
92			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.	Plan, Do	- Reduction in EHC Needs Assessment requests (ie because of the effectiveness of prior involvement of professionals) - Timeliness of person-centred advice for an EHC Needs Assessment - Accuracy and relevance of information on the Local Offer Website	Q4 Q3	Assistant Director of Children's Social Care & Safeguarding
93	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	Develop a revised transition procedure, process and guide for young people and families.	Review, Plan, Do	Refreshed transition procedure in place and operational, published on website	Q4	Assistant Director of Adult Social Care Assistant Director of Education and SEND
94	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	<i>Redesign Early Help Services across the council and partners, with jointly commissioned evidence-based strategies for early intervention:</i>	TBC	Delivery of the improvement plan with targets met	Q4	Assistant Director of Children's Social Care & Safeguarding & Director of public health
95			System review of commissioned services with a focus on early help and prevention of statutory intervention that is aligned to locality teams	TBC	Review of Children's Centres	Q4	
96	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	Implement LAC Commissioning Strategy recommendations to reduce the cost of placements and improve placement processes.	TBC	Increased inhouse foster carers leading to reduction in the use of residential placements More competitive priced fostering, residential and semi independent provision Implement new process for managing placement processes	Q4	Assistant Director of Customers Commissioning and Governance
97	Keeping People Safe	Services are redesigned and ensure vulnerable residents are supported and kept safe	Build, maintain and restore relationships through implementing a Restorative Practice Model across children's social care.	Do	Production of a delivery plan that achieves its priorities	Q4	Assistant Director of Children's Social Care & Safeguarding

Outcomes Based Commissioning Plan 2018/19 (draft)

	Lead Outcome	Sub Outcome	Key Commissioning Activity (as in Corporate Plan)	Current stage(s) in the Commissioning Cycle	Measure/s of Success (18/19 performance indicator for the Key Commissioning Activity)	Quarter to be completed	Responsible Assistant Director	
98	Smarter Ways of Working	Re-design services to increase efficiency and utilise digital opportunities wherever possible	<i>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:</i> Delivery of Smart Place initiatives	Plan, Do, Analyse, Review	Complete delivery and evaluation of Smart Place Air Quality pilot Complete delivery and evaluation of Smart Place Independent Living pilot Approach for testing and identifying solutions to Smart Place Independent Travel challenge agreed Approach for Smart Place Domestic Abuse Challenge agreed	Q3 Q4 Q3 Q3	Assistant Director of Customers Commissioning and Governance	
99			Continued modernisation of library network	Review, Do	Staff floor walking as routine. Consortium go live to new system implemented	Q4		Assistant Director of Wellbeing
100			Continue to re-design service areas to deliver greater efficiencies and new ways of working	Plan	List of prioritised service areas aligned to the new Digital Platform delivery.	Q3		Assistant Director of Customers Commissioning and Governance
101	Smarter Ways of Working	Re-design services to increase efficiency and utilise digital opportunities wherever possible	Improve the Planning Service's customer service and ensure that new ICT platform is utilised to its full extent	Analyse, Review	Finale project and ensure system is operating as expected. Number of visitors visiting planning public access Number of customers signed up to the public access	Q3 Q4 Q4	Assistant Director of Digital and ICT	
102	Smarter Ways of Working	Re-design services to increase efficiency and utilise digital opportunities wherever possible	<i>New model for delivery of customer service function delivered. Including:</i> Shared customer contact centre with Kingston and new Customer Service team structure	Review	Deliver shared customer contact centre with Kingston and new Customer Service team structure	Q1	Assistant Director of Customers Commissioning and Governance	
103			Digital platform business case to replace our legacy CRM	Review	Finalise digital platform business case to replace our legacy CRM	Q1		
104			Launch of Customer Access Strategy	Plan	Launch Customer Access Strategy	Q2/Q3		
105			New outcomes performance framework with focus on first time resolution, reducing avoidable contact and enabling channel shift across services	Review	Ongoing monitoring of new KPIs	Q2/Q3		

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106	Smarter Ways of Working	Re-design services to increase efficiency and utilise digital opportunities wherever possible	Development of Commissioning Support Unit with new model for council wide Commissioning and Contract management.	Plan, Do	Commissioning Unit structure to go live with agreed management structure Phase 1 Recruitment completed and Phase 2 structure designed and agreed	Q2 Q4	Assistant Director of Customers Commissioning and Governance
107	Smarter Ways of Working	Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the council's savings gap	<i>Effectively manage high value and transformative projects and programmes, ensuring appropriate scrutiny and challenge through the Corporate programme management office:</i> Deliver all currently agreed projects on time Savings delivered New projects to be fully incorporated in current programme	Plan, Do, Review	Deliver all currently agreed projects on time Savings delivered New projects to be fully incorporated in current programme	Q4	Assistant Director of Customers Commissioning and Governance
108	Smarter Ways of Working	Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the council's savings gap	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	Plan	Outcomes agreed and plans in progress	Q4	Assistant Director of Customers Commissioning and Governance
109	Smarter Ways of Working	Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the council's savings gap	<i>Ensure appropriate and consistent governance of shared services and other new delivery models, including a review of current arrangements:</i> Independent review of constitution to ensure our overall governance remains fit for purpose for the council's commissioning and service delivery arrangements	Plan, Do Analyse, Plan	New governance arrangements agreed with RBK for shared services Review commissioned and recommendations made to members	Q2 Q4	Assistant Director of Customers Commissioning and Governance
110	Smarter Ways of Working	Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the council's savings gap	Increase income from the investment property portfolio through acquisition and adopting a more commercial approach.	Review, Do	Achieve target to increase income by £265k	Q4	Assistant Director of Property & Asset Management
111		Develop staff so that they	<i>Delivery of Organisational Development (OD) strategy and Workforce Strategy through Smaller Bigger Different programme, including:</i> Updated OD Strategy	Do	Re launch of combined OD and People Strategy	Q3	Joint Assistant Director of People and Organisational Development

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112	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	Outcomes based commissioning	Do	All appropriate staff in the new Commissioning Unit are able to commission an outcomes based service which contributes to the Corporate Priorities	Q4	Assistant Director of Customers Commissioning and Governance
113			Effective and ongoing working with community groups across the borough to understand issues and help meet challenges faced	Plan, Do	Voluntary Infrastructure Support fund recommissioned to meet the needs of the sector	Q3	Assistant Director of Customers Commissioning and Governance
114	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	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.	TBC	Levy fully utilised, hard to fill posts recruited to. Model in place.	Q4	Assistant Director of People & Organisational Development
115	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	<i>Continue to deliver improved communication, lobbying and public affairs work across the organisation and wider partners:</i> Outcome based council wide communications plan delivered	Review	Review of communications, insight and engagement functions delivered	Q4	Assistant Director of Customers Commissioning and Governance
116			Opportunity Sutton Public Affairs and Marketing Strategy delivered	Plan	Marketing Strategy developed	Q4	Assistant Director of Economic Development
117			Campaign for improved public transport, including buses, Crossrail and Tram, especially to help develop the London Cancer Hub (LCH)	N/A	Dormant - the Tram consultation is referenced in other indicators and the focus for the Cancer Hub is the procurement of a developer partner	N/A	Assistant Director of Economic Development
118	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	<i>Deliver the Children's Transformation Workstream (new operating model and workforce capability):</i> Increase staff retention, thereby reducing agency and recruitment costs	Do	Embedding of Restorative Practice Review spend on advertising to ensure effective advertising of post	Q1 Q2	Assistant Director of Children's Social Care & Safeguarding
119			Increase in multi-disciplinary teams	Do	Integration of CAMHS in locality teams	Q3	
120			Work in an open systemic way with families and partner agencies	Do	Fewer complaints	Q4	
121			Rollout of the Restorative Programme	Do	Development of a delivery plan that covers core activity, ultimately delivering a hub of excellence	Q4	

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122	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	<i>Implement new Adults' social services operating model and workforce capability:</i> Increase staff retention, thereby reducing in agency staff and recruitment cost	TBC	Agency costs and usage decline from current position	TBC	Joint Assistant Director of People and Organisational Development
123			Rollout of new Learning & Development Programme	Plan	New programme approach approved and available for delivery	Q1 19/20	Joint Assistant Director of People and Organisational Development
124	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	<i>Redesign of Children's Social Care and Safeguarding Operating Model:</i> Implementation of Locality Model for Children's Social Care and Safeguarding	Do	Integration of Early Help and statutory SW teams An embeded L&D programme of Restorative Practice Integrated CAMHS practitioners	Q1 Q2 Q3	Assistant Director of Children's Social Care & Safeguarding
125			Reduce the number of team changes for children, young people and their families	Review	Management information report to be produced to show comaprison from 2019 to 2018 Review of Transition points	Q4 Q3	
126			Reduction in statutory work and costly placements	Review	Review of Top 20 Spend Implementation of new panel proocess Reduction in CIN Reduction in CP Reduction in LAC	Q3	
127			Reduction in unsuitable high cost placements	Review	Review of Top 20 Spend Implementation of new panel proocess	Q2 Q3	
128			Increase in Family Group Conference activity which correlates to decreases in CIN, CP and LAC cases	Do	Reduction in CIN Reduction in CP Reduction in LAC	Q4 Q3	