

Council Plan Delivery Plan Update – Quarter 1

Key: R = Red
A = Amber
G = Green

C = Action complete

BUDGET							
		Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
1	We will continue to oppose austerity imposed by the Conservative Government that is damaging local services. We will work with partners to mitigate the impact of cuts on the most vulnerable members of society while being honest that with less funding and higher demand MKC will need to prioritise spending, find new ways to deliver some services while ceasing to deliver others.						
1.1	Produce a clear Efficiency and Sustainability Plan (E&SP) that clearly sets out our Medium Term Financial Strategy by October 2017	The updated E&SP was approved by Cabinet on 11 July 2017. DCLG visited MK in July to review our Efficiency Plan and we have fed back since on what our pressure points are how DCLG could help in their 'Fair Funding' Review.	DMcL	DMcL	RM	C	↔
1.2	Set a balanced budget each year, which reflects the reality of funding availability and increasing demand.	Timetable for our 2018/19 Budget and Medium Term Financial Strategy being progressed and on track. Savings targets for 2017/18 being rigorously managed and mediation put in place where need be.	DMcL	DMcL	RM	C	↑
1.3	Engage service users, citizens, partners, providers and business to aid understanding of the financial context of the Council.	A year-round pipeline of messages to explain MKC's financial context to its key audiences is set out in the communications forward plan. The reach and effectiveness of messages is evaluated regularly. EG: during July 2017 financial pressure messages reached c15,000 people via MKC's social media channels, of which 570 engaged with a reply, retweet, click-through etc. Communications collateral including visuals, video and easy to read messages is being used to engage audiences.	KE	SG	PM	C	↑
1.4	Undertake consultation to help service users, citizens, partners, providers and business understand, challenge and influence the final budget proposals.	Formal consultation takes place annually between December and February with various feedback routes: written, digital and face to face at public events. In the most recent consultation 252 individuals or organisations commented on the 2017/18 budget proposals, budget summaries were distributed at five public events and consultation material was viewed online 2,968 times.	KE	SG	PM	G	↔

		Market engagement and the value for money assessment have been completed	DMcL	DMcL	RM	C	↔
1.5	Develop a clear proposal to leverage greater commercial value from Council assets by December 2017	<ul style="list-style-type: none"> Cabinet agreed a cross-party working group to discuss proposals and confirm shape of the offer. Appointed consultants have developed a draft programme reporting to Cabinet in September 2017 on the partnerships (Joint Venture) work. The focus will be a performance improvement programme with a particular focus in the short term of quantifying the expected benefits (and their timing) from each activity stream and developing a communications strategy to underpin these activities. There will be a focus on facilities mgt, property and capital works delivery functions Evaluation and test of potential approaches has been undertaken and considered for market fit. Cross party group to consider proposed direction of travel. Rating reflects timing and expectations 	DMcL	DMcL	RM	A	↔
1.6	Review the Future Working Programme to mitigate costs while continuing to seek to reduce overheads and improve working practices and efficiency by July 2016.	<p>Report received at O&SMC 26 July on a proposition for co-locating MKC staff into one building and need for improvements to facilitate this</p> <p>Cabinet 6 September received a report addressing a number of questions and comments raised by OSMC</p> <p>Phase 1 of Civic refurbishment to be complete by 30 September 2017, Remaining phases still on track to be completed by end of May 2018 on time/ in budget.</p> <p>Centrally held list since 6 April 2017 revised legislation. More stringent process in place to assess use of consultants / interims across all directorates. Rating reflects that this is still a work in progress.</p> <p>Ongoing dialogue between Business Partners, Service Directors & Heads of Service to determine the most appropriate and cost effective resourcing solutions in order to reduce the time, number and cost of consultant /interim engagements.</p>	RP	DMcL	RM	C	↔
1.7	Bring forward a plan by October 2016 to impose strict time limits on interim positions before they must be made permanent, and introduce a more stringent regime where self-employment through a Personal Service Company would be reduced insofar as is possible.	<ul style="list-style-type: none"> New Manager's Guide to Engaging /Procuring Non – Employees to provide greater clarity around recommended 'engagement' timescales and the implications of IR35. Greater links between the directorates/ HR/ Finance and procurement to ensure that data is up to date and reflects current working arrangements. 	MDH	CM/ DMcL	RM	G/A	↔

HOUSING							
2	Despite being the fastest growing city in the UK, there is a national housing crisis that current central government policy is failing to address. We must be realistic about what we can achieve, but we will work to build a city where everyone has access to a good home to rent or buy at a price they can afford.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
			OUR HOUSING COMMITMENTS – WE WILL:				
2.1	Submit a draft version of the Plan:MK for consultation by early spring 2017, setting the context for growth ambitions and revising the policy on affordable housing, and submit Plan:MK for inspection by March 2018	Consultation on draft Plan held between 17 March and 9 June 2017.	JC	DS	LG	C	↔
2.2	Complete a Site Allocations Plan to resolve the deficit in five year land supply and increase housing delivery, and submit to the Secretary of State by December 2016.	Proposed Submission Plan to be taken Cabinet and Full Council in November 2017. Plan submitted to the Secretary of State on 31 March 2017 Public examination of the Plan to take place on 12-13 September 2017	JC	AR/ DS	LG	A	↔
2.3	Finish the current programme of new council house building by December 2018.	<ul style="list-style-type: none"> Planning permission granted for 28 properties: Kellan Dr (9x2bed flats); Franklins Croft (4x2bed & 5x3bed houses); St Georges Rd (10x2bed flats). A review of other sites indicates possibility of up to 200 Council houses and beyond. Planning permission granted for 28 properties Kellan Drive and Franklins Croft will commence on site on 4 September 2017 for completion in May/June 2018. Planning applications for a further 22 units will be submitted in late August 2017. A review of other sites indicates possibility of 300 plus dwellings (apartments and houses). Feasibility studies commissioned to ascertain viability across a range of sites. 29 homes delivered in previous years. 17 homes in progress on three garages sites; due in October 17 The Council took possession of the keys of the six rented properties w/c 31 July 2017 and signed the contract for the shared ownership property. Amber rating reflects potential delays in timescales. 	MK	DS	NL	A	↔
2.4	Develop options by March 2017 for a delivery vehicle to enable the building of truly affordable homes to rent or buy.	Your MK has added delivery capacity and will be announcing a pipeline of sites to develop a range of affordable homes	DS	DS	NL	A	↔

2.5	<p>Review Milton Keynes Development Partnership ; including their role in delivering high quality development, best use of assets and the role it can play in delivering truly affordable housing by the end of December 2016.</p>	<p>The review is now concluded and an action plan in response has been agreed</p> <ul style="list-style-type: none"> • Subject to approval in August, MKDPS role in delivery of affordable housing has been clarified through the recent review. • Amber rating reflects timescales. 	DS	DS	RM	A	↔
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HOMELESSNESS							
	Ensuring people have a safe place to stay is hugely important. Ensuring access to advice to prevent homelessness, and support to people at a time of crisis is a priority.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR HOMELESSNESS COMMITMENTS – WE WILL:							
3						C	↔
3.1	Produce a roadmap for implementation of the recommendations of the Homelessness Task and Finish Group by September 2016.	<p>The Homelessness Partnership was set-up in September 2016.</p> <ul style="list-style-type: none"> The Partnership developed a roadmap based on homeless provision gap analysis and presented a report to Cabinet in December 2016. Cabinet endorsed the following priority objectives and an initial costed proposal to deliver the objectives: <ul style="list-style-type: none"> the provision of emergency short-term shelter for those in crisis and requiring immediate support the provision of emergency support for those without accommodation including sanitary facilities and an outreach assessment service ensure that people sleeping rough are offered care assessments and plans so they can return to employment and to independent living in the longer term. 	LE	DS	NL	C	↔
3.2	Create a One Stop Shop style service by March 2017 to focus on prevention of homelessness and ensure support services are there to assist all those in danger of homelessness.	<p>The Winter Night Shelter has been granted the use of the ground floor of the Old Bus Station until 31 March 2020 to operate a One-Stop Shop style service. The facility will provide by Autumn 2017:</p> <ul style="list-style-type: none"> two interview/small meeting rooms that will each accommodate up to four people assessment/waiting area two showers, two washer dryers and toilets (including a disabled toilet) <p>Amber rating reflects delays</p>	LE	DS	NL	A	↔
3.3	Develop and implement a rough sleeping action plan by November 2016.	An action plan was presented to the Homelessness Partnership in December 2016 and is being implemented, whilst recognising that the issue of street homelessness is increasing.	LE	DS	NL	A	↔
3.4	Create additional facilities that provide emergency shelter and support for those in crisis by November 2017.	<ul style="list-style-type: none"> A sub-group of the Partnership is working on developing a specification for additional emergency accommodation for those over the age of 35 with low level support needs as identified as a priority as part 	LE	DS	NL	G	↔

CHILDREN

4	Protecting our vulnerable children from harm and neglect and provide support so every child has the opportunity to succeed.	Key Milestones					RAG Rating	Direction of Travel
OUR CHILDREN'S SERVICES COMMITMENTS – WE WILL:								
4.1	Always prioritise protecting vulnerable children from harm and neglect, including child sexual exploitation.	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel		
	<p>Ofsted action plan submitted and agreed by Ofsted in February 2017 and scrutinised at February Children and Young People Committee. Progress reviewed with Ofsted and CLT in July 2017. Of the 13 actions, all but two (services to care leavers and corporate parenting panel developments) are complete; these are on target for full implementation.</p> <p>The multi-agency MARM process for discussing Missing and CSE young people is in place and working well. This is now business as usual.</p> <p>A no-cost external review of FDAC is being arranged with an academic partner agency to evaluate the current service and make recommendations for development.</p> <p>Exploring potential continuing funding sources for the Healthy Relationships programme.</p> <p>Following the early termination of contract with G4S for reparations work with young people who have offended, developing a new internal delivery model with the Youth Faculty which will, by Q3, provide better opportunities for those in this programme to access learning or employment and further develop the youth faculty's overall offer and income streams.</p> <p>Agency workers continue to apply to be permanent workers in response to our decision to time limit all MK agency social work contracts. Currently refreshing previously successful recruitment work and new recruitment campaign will be launched in September 17.</p>	NR	MB	ZN	G	↔		
	<p>Continue our leadership in developing innovative models of service delivery to embed quality practice and integration across services and partners including the Regional Adoption Agency, Family Drug & Alcohol Court and Family Support.</p>	NR	MB	ZN	G	↔		
	<p>Ensure our workforce is robust by continuing initiatives to recruit, retain and to recognise the contribution of the social work teams.</p>	NR	MB	ZN	G	↔		
	<p>Continue to invest in preventative work, including our Children & Families Practices and network of Children's Centres.</p>	GSa	MB	ZN	G	↔		

4.5	Work with partners to ensure a data-led approach to safeguarding, working together to target our efforts.	This is work in progress. A full partners' performance report including scorecards with commentary will be discussed at the joint Adult and Children's safeguarding performance & QA group on 02.08.17. A number of exception indicators will be chosen at the group and an exception report will be completed, with assurance actions for the Safeguarding Board	JH	MB	ZN	G	↔
4.6	Increase the number of high quality local placements for children and young people.	<p>The placement sufficiency project is progressing, with a number of work-streams designed to achieve this. We are successfully attracting new foster carers and will undertake a focussed 3 month improvement review of our fostering service in Q2/3. Our newly commissioned supported accommodation for young people is now all on stream and Fenny House will be ready for occupation by a further four older young people in August.</p> <p>We continue to "step down" young people from distant to more local placements. Tighter threshold of care arrangements have successfully prevented older young people from entering the care system as a result of family breakdown.</p> <p>We are reviewing situations where local interagency working has not successfully maintained a small but high cost group of young people with very complex needs in MK, and will work with partners, particularly CAMHS, to develop local supports to future similar children.</p>	NR	MB	ZN	G	↔

ADULT HEALTH AND SOCIAL CARE

5	Our long term aim is to modernise our Adult Care services to ensure they can meet growing demand by changing the way we spend our funding towards more community based and preventative services. This means putting power into the hands of service users so they can make their own decisions about the services they want.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR AHSC COMMITMENTS – WE WILL:							
5.1	Take a strategic approach to health partnerships and seek to influence the development and delivery of the Sustainability and Transformation Plans (STP)	The STP continues to be an agenda item at every HWB so that councillors are aware of progress made and any significant challenge, and senior colleagues across the board are engaging. The BLMK STP is one of eight STPs to be granted accelerated ACS status, and MKC is working with partners to see how we can take advantage of this to bring better health outcomes for people in Milton Keynes.	CM	MB	NL	G	↔
5.2	Seek a Memorandum of Understanding by April 2017 between all health and wellbeing partners to help align priorities and integration to drive down cost and improve wellbeing.	Integration board and strategy board now meeting monthly to plan and consider system priorities in line with STP and HWB priorities.	JW	MB	NL	G	↔
5.3	Promote further integration across health and social care partners and establish a new way of working from April 2018.	Transfer of care pathways have improved and work is underway to implement the '8 high impact change model for transfers of care' Integrated front door access Team now regularly monitored and reviewed by the Improving transfers of care project board. Homefirst model developed and now implemented.	JW	MB	HO'N	G	↔
5.4	Deliver the Living Independently Review and provide a roadmap for how we can support people to live more independently across a range of services by March 2017.	This project is now completed and closed and action complete. Workshop with members and key stakeholders planned to take forward plans and discuss any further changes.	SR	MB	NL	C	↔

		Pharmacy HIV testing commenced.	MS	MB	HO'N	G	↔
		Extensions for both sexual health contracts to be requested in September.	MS	MB	HO'N	G	↔
		FGM pilot project reached 572 people this quarter engaging eight community and three youth champions.	MS	MB	HO'N	G	↔
		Outreach programmes for HIV prevention reached over 1,000 people this quarter in a variety of community settings such as the Islamic Art & Culture festival in July.	MS	MB	HO'N	G	↔
5.5	Not reduce services in the areas of HIV, sexual health or domestic violence.	<ul style="list-style-type: none"> Outreach HIV tests and GP HIV testing is increasing and have seen positive cases this quarter. The Community HIV tender has been evaluated with Terrence Higgins Trust coming out as the most economically advantageous tender and we hope to award in Q2. 	MS	MS	HO'N	G	↔
5.6	Continue to deliver the Unison Ethical Care Charter, improving pay for homecare workers, including for travel time, and schedules that allow staff to spend sufficient time with clients.	Externally commissioned home care services have been procured. The new contracts are due to start in the autumn and all providers must comply with Charter.	MH	MB	NL	G	↔
5.7	Continue to implement the Learning Disabilities Review, maximising choice whilst ensuring people with profound and multiple learning disabilities are supported through the continuation of access to day services.	<p>Transformation Board continues to meet monthly. The Shared Lives service is now fully accredited and operational. Carers are being approved regularly by the Shared Lives Panel. Placements arranged as required as part of the ongoing review of service user's needs.</p> <p>Service user and carer engagement continues in respect of day care and the move away from predominantly building based approaches. Coffee mornings held regularly with carers to share progress and maintain contact, with a regular newsletter for carers. We're working with service users at Tower Drive and Surrey Road Centres to help them understand the changes and identify activities they want to do in the future.</p> <p>Market engagement is being advanced in respect of day opportunities and supported living services – 2 successful Market Events have taken place in March and June 2017, attended by numerous providers.</p> <p>Phase two of the review has started.</p> <p>The take up of direct payments has increased, enabling more choice for people in what activities they wish to access.</p>	MH	MB	NL	G	↔

5.8	Work to support carers and young carers.	<p>The commissioned Carers Support Service is identifying and delivering support to an increasing number of adults, parent carers and young carers. 5,120 carers were being supported at the end of Q1.</p> <ul style="list-style-type: none"> The number of carers supported for the first time is on target. Carers MK promoted the service at a number of venues during carers' week and received a number of registrations from this. The carers 'lounge', now called an 'information, advice and support service' is based at the hospital, and opened at the end of the quarter with the official launch in July 2017. The Provider has recently secured additional funding outside of the Council which will enable the development of services to better meet the needs of young adult carers The service continues to meet its target for supporting young carers. By the end of Q1, the service was supporting 646 young carers. A young carers' café has been established and runs fortnightly and it is planned to continue opening throughout the summer holidays. Young carers also continue to be supported through one to one work and group support. 	PC	MB	HO\N/ ZN	G	↔
		PC	MB	HO\N/ ZN	G	↔	
		PC	MB	ZN	G	↔	

MENTAL HEALTH						
6	Ensuring good mental health is a key to ensuring wellbeing, and we will work with partners to ensure there is a focus on mental as well as physical wellness.	Key Milestones				
OUR MENTAL HEALTH COMMITMENTS – WE WILL:						
		Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
6.1	Ensure a clearer role of the priority of mental health across the Joint Health and Wellbeing Strategy.	MS	MB	HO'N	G	↔
		<p>A multi-agency group is progressing the Suicide Prevention Plan, work to date includes:</p> <ul style="list-style-type: none"> - Embedding related NICE and other Guidance - Reviewing self-harm for children and young people and work to support 'real time' data collection. - Social Prescribing business case progressed by STP. - 5 Ways to Wellbeing campaign being evaluated and embedded locally. - Take Notice element ran in World Mental Health Awareness Week with exhibition in CMK. - 20 MKC staff had Mental Health First Aid Lite training. - Work commenced to develop mental wellbeing guide for workplaces across MK. 				
6.2	Work with partners to improve early diagnosis and address mental health issues in children, supporting the implementation of the Child and Adolescent Mental Health Service (CAMHS) Transformation Plan to improve provision.	AF	MB	HO'N	G	↔
		<p>Transformation Programme reviewed and is now entitled Children & Young People Mental Health and Wellbeing Transformation Plan. The focus now on whole pathway, from universal to specialist services. Priorities include:</p> <ul style="list-style-type: none"> - revised service specification for CAMHS with new service model being implemented by October 2017 - ensuring increased access to evidence based programmes for children and young people. - development of Incredible Years training programme delivered in Children and Family Centres - working with Community Foundation and the community and voluntary sector to understand current provision, service gaps and potential development - undertaking a Health Needs Assessment for children with complex and challenging behaviour to understand need and develop cross agency approach to delivery - working with schools, through governor services, to develop a training programme about children's emotional wellbeing and mental health. <p>Progress is reported monthly to the multi-agency, Children & Young People Mental Health and Wellbeing Transformation Plan Deliver Board.</p>				

6.3	Champion the importance of mental health and ensure it is given parity with physical health in the design and delivery of community health services.	Continued investment of £200k agreed for Child and Adolescent Mental Health service in 2017/18	AF	MB	ZN	G	↔
		Public Health has developed an early intervention and prevention work stream to ensure that children and young people's emotional wellbeing and mental health is considered in the planning and commissioning of services.	AF	MB	NL	G	↔
		Adult and children's commissioners continue to work together to develop seamless pathways especially in relation to complex and challenging behaviour.	AF	MB	NL	G	↔

ECONOMY							
7	We want to support our vibrant economy by working with business, enterprise and others to ensure we have a strong, resilient economy that is equipped to meet the challenges of the 21st Century and that shares the benefits of growth.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR ECONOMY COMMITMENTS – WE WILL:							
7.1	Ensure a new Economic Development Strategy is in place by January 2017 with a focus on inclusive growth, opportunity and improving skills.	Public consultation on the draft Economic Development Strategy 2017-2027 was held between 12 May and 9 June. The consultation was widely promoted and a number of comments were received. Following this, a revised version of the strategy was approved by the Skills and Economic Growth Board on 22 June. The draft strategy was presented to Cabinet on 11 July and agreed.	PG	DS	PM	C	↔
7.2	Receive the MK Futures 2050 Commission Report and develop a roadmap for assessing and delivering the six recommended projects for the future economic and social success of MK, including Higher Education provision and the importance of CMK.	Report well received locally and nationally. Action will be complete when roadmap has been agreed by Cabinet in October 2016.	CM	GS	PM	C	↔
7.3	Fund MK:Smart to continue the programme from 2017-19, and review how we work with industry, the academic sector and the voluntary sector to make this initiative sustainable	S106 funding agreed for two years after the programme finishes in June 2017, this continues to be a flagship project for MK. Draft agreement for programme with major corporate partners in development. European Structural and Investment Funding secured via SEMLEP for £2.2m SME innovation scheme 2017-19	GS	GS	PM	G	↔
7.4	Implement a Business Engagement Plan by November 2016 to help improve links with businesses, increase engagement and be responsive to need.	<ul style="list-style-type: none"> A framework has been created and agreed. An initial business engagement lunch was held in autumn 2016. This was attended by over 30 businesses, positive feedback was received and follow-up meetings have been held, and ongoing support offered, to a number of the businesses who attended. The intention is to hold similar events across 2017/18. The amber rating reflects the slip in timescale due to capacity issues. 	PG	DS	PM	A	↔

EDUCATION AND SKILLS

8	High level skills will be essential for a successful Milton Keynes economy, to delivering opportunity for everyone and ensuring the benefits of growth are shared fairly and equally.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR EDUCATION & SKILLS COMMITMENTS – WE WILL:							
8.1	Not support or fund any selective education project.	<ul style="list-style-type: none"> All opportunities for new school places advertised in the MK Schools Planning Forward View published 6 March 2017 are for comprehensive, non-selective provision Election result makes it unlikely that the government will now push for further changes to legislation to enable new grammar schools to open. 	MD	MB	ZN	G	↔
8.2	Support and challenge our schools to further improve outcomes through the implementation of our Standards First plan.	<p>Key Milestones: At the end of the 2016/17 academic year 94% of schools judged 'good' or better by Ofsted; highest ever for MK and best performance in the South East</p> <ul style="list-style-type: none"> MK School Planning Forward View published 6 March 2017 providing 5 year view of where additional places are required and inviting bids from Multi Academy Trusts through government central wave programme. Delivering one of the largest school build programmes nationally Basic need allocation received and sufficient capital funds received to deliver programme required. Primary expansion programme now complete, with only schools required in areas of new development. Secondary place planning shortfall identified for 2019. Plans being made to address from within existing system. 	MB	NR	ZN	G	↔
8.3	Continue to deliver the largest school places programme to ensure a good, local school place for every child.	<ul style="list-style-type: none"> Basic need allocation received and sufficient capital funds received to deliver programme required. Primary expansion programme now complete, with only schools required in areas of new development. Secondary place planning shortfall identified for 2019. Plans being made to address from within existing system. 	KR	MB	ZN	G	↔
8.4	Investigate ways to support MK College in their plans to improve standards and expand its apprenticeship offer.	Working closely with MK College on apprenticeship offer in partnership with CLMK. Youth Faculty and Youth Offending Team are also working with colleagues at the college to ensure that there is a viable learning and development offer to more vulnerable young people.	Var	CLT	ZN	G	↔

REGIONAL WORKING							
9	Milton Keynes Council wants to play a full and active leadership role in our region and nationally. We will work to be a proactive and collaborative partner, seeking the best outcomes for our region and for Milton Keynes.	Key Milestones					Direction of Travel
		Owner	CD/Director	Cabinet Member	RAG Rating		
OUR REGIONAL WORKING COMMITMENTS – WE WILL:							
9.1	Continue to seek a devolution deal with partners, which will deliver more powers locally.	A number of work streams continue both locally & regionally and MKC are very active within them, with significant progress being made – the rating reflects that the outcomes are very dependent on national and regional issues which are not under our direct control	CM	GS/SG	PM	A	↔
9.2	Explore and seek to expand our use of different models of delivery through further shared services.	MKC has already established formal working arrangements with Local Government Support Services (LGSS) to improve services and deliver efficiencies Further dialogue is underway with other regional organisations – rating reflects progress.	CM	TH	RM	G	↔
9.3	Support closer working and integration between regional Local Economic Partnerships (LEP).	<ul style="list-style-type: none"> This has been facilitated through a strong presence on various LEP boards and undertaking a leadership role. SEMLEP has now merged with NEP. This include working arrangements on National Infrastructure Commission report The Council are supporting the leadership in the new SEMLEPs regional transport strategy 	DS	DS/DMc/MB	Var	G/A	↔
9.4	Play a leading and active role in the Fast Growth Cities Group (FGC).	MKC is a founder member of FGC and very active in taking their objectives forward and continues to provide the secretariat role. The Group is actively and effectively engaged with the NIC on C-MK-O corridor study and with government on planning flexibilities, utilities provision and industrial strategy.	GS	CM	PM	G	↔
9.5	Make a strong submission to the National Infrastructure Commission on investment in MK as part of the Oxford – MK – Cambridge corridor, and promote the role of Milton Keynes as the hub of the corridor.	Well evidenced submission made – complete. Continuing work with NIC to ensure MK at forefront of discussion. via MK Futures 2050 and through joint local work with neighbouring councils..	GS	CM	PM	C	↔

WASTE							
10	Milton Keynes has a long history of innovation and sustainability - we want to ensure recycling rates are as high as they should be and that waste is minimised.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR WASTE COMMITMENTS – WE WILL:							
10.1	Prepare an updated Waste Strategy by April 2017 that will provide a sustainable service for the future in line with the current financial and environmental contexts.	The Waste Strategy was agreed at Cabinet on 13 th June 17 following the original decision being called in and a special Council meeting on 3 rd May. Although now complete, amber rating reflects issues in achieving an agreed waste strategy.	TBM	DS	MG	C	↔
10.2	Further develop innovative waste treatment schemes to reduce landfill and support optimal recycling rates.	As 10.1	TBM	DS	MG	C	↑

HIGHWAYS

11		Key Milestones					Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
We recognise the importance of our road network to the quality of life for citizens and the efficiency and productivity of our businesses. In these times of austerity, we will seek to achieve maximum value from our highways investment.		Key Milestones									
OUR HIGHWAYS COMMITMENTS – WE WILL:											
11.1	Review our highways asset management policy and consider options by March 2017 for implementation in 2017/18	Review of Highway Asset Management Policy went to Cabinet and was agreed on 7 March	TBM	DS	MG	C					
11.2	Explore options for investment in redway commuter routes to create 'super redways'	Strategy and plans being reviewed over summer 2017 with cross-party engagement, with a view to updating them late summer 2017. The ESF bid to support this has not been progressed, no resources at this stage identified, will continue to take this forward in the long term. Amber rating reflects uncertainty.	TBM	DS	MG	A					

TRANSPORT

12	Milton Keynes is built on great connectivity and mobility. We want to ensure a transport system fit for the challenges of the future so that our economy can continue to grow and people can move about with ease.	Key Milestones					Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR TRANSPORT COMMITMENTS – WE WILL:											
12.1	Develop a new Transport Strategy for MK by October 2017.	<ul style="list-style-type: none"> May 2017 - AECOM appointed as technical consultants for both the Multi Modal Model update and the Transport Strategy Project plan in place to ensure strategy is delivered for approval in tandem with Plan MK Engagement begun in June and will end November. Jun-Jul 2017 – Draft Vision & Objectives completed. Aug 2017 - Identify transport investment projects (interventions) to support growth, due Sept 2017 Draft strategy due September 2017 Final strategy draft due December 2017 for approval March 2018. New date agreed so green rating reflects this. 	AM	DS	LG				G	↔	
12.2	Not cut the public transport budget over the next two years.	The budget remains at the same levels for 2017/18	TBM	DS	LG				C	↔	
12.3	Work with providers to expand reduced cost transport to people in education or training.	As 12.2	TBM	DS	LG				C	↔	
12.4	Undertake a study to investigate options to construct a new multi storey car park, these options will be considered by January 2017.	This is complete as options were considered at the Cabinet meeting in January 2017 and are begin taken forward	TBM	DS	LG				C	↔	
12.5	Ensure there is no increase in parking charges for standard rate spaces until at least April 2018.	This is a clear commitment and did not form part of savings in the budget	TBM	DS	LG				C	↔	
12.6	Work with partners to continue to build our world-leading reputation in transport innovation, including: <ul style="list-style-type: none"> Launching a 40-pod demonstration fleet by April 2018 in CMK Developing a feasibility case for the Milton Keynes Bullet (Super Tram) by the end 2017 	The POD has completed a range of electro/mechanical tests and now starting the Autonomous Control System tests in CMK. The POD routes have been identified across CMK, with TRO process started. An operator has been identified and contract is being finalised. Media interest remains high and generally very positive. The first five vehicles are due in MK in September, fifteen pods by end of year and fleet of 40 by May / June 2018.	BM	GS	LG				G	↔	

ENVIRONMENT

13	We want to continue our legacy of being a green City with a high quality public realm, recognising we are working in an era of reducing budgets and capacity, and building community capacity to help delivering neighbourhood services.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR ENVIRONMENT COMMITMENTS – WE WILL:							
13.1	Review our arrangements with the Parks Trust, Parish Councils and others to develop new collaboration methods to enable others to manage and improve their own local public realm.	Early discussions taking place with Parishes scoping the future of delivery of local services. It is recognised that working with external partners will take some time to put in place, MKC is supporting conference in March 2017	TBM / SG	DS / CM	LG	G /A	↔
13.2	Review our Low Carbon Strategy action plan by April 2018 to ensure MK is on track to be carbon neutral by 2050	Scoping work has begun, this is on track, will be completed when revised action plan is agreed by Cabinet in 2018	TBM	DS	PM	G	↔
13.3	Review our Landscape Management Strategy to ensure that our green spaces and trees are maintained safely and efficiently using the resources available.	There is a comprehensive programme 'Working Together Locally' considering how landscaping services can be sustainable. Surveys of trees commencing	TBM	DS	MG	G	↔
13.4	Develop an implementation plan for the new Flood and Water Strategy	External resource seconded in, amber rating reflects expectations around timescale. A new full time officer has been appointed, commences in August 2017 to take this forward.	TBM	DS	MG	A	↔

REGENERATION							
14	We want to ensure that every area of Milton Keynes is able to benefit from the benefits of growth and that every person, no matter where they live, has access to a good home and the ability to fulfil their potential.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR REGENERATION COMMITMENTS – WE WILL:							
14.1	Ensure community-led plans for every priority regeneration estate, and hold a referendum for every individual plan, as a “double lock” for communities.	<ul style="list-style-type: none"> Focus on engaging, empowering and working with all local stakeholders to develop master plans which respond to local needs and retain that which is valued, both for the current and a future community. Consultation on Fullers Slade has started and continues and ends in February 2018. Lakes Estate (Serpentine Court) will start Sept 2017 and North Bradville will start January 2018. A ballot based on a range of community developed options/choices will be undertaken at the end of each of the formal consultation periods. The selected option will then be submitted for outline planning consent, with follow on engagement and detailed consents to follow. 	DG/ MK	DS	NL	G	↔
14.2	Amend our policy on business rate relief to support small shops, traditional high streets and local centres, by potentially offering relief for bringing empty properties back into use.	<ul style="list-style-type: none"> MKC’s Revenues Service is facilitating the set-up of a Local Discretionary Scheme scheduled for a delegated decision in August 2017. All businesses who may qualify will be targeted soon thereafter. The Revenues and Benefits team have held initial discussions with Economic Development about how a scheme could operate and how the service can support development. A further session will be undertaken in August to agree how a scheme could work and if there should be a wider focus than empty retail units. An update will be provided towards the end of August 2017 including the timeline for any scheme being introduced via Economic Development. 	DMcL	NJ	RM	G	↔

14.3	By March 2017 start engagement with the Bletchley community about a developing a masterplan for Bletchley Town Centre.	<ul style="list-style-type: none"> • Scoping of the Urban Design Framework is ongoing. • Engagement with relevant town council's and landowners is now well underway. • Continuing liaison is taking place with NR regarding evolving BLYMP and asset disposal proposals in the environs of Bletchley Railway Station. • A stakeholder workshop is scheduled for the Autumn. 	BL	AR	RM	G	↔
14.4	Ensure progress on the Agora re-development and that Wolverton Works regeneration plans are in line with community expectations by the end of August 2016.	<ul style="list-style-type: none"> • Wolverton Works application granted consent, by MKC in Nov '16. National Planning Casework Unit has decided not to 'call-in' [Feb 2017]. • Application referred back to DCC on 3 Aug '17 to reconsider heritage issues – resolution to grant consent subject to conditions and s.106 Agreement. • Community aspirations have been fully considered and 'weighed' via application process. • MKC has agreed to the disposal of car-park land to facilitate redevelopment. However, the developer seeking to acquire the Agora is, seemingly, being frustrated by the current owner. If acquisition of the Agora is not resolved shortly MKC will need to reconsider its options, to include CPO. • Agora redevelopment is consistent with policy in the Wolverton Town Centre Neighbourhood Plan, 'made' in Sept '15'. 	BL	AR	LG/ RM	R	↔

EUROPEAN DESTINATION CITY							
15	We want to make Milton Keynes a European destination city with a great cultural offer and places that attract investment.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR EUROPEAN DESTINATION CITY COMMITMENTS – WE WILL:							
15.1	Develop and deliver an exciting programme of activity for the MK50 celebrations with partners.	<ul style="list-style-type: none"> • Busy and varied Spring Programme (January-April) delivered in partnership with delivery organisations. 30 events in the official programme and many more online. Summer programme now in delivery – over 60 events planned. • Strong media take up (including papers, online, TV and radio) and social media engagement - #MK50 posts delivering an average of 226,600 impressions every day. 	LD	DS	LG	G	↔
15.2	Develop and promote the notion of MK as a creative and cultured city through events and bids, including an outstanding and credible bid to become European Capital of Culture (ECOC) 2023.	<ul style="list-style-type: none"> • DCMS launched the competition with bid document deadline 27 October 2017. • Bid document on draft three • Engagement process complete • Preparations for bid presentation – 27-29 November underway • Work to secure LA funding in progress 	JS	GS	LG	G	↔
15.3	Undertake a study with partners to determine improvements to CMK Market by January 2017.	<ul style="list-style-type: none"> • Business Improvement District bid approved. BID in place and now taking this forward in partnership with the Council, amber rating reflects changes to timescales. 	TBM	DS	LG	A	↔
15.4	Develop options by June 2018 for creation of a “City Gateway” framework for Station Square.	<ul style="list-style-type: none"> • This will be progressed as part of the CMK Renaissance project, the cabinet report sets out the scope, responsibilities and timescales for this, amber rating reflects changes to timescales. 	AR	DS	LG	A	↔

PARTNERSHIP							
<i>Building on our Cooperative Borough ethos, we will exercise effective and collaborative city leadership, working alongside partners of all backgrounds and disciplines.</i>							
16	We will deliver a collaborative partnership approach and ensure we are working closely with all stakeholders to ensure that we build community resilience and develop our Co-operative Council ethos.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
OUR PARTNERSHIP COMMITMENTS – WE WILL:							
16.1	Review with our partners all our partnership arrangements, boards, forums and meetings to ensure better ways of working, clarity of roles, reduce duplication and improve outcomes.	<ul style="list-style-type: none"> Public Realm is reviewing all governance structures for all partnership Links to 13.1 <p>Key Milestones: New 'MK Together' arrangements are being successfully implemented. Single safeguarding board now in place. Transition plan nearing completion. Restructure of the support staff team commenced</p>	TBM	DS	LG MG ML PM	G	↔
16.2	Not reduce funding for Parish or any direct grant funding to the VCS sector for at least two years and develop options on future funding models for Parish Councils to assist in developing community capacity for service delivery.	<ul style="list-style-type: none"> Parish funding - this is a clear commitment and links to the work being undertaken in 13.1. Amber rating reflects complexities around this. VCS - this is a clear commitment and did not form part of savings in the budget 	Var	DM	RM	A	↔
16.3	Support the MKCCM proposals for a Business Improvement District bid.	MKCCM were supported in preparing the successful BID	TBM	DS	LG	C	↔
16.4	Support the development of an agreed set of proposals each year with Citizens:MK to be proposed at their annual assembly.	This quarter, reps from four schools met with the Leader and Head of Highways to share their improvement ideas for the Redways which are being progressed. Refugees Welcome supported with welcome to Syrian refugees who recently arrived.	SG	CM	PM	G	↔
16.5	Seek to be an exemplar employer, supporting the wellbeing and development our staff so they are able do the best they can for MK.	Recent initiatives continue to support colleagues to be healthier and reduce sickness such as: <ul style="list-style-type: none"> Complimentary therapies for staff to help with stress and muscular skeletal health issues. Stress Buster Taster Sessions and Workshops – Senior colleagues briefed on mental wellbeing in the wider workforce Health & Wellbeing linked into Organisational 	MDH	CM	RM	G	↔

Key to initials		
AF	Amanda	Farr
AR	Anna	Rose
BL	Brett	Leahy
BM	Brian	Matthews
CM	Carole	Mills
DG	David	Gleeson
DMcL	Don	McLure
DS	Duncan	Sharkey
GS	Geoff	Snelson
GSa	Gavin	Sandmann
H'ON	Cllr Hannah	O'Neill
JC	John	Cheston
JH	Jo	Hooper
JS	James	Sloan
JW	Jill	Wilkinson
KE	Kellie	Evans
KR	Kamran	Rashid
LD	Lallie	Davis
LE	Linda	Ellen
LG	Cllr Liz	Gifford
MB	Michael	Bracey
MD	Marie	Denny
MDH	Marie	Devin-Hogg
MG	Cllr Martin	Gowans
MH	Mick	Hancock
MK	Michael	Kelleher
ML	Cllr Mick	Legg
MS	Muriel	Scott
NL	Cllr Nigel	Long
NR	Nicky	Rayner
PC	Pam	Cooke
PG	Pam	Gosal
PM	Cllr Peter	Marland
RM	Cllr Rob	Middleton
RP	Rebecca	Peck
SG	Sarah	Gonsalves
SR	Sandra	Rankin
TBM	Tom	Blackburne-Maze
ZN	Cllr Zoe	Nolan
		Joint Commissioner
		Service Director - Planning and Transport
		Head of Development Management
		Head of Transport Innovation
		Chief Executive Officer
		Managing Director YourMK
		Interim Corporate Director, Resources
		Corporate Director, Place
		Director of Strategy & Futures
		Head of Youth and Community
		Deputy Leader and Cabinet member for Health, Wellbeing & Adults
		Development Plans Team Leader
		Head of Safeguarding
		Licensing Office
		Director of Health & Social Care Integration
		Head of Communications
		Capital Programme Director
		MK50 Project Manager
		Head of Housing
		Cabinet member for Place
		Corporate Director, People
		Head of Delivery, Setting and School Sufficiency and Access
		Head of HR and Strategy
		Cabinet member for Public Realm
		Assistant Director Joint Commissioning
		Service Director Housing and Community
		Cabinet member for Customer Services
		Director of Public Health
		Cabinet member for Housing and Regeneration
		Service Director Children and Families
		Joint Commissioner
		Head of Corporate Economic Development & Inward Investment
		Leader of the Council
		Cabinet member for Resources and Innovation
		Head of Customer Services
		Acting Director of Policy, Insight & Communications
		Head of Service Older People's Housing and Community Support
		Service Director- Public Realm
		Cabinet member for Children and Families