

**Council Plan Delivery Plan Update – Quarter 3**

**C**  
= Action complete

<b>BUDGET</b>							
		<b>Key Milestones</b>	<b>Owner</b>	<b>CD/Director</b>	<b>Cabinet Member</b>	<b>RAG Rating</b>	<b>Direction of Travel</b>
<b>1</b>	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.						
<b>1.1</b>	Produce a clear Efficiency and Sustainability Plan (E&SP) that clearly sets out our Medium Term Financial Strategy by October 2016	<ul style="list-style-type: none"> <li>The E&amp;SP was approved by Cabinet in October and submitted to DCLG to access 4 year financial settlement. The plan will be updated alongside the budget.</li> </ul>	NJ	NJ	RM	<b>C</b>	↔
<b>1.2</b>	Set a balanced budget each year, which reflects the reality of funding availability and increasing demand.	<ul style="list-style-type: none"> <li>2017/18 Budget approved by Council in February.</li> <li>Now implementing agreed Budget.</li> </ul>	NJ	NJ	RM	<b>C</b>	↑
<b>1.3</b>	Engage service users, citizens, partners, providers and business to aid understanding of the financial context of the Council.	<ul style="list-style-type: none"> <li>Communications forward plan for 2016/17 sets out timing of messages on MKC's financial context and service pressures</li> <li>Communications collateral including visuals, video and easy to read messages is being used to engage audiences.</li> </ul>	KE	SG	PM	<b>C</b>	↑
<b>1.4</b>	Undertake consultation to help service users, citizens, partners, providers and business understand, challenge and influence the final budget proposals.	<ul style="list-style-type: none"> <li>Formal consultation took place between 7 Dec and 31 Jan with a variety of routes for feedback – written, digital and face to face at public events.</li> </ul>	KE	SG	PM	<b>C</b>	↔
<b>1.5</b>	Develop a clear proposal to leverage greater commercial value from Council assets by December 2017	<ul style="list-style-type: none"> <li>Market engagement and the value for money assessment have been completed</li> <li>Cabinet have agreed a cross-party working group to be developed to discuss proposals and confirm shape of the offer.</li> <li>Baseline information being collected in parallel to inform the service requirements and specification.</li> <li>Revised timescale to be agreed with cross-party working group, amber rating reflects this.</li> </ul>	NJ	NJ	RM	<b>C</b>	↔

# BUDGET

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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.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
		<ul style="list-style-type: none"> <li>Report received at O&amp;SMC 26 July on a proposition for co-locating MKC staff into one building and need for improvements to be undertaken in order to facilitate this</li> <li>Cabinet 6 September received a report addressing a number of questions and comments raised by OSMC which were noted</li> <li>Survey Work started on-site in February 2017 and anticipated completion is May 2018. Action almost complete as costs together with the scheme have been reviewed.</li> </ul>	RP	NJ	RM	C	↔
		<ul style="list-style-type: none"> <li>Centrally held list is being reviewed and verified in lieu of IR35 legislation due 6 April 2017. A number of substantive appointments have been made to replace consultants.</li> <li>Ongoing dialogue between Business Partners, Service Directors &amp; Heads of Service to determine the most appropriate and cost effective resourcing solutions with a view to reducing the time, number and cost of consultant /interim engagements.</li> <li>Manager's Guide to Engaging /Procuring Non – Employees has now been updated to provide more clarity around recommended 'engagement' timescales and the implications of IR35.</li> <li>Separate briefing note has been produced on IR35 legislation - this is also likely to impact of the use of consultants.</li> <li>Q4 update will include more detail on actual reductions</li> </ul>	MDH	CM/ NJ	RM	C	↔
		<ul style="list-style-type: none"> <li>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.</li> </ul>	MDH	CM/ NJ	RM	C	↔
		<ul style="list-style-type: none"> <li>Review the Future Working Programme to mitigate costs while continuing to seek to reduce overheads and improve working practices and efficiency by July 2016.</li> </ul>	RP	NJ	RM	C	↔
			KR	NJ	RM	C	↔

HOUSING							Direction of Travel
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					RAg Rating
		Owner	CD/Director	Cabinet Member	RAg Rating	Direction of Travel	
<b>OUR HOUSING COMMITMENTS – WE WILL:</b>							
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	<ul style="list-style-type: none"> <li>Draft Plan for consultation agreed at special Cabinet on 21 February 2017</li> </ul>	JC	AR/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.	<ul style="list-style-type: none"> <li>Proposed Submission Plan to Cabinet &amp; Full Council in November 2017</li> </ul>	JC	AR/DS	LG		↔
2.3	Finish the current programme of new council house building by December 2018.	<ul style="list-style-type: none"> <li>Public consultation concluded 21 December. Working towards submission by end of March 2017.</li> <li>Planning permission granted for 28 properties: Kellan Dr (9x2bed flats); Franklins Croft (4x2bed &amp; 5x3bed houses); St Georges Rd (10x2bed flats).</li> <li>A review of other sites indicates possibility of up to 200 Council houses and beyond.</li> <li>29 homes delivered in previous years (Briar Hill, W Bletchley and TMA)</li> <li>Seventeen homes in progress on three garages sites; due in October 17</li> <li>Six rented and one shared ownership property being developed for MKC through a s106 and due in April 17</li> </ul>	JC	AR/DS	LG		↔
2.4	Develop options by March 2017 for a delivery vehicle to enable the building of truly affordable homes to rent or buy.	<ul style="list-style-type: none"> <li>LE</li></ul>	LE / NU	DS	NL		↔
2.5	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.	<ul style="list-style-type: none"> <li>The MKDP Review is nearing completion (one of the delivery options). Your MK and Joint Venture partnership are other options. Options are not mutually exclusive and further information will be included as proposals are developed</li> <li>Housing Strategy workshop completed and proposals paper prepared for cabinet member</li> <li>Delegated decision will be made on 4 April 2017 with an action plan to respond being approved in May, following stakeholder engagement</li> <li>Amber rating reflects delivery against timescales</li> </ul>	NU	NJ	RM		↔

HOMELESSNESS							
3	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
<b>OUR HOMELESSNESS COMMITMENTS – WE WILL:</b>							
<b>3.1</b>	Produce a roadmap for implementation of the recommendations of the Homelessness Task and Finish Group by September 2016.	<ul style="list-style-type: none"> <li>The Homelessness Partnership was set-up in September 2016.</li> <li>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"> <li>the provision of emergency short-term shelter for those in crisis and requiring immediate support</li> <li>the provision of emergency support for those without accommodation including sanitary facilities and an outreach assessment service</li> <li>ensure that people sleeping rough are offered care assessments and care plans so that they can return to employment and to independent living in the longer term.</li> </ul> </li> </ul>	LE	DS	NL	C	↔
<b>3.2</b>	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.	<ul style="list-style-type: none"> <li>As 3.1; whilst the Homelessness Partnership is working well across many organisations, the deadline will not be met. This may not be the best solution and a number of options are being explored.</li> </ul>	LE	DS	NL		↔
<b>3.3</b>	Develop and implement a rough sleeping action plan by November 2016.	<ul style="list-style-type: none"> <li>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.</li> </ul>	LE	DS	NL		↔
<b>3.4</b>	Create additional facilities that provide emergency shelter and support for those in crisis by November 2017.	<ul style="list-style-type: none"> <li>As 3.1</li> </ul>	LE	DS	NL		↔

CHILDREN							
4	Protecting our vulnerable children from harm and neglect and provide support so every child has the opportunity to succeed.	Key Milestones	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
<b>OUR CHILDREN'S SERVICES COMMITMENTS – WE WILL:</b>							
4.1	Always prioritise protecting vulnerable children from harm and neglect, including child sexual exploitation.	<ul style="list-style-type: none"> <li>Ofsted action plan submitted and agreed by Ofsted in February 2017. Scrutinised by February Children and Young People Committee. All actions are complete, or in progress and are monitored by the Performance Board</li> <li>MARMM new process for discussing Missing and CSE young people is in place and working well.</li> </ul>	NR	MB	ZN		↕
4.2	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.	<ul style="list-style-type: none"> <li>The innovation bid for Problem Solving Court was not successful. Discussions will now take place to consider learning and what opportunities there may be for in-house development of the problem solving court approach</li> <li>Only 11 (2.5%) of the 444 referrals received by the Healthy Relationship project from Dec15-Dec 16 have been re-referred to Children's Social Care due to further incidents of Domestic Abuse.</li> <li>Review of youth justice was published Dec 2016. No immediate significant change for local arrangements. Funding pressures are likely to increase over the coming year and partnership arrangements are under review. The review will be discussed at the Youth Justice Strategic Board in April.</li> </ul>	NR	MB	ZN		↕

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			<b>OUR CHILDREN'S SERVICES COMMITMENTS – WE WILL:</b>				
4.3	Ensure our workforce is robust by continuing initiatives to recruit, retain and to recognise the contribution of the social work teams.	<ul style="list-style-type: none"> <li>The service has trained a further ten children and family practice workers in Parenting Plus, an evidence-based intervention.</li> </ul>	NR	MB	ZN		↔
4.4	Continue to invest in preventative work, including our Children & Families Practices and network of Children's Centres.	<ul style="list-style-type: none"> <li>Currently negotiating with two schools to work in partnership to run their local centres and renewing the 'rural' offer in the north of the borough to ensure maximum impact for 'hard to reach' families. The annual satisfaction survey indicates that 80% of users are pleased with the range and content of services on offer.</li> </ul>	GSa	MB	ZN		↔
4.5	Work with partners to ensure a data-led approach to safeguarding, working together to target our efforts.	<ul style="list-style-type: none"> <li>Agencies are now supplying improved data and a framework for reporting is drafted.</li> </ul>	JH	MB	ZN		↔
4.6	Increase the number of high quality local placements for children and young people.	<ul style="list-style-type: none"> <li>The placement sufficiency project is progressing, with a number of work-streams designed to achieve this. It is hampered by the impact of MK's wider housing shortage</li> </ul>	NR	MB	ZN		↔

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
<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
5.1	Take a strategic approach to health partnerships and seek to influence the development and delivery of the Sustainability and Transformation Plans (STP)	<ul style="list-style-type: none"> <li>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</li> </ul>	CM	MB	NL		↔
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.	<ul style="list-style-type: none"> <li>The Partnership proposal consultation period is now complete. In line with its recommendations The Strategy Board (previously called the Strategic Delivery Group) met for the first time on 31 Jan 17 and will be accountable to the HWB and work closely with the Integration Board</li> </ul>	MS	MB	NL		↔

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<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
5.3	Promote further integration across health and social care partners and establish a new way of working from April 2018.	<ul style="list-style-type: none"> <li>Work to simplify transfers of care pathways underway and being monitored by A&amp;E Delivery Board.</li> <li>Integrated front door access Team in place from October 2016. Homefirst model developed. Implementation plan in place</li> </ul>	VC	MB	HO'N		↕
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.	<ul style="list-style-type: none"> <li>Consultation outcomes approved and new charging formulas agreed for Sheltered Housing with implementation planned for April 17. Workshop to be arranged in June 17 to review criteria and eligibility and to look at future use and development of schemes</li> </ul>	SR	MB	NL		↕

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<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
5.5	Not reduce services in the areas of HIV, sexual health or domestic violence.	<ul style="list-style-type: none"> <li>Services will not be reduced, and a number of initiatives are taking place.</li> <li>There is now a focus on HIV prevention and testing.</li> <li>The HIV Service specification written and approved and contracts drawn up for x 6month pilot for HIV testing in Cox &amp; Robinson in Fishermead</li> <li>Specialist sexual health services meeting all requirements of the contract &amp; a recent Young People's user survey showed a high level of satisfaction with the service</li> <li>Integrated adult sexual health service meeting all requirements of the contract &amp; feedback from service users showed 94% extremely likely to recommend service. Also shortlisted for a prestigious Government award for the sexual health &amp; FP service</li> </ul>	MS	MB	HO'N		↕
			MS	MB	HO'N		↕
			MS	MB	HO'N		↕
			MS	MB	HO'N		↕
			MS	MS	HO'N		↕

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			MH	MB	NL		↕
<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
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.	<ul style="list-style-type: none"> <li>Externally commissioned home care services are in the process of being procured. The closing date for bids was 3 March. All providers will be required to meet the terms of the Ethical Care Charter as part of the contract with the Council.</li> </ul>	MH	MB	NL		↕
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.	<ul style="list-style-type: none"> <li>Transformation Board meeting monthly. Work streams set up for Shared Lives/Short Breaks and Day Opportunities. Polmartin Court closed in January 2017. Shared Lives accreditation process now agreed and in use.</li> <li>Short Breaks/Shared Lives - reassessment of carers and service users underway to be completed by 31 March 2017. Two additional carers coffee mornings delivered to give opportunity for more support through change. 5 potential shared lives carers going through accreditation process. Lots of interest in using Shared Lives for short break.</li> <li>Day opportunities - service model agreed by transformation board and definition of complex completed and communicated.</li> <li>Market facilitation event arranged 2 March 2017.</li> <li>Phase 2 of LD review started to include: supported employment (Equality Works), residential care and Community Team for adults with a LD</li> </ul>	MH	MB	NL		↕

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<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
5.8	Work to support carers and young carers.	<ul style="list-style-type: none"> <li>Overall the commissioned Carers Support Service is identifying and delivering support to an increasing number of adults, parent carers and young carers</li> </ul>	PC	MB	HO'N/ ZN		↔
		<ul style="list-style-type: none"> <li>Following a dip in numbers last quarter, Q3 activity has seen a small increase in the number of adult carers supported for the first time compared to Q2. Carers MK are progressing a number of initiatives to increase activity including improving the service for specific groups of carers and the opening of a carers 'lounge' at the hospital in spring 2017.</li> </ul>	PC	MB	HO'N/ ZN		↔
		<ul style="list-style-type: none"> <li>The service continues to meet its target for supporting young carers. By the end of Q3, the service was supporting 576 young carers.</li> </ul>	PC	MB	ZN		↔

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	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
			<b>OUR MENTAL HEALTH COMMITMENTS – WE WILL:</b>				
6.1	Ensure a clearer role of the priority of mental health across the Joint Health and Wellbeing Strategy.	<ul style="list-style-type: none"> <li>MK Suicide Prevention Plan is now in draft form informed by suicide audit and multi-agency workshop with a number of actions arising</li> </ul>	MS	MB	HON		↔
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.	<ul style="list-style-type: none"> <li>Achievements of the Child and Adolescent Mental Health Service (CAMHS) transformation plan for 2016/7 include: New specialist CAMHS duty and referral service in place Investment in two posts to support children and young people with complex behaviour issues Establishment of specialist perinatal health service Access and waiting time standards for children and young people within eating disorders 100% compliant Fully functioning Liaison and Intensive Support Service.</li> </ul>	AF	MB	HON		↔

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<b>OUR MENTAL HEALTH COMMITMENTS – WE WILL:</b>							
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.	<ul style="list-style-type: none"> <li>It has been agreed for continued investment of 200K in Child and Adolescent Mental Health service for 2017/8</li> <li>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.</li> <li>Adult and children's commissioners continue to work together to develop seamless pathways especially in relation to complex and challenging behaviour.</li> </ul>	AF	MB	ZN		↔
			AF	MB	NL		↔
			AF	MB	NL		↔

<b>ECONOMY</b>							
<b>7</b>	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.	<b>Key Milestones</b>	<b>Owner</b>	<b>CD/Director</b>	<b>Cabinet Member</b>	<b>RAG Rating</b>	<b>Direction of Travel</b>
<b>OUR ECONOMY COMMITMENTS – WE WILL:</b>							
<b>7.1</b>	Ensure a new Economic Development Strategy is in place by January 2017 with a focus on inclusive growth, opportunity and improving skills.	<ul style="list-style-type: none"> <li>Work undertaken with relevant stakeholders and the creation of a draft strategy is underway. The action will be complete once the strategy has been agreed by Cabinet.</li> <li>Amber rating reflects slip in timescale.</li> </ul>	PG	DS	PM		↔
<b>7.2</b>	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.	<ul style="list-style-type: none"> <li>Report well received locally and nationally.</li> <li>Action will be complete when roadmap has been agreed by Cabinet in October 2016.</li> </ul>	CM	GS	PM	<b>C</b>	↔
<b>7.3</b>	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	<ul style="list-style-type: none"> <li>S106 funding agreed for two years after the programme finishes in June 2017, this continues to be a flagship project for MK. European Structural and Investment Funding secured via SEMLEP for £2.2m SME innovation scheme 2017-19</li> </ul>	GS	GS	PM		↔
<b>7.4</b>	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"> <li>A framework has been created and agreed and the Plan will be completed shortly following some minor amendments. Already, a number of engagement events have been planned for 2016/17 and an initial lunch was attended by over 30 businesses with positive feedback.</li> <li>Amber rating reflects slip in timescale.</li> </ul>	PG	DS	PM		↔

## 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
<b>OUR EDUCATION &amp; SKILLS COMMITMENTS – WE WILL:</b>							
<b>8.1</b>	Not support or fund any selective education project.	<ul style="list-style-type: none"> <li>All opportunities for new school places advertised in the MK Schools Planning Forward View published 6 March 2017 are for comprehensive, non-selective provision</li> </ul>	MD	MB	ZN		↔
<b>8.2</b>	Support and challenge our schools to further improve outcomes through the implementation of our Standards First plan.	<ul style="list-style-type: none"> <li>92% schools judged “good” or better. Highest ever for MK and one of highest in South East region</li> </ul>	MB	NR	ZN		↔
<b>8.3</b>	Continue to deliver the largest school places programme to ensure a good, local school place for every child.	<ul style="list-style-type: none"> <li>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. Basic need allocation from SCAP still awaited - due 'Spring'.</li> <li>Delivering one of the largest school build programmes nationally</li> </ul>	KR	MB	ZN		↔
<b>8.4</b>	Investigate ways to support MK College in their plans to improve standards and expand its apprenticeship offer.	<ul style="list-style-type: none"> <li>Working closely with College over 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.</li> </ul>	Var	CLT	ZN		↔

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		
<b>OUR REGIONAL WORKING COMMITMENTS – WE WILL:</b>							
<b>9.1</b>	Continue to seek a devolution deal with partners, which will deliver more powers locally.	<ul style="list-style-type: none"> <li>A number of work streams continue both locally &amp; regionally and MKC are very active within them – the rating reflects that the outcomes are very dependent on national and regional issues which are not under our direct control</li> </ul>	CM	GS/SG	PM		↔
<b>9.2</b>	Explore and seek to expand our use of different models of delivery through further shared services.	<ul style="list-style-type: none"> <li>MKC has already established formal working arrangements with the Local Government Support Services (LGSS) to improve services and deliver efficiencies</li> <li>Further dialogue is underway with other regional organisations</li> </ul>	CM	TH	RM		↔
<b>9.3</b>	Support closer working and integration between regional Local Economic Partnerships (LEP).	<ul style="list-style-type: none"> <li>This has been facilitated through a strong presence on various LEP boards and undertaking a leadership role. SEMLEP has now merged with NEP.</li> <li>This include working arrangements on National Infrastructure Commission report</li> </ul>	CM	DS/NJ/MB	Var		↔
<b>9.4</b>	Play a leading and active role in the Fast Growth Cities Group (FGC).	<ul style="list-style-type: none"> <li>MKC was a founder member of FGC, is 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 DCLG on planning flexibilities.</li> </ul>	DS	CM	PM		↔
<b>9.5</b>	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.	<ul style="list-style-type: none"> <li>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..</li> </ul>	GS	CM	PM	<b>C</b>	↔

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
<b>OUR WASTE COMMITMENTS – WE WILL:</b>							
<b>10.1</b>	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.	<ul style="list-style-type: none"> <li>The Waste Strategy, that was developed with cross-party input, and was agreed at March Cabinet. This has subsequently been called in therefore rating may change.</li> <li>A number of options (156) were put forward but this was reduced to eight following consultation with stakeholders.</li> </ul>	TBM	DS	MG	<b>C</b>	↑
<b>10.2</b>	Further develop innovative waste treatment schemes to reduce landfill and support optimal recycling rates.	<ul style="list-style-type: none"> <li>As 10.1</li> </ul>	TBM	DS	MG	<b>C</b>	↑

HIGHWAYS							
11	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	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
<b>OUR HIGHWAYS COMMITMENTS – WE WILL:</b>							
11.1	Review our highways asset management policy and consider options by March 2017 for implementation in 2017/18	<ul style="list-style-type: none"> <li>Review of Highway Asset Management Policy went to Cabinet and was agreed on 7 March</li> </ul>	TBM	DS	MG	C	↔
11.2	Explore options for investment in redway commuter routes to create 'super redways'	<ul style="list-style-type: none"> <li>Strategy and plans being reviewed over summer 2017 with cross-party engagement, with a view to updating them late summer 2017.</li> <li>Strategy and plans being reviewed over summer 2017 with cross-party engagement, with a view to updating them late summer 2017.</li> </ul>	TBM	DS	MG		↔

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
<b>OUR TRANSPORT COMMITMENTS – WE WILL:</b>							
<b>12.1</b>	Develop a new Transport Strategy for MK by October 2017.	<ul style="list-style-type: none"> <li>Work underway and currently on track to develop a new mobility strategy, there has been initial cross party engagement.</li> <li>Head of Service appointed and starts 15 May 2017</li> </ul>	TBM	DS	LG		↔
<b>12.2</b>	Not cut the public transport budget over the next two years.	<ul style="list-style-type: none"> <li>The budget remains at the same levels for 17/18</li> </ul>	TBM	DS	LG		↔
<b>12.3</b>	Work with providers to expand reduced cost transport to people in education or training.	<ul style="list-style-type: none"> <li>As 12.2</li> </ul>	TBM	DS	LG		↔
<b>12.4</b>	Undertake a study to investigate options to construct a new multi storey car park, these options will be considered by January 2017.	<ul style="list-style-type: none"> <li>This is complete as options were considered at the cabinet meeting in January and are begin taken forward</li> </ul>	TBM	DS	LG	<b>C</b>	↔
<b>12.5</b>	Ensure there is no increase in parking charges for standard rate spaces until at least April 2018.	<ul style="list-style-type: none"> <li>This is a clear commitment and did not form part of savings in the budget</li> </ul>	TBM	DS	LG	<b>C</b>	↔

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
<b>OUR TRANSPORT COMMITMENTS – WE WILL:</b>							
12.6	<p>Work with partners to continue to build our world-leading reputation in transport innovation, including:</p> <ul style="list-style-type: none"> <li>• Launching a 40-pod demonstration fleet by April 2018 in CMK</li> <li>• Developing a feasibility case for the Milton Keynes Bullet (Super Tram) by the end 2017</li> </ul>	<ul style="list-style-type: none"> <li>• The POD fleet is now in production with first five planned for delivery in summer 2017. Work is underway to procure an operator to run the trial service from April next year. Successful demonstration of control system as part of MK 50 with SoS taking first ride in Centre MK</li> <li>• A brief for feasibility study been discussed and potential partners briefed</li> <li>• A complementary feasibility study has been developed for neighbouring authority with common issue raised. Learning will be taken from this to potentially apply to MK. However the recent PLAN MK allocations do mean the feasibility is lessened unless and until increase demand is identified from further expansion</li> </ul>	BM	GS	LG		↔

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
<b>OUR ENVIRONMENT COMMITMENTS – WE WILL:</b>							
<b>13.1</b>	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.	<ul style="list-style-type: none"> <li>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</li> </ul>	TBM / SG	DS / CM	LG		↔
<b>13.2</b>	Review our Low Carbon Strategy action plan by April 2018 to ensure MK is on track to be carbon neutral by 2050	<ul style="list-style-type: none"> <li>Scoping work has begun, this is on track, will be completed when revised action plan is agreed by Cabinet in 2018</li> </ul>	TBM	DS	PM		↔
<b>13.3</b>	Review our Landscape Management Strategy to ensure that our green spaces and trees are maintained safely and efficiently using the resources available.	<ul style="list-style-type: none"> <li>New HoS appointed and starts 8 May 2017</li> </ul>	TBM	DS	MG		↔
<b>13.4</b>	Develop an implementation plan for the new Flood and Water Strategy	<ul style="list-style-type: none"> <li>External resource seconded in, amber rating reflects expectations around timescale</li> </ul>	TBM	DS	MG		↔

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, so matter where they live, has access to a good home and the ability to fulfil their potential.	Key Milestones					
OUR REGENERATION COMMITMENTS – WE WILL:							
		Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel	
<b>14.1</b>	Ensure community-led plans for every priority regeneration estate, and hold a referendum for every individual plan, as a “double lock” for communities.	LE	DS	NL		↔	
<b>14.2</b>	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.	NJ	NJ	RM		↔	
<b>14.3</b>	By March 2017 start engagement with the Bletchley community about a developing a masterplan for Bletchley Town Centre.	<ul style="list-style-type: none"> <li>There is a focus on engaging, empowering and working with all local stakeholders to develop master plans which respond to local needs and retains that which is valued, both for the current and future community</li> </ul>					
		<ul style="list-style-type: none"> <li>The Revenues Service is facilitating the set-up of a Local Discretionary Scheme. This scheme will be publicised in the new financial year, with the results being monitored throughout 2017/18. Discussions are on-going to establish the options available.</li> </ul>					
		<ul style="list-style-type: none"> <li>Masterplan scoping work is ongoing and project governance has commenced.</li> <li>Continuing liaison with Network Rail regarding its evolving Bletchley Master Plan</li> <li>Engagement with relevant town council's has commenced</li> </ul>					

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, so 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
<b>OUR REGENERATION COMMITMENTS – WE WILL:</b>							
<b>14.4</b>	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"> <li>Wolverton Works application granted consent, by MKC in Nov '16. National Planning Casework Unit has decided not to 'call-in' [Feb 2017]</li> <li>Community aspirations have been fully considered and 'weighed' via application process.</li> <li>The prospective purchaser of the Agora was unable to conclude a deal to acquire ownership of the Agora. Conditions attaching to the proposed disposal of MKC car-park were not, therefore, fulfilled.</li> <li>MKC is now making positive progress with another interested developer to deliver redevelopment.</li> </ul>	BL	AR	LG/ RM		↔
			BL	AR	LG/ RM		↔

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
<b>OUR EUROPEAN DESTINATION CITY COMMITMENTS – WE WILL:</b>							
<b>15.1</b>	Develop and deliver an exciting programme of activity for the MK50 celebrations with partners.	<ul style="list-style-type: none"> <li>• MK50 Spring programme delivery underway. Strong start to year with 46 events for Birthday Weekend (7450 attendances), VIP Launch event and 47.9m views of MK50 via print, TV, radio and online, which is £1.3m worth of PR coverage (equivalent advertising spend)</li> <li>• Walking Festival Weekend in May confirmed. Partners developing projects and fundraising for Summer and Autumn events including summer International Conference in the final week of June, MK Gallery 'City Club' activity and The Stables October Celebration.</li> </ul>	PS	DS	LG		↔
<b>15.2</b>	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"> <li>• DCMS launched the competition with bid document deadline 27 October 2017.</li> <li>• Bid document writing continuing as planned – first draft due this quarter</li> <li>• Engagement and outreach programme to increase over next quarter</li> </ul>	JS/ LI	GS	LG		↔
<b>15.3</b>	Undertake a study with partners to determine improvements to CMK Market by January 2017.	<ul style="list-style-type: none"> <li>• Business Improvement District bid approved. Now working with MKCCM to implement any changes – links to 16.4</li> </ul>	TBM	DS	LG		↔
<b>15.4</b>	Develop options by June 2018 for creation of a "City Gateway" framework for Station Square.	<ul style="list-style-type: none"> <li>• This will be progressed as part of the CMK Renaissance project, the cabinet report sets out the scope, responsibilities and timescales for this</li> </ul>	AR	DS	LG		↔

## Partnership

Building on our Cooperative Borough ethos, we will exercise effective and collaborative city leadership, working alongside partners of all backgrounds and disciplines.

PARTNERSHIP							
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
<b>OUR PARTNERSHIP COMMITMENTS – WE WILL:</b>							
<b>16.1</b>	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"> <li>Public Realm is reviewing all governance structures for all partnership</li> <li>Links to 13.1</li> <li>The MKSCB/MKSAB/Health &amp; Wellbeing Board partnership proposals have been agreed with relevant boards and the new structure will be in place from 01 April 2017. Transition group being established to oversee detail of implementation of new structure. Work commenced to establish and recruit to new support roles</li> </ul>	TBM	DS	LG MG ML PM		↔
<b>16.2</b>	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"> <li>Parish funding - this is a clear commitment and links to the work being undertaken in 13.1</li> <li>VCS - this is a clear commitment and did not form part of savings in the budget</li> </ul>	MB Var	MB TH	NL RM		↔

PARTNERSHIP							
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
<b>OUR PARTNERSHIP COMMITMENTS – WE WILL:</b>							
16.3	Support the MKCCM proposals for a Business Improvement District bid.	<ul style="list-style-type: none"> <li>MKCCM were supported in preparing the successful BID</li> </ul>	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.	<ul style="list-style-type: none"> <li>MKC has supplied Citizens:MK with a number of proposals to date including publicising, supporting and enabling colleagues to attend a Weaving Trust event at the Council. As a result MKC colleagues are attending and supporting future Weaving Trust events</li> </ul>	SG	CM	PM		↔
16.5	Seek to be an exemplar employer, supporting the wellbeing and development our staff so they are able to do the best they can for MK.	<ul style="list-style-type: none"> <li>Recent initiatives have been delivered across MKC to support colleagues' health and wellbeing</li> </ul>	MDH	CM	RM		↔

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