

# London Borough of Sutton Outcomes Based Commissioning Plan 2019/20



# Introduction

The Council continues to face unprecedented financial pressures as a result of grant reductions, new (underfunded) burdens from central government and increased demand for services as a result of demographic pressures. There are a number of areas where there are growing risks to the Council's ability to meet its statutory obligations, including Homelessness, SEN provision, Homecare services and services for Looked After Children.

Between 2010/11 and 2018/19 the council has identified and delivered £83.5m of savings to date, with another £11.4m of savings planned over the next three years. The Council's previous approach of reviewing and re-commissioning on a service by service basis has delivered substantial savings while maintaining services, but it is time to refine our approach. The Council has adopted its new corporate plan 'Ambitious for Sutton' which sets out 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. 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 five new outcome-based themes.

<h2>Being Active Citizens</h2>	<p>“ All residents live healthy lifestyles and are enabled to be economically, socially and physically active</p>	
<h2>Making Informed Choices</h2>	<p>“ 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</p>	
<h2>Living Well Independently</h2>	<p>“ Building on individual and community resilience and assets to help people maintain their independence for as long as possible</p>	
<h2>Keeping People Safe</h2>	<p>“ A joined up approach by all public services to ensuring that vulnerable residents are supported and kept safe</p>	
<h2>Smarter Ways of Working</h2>	<p>“ Transforming our ways of working to manage reduced budgets and increasing demand</p>	

This Outcomes Based commissioning Plan sets out the activity that the Council will undertake during 19/20 to deliver these outcomes. The Plan continues to form 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.

## Table of Outcomes, Commissioning Activities and Measures of Success

	Lead Outcome	Priority area	Key Commissioning Activity (as in Corporate Plan)	Current stage(s) in the Commissioning Cycle	Measure of Success	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>	Plan	Localised plan / programme of activity compiled and agreed	Q1 - Q4	Assistant Director of Economic Development
2			A new area renewal scheme for Rosehill in St Helier including shopfront and public space improvements	Plan	Assessment made of possible interventions	Q1 - Q4	Assistant Director Housing, Planning and Regeneration
3			A new area renewal scheme for Clockhouse including shopfront and community space improvements	Do, Review	Completion of the TfL Major Scheme at Beddington and related local improvements	Q1-4	Assistant Director of Transportation, Highways and Regulatory Services
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  Sutton High Street Partnership Scheme in Conservation Area (PSiCA) historic buildings renovation progressed.	Q4	Assistant Director of Economic Development Assistant Director of Housing  Assistant Director of Wellbeing

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5			Restoration and protection of heritage properties in Carshalton and Cheam, including a management plan for each area	Plan, Do	Promotion of the ongoing and completed projects, historic building grant schemes  Carshalton Village Conservation Area Review and Management Plan scheduled for HEB March 2019 to agree for consultation	Q4	Agenda Item 6
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	Q4	
7	Being Active Citizens	The physical environment is maintained and improved for all residents	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: Beech Tree Place Benhill Chaucer Gardens Collingwood Estate Elm Grove Rosebery Gardens Sutton Court  All options and proposals are subject to feasibility, viability and resident support.	Plan, Do	Progress with programme delivery including resident engagement and establishment of residents' steering groups, procurement of legal and commercial advisers, options appraisal and further work on feasibility and viability	Q4	Assistant Director of Housing, Planning and Regeneration  Page 62
8	Being Active Citizens	The physical environment is maintained and improved for all residents	Continue to reduce litter and fly tipping across the borough through:  The effective contract management of the borough's street cleaning contract	Do	Reduction of Litter and Fly-tipping across the borough	Q4	Assistant Director of Environment & Community Safety
9			Delivering a programme of education and enforcement to encourage people to look after their local area	Do	Increase in Fixed Penalty Notices for Littering and Fly-tipping	Q4	Assistant Director of Transportation, Highways and Regulatory Services

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10	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Invest in transport infrastructure across the borough:</i> Delivering our electric policy promoting electric vehicles and providing charging points	Do	Number of new electric vehicle charging points	Q1-4	Assistant Director of Transportation, Highways and Regulatory Services
11			Deliver an electric bike scheme to encourage sustainable travel across the borough	Plan	Approval of Options paper at March 2019 E&N committee, delivery tbc'd following committee	Q1-4	Assistant Director of Transportation, Highways and Regulatory Services
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	Undertake detailed consultation on preferred route Undertake review of funding sources for the tram Support TfL in the preparation of a Transport Works Act Order (TWAO) submission	Q2 Q2 Q4	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

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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 to Sutton - Do Waddon to Sutton - phase 2 2020/21  Sutton to Worcester Park - phase 1 - Plan	Morden to Sutton - scheme consultation, detailed design and delivery  Sutton to Worcester Park - feasibility of route alignment	Morden - Sutton - Q1-4  Sutton-Worcester Park Q1-4	Assistant Director of Transportation, Highways and Regulatory Services
15			Better connect the Wandle Trail cycle route	Plan	project incorporated into 3 year LIP delivery plan	Q1-2	
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 1 - complete  Next phase 2 - Do	phase 1 Formal Traffic Management Order consultation  Phase 2 - informal first consultation	Phase 1 TMO Q1-2,  Phase 2 - Q1-2	Assistant Director of Transportation, Highways and Regulatory Services
17			Schemes implemented to address parking issues across the borough	Existing phase 1 - Do  Phase 2 - Plan	Phase 1 scheme delivery subject to TMO process  Phase 2 - scheme delivery post consultation	Phase 1 - delivery Q2-3,  Phase 2- Q4	
18	Being Active Citizens	The physical environment is maintained and improved for all residents	<i>Increase the amount and range of activities in our parks:</i>  Review and develop a Parks and Open Spaces Strategy	Analyse	Progress Parks and Open Spaces Strategy review	Q3	Assistant Director of Environment and Community Safety

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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	<i>Support community tree-planting schemes with the aim of achieving over 2,000 new trees across the borough:</i>  Sponsorship of new trees	Do	Number of new trees planted	Q4	Assistant Director of Environment and Community Safety
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	Q1 2019	Assistant Director of Environment and Community Safety
25			Continue to seek out opportunities to improve the sustainability of the borough	Do	Promotion of the Solar Together project	Q4	
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 Household Recycling	Q4	Assistant Director of Environment and Community Safety

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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	Q4	Agenda Item 6
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 and commission Phase 1 of the SDEN  Undertake feasibility for potential extensions to SDEN	Q1  Q1-2  Q1-4	Assistant Director of Environment and Community Safety  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	Do	Design and Delivery of Phase 1 of the SUDS in schools project  Produce, consult and publish the Air Quality Action Plan	Q4  Q1-2	Assistant Director of Transportation, Highways and Regulatory Services
31	Being Active Citizens	The physical environment is maintained and improved for all residents	Deliver more affordable housing to support the borough's needs:  (i) Deliver Phase 1 of the council new build programme; (ii) Develop more homes across a range of tenures through our council-owned company Sutton Living Ltd; (iii) Develop proposals for further phases of council new build homes	Plan, Do	Number of homes (i) with planning permission (ii) under construction (iii) completed.  Progress with development of Wallington Public Hall and Alexandra Gardens.  Progress with phase 2 of the council new build programme following bid for grant to the GLA	Q4	Assistant Director of Housing, Planning and Regeneration



32			<p>Directly purchase property to use as temporary accommodation</p> <p>Support Sutton Housing Partnership to achieve excellence</p> <p>Ensure effective Implementation of the Homelessness Reduction Act</p>	Do	<p>Number of additional homes purchased.</p> <p>SHP's New Deal Programme implemented.</p> <p>New legislative requirements implemented and negative financial and resources impact mitigated.</p>	Q1-Q4	
33	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	<p><i>School places are provided for a rapidly increasing population through the School Expansion programme:</i></p> <p>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</p>	Do, Review	<p>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</p> <p>Completion and handover of Harris Academy Sutton on Belmont site</p>	Q2  Q2	Assistant Director of Education and SEND (KH)
34			<p>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</p>	Review,Plan	<p>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.</p> <p>All placements have agreed reviews completed in partnership with young people and parents</p> <p>Annual reviews completed with case officers and / or quality assured by case officer or an EP</p> <p>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%</p>	Q4  Q4  Q4  Ongoing	Assistant Director of Education and SEND

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35			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	Plan	Appoint developer partner to deliver up to 100,000 sqm of commercial research and development space on the land acquired by the Council.	Q4	Assistant Director of Economic Development	Agenda Item 6
36	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	<i>Improve partnership working with schools to provide high quality education across the borough and to tackle issues encountered by our young people:</i>  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.	Q4 2019	Assistant Director of Education and SEND	
37			<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 and support their apprenticeship aspirations	Q1-4	Assistant Director of Economic Development	Page 68
38	Being Active Citizens	Invest in our young people to ensure they have opportunities to make the best start in life	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 young people in Supported Internships and progressing in to work or apprenticeships	Q4	Assistant Director of Education and SEND	

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41			Develop Apprenticeship Schemes specifically linked to local businesses	Plan	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, from library events, including the Summer Reading Challenge	Q4	Assistant Director of Wellbeing
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.	Review	Number of FGC Number of FGC that prevented escalation to statutory services Feedback from users informs future planning	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	Appoint developer partner to deliver up to 100,000 sqm of commercial research and development space on the land acquired by the Council.	Q4	Assistant Director of Economic Development
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:  Improve the Sutton High Street with new markets, improved facilities and exciting temporary arts events	Plan,	Develop indicative scheme for the Civic Centre site to provide focus for the Sutton Town Centre masterplan and enable procurement of developer partner  Utilise Council assets to deliver workspace and leisure opportunities	Q4	Assistant Director of Economic Development  Assistant Director of Wellbeing

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47			Improve the marketing of current programme of activities within the town centre	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	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 over 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

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53	Being Active Citizens	Residents feel less socially isolated and have access to, and take up, volunteering activities	<p><i>Provide a high quality modern library service:</i></p> <p>Deliver a cultural hub for Sutton and a new gallery space in Sutton library</p>	Do	<p>COMPLETED</p> <p>Number of exhibitions and events. Numbers attending events. Good satisfaction ratings.</p>	Q4	Assistant Director of Wellbeing
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	Q2	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	<p><i>Develop Information and Advice services that help local people stay well and lead full lives, as their circumstances change:</i></p> <p>Simplify access to Information and Advice services so that local people can easily access the information they need, when they need it</p>	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	<p>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</p> <p>Development of a new commissioning strategy to deliver the outcomes</p> <p>Delivery of SHC Preventative Business Case with CCG</p>	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	<p>Accessible Local Offer for young people leaving care</p> <p>Improved and co-produced Local Offer website for Children and Young People with SEND.</p>	Q4	Assistant Director of Education and SEND

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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 and Community Safety
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	Q1	Director of Public Health
62	Making Informed Choices	Residents can make well-informed choices for sustained change	<i>Maintain the Life Centre as a place promoting public protection and fire safety:</i> 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	Analyse	Agreed plan in place for developing and enhancing the Life Centre.	Q3	Assistant Director of Wellbeing
63	Making Informed Choices	Residents can make well-informed choices for sustained change	<i>Leisure services meet the needs of Sutton residents, enhance the services provided by other providers, and increase health and wellbeing:</i> Offer our older residents more opportunities to keep active and healthy	Analyse	Agree plans to develop more opportunities to keep older residents active and healthy	Q4	Assistant Director of Wellbeing  Assistant Director of Adult Social Care
64			Review our Leisure services	Review	Contract monitor leisure provider to ensure there is provision for all Sutton residents	Q4	Assistant Director of Wellbeing

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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	Provide a range of community prevention services. Work with Community Action Sutton to build local infrastructure to support similar community schemes.	Q4	Assistant Director of Customers, Commissioning & Governance
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	Plan	An agreed pilot in place across at least one GP locality	Q2	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	Continue to monitor referrals made and provide support. Evaluation of impact and consider how it could be extended to other similar services	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
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	<p><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></p> <p>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</p>	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 Adult Social Care
72			Review use of the Sutton Inclusion Centre	Do	Increase utilisation of centre to 60%	Q4	Assistant Director Wellbeing
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
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.	Do	Successful new contract in place by April 2019.	Q1	Assistant Director of Housing, Planning and Regeneration
76	Living Well Independently	Residents are supported to live safely and Independently in their community	<p><i>Reassessment of the way in which statutory Adults services tasks are currently organised. A particular focus will be on:</i></p> <p>Practice standards NHS funded Continuing Healthcare Developing workforce capacity</p>	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 recommissioning.	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 recommissioning.	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 Environment and Community Safety
80			Maintain or reduce number of criminal offences per 1,000 population	Do, Review	Total Criminal Offences Per 1000 Population	Q4	Assistant Director of Environment and Community Safety
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 Environment and Community Safety
82			Increase number of domestic abuse referrals and increase reporting on domestic abuse outcomes	Analyse	Top 10 indicators being identified. Task & Finish group in place	Q1	Assistant Director of Children's Social Care & Safeguarding

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83			Reduction in number of repeat domestic abuse incidents	Review	Repeat victimisation DA incidents to MARAC (%)	Q4	Assistant Director of Environment and Community Safety  Assistant Director of Customers Commissioning & Governance	Appendix Item 6
84			Reduction in the number of repeat ASB victims	Do, Review	% Police Repeat ASB Callers (Open Code)	Q4	Assistant Director of Environment and Community Safety	
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	Embed Multi-Agency risk assessment conferences so that effective triaging can take place regarding new contacts for domestic abuse  Increase number of domestic violence specialist risk assessments on cases where domestic abuse is a feature	Q1  Q4	Assistant Director of Children's Social Care & Safeguarding	Page 76
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>  Deliver the edge of care London social impact bond	Do	Number of residential placements do not exceed 15  Number of LAC (non UASC) reduces  Number of Families engaged successfully with Positive Family Partnership	Q4  Q4	Assistant Director of Children's Social Care & Safeguarding	

87			Young people remain with a primary caregiver	Do	Reduction in numbers of Looked After Children  Increase in Special Guardianship Orders  Increase in Family Group Conferences	Q4	
88			Access to high quality intensive interventions that would not be viable to commission on a stand-alone basis	Do	No of Families successfully supported by Integrated Youth Service and Positive Family Partnership	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.	Review	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>  Maintain our position as one of the top London boroughs for hospital discharges	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 Public Health
91			Ensure a strong role in local health care	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

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  Q4	Assistant Director of Education and SEND	Agenda Item 6
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	Q2	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>  Continue to deliver the Troubled Families agenda which includes tackling issues associated with poverty, housing, criminal activity, and education by taking a multi-agency approach	Do	Less CiN Less CP Increase in EH Increase in TF successful claims	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	Analyse	Integrated Children's Services following a children's review that brings together Children's Centres, Early Help, School Nursing, Health Visiting and Child and Adolescent Mental Health Services	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.	Do, Review	<p>Increased inhouse foster carers leading to reduction in the use of residential placements</p> <p>More competitive priced fostering, residential and semi independent provision</p> <p>Implement new process for managing placement processes</p>	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	Enhanced offer of Restorative Practice that incorporates Trauma informed practice	Q4	Assistant Director of Children's Social Care & Safeguarding
98	Smarter Ways of Working	Re-design services to increase efficiency and utilise digital opportunities wherever possible	<p><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></p> <p>Delivery of agreed Smart Place initiatives</p>	Plan, Do, Analyse, Review	<p>Renewed Digital Strategy approved by members joint with Kingston</p> <p>Digital platform delivered for priority agreed services, account feature available for residents</p> <p>Providers engaged to introduce affordable high-speed broadband to Sutton's social housing estate</p> <p>Internet of Things network established in the borough and first use case live. Plan established for future phases</p> <p>Deliver and evaluate the Independent Living pilot to support older people to live independently</p> <p>Implement recommendations from DA Smart Place report (being delivered to DA Programme Board Feb '19)</p>	<p>Q1</p> <p>Q2</p> <p>Q1</p> <p>Q3</p> <p>Q2</p> <p>Q2</p> <p>Q2</p>	Assistant Director of Customers Commissioning and Governance

					Develop and gain approval for the future Smart Place approach & work plan for the Council			Agenda Item 6
99			Continued modernisation of library network	Review, Do	Staff floor walking as routine. London Libraries Consortium go live to new library management system on 7/3/19	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	Finalise 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	Page 80
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	Implement further phase of shared customer service in Revenues & Benefits Consider other areas of customer contact to incorporate into shared service	Q4	Assistant Director of Customers Commissioning and Governance	
103			Digital platform business case to replace our legacy CRM	Do	Implement new digital platform Integrate applications - book it and pay for it	Q1/Q2		
104			Launch of Customer Access Strategy	Do	Deliver Customer Access Strategy	Q4		
105			New outcomes performance framework with focus on first time resolution, reducing avoidable contact and enabling channel shift across services	Review	Continued improvement in channel shift Deliver Digital Inclusion project	Q2  Q4		

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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.	Do, Review	Commissioning Unit structure fully recruited to and implemented  SLAs with other directorates agreed and work plans agreed and delivered Positive feedback for L&D programme from CU staff	Q1  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 Review current approach and implement revised programme monitoring arrangement	Q4  Q1	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 - as required (demand led)	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	Review, Analyse, Plan  Plan, Do	New governance arrangements with RBK for shared services embedded Review of governance for other delivery models: LATCs and major contracts  Review completed and any recommendations implemented	Q2  Q2	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 £140k	Q4	Assistant Director of Assets Planning, Management and Capital Delivery
111	Smarter Ways of Working	Develop staff so that they have the skills to operate in a smaller but more entrepreneurial workplace	<i>Delivery of Organisational Development (OD) strategy and Workforce Strategy through Smaller Bigger Different programme, including:</i>	Do	Re launch of combined OD and People Strategy	Q1	Assistant Director of People and Organisational Development
112			Updated OD Strategy	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			Outcomes based commissioning	Plan, Do	Voluntary Infrastructure Support fund KPIs delivered Citizen Commissioners used in OBCR projects to understand issues	Q4	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.	Plan, do	Levy fully utilised, hard to fill posts recruited to. Model in place.	Q4	Assistant Director of People & Organisational Development



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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>	Review	Review of communications, insight and engagement functions implemented	Q4	Assistant Director of Customers Commissioning and Governance
			Outcome based council wide communications plan delivered		Communications and engagement plans for each OBCR and Sutton's Future communications campaign delivered	Q4	
116			Opportunity Sutton Public Affairs and Marketing Strategy delivered	Plan	Marketing Strategy developed	Q4	
117			Campaign for improved public transport, including buses, Crossrail and Tram, especially to help develop the London Cancer Hub (LCH)	N/A	Sutton Link preferred consultation Develop position on Metroisation	Q3 Q4	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>	Review	Strengthen the communication and recruitment campaign for new staff	Q4	Assistant Director of Children's Social Care & Safeguarding
			Increase staff retention, thereby reducing agency and recruitment costs		Review the financial package re: remuneration Reduction in staff vacancy / increase in retention rate		
119			Increase in multi-disciplinary teams	Assess	Child and Adolescent Mental Health Service integration	Q4	
120			Work in an open systemic way with families and partner agencies	Do	Fewer complaints	Q4	
121			Rollout of the Restorative Programme	Do	Increase in number of staff completed 3 day course	Q4	
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>	TBC	Agency costs and usage decline from current position	TBC	Assistant Director of People and Organisational Development

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123			Rollout of new Learning & Development Programme	Plan	New programme approach approved and available for delivery	Q1 19/20	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>	Review	Increase in Partnership working	Q4	Assistant Director of Children's Social Care & Safeguarding
			Implementation of Locality Model for Children's Social Care and Safeguarding				
125			Reduce the number of team changes for children, young people and their families		Management information report to be produced to show comparisons from 2020 to 2019 and previous years	Q4	
				Review	Review of Transition Points	Q1	
126			Reduction in statutory work and costly placements		Partnership attendance at Multi-agency planning meetings Placements are managed within allocated budget		
				Analyse	Increase in inhouse foster placements	Q4	
127		Reduction in unsuitable high cost placements	Do	balance budget on residential spend	Q1		
128		Increase in Family Group Conference activity which correlates to decreases in CIN, CP and LAC cases	Do	Reduction in Children In Need Reduction in Child Protection Plans Reduction in Looked After Children	Q4		

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