

Ambitious for **Sutton** Corporate Plan 2022 - 2027

Stronger Together



Foreword from the Leader of the Council

We are ambitious for Sutton. We are stronger together.

Our new corporate plan sets out how we will make Sutton a place where everyone feels welcome and proud to be who they are. We will provide high-quality local services, combat climate change, provide support to vulnerable people and help our residents live in affordable, good quality homes. All this while securing strong, fair economic growth for our borough in the face of the difficult financial times ahead.

I know we can do this because Sutton is at its best when we come together. The last few years have been very hard for everyone. But working with the Council, our residents, businesses, charities, community and faith groups, as well as partners in the wider public sector, all rose to the challenge.

Now is a critical time of change as we move beyond the pandemic and into an economic downturn. The challenges ahead are huge. It will be tough for everyone in our community and we will need to use our resources fairly and wisely.

With this plan, we will build strong, resilient communities in Sutton, offer more opportunities for employment and volunteering, and develop those social networks that are already making such a difference to people's lives locally.

Our six priorities are:

- action on climate change
- an inclusive place where everyone feels welcome and proud to be themselves
- quality and affordable housing
- strong and fair economic growth
- campaigning for quality local services from the Mayor of London and Government
- an efficient and well-run council

In order to achieve this, we will continue to build on the flagship projects already underway across Sutton that support local jobs and which will cement the borough's long-term economy. We will also transform what we do as a council and how we do it.

Together we will show the best of our borough to make Sutton an even stronger, fairer and more sustainable place. It is this community spirit, collaboration and innovation that will get us through the times ahead. We are stronger together.



Leader of the Council, Councillor Ruth Dombey next to Diversity Mural, The Fabric of Society 2022 by Maria Pia Jaim

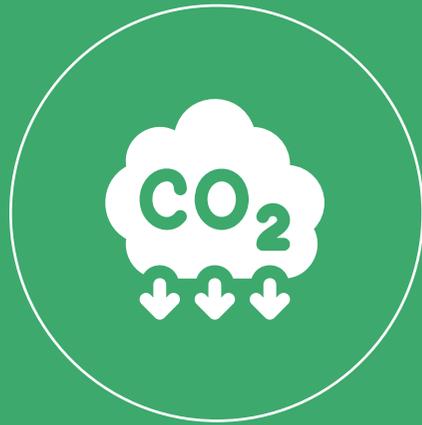
Action on climate change



By 2027 Sutton will be a sustainable, green borough, with everyone taking responsibility for their impact on the environment.



Our ambition...



Reduce Council- and borough-wide carbon emissions.



Make it easier for people to make sustainable transport choices.



Keep Sutton a great place to live, enhancing the natural environment by caring for landscapes and wildlife.

How we will achieve this - **our priorities**

Review and continue to deliver the Environment Strategy and Climate Emergency Response Plan

Annual renewal of the Environment Strategy and Climate Emergency Response Plan to reflect latest climate priorities, funding opportunities and innovation.

This will also include updating the Air Quality Action Plan.

Develop a Climate Financial Strategy

Develop a strategy to identify the funding needed to combat climate change, and seek to secure about £1m per year of external funding.

Decarbonise Council buildings

Explore options to make Council buildings more energy efficient and climate friendly, and implement a programme of changes.

Encourage businesses to decarbonise

Support 50 businesses to decarbonise through the Green Enterprise Partnership in Sutton town centre.

Use technology to tackle climate change

Continue to explore options to use the latest technology to support our climate ambitions. For example: reducing the Council's carbon footprint through the use of modern, highly efficient cloud data centres; continue the Internet of Things programme to provide data to inform and measure the impact of climate change activity.

Lobby government to deliver on their national commitments on the environment

Including providing funding to local authorities to support decarbonisation at a local level.

Improve and encourage sustainable transport in the borough

Take action to encourage and enable people to make sustainable transport choices, including: delivering the Sutton Town Centre Public Realm Masterplan; delivering four new school streets by 2024; reviewing opportunities for 20mph areas and HGV bans; developing and delivering cycle parking, cycle hangars and cycle lanes and continuing to deliver a cycle training programme; continuing the e-bike trial until October 2023 and working towards delivering a permanent solution; encouraging the uptake of Freedom Passes; exploring the use of pool cars, scooters and e-bikes for Council staff; and exploring innovative sustainable transport solutions including demand-responsive transport.

Produce a borough wide Electric Vehicle Strategy

Review opportunities to increase the number of electric vehicle charging points in order to encourage the uptake of electric vehicles. Explore options to convert the Council's small vehicle fleet to electric vehicles. Require contractors to use electric vehicles where suitable.

Minimise waste and work towards a 'circular economy'

Work to achieve a 'circular economy' and minimise waste by: reviewing the Council's waste and recycling policies and strategies; reviewing the waste service offer and making a decision on future provision; focusing on key areas to improve recycling (including flats, and the street environment); and taking other measures to make it easier for residents to reduce waste, repurpose and repair items.

Continue to deliver the Library of Things

Continue to provide a Library of Things to allow customers to borrow household items such as drills, sewing machines, carpet cleaners and ice cream makers, in order to encourage reuse of items and reduce waste.

Continue to deliver an education and environmental enforcement service

Continue to educate on and enforce fly tipping, littering, dog fouling and other environmental crimes. Review existing model of delivery by the end of 2024.

Expand the Sutton Decentralised Energy Network (SDEN)

Establish the viability to deliver the Phase 2 heat network expansion plan to include Clarion Housing at The Lavenders and Sutton town centre. Explore the long-term future direction of the company.

Develop and deliver flood alleviation schemes

Deliver flood alleviation schemes in Worcester Park, Rosehill Park and Beddington (subject to funding). Continue to deliver the SUDS (Sustainable Urban Drainage Systems) programme in schools.

Roll out LED street lighting

Convert all street lights to LED across the borough over a four year programme, delivering significant financial savings and reducing carbon.

Monitor and advise on the restoration of Beddington Farmlands

Work with the Conservation & Access Management Committee and landowners to ensure that each habitat defined in the farmlands restoration management plan is restored in full by the end of 2023.

Continue to plant more trees and hedgerows across the borough

Work with residents and other stakeholders to identify spaces for tree and hedgerow planting and bid for external funding.

Work with schools to encourage awareness of the environment and climate change

Provide environmental education at Sutton Ecology Centre for 3,500 school age children a year. Through the Sutton STEAMS Ahead (Cultural Impact Award) programme, allow every school child in Sutton to experience Science, Technology, Engineering, Arts and Maths (STEAM) for a day during 2023, with an emphasis on the environment and climate change.

Upgrade playgrounds, tennis courts and other parks facilities to encourage active lifestyles

Support residents to be physically active by promoting use of parks, and maintaining a network of playspaces. Work with sports bodies and clubs to provide a range of sports and leisure activities. Focus on improving the accessibility of parks for children with disabilities.

Sustain and enhance parks and open spaces, and develop a new mini park (GreenSpaces project)

Support the development of new 'friends groups' for parks, and support groups to meet their ambitions for their local parks by producing parks management plans. Apply for Green Flags for key parks to verify what has been achieved. Deliver a community led project at the Limes Avenue Recreation Ground to increase green space where this is currently lacking.

An inclusive place for everyone



By 2027, Sutton will be a place where people from all backgrounds feel included and get on well together, with support for young people, families, older people and vulnerable residents.



Our ambition...



Continue to promote equality and inclusion and make Sutton a great place for our diverse communities.



Focus on mental health and supportive communities.



Provide care and support to those who need it most, and support people to remain independent for as long as possible.

How we will achieve this - our priorities

Improve the mental health and wellbeing of children and young people

Work with our partners including youth services to support schools, parents and children and young people to improve their mental health and wellbeing.

Deliver Family Hubs

Deliver a new Family Hub Model alongside partners to support families to access a range of universal support services more easily.

Ensure high quality and inclusive school places

Ensure sufficient high quality school places for Sutton residents including high quality places for pupils with Special Educational Needs and Disabilities (SEND).

Deliver reforms for children and young people with special education needs and disabilities

Work with partners to integrate support for children and young people across health and social care.

Support children looked after

Improve the lives of children looked after, including ensuring more children have the opportunity to live in Sutton or nearby.

Provide inclusive playgrounds for children

Work with communities to ensure that playgrounds are accessible to all children and young people, including those with disabilities.

Reduce childhood obesity

Work with our partners to deliver a 'school superzone' in the Roundshaw area to help reduce childhood obesity rates.

Improve youth provision in the Borough

Build on the current youth offer in Sutton, working with voluntary sector partners to ensure there are facilities and activities available across the borough.

Transform mental health services

Work with partners to deliver a programme to transform mental health support across South West London.

Encourage physical activity to improve health outcomes

Deliver a physical activity strategy to reduce levels of inactivity amongst target groups.

Implement Adult Social Care Reforms

Deliver the Adult Social Care Reform Programme, to ensure that all services provided by and commissioned on behalf of the Council meet the highest delivery standards, provide value for money and support the continuing development of the Adult SoC market in Sutton.

Increase independence for adults with learning or physical disabilities

Create an Enablement Service to support adults with a learning disability to increase their independence and maximise the independence of residents by offering grants for equipment, home adaptations and assistive technologies.

Support people with dementia

Deliver 'dementia friendly' initiatives through libraries and heritage houses.

Become an Age Friendly community

Deliver a new Family Hub Model alongside partners to support families to access a range of universal support services more easily.

Ensure high quality and inclusive school places

Ensure sufficient high quality school places for Sutton residents including high quality places for pupils with Special Educational Needs and Disabilities (SEND).

An inclusive place for everyone

Quality and affordable housing



By 2027, more people in Sutton will live in safe, high quality and affordable homes.



Our ambition...



Increase the amount of affordable homes in the borough by building affordable housing, regenerating Council estates, and exploring innovative ways to increase housing supply.



Ensure that all Council housing is safe, sustainable and good quality.



Work with partners to support people who are homeless or at risk of becoming homeless, intervening early before issues escalate.

How we will achieve this - **our priorities**

Deliver new Council homes

Deliver 405 new, low carbon Council homes at various locations across the borough by 2028.

Continue investing to maintain and improve Council homes

Through Sutton Housing Partnership, deliver a five year programme of investment; ensure all Council housing meets the latest quality and safety standards.

Make Council homes more energy efficient

Retrofit 60 homes with the latest energy efficiency measures, decarbonise 75 Council homes via the Social Housing Decarbonisation Fund programme, and secure external funding for delivery of further decarbonisation schemes.

Work with residents and communities to regenerate Council estates

Complete delivery of the Beech Tree Place regeneration, progress regeneration of Elm Grove, complete an options appraisal for the regeneration of Benhill Estate and review the feasibility of regeneration for the remaining estates within the Estate Regeneration Programme.

Increase the number of affordable private rented homes in Sutton

Work with Sutton Living Limited to provide affordable private rented housing for Sutton residents.

Work with partners to prevent homelessness and support people who become homeless

Update the Homelessness Strategy by 2023, and deliver the strategy in line with agreed targets (to include taking steps to prevent people becoming homeless, supporting those who are homeless, and reducing the number of people living in temporary accommodation).

Support young families in temporary accommodation

Work with partners to provide a range of advice and support to families with preschool children who are living in emergency or temporary accommodation.

Review the Local Plan

Review the Local Plan by 2024 to improve quality and affordable housing in the borough, including a new policy on addressing the climate emergency.

Explore Council licensing for Houses in Multiple Occupation (HMOs)

Improve the standard of private rented sector accommodation by exploring the feasibility of an additional council licensing scheme for houses in multiple occupation.

Explore options to use Council owned housing more effectively for the benefit of key groups

Work collaboratively across the Council and with partners to explore opportunities to better use housing to meet the needs of key groups, including: children looked after (CLA), children and young people leaving care, people with learning disabilities, foster carers and key workers.

Increase digital connectivity in social housing

Enable more social housing residents to have access to a faster internet connection.

Strong and fair economic growth



By 2027, Sutton will have more quality jobs and thriving local businesses. This will support strong and fair economic growth.



Our ambition...



Support residents, communities and businesses to deal with the rising cost of living, with a focus on making Sutton stronger and fairer for everyone.



Continue to deliver major regeneration schemes including, Sutton Town Centre regeneration and the ground-breaking London Cancer Hub in Belmont.



Back local businesses and work to create more quality jobs for local people.

Strong and fair economic growth

How we will achieve this - **our priorities**

Support residents and businesses impacted by the rising cost of living

Work with our partners to provide a range of advice and support to residents and businesses impacted by the rising cost of living, to protect the most vulnerable and support Sutton's economy to recover in the longer term.

Develop and deliver an economic growth programme

Deliver a Careers Hub to support high quality careers programmes for students; support unemployed and economically inactive Sutton residents into work; tackle skills gaps in priority sectors (for example, the 'green' sector), and help local businesses to access training and advice.

Develop and deliver a Digital Inclusion Strategy

Develop a Digital Inclusion Strategy to increase digital access, connectivity and skills. Increase digital access in Council libraries, and continue to offer free digital skills qualifications and access to devices (via Sutton College) to support learning and employability.

Offer targeted education and skills support to promote learning and increase employability

Working with a range of partners, including Sutton College, continue to offer a range of targeted education and skills interventions. Strengthen links between local employers and higher education to promote skills development and business growth, including through the delivery of the 'BIG South London' business support programme.

Promote the Council as a great employer for local people

Promote Sutton Council as an employer of choice, working with schools and colleges to promote apprenticeships and careers in the Council and attract students studying for careers in hard to fill areas. Develop a specific offer for vulnerable young people to gain access to employment through the council. Maximise opportunities for them through our commissioned service providers and partners.

Continue to deliver the Sutton Town Centre regeneration programme

Work with partners and the local community to continue to regenerate Sutton Town Centre, including: delivering the Throwley Yard project (a cultural venue); delivering 'Oru Sutton' (a mixed use scheme providing affordable office space, exhibition space, hospitality, a wellness suite and intergenerational growing space); increasing the wider cultural and education offer; and revitalising the northern end of the High Street.

Develop and deliver a regeneration strategy for the St Nicholas Centre and Civic Complex

Set out the business case and regeneration strategy for the St Nicholas Centre and the Civic Complex in line with the key priorities and objectives for Sutton Town Centre, and procure a preferred delivery partner.

Improve transport in Sutton Town Centre

Develop and agree an improved layout for the town centre gyratory with stakeholders which includes sustainable transport improvements for cycling, walking and buses. Delivery to be linked to key developments across the town centre as they come forward.

Strong and fair economic growth

Improve the street scene environment in the town centre

We will roll out further smart bin technology, develop plans for improving waste collections from flats and businesses, increase enforcement and education around fly tipping and continue to improve the 'public realm' in Sutton town centre and district centres through greening and sustainable transport improvements.

Work with partners to maintain town and district centres as a safe place to be

Continue multi-agency problem solving work to make Sutton's town and district centres safer, including: working with businesses to implement the counter-terrorism Protect Duty; implementing the Women's Night Safety Charter; continuing to commission targeted youth work through the MOPAC funded 'On the Street' project; and addressing street space issues relating to delivery drivers and the takeaway economy.

Continue to work with our partners to deliver the ground-breaking London Cancer Hub

Secure an investor/developer partner to deliver the major life science regeneration at the district in Belmont. This scheme proposes to deliver approximately 600,000 sqft/55,000 sqm of new space, around 13,000 jobs and £1.2 billion each year for the UK economy.

Improve sustainable transport access to London Cancer Hub

Develop sustainable transport solutions to improve accessibility of the London Cancer Hub for all.

Work with Sutton United Football club to increase local benefits

Work with Sutton United Football Club to ensure the economic benefits associated with an expanding club are felt locally bringing access to jobs, strengthening business supply chain opportunities, harnessing spend from fans, and encouraging more active lifestyles.

Campaign for **quality local services**



By 2027, the Council will continue to seek the best possible deal for Sutton's residents, communities and businesses in relation to health, transport, the economy and the environment.



Our ambition...



Ensure Sutton residents can access good quality healthcare.



Continue to lobby for improved public transport.



Campaign for the best financial deal for Sutton.

How we will achieve this - **our priorities**

Work with the local government sector to lobby government for a better financial settlement and fair funding

Work closely with London Councils and the LGA to ensure that the case for funding for local government is evidence based and makes the case for more funding to be devolved locally with fewer conditions so local decisions are made at a local level.

Lobby government to ensure Sutton has the resources to deliver new policy priorities and legislation

Lobby government for clarity on requirements and adequate resources to deliver new policy and legislation, with a focus on: Adult Social Care reforms; new legislation relating to the Waste and Resources Strategy; changes to local authority responsibilities for building safety; funding for homelessness prevention; funding for resettlement of refugees and asylum seekers.

Continue to ensure good quality hospital provision in the borough

To continue work with NHS and community partners to ensure that there is good quality, accessible healthcare provision in the borough and protect services at St Helier Hospital.

Work closely with the police to maintain effective policing resource

Work closely with the police to ensure key crime and policing issues are prioritised locally, including: ensuring Sutton has the resource to deliver and embed the counter-terrorism Protect Duty; continuing to secure 'violence reduction' funding for Sutton from the Mayor's Office for Policing and Crime (MOPAC); continuing to work collaboratively with partners to secure other external funding.

Lobby for public transport improvements serving the borough

Lobby Transport for London and government for funding and to prioritise public transport servicing the borough, focusing on: extending the Overground from Croydon to Sutton; electrification and expansion of buses servicing the borough; extending the Tram; expansion of the bus network; ensuring fairer access to transport funding streams.

Seek funding to deliver the Belmont Rail Frequency Improvement Scheme

Subject to the outcome of the Levelling Up Fund bid, build a rail siding at the south of Belmont Station to enable a change from the current two trains per hour to four trains per hour, make public realm improvements to Belmont Station and the immediate surroundings, and improve cycling and walking access in the area.

Lobby for improvements to flood management and prevention

Ensure Thames Water and the Environment Agency are fulfilling their obligations in relation to flood management and prevention, and lobby them for funding for flood management schemes.

Continue to lead The Libraries Consortium

Continue as the lead borough for The Libraries Consortium, which consists of 23 authorities working together. Continue to raise the profile of the consortium which is setting national standards for the way in which libraries can procure the best deals for books, e-books and other stock.

Deliver the Sutton STEAMs Ahead programme (GLA Cultural Impact Award)

Use funding secured from the Greater London Authority and National Heritage Lottery Fund to deliver a programme of cultural activity across all communities in Sutton, delivering a legacy and encouraging future investment in the borough.

An efficient and well-run Council

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By 2027, the Council will continue to deliver the best possible services within the resources available, making the most of its assets, workforce and digital innovation.

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Our ambition...



Develop and support the Council's workforce.



Deliver accessible and great quality customer services.



Invest in the right things, and make the best use of the Council's assets.

An efficient and well run Council

How we will achieve this - our priorities

Continue to develop and embed the Council's approach to community engagement

Build on the work being done to ensure that the Council engages with local residents at the right time and in the right ways, ensuring that residents are fully involved and engaged in local changes.

Identify opportunities to make best use of the Council's assets

Work with our partners to identify opportunities to continue to use the Council's assets as efficiently and effectively as possible, ensuring residents can access the right services in the right place, while making them more cost effective and sustainable.

Deliver improvements to Customer Services to make it easier for residents and businesses to find the information they need, access services and resolve issues quickly

Continue to develop the Council's website, to improve information and transactions. Refurbish our reception to ensure that those residents who visit the Council can more easily access the services they need. Introduce new contact centre telephony to improve resilience of the service and provide additional channels for customer contact. Ensure that once resolved, learning from complaints is fed back into the wider organisation.

Deliver the People's Digital Strategy to enhance and improve social care systems

Improve digital systems in social care services in order to increase efficiency, deliver better services, and enable innovation in the longer term.

Identify opportunities to automate processes or better design services

Review and redesign business processes where there are opportunities to improve efficiency across all Council services and make services better for residents.

Continue to develop the Council's workforce through recruitment, induction and retention

Develop our approach to recruitment, enabling the Council to attract and recruit across our services but especially in hard to fill areas, including an ability to attract individuals not usually drawn to local government roles.

Provide a comprehensive learning offer for our staff and adapt approaches to internal communications and engagement

Deliver a learning offer that supports our staff in delivering the best services to residents and to develop their skills whilst they are at Sutton. Review the Council's approach to internal communications and employee engagement in light of the move to more remote working and different use of office spaces.

Collaborate with partners to deliver the South West London Workforce Plan for social care

Work in partnership across South West London to create capacity and new pathways to enter into social care - for example working with universities.

Ensure that our contractor workforce reflects the Council's values

Work in partnership with our contractors and providers to ensure that they understand the Council's values and have pride in the work they deliver in Sutton.

Continue to performance manage and review all services

Periodically review services (and delivery models) to ensure that they are operating as efficiently as possible with a focus on the outcomes achieved.

Implement the Financial Management Code Action Plan

Implement the Financial Management Code Action Plan to ensure a good level of compliance with the CIPFA Financial Management Code, demonstrating strong financial management & governance.