**London Borough of Sutton**

**Strategic Commissioning Plan 2015/16**

take part, take pride

**Introduction**

The coalition government that took office after the 2010 general election has followed a policy aimed at reducing the public sector deficit, principally through reductions in public expenditure. As a result Councils have had significant reductions in their funding from government grants.

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

We are no different from other councils.  The council has faced a 25% reduction to its budget since 2010 and to address this, the council identified and delivered £32m through its four year Smarter Services Sutton (SSS) programme. Despite this, further funding and grant reductions are continuing over the medium term with a funding gap of £38m projected by 2018/19.

Within this wider economic context, the Strategic Commissioning Plan 2015/16 sets out the annual strategic commissioning activities that will help us to deliver the longer term priorities in our Corporate Plan. These priorities focus on how we become an open, green, fair and smart Council by 2018/19.

We continue to make improvements to our commissioning and finance planning process by increasing the focus on a one council approach (reflected in one plan rather than directorate specific plans) and demonstrating how commissioning activity will meet the Council’s priorities as set out in our Corporate Plan.

This change in our approach is important given the context of the ongoing financial challenges the Council is facing and how we ensure we are targeting our resources to the delivery of our key priorities.

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

**Strategic Commissioning Plan Priorities**

Smart

Fair

Green

Open

**Corporate Plan Themes**

Work collaboratively ensuring we involve and listen to residents

Helping individuals and communities to work together and to help themselves

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

Buildingsafe**,** strong and healthy communities

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

**Corporate Plan Priorities**

Progress the Council’s approach to citizen-led commissioning

Give local communities more say over budgets and locally provided services

Work with Local Committees to reshape and improve services

Community led renewal and regeneration

Enable more adults to live independently

Community Wellbeing Programme

Involve community representatives and deliver community projects across the borough

Work with community and voluntary sector groups

Redesign services for children and young people

High quality education and skills offer

Deliver integrated health and social care

Support people to make better lifestyle choices and improve their health and wellbeing

Primary and secondary school expansion

Develop and implement strategies to tackle crime and disorder

Improve town and district centres

Apprenticeship Hub

Work with SHP to ensure the Council’s Housing Stock meets Decent Homes standard

Invest £19m to build new Council housing

Unlock key development sites

Residents have skills to meet the needs of local businesses

Life Science Cluster

Borough’s transport network to support local economy

Ensure streets are clean and well maintained

Ensure we deal with our waste in a sustainable way

Repair roads and pavements

Improve parks and open spaces

One Planet Sutton

Decentralised Energy Network and Energy Recovery Facility

Greater use of sustainable transport

People Plan to ensure staff have the skills for now and the future

Smarter Council Programme

Redesign services and customer access channels to encourage use of online channels

**Key actions in the Corporate Plan**

Smart

Green

**Corporate Plan Themes**

Fair

Open

**Strategic Commissioning Plan Activities**

Work collaboratively ensuring we involve and listen to residents

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

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

Helping individuals and communities to work together and to help themselves

Building safe, strong, healthy communities

**Corporate Plan Priorities**

Transforming our ways of working to manage reduced budgets and increasing demand, creating an engaged, skilled, and entrepreneurial workforce

Integrate social care and health with the Clinical Commissioning Group, children’s services and other partners

Better Care Fund

Health and Wellbeing Plan

Commission public health services

Domestic Abuse Strategy; Community Trigger Remedy and Multi Agency Risk Assessment Conference

Re-commission youth services and children’s centres

Families Matter Service & Locality Teams

Re-procure school nursing services

Health visiting and family nurse partnership

2015/2016 school expansion programme

Revise Inclusion Strategy

Implement Early Intervention and Early Help Strategy

Re-design and commission school improvement and support service

Review strengthening the Children and Adolescent Mental Health services

Children and Families Act

Delivering a waste service with the SW London Waste Partnership

Tramlink extension

Improvements to bus and rail services

Restructure the highways and transport service

Decentralised Energy Network and Energy Recovery Facility

Air quality action plan

Sutton’s Local Implementation Plan

Sustainable Transport strategy

New delivery model for parks and street cleansing

One Planet Sutton

Re-commission planning services

One council approach to identifying barriers to development with key partners

New Local Plan

Developing gas holder site on the north end of Sutton High Street

Provide affordable housing through consulting, submitting plans and procuring partners to develop specific sites

Decent Homes programme

Sutton for Life Programme 2015/16

Model for Apprenticeship Hub and work experience

Identify business recruitment needs and address skills gap

Sutton’s Future programme

Agree local priorities through Local Committees

100 Day Commissioning Plan

Beddington and Hackbridge Programme

Community engagement and consultation

Care Act and re-commissioning services to meet future care and support demands

Utilise community representatives, young people, Friends groups, neighbourhood grants and volunteering programme

Commission a Council wide Information and Advice service by April 2016

Sutton in Partnership

Develop and promote supported living arrangements

Community Action Plans to improve resilience and wellbeing

Implement the second phase of the Digital Programme

Reconfigure the Library Service

Smarter Council Programme

New Delivery Models

Transfer operation of Seacombe and Charles Cryer to community group

People Plan: workforce development academy, new performance management, changes to pay and reward, and HR policy framework

**Key Commissioning Activities (Service Level)**

**Table of Corporate Priorities, Key Actions, and Commissioning Activities**

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 **An Open Council**

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|  | **Working collaboratively ensuring we involve and listen to residents** |
| **By 2018/19 we want to...** | **Key Actions in the Corporate Plan** | **Key Commissioning Activities** | **Stage(s) in the Commissioning Cycle (Analyse, Plan, Do, Review)** | **Measures of Success**  | **When** | **Lead Officer / Lead Member** |
| Listen to and involve local people so they can influence decisions and shape services | (1) Give local communities more say over budgets and the prioritisation of locally provided services | Continue to deliver Sutton’s Future programme to ensure residents are given the opportunity to become more engaged and empowered in how the Council plans, reviews and commissions services. | Do , Review | Increase in the % of residents that feel they are able to influence council-run services.  | Q4 | Leader of the CouncilExecutive Head of Customers, Commissioning and Governance  |
| (2) Work with local communities to re-shape services and deliver improvements through local committees | Increase resident involvement in decision making across the Council through proactive community engagement and consultation, and agree local priorities through Local Committees.  | Do, Review | Maintain the % of residents that feel they are able to influence council-run services. | Q4 | Chair of Environment and Neighbourhoods CommitteeExecutive Head of Commissioning , Environment & Neighbourhoods |
| Increase the opportunities for local people and community groups to be involved in commissioning services in their local area | (3) Develop and progress our approach to the citizen-led commissioning of services  | Implement the 100 day commissioning plan and developmental assets approach to commissioning to transform commissioning within the Council and increase the level of resident-led commissioning.  | Plan, Do | Increase in the % of residents that feel they are able to influence council-run services. | Q4 | Leader of the CouncilExecutive Head of Customers, Commissioning and Governance Chair of Environment and Neighbourhoods CommitteeExecutive Head of Commissioning, Environment and Neighbourhoods |
| (4) Develop our approach towards community led renewal and regeneration to deliver effective and sustainable social, economic & environmental improvements | Deliver the Beddington and Hackbridge Programme for 2015/16.  | Analyse, Plan, Do and Review | Maintain the % of residents satisfied with Sutton as a place to live. | Q4 | Chair Housing, Economy & Business CommitteeChair Environment & Neighbourhoods CommitteeExecutive Head of Economic Development, Planning and Sustainability  |

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| **Helping individuals and communities to work together to help themselves** |
| **By 2018/19 we want to...** | **Key Actions in the Corporate Plan** | **Key Commissioning Activities** | **Stage(s) in the Commissioning Cycle (Analyse, Plan, Do, Review)** | **Measures of Success**  | **When** | **Lead Officer / Member** |
| Improve the resilience of residents and communities so they can live full and independent lives | (5) Enable more adults to live independently and to make their own care and support arrangements | Begin implementation of the Care Act and re-commission services to meet future care and support demands. This includes continuing to ensure that all eligible adults in need of social care receive a personalised service and taking a partnership approach to delivery. Reduce reliance on residential care through development and promotion of supported living alternatives.Develop and implement a revised model for sheltered housing services in the borough, reflecting different tiers of care and support needs. Manage reduction of expenditure on housing support services through targeting services effectively. | DoDo  Plan, Do Plan, Do | Increase the % of social care clients receiving personal budgets.Increase the % of social care clients taking up direct payments.Increase % of residents supported to live independently and safely in their community.The demand for statutory adult social services is being managed so that demand and supply are relatively equal. Increase % of residents supported to live independently and safely in their community.Improved quality of life for residents.Reduction in expenditure on residential care and shift of resources into community-based alternatives. | Q4 | Chair Adult Social Services & Health CommitteeExecutive Head of Community Wellbeing and Health partnershipsExecutive Head of Community Living and Strategic CommissioningChair, Housing, Economy & Business CommitteeExecutive Head of Community Living and Strategic Commissioning  |
| (6) Deliver the Community Well-Being Programme to support residents and communities to look after themselves and each other | Work with communities and individuals, in identified areas, to deliver community action plans to improve community resilience and wellbeing. Borough wide commissioning includes improving access to: assistive technology; reablement; and information and advice. | Do | Increase the % of social care clients receiving personal budgets. Increase the % of social care clients taking up direct payments.Improved quality of life for residents. | Q4 | Chair Adult Social Services & Health CommitteeExecutive Head of Community Wellbeing and Health partnershipsExecutive Head of Community Living and Strategic Commissioning |
| Create inclusive communities in which people from different backgrounds have a sense of belonging | (7) Develop the role of community representatives and deliver community projects across the borough | Involve residents, community groups and third sector providers in supporting service delivery and building local capacity. This includes utilising Community Representatives on Local Committees, Young People, Friends Groups, Neighbourhood Grants, and volunteering programmes. | Plan, Do | Maintain the % of residents that feel they are able to influence council-run services.Maintain the % of residents who agree that their local area is a place where people from different backgrounds get on well together. | Q4 | Chair of Environment and Neighbourhoods CommitteeExecutive Head of Commissioning, Environment and Neighbourhoods |
| (8) Work in partnership with community groups and the voluntary sector to account for the needs of different communities | Build and develop the partnership relationships across the borough, including with community groups, the voluntary sector and the wider public sector through the Sutton in Partnership.Commission a Council wide information and advice service by April 2016.  | Plan, Do, Review Plan, Do | Increase the % of residents who agree that their local area is a place where people from different backgrounds get on well together.Launch of a Council wide information and advice service. | Q4Q4 | Leader of the CouncilExecutive Head of Customers, Commissioning and Governance  |

**A Green Council**

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| **Making Sutton more attractive and sustainable to build on our reputation as a green borough** |
| **By 2018/19 we want to...** | **Key Actions in the Corporate Plan** | **Key Commissioning Activities** | **Stage(s) in the Commissioning Cycle (Analyse, Plan, Do, Review)** | **Measures of Success**  | **When** | **Lead Officer / Member** |
| Improve the borough’s transport infrastructure and promote sustainable modes of transport available to our residents | (9) Ensure that the borough’s transport network supports the local economy and meets the current and future needs of the borough | Work with TfL to develop the Tramlink extension to Sutton town centre (subject to Mayoral approval in 2015/16)) Lobby TfL, Network Rail and Train Operators for improvements to bus and rail service infrastructure in SuttonImplement selective road improvement schemes toreduce congestion and benefit all road users.Deliver the LIP programmeRestructure the Highways and Transport Service to meet the future needs of the borough. | Analyse, PlanDo Do Do and Review | Tramlink extension approved.Bus and rail improvements agreed and implemented.Reduce the % of journeys that are taken by car.Effective coordination of street works under the LOPS (London Operating Permit Scheme. Significant savings delivered  | Q4     Q1 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Service for Economic Development, Planning and Sustainability Executive Head of Commissioning, Environment and Neighbourhoods |
| (10) Deliver a programme of works to maintain and repair the borough’s roads and pavements | Maintain and repair the road and pavement network through investing in repairs, maintenance and resurfacing works. | Analyse, Plan  | Maintain the % of residents satisfied with road and pavement maintenance. | Q4 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Commissioning, Environment and Neighbourhoods |
| (11) Encourage greater use of sustainable modes of transport through our Sustainable Transport Strategy | Implement Sutton’s new Sustainable Transport Strategy through: sustainable School Travel Plans; updating and implementing the Parking Policy; enhancing the borough cycle network and pedestrian environment; and promoting sustainable travel**.** Implement Air Quality Action Plan. | Analyse, Plan, Do, ReviewDo | Reduce the % of car journeys Maintain the % of children walking to school.Maintain the % of cyclists and walkers.Increase in number of businesses signed up to EcoStar fleet emission reduction programme.  | Q4Q4 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Economic Development, Planning and Sustainability Executive Head of Commissioning, Environment and NeighbourhoodsExecutive Head of Service, Safer and Stronger Communities  |
| Maintain the quality and attractiveness of the local environment | (12) Deliver improvements to parks and open spaces to ensure they are accessible and safe for all residents | Following a financial options appraisal, implement a new service delivery model for parks e.g. a reduced cost in-house operation shared service or contracted out grounds maintenance service from September 2017. Work with partner organisations (Marathon Trust, HLF, Viridor Credits), community Friends Groups and Local Committees to increase external funding contributions and continue to deliver improvements to parks. | DoAnalyse, Plan, Do | Maintain the % of residents satisfied with parks. | Q3Q4 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Service, Safer and Stronger Communities |
| (13) Implement changes to the street cleaning service to ensure that the borough’s streets are clean and well maintained | Implement a new phased service delivery model for street cleansing. Phase one to deliver savings and service modifications through an outcome-based specification. Phase two, from September 2017, will move to a contract-management arrangement, as part of the joint tender with the South London Waste Partnership.  | Do | Maintain the % of residents satisfied with street cleaning. | Q3 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Service, Safer and Stronger Communities |
| Build on our ambitions to be London’s most sustainable suburb | (14) Work with our partners and local communities to deliver our One Planet Sutton targets | Working with partners to maintain One Planet borough status to support healthy communities and the local economy; cut carbon emissions and waste; and value the natural environment. Complete delivery of awareness-raising and behaviour change campaigns to embed borough wide change (e.g. use of composters and improved recycling in flats), using waste awareness advisers and London Waste and Recycling Board (LWARB) funded communications campaigns.  | Review, Plan, DoDo, Review | Reduce the % of CO2emissions in the borough.Improve water quality through delivery of 8 river improvement projects by 2025, as identified by the Environment Agency, Maintain and improve nature conservation value of the 35 existing wildlife sites.Increase household recycling rate to 40% by 2017. Increase in external funding and support for sustainabilityactivities. | Q4 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Service for Economic Development, Planning and Sustainability Executive Head of Service, Safer and Stronger CommunitiesExecutive Head of Commissioning, Environment and Neighbourhoods |
| (15) Deliver a Decentralised Energy Network and an Energy Recovery Facility by 2017/18 | Complete an OJEU compliant procurement process and appoint a contractor (s) to design, build, operate and maintain a heat energy network for the borough, through an Energy Services Company (ESCo).Progress the commissioning and delivery of a new Energy Recovery Facility.  | Do Do | Reduce the % of CO2 emissions in the borough.Improve efficiency of energy supply.Contribute to the reduction of landfill waste disposal and reduction in % of CO2 emissions.  | Q3/Q4Q4 | Chair Housing, Economy & Business CommitteeChair Environment & Neighbourhoods CommitteeExecutive Head of Economic Development, Planning and Sustainability Executive Head of Commissioning, Environment and Neighbourhoods  |
| (16) Ensure that we deal with our waste in a more sustainable and cost effective way | Deliver an efficient waste service, in partnership with South London Waste Partnership and re-procure Household Re-Use and Recycling Centres (HRRC) in order to deal with waste more sustainably and reduce the costs of waste disposal. | Plan, Do, Review | Increase the % of waste diverted from landfill.Cost effective contract in place for Household Re-use and Recycling Centres (HRRC).Savings achieved.  | Q4Q3Q1 | Chair Environment & Neighbourhoods CommitteeExecutive Head of Commissioning, Environment and Neighbourhoods |

**A Fair Council**

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| **Building safe, strong and healthy communities** |
| **By 2018/19 we want to...** | **Key Actions in the Corporate Plan** | **Key Commissioning Activities** | **Stage(s) in the Commissioning Cycle (Analyse, Plan, Do, Review)** | **Measures of Success**  | **When** | **Lead Officer / Member** |
| Improve people’s health and reduce health inequalities between different areas of the Borough  | (17) Deliver integrated health and social care services for older and disabled people  | Progress integration of adult social care health services within the People Directorate with the Sutton Clinical Commissioning Group, Children’s Services and other partners. This includes implementation of the Better Care Fund proposals and joint commissioning strategies (e.g. mental health and carer services). | Do | Success criteria for Better Care Fund achieved. | Q4 | Lead Member for Adult Social ServicesExecutive Head of Community Wellbeing and Health PartnershipsExecutive Head of Service, Adults and Safeguarding |
| (18) Support people to make better lifestyle choices to help improve their health and wellbeing | Work with services across the Council, the health service, and partner agencies to implement the Health and Wellbeing Strategy; commission public health services such as NHS health checks, stop smoking, healthy lifestyles, substance misuse and sexual health and family planning services. | See Public Health S&R paper (9th February) | Reduce the difference in life expectancy at birth betweenSutton wards. | Q4 | Lead Member for Public HealthDirector of Public Health  |
| Reduce crime and the fear of crime | (19) Develop and implement strategies to tackle crime and disorder including anti-social and other behaviour that is affecting the local environment as well as the misuse of drugs and alcohol | Implement Crime and Disorder Strategy including: Domestic Abuse Strategy; Community Trigger remedy for anti-social behaviour; and MARAC (a multi-agency risk management panel). | Do, Review, Analyse, Plan | Reduce the number of criminal offences committed per 1,000 populationIncrease the % of people who say their perception of crime and disorder has improvedIncrease the number of domestic abuse referrals and increase reporting on domestic abuse outcomes.Reduction in number of repeat domestic abuse incidents | Q4 | Chair of Strategy and Resources CommitteeExecutive Head of Service, Safer and Stronger Communities |
| Raise ambitions and outcomes for children, young people and families | (20) Re-design our services for children, young people and families based on local need and with a focus on early intervention and prevention  | Re-commission Youth Services and Children’s Centres, engaging with local communities and the voluntary sector to effectively meet local need.Re-procure school nursing services for new contract start March 2016.Receive health visiting and family nurse partnership in October 2015.Update and begin to implement Early Intervention / Early Help Strategy. Integrate all early help into one comprehensive Early Help service, with greater linkage with Children in Need services. Review strengthening of the Children and Adolescent Mental Health Services (CAMHs) Level 2 service including Looked After Children.Begin implementation of the Children and Families Act. Continue to deliver the Families Matter agenda which includes tackling issues associated with poverty, housing, criminal activity, and education by taking a multi-agency approach. Adopt extended criteria, being introduced from April 2015.Roll out of locality teams - with emphasis on multi-agency working that will tackle both child and adult issues.  | Review, Analyse Review, Plan and DoReview, Plan and DoReview, Plan and Do Review, AnalyseDoPlan and DoPlan and Do | Savings delivered and children and young people from most disadvantaged families are 'reached' by the new commissioned targeted provisions.Contract commences March 2016.Council to ensure a smooth handover and transition of commissioning arrangements.Reduced demand for more complex intervention and support from statutory services.Young people with emotional health issues access appropriate resources.Council is embedding new statutory responsibilities in accordance with the ActMulti Agency Locality Team pilot successful with 92% of referrals.Families matter 75% engagement rate. Savings estimated between £4,000 and £26,000 per family. | Q4Q4Q4Q4Q4Q4Q4 | Chair Children, Family and Education CommitteeExecutive Head of Education and Early InterventionChair Children, Family and Education CommitteeDirector of Public HealthExecutive Head of Education and Early InterventionChair Children, Family and Education CommitteeExecutive Head of Education and Early InterventionChair Children, Family and Education CommitteeExecutive Head of SafeguardingChair Children, Family and Education CommitteeExecutive Head of Planning and CommissioningChair of Children, Family and Education CommitteeExecutive Head of SafeguardingChair of Children, Family and Education CommitteeExecutive Head of Safeguarding |
| (21) Deliver the Primary and Secondary school expansion and new build programme | School places are provided for a rapidly increasing population through the 2015 and 2016 School Expansion programme. | Do | Additional school places delivered to time and budget. | Q2 | Chair Children, Family and EducationExecutive Head of Planning and Commissioning |
| (22) Enable children and young people to achieve their ambitions by supporting a high quality education and skills offer in the borough | Complete redesign and commissioning of school improvement and support services and revise School Improvement Strategy, including a strategy to reduce attainment and progress gaps between disadvantaged pupils and their peers.Revise Inclusion Strategy to improve attainment and progress for pupils with Special Educational Needs (SEN), increasing the use of mainstream and other in-borough specialist resources for pupils with SEN. | Review, Plan and doPlan and do | Reduce performance gap between schools in the borough and improve attainment and progress of key disadvantaged groups e.g. Free School Meals, Travellers, pupils with SEN, and attainment gaps between Sutton and non-Sutton residents in specific schools. Increase the % of GCSE students gaining 5 or more grades A\*-C, including English and Maths.Increase the % of pupils achieving level 4 or above at KS2 including English and Maths. | Q4Q4 | Chair Children, Family and EducationExecutive Head of Education and Early Intervention |

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| **Increasing economic growth and investment in Sutton making it a place of choice to live and work** |
| **By 2018/19 we want to...** | **Key Actions in the Corporate Plan** | **Key Commissioning Activities** | **Stage(s) in the Commissioning Cycle (Analyse, Plan, Do, Review)** | **Measures of Success**  | **When** | **Lead Officer / Member** |
| Increase the attractiveness of the borough to developers and businesses  | (23) Work with developers to unlock key development sites across the borough | Establish a ‘one-council’ approach to identifying barriers to and opportunities for development, and work with partners to unlock key development sites, potentially linking this to Sutton’s Housing Zone.Re-commission the Development Management, Strategic Planning and Building Control services. | Analyse, plan and doPlan and Do | Increase in the number, range and tenure of properties built and potential development sites.Increase in the number of key development sites where planning decisions implemented.Increase in number of first time approvals and self-service planning applications.Reduction in overall processing time to determine applications.Increased confidence in planning processes | Q4 | Chair, Housing, Economy & Business CommitteeExecutive Head of Community Living and Strategic Commissioning Executive Head of Service for Economic Development, Planning and SustainabilityExecutive Heads of Service for Adult Social Services, Housing and HealthExecutive Head of Commissioning, Environment and Neighbourhoods |
| (24) Improve the borough’s town and district centres | Develop a vision for the built environment reflected in a new Local Plan: commission and produce evidence based studies, including the Town Centre Economic Assessment and Sutton Town Centre Master Plan; develop guidance and policies to inform and facilitate future development planning applications; and undertake a first round of public consultation on the draft plan, followed by a review and amendment of the planMaximise the economic impact of developing the Gas Holder site at the north end of Sutton High Street. | Plan Plan, Do | Achieve the necessary balance between development growth and environmental sustainability (as set out in the Annual Monitoring Report) Increase the number of new jobs created and the employment rate. | Q1Q2Q3 | Chair, Housing, Economy & Business CommitteeExecutive Head of Economic Development, Planning and Sustainability |
| Increase the level of affordable housing and improve the quality of existing council housing in the borough | (25) Invest £19m to build new council housing | Provide affordable housing to meet the borough’s needs as far as possible by: consulting on and submitting planning applications, procuring a partner to develop specific sites; establishing a Housing Development Company (as a subsidiary of Opportunity Sutton Ltd) to build new homes; and implementing a new approach to identifying suitable assets for redevelopment. | Do | Increase the number of new and affordable homes. | Q4 | Chair of Housing, Economy & Business CommitteeExecutive Head of Community Living and Strategic Commissioning  |
| (26) Work with Sutton Housing Partnership to ensure the Council’s housing stock meets the Decent Homes Standard  | Monitor and support the delivery of the Decent Homes Standard programme and regeneration schemes. | Do | Increase the % of social housing that meets the government’s ‘Decent Homes’ standard. | Q4 | Chair of Housing, Economy & Business CommitteeExecutive Head of Community Living and Strategic Commissioning  |
| Increase skills development and job opportunities for local people | (27) Establish a life science cluster in the borough  | Work with the Institute of Cancer Research, The Royal Marsden NHS Foundation Trust and Epsom and St Helier University Hospital NHS Trust to deliver the 2015/16 Sutton for Life Programme to deliver world-class, research-led cancer treatment and significant benefits for the local and wider London economy. Develop and implement strategy for life science education within schools. | Do Review, plan and do | Increase the number of new jobs created and the employment rate.Improve educational and training opportunities for young people. | Q4Q4 | Chair Economy & Business CommitteeExecutive Head of Economic Development, Planning and SustainabilityChair Children, Family and Education CommitteeExecutive Head of Education and Early Intervention |
| (28) Ensure local residents have the required skills to meet the needs of local businesses | Identify business recruitment needs across the borough and address gaps in the provision /availability of appropriate skills and qualifications in the workforce. | Analyse , Do | Increase the number of new jobs created and the employment rate.Increase the number of new business start ups. | Q3 | Chair of Housing, Economy & Business CommitteeExecutive Head of Economic Development, Planning and Sustainability |
| (29) Provide an Apprenticeship Hub | Evaluate existing apprenticeship centres in the borough, to develop a model for an Apprenticeship Hub and a new strategy for apprenticeships and work experience for Young People. | Review, Plan, Do | Reduce the number of 16-24 year olds claiming Job Seekers Allowance Increase the number of apprenticeships.Greater range and take up by young residents of work experience opportunities. | Q2 | Chair of Housing, Economy & Business CommitteeExecutive Head of Economic Development, Planning and Sustainability |

**A Smart Council**

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| **Transforming our ways of working to manage reduced budgets and increasing demand** |
| **By 2018/19 we want to...** | **Key Actions in the Corporate Plan** | **Key Commissioning Activities** | **Stage(s) in the Commissioning Cycle (Analyse, Plan, Do, Review)** | **Measures of Success**  | **When** | **Lead Officer / Member** |
| Be at the forefront of developing new models of service delivery | (30) Re-design services and customer access to encourage the use of online channels | Implement the second phase of the Digital Programme leading to 50% of transactions being completed online.Implement reconfiguration of library services to meet future demand and deliver a 21st century service by encouraging the use of online channels. | Plan and DoDo, Review | Increase in the number of web transactions.Reduce face to face and telephone contacts.Better Connected Rating from SOCITM (Society of information technology management).Increased customer satisfaction with accessing council services online.Increase in number of self-service and web transactions.Local residents supported to develop in-demand skills. | Q4Q4 | Deputy Leader of the CouncilExecutive Head of Customers, Commissioning and GovernanceChair of Environment & Neighbourhoods CommitteeInterim Executive Head of Service for Communities and Neighbourhoods |
| Be a low cost council that is transparent and open about how we spend our money | (31) Deliver an agreed programme of transformation through the Smarter Council programme to make a significant contribution to the Council’s savings gap | Deliver Opportunity Sutton, Prevention, Neighbourhood Working, and Developing Organisation project streams across the Council to meet residents’ needs in the most cost effective way.Provide advice, support and guidance to suppliers, officers and Members for the development of new models of delivery for the Council.Transfer the operation of the Secombe and Charles Cryer theatres to a community group supporting the agreed provider to assume delivery of professional and community arts activity in the Borough. | Plan and Do Plan, Do, ReviewDo  | Achieve Smarter Council programme milestones.Savings delivered.Spin out evaluation/lessons learned paper to audit committee Spin outs complete transitionAnother spin out request to business plan to relevant committee Arts activities making positive contribution to meeting social diversity and public health needs.Growth in number of community arts events across the borough.Increased numbers of people engaged in arts activities.Increase in external arts funding attracted into the borough.  | Q4 Q2Q1Q2Q2Q4 | Chair of Strategy and Resources CommitteeStrategic Director for ResourcesDeputy Leader of CouncilExecutive Head of Customers, Commissioning and GovernanceChair Environment & Neighbourhoods CommitteeInterim Executive Head of Communities and Neighbourhoods  |