

**C** = Action complete

<b>BUDGET</b>							
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
<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	TH	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>Work on the 2017/18 budget continues. A draft was proposed to December Cabinet for approval for public consultation.</li> </ul>	NJ	TH	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 will take 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>Options now being considered and a procurement approach decision will be taken by Cabinet in January</li> </ul>	NJ	TH	RM	<b>C</b>	↕
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<b>BUDGET</b>							Direction of Travel
<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>Key Milestones</b>	Owner	CD/Director	Cabinet Member	RAG Rating	
		<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> </ul>	RP	NJ	RM	<b>C</b>	↕
<b>1.6</b>	Review the Future Working Programme to mitigate costs while continuing to seek to reduce overheads and improve working practices and efficiency by July 2016.	<ul style="list-style-type: none"> <li>Work due to start on-site in January or February 2017 and anticipated completion is December 2017. Action almost complete as costs together with the scheme have been reviewed.</li> </ul>	RP	NJ	RM		↕
<b>1.7</b>	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"> <li>Centrally held list is continuously updated and reviewed.</li> <li>Ongoing dialogue between Business Partners, Service Directors &amp; Heads of Service to determine whether in each case, the use of consultants and temps is the most resource effective method of engagement with a view to reducing the time, number and cost of these types of engagements.</li> <li>Manager's Guide to Engaging /Procuring Non - Employees is being updated to provide more clarity around recommended 'engagement' timescales</li> </ul>	MDH	CM/NJ	RM		↕

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
<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 going to special Cabinet in February 2017, pre-Cabinet stakeholder briefings underway.</li> <li>Proposed Submission Plan to Cabinet &amp; Full Council in November 2017</li> </ul>	JC	AR/DS	LG		↔
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 016.	<ul style="list-style-type: none"> <li>8 week public consultation undertaken 26 October – 21 December</li> <li>Following pre-app consultation on all sites, planning applications have been submitted for 3 of the 5 sites totalling 28 dwellings. Decision expected mid-December, on site April/May with completion planned for April 2018.</li> <li>A range of further potential sites have been identified and are being reviewed. Initial indications that there are opportunities to fill the pipeline up to 200 Council houses and beyond.</li> <li>29 homes already delivered</li> </ul>	JC	AR/DS	LG		↔
2.3	Finish the current programme of new council house building by December 2018.		LE	DS	NL		↔

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<b>OUR HOUSING COMMITMENTS – WE WILL:</b>							
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>The MKDP Review is underway (one of the delivery options). Your MK and Joint Venture partnership are other options. Options are not mutually exclusive further information will be included as proposals are developed.</li> </ul>	LE / NJ	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>Review on track for Cabinet in early 2017</li> </ul>	NJ	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 established in September 2016 and has met 3 times since then.</li> <li>A report recommending that the following priority objectives are endorsed was considered by Cabinet on 6 December 2016. <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.	As 3.1	LE	DS	NL		↔
<b>3.3</b>	Develop and implement a rough sleeping action plan by November 2016.	As 3.1	LE	DS	NL		↔
<b>3.4</b>	Create additional facilities that provide emergency shelter and support for those in crisis by November 2017.	As 3.1	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>This is core Children's Services business with a number of ongoing initiatives:</li> <li>The area was recently scrutinised by Ofsted, who found that children are safe in MK but that this remains an area for further improvement, albeit with a number of areas of good practice (e.g. responses to CSE concerns)</li> <li>September's Children's Social Care "Missing Month", highlighting to staff the risks and responses to children who go missing from home and care has impacted positively on practice</li> <li>Strengthening arrangements for multi-agency responses to missing children and the quality and use of Return Interviews continues, with new joint chairing (MKC/TV Police) and data analysis arrangements for the monthly MARM, which discusses high risk individuals</li> </ul>	NR	MB	ZN		↔
			NR	MB	ZN	<b>C</b>	↔
			NR	MB	ZN		↔

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<b>OUR CHILDREN'S SERVICES COMMITMENTS – WE WILL:</b>							
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>MKC is part of the Central East RAA work, one of five fully funded national “demonstration” projects which the DfE have identified as “projects (which) showed the most potential” and are now fast tracking the programme</li> <li>“Signs of Safety” work has been refreshed across the service, providing a framework for robust engagement with children, young people and families, supporting families to take a lead in protecting their children wherever this can safely be achieved</li> <li>“Healthy Relationships Project” is established and well-used. It provides a range of group-based interventions to individuals and families experiencing domestic abuse</li> <li>C&amp;YP Committee scrutinised “innovation in Children’s Social Care” (FDAC, RAA, SEND reforms &amp; Fostering recruitment plans) at November meeting. We are currently awaiting the outcome of a £2m DfE innovation fund bid to test the extension of the FDAC problem solving court model into other types of care proceedings.</li> </ul>	NR	MB	ZN		↕
			NR	MB	ZN		↕
			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>Successful recruitment and retention continues to impact positively on staffing levels in the Family Support and Corporate Parenting Social Work teams, with lower vacancy rates than surrounding LAs</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>MK's network of Children's Centres, including four designated Family Centres in the most deprived areas, continue to offer support to vulnerable children and their families, with a number of positive initiatives</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>MKC is working positively with the STP, including: <ul style="list-style-type: none"> <li>Leading the Prevention work stream of the STP</li> <li>Ensuring local delivery through Health &amp; Wellbeing Board (HWB) and other partnerships</li> <li>Holding to account other STP work streams</li> </ul> </li> </ul>	MB	MB	HO'N		↔
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>Work underway to formalise arrangements with relevant health partners</li> <li>For HWB - terms of reference refreshed and membership reviewed</li> <li>HWB working and development group set up to ensure development of HWB members and increase effectiveness</li> </ul>	MS	MB	HO'N		↔

## ADULT HEALTH AND SOCIAL CARE

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<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
<b>5.3</b>	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>A number of good practice examples in train including:</li> <li>Transforming care plan agreed</li> <li>Workshop with local managers and senior clinicians facilitated. Model for Positive Behaviour Support now clear and strategy and training will follow</li> <li>Integration work for access points into Adult Social Care underway</li> </ul>	AG/VC	MB	HO'N		↔
<b>5.4</b>	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>Reshaping service delivery</li> <li>Held successful engagement events with tenants to seek ideas shaping the future for the sheltered housing service</li> <li>Further consultation to commence in conjunction with housing services</li> </ul>	SR	MB	HO'N		↔

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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, including: <ul style="list-style-type: none"> <li>Increase in number of GP practices offering Point of Care Testing (POCT) for HIV to new registrants</li> <li>Extensions to contract for HIV support to allow development of a model to focus on prevention and testing</li> <li>Pilot a POCT HIV service with some local pharmacies targeting those within wards of highest risk</li> <li>Specialist sexual health service for young people recommissioned in 2015/16</li> <li>Integrated adult sexual health service recommissioned in 2015/16</li> </ul> </li> </ul>	MS	MB	HO'N		↔
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>Internal Homecare fulfils the requirements of the charter the challenge is to continue to drive up quality and maximise efficiency in service delivery: <ul style="list-style-type: none"> <li>Policy in place regarding the use of 15 minute calls</li> <li>Ensure externally commissioned contracts meet the requirements of the Ethical Care Charter</li> </ul> </li> </ul>	MH	MB	HO'N		↔

## ADULT HEALTH AND SOCIAL CARE

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<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
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>Following Cabinet decision the following is now in place:</p> <ul style="list-style-type: none"> <li>• Established Transformation Board</li> <li>• Options for 'Shared Lives' schemes have been developed, the Community Support Team has been re-configured and a project plan being developed for day care reform</li> </ul>	MH	MB	HO'N		↕
			MH	MB	HO'N		↕

## ADULT HEALTH AND SOCIAL CARE

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<b>OUR AHSC COMMITMENTS – WE WILL:</b>							
<b>5.8</b>	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> <li>Q2 activity for the number of adult carers supported for the first time is lower than Q1. Discussion with the Provider is underway to ensure that measures are put in place to improve performance in Q3 and Q4.</li> <li>For adult carers, quality outcomes were the same as, or better than, the national average for 2015/16. The service is confident that quality remains high.</li> <li>The service continues to meet its target for supporting young carers. By the end of Q2, the service was supporting 566 young carers.</li> </ul>	PC	MB	HO'N / 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>							
<b>6.1</b>	Ensure a clearer role of the priority of mental health across the Joint Health and Wellbeing Strategy.	<ul style="list-style-type: none"> <li>Currently reviewing evidence based initiatives related to improving mental health, as described in the Health and Wellbeing Strategy, including:               <ul style="list-style-type: none"> <li>Developing a suicide prevention plan for MK</li> <li>Developing an action plan to reduce social isolation across MK</li> <li>Embedding five ways to wellbeing across MK</li> </ul> </li> <li>Reviewing opportunities for workplace wellbeing initiatives prioritising mental health and wellbeing</li> <li>Review mental health service specifications and recommend changes to ensure public mental health incorporated (complete Nov 2017)</li> </ul>	MS	MB	HO'N		↕
		<ul style="list-style-type: none"> <li>Funding being identified to maintain current levels of provision</li> <li>A number of initiatives being taken forward as part of the transformation plan</li> </ul>	MH	MB	ZN		↕
<b>6.2</b>	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.						

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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>This will be addressed through work to deliver integrated community services from 2018</li> <li>Restructure of Out of Hours Service to ensure resilient 24/7 emergency service in place</li> <li>Restructure the service to ensure adequate social work and management capacity in place to deliver statutory requirements</li> <li>Review commissioned services to ensure need is being met in the most appropriate way.</li> <li>Review needs of all current service users focusing on placements to ensure needs are met and service users are offered choice and control over the support provided.</li> </ul>	MH	MB	HO'N		↕
			MH	MB	HO'N		↕
			MH	MB	HO'N		↕
			MH	MB	HO'N		↕
			MH	MB	HO'N		↕

<b>ECONOMY</b>							
<b>7</b>	<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>	<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 underway with relevant stakeholders, action will be complete when strategy has been agreed by Cabinet.</li> <li>Amber rating reflects potential 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>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. Work underway to supplement this with investment from technology corporates.</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, a number of engagement events have been planned for 2016/17, initial lunch attended by over 30 businesses, positive feedback.</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>							
8.1	Not support or fund any selective education project.	<ul style="list-style-type: none"> <li>No selective school application will be supported</li> </ul>	MD	MB	ZN		↕
8.2	Support and challenge our schools to further improve outcomes through the implementation of our Standards First plan.	<ul style="list-style-type: none"> <li>Consolidate and continue to improve Ofsted judgements of 86% schools good or better</li> <li>MK Schools outcomes in line with National data</li> </ul>	CE	MB	ZN		↕
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"> <li>Continuing to secure Capital development funding for new build and expansion programmes</li> <li>Delivering one of the largest school build programmes nationally</li> </ul>	KR	MB	ZN		↕
8.4	Investigate ways to support MK College in their plans to improve standards and expand its apprenticeship offer.	<ul style="list-style-type: none"> <li>Ensure apprenticeships are identified as KPI within the contracts for the delivery of schools</li> <li>Monitor the number of apprenticeships delivered as part of the new build programme</li> <li>Work with MK College through a number of initiatives to support them</li> </ul>	KR	MB	ZN		↕
			Var	CLT	Var		↕

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	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel
<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 we 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> </ul>	DS	CM	PM		↔
<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 has actively and effectively engaged recently with the NIC on C-MK-O corridor study.</li> </ul>	GS	CM	PM		↔

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<b>OUR REGIONAL WORKING COMMITMENTS – WE WILL:</b>							
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.	<ul style="list-style-type: none"> <li>Well evidenced submission made, continuing work with NIC to ensure MK at forefront of discussion – complete. C-MK-O corridor project being progressed via MK Futures 2050.</li> </ul>	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
<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>On track, on forward plan for Cabinet decision in March 2017</li> <li>Options reduced from 156 to 8</li> </ul>	TBM	DS	MG		↑
<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		↑

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>Implementation of existing policy currently under review by Internal Audit</li> <li>O&amp;SMC reviewing pothole criteria</li> <li>Once recommendations in place the appropriate resources will be identified if a formal review of policy is required</li> <li>Amber rating reflects expectations around changes to pothole criteria</li> <li>ESF bid has not been progressed, no resources at this stage identified, will continue to take this forward in the long term.</li> </ul>	TBM	DS	MG		↕
11.2	Explore options for investment in redway commuter routes to create 'super redways'		TBM	DS	MG		↕

TRANSPORT							Direction of Travel
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	
<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 to develop a new strategy that incorporates innovative transport schemes and recommendations of MK Futures 2050</li> <li>Head of Service recruitment underway - will be accountable for delivery. Amber reflects potentially changed timescales (late Jan)</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>Looking at alternative ways to deliver savings to enable this</li> <li>Pilot with Arriva commenced in Sept 2016, completion March. Evaluation at end of pilot to determine whether it is sustainable and rolled out</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 on track, and will be complete when options considered in January</li> </ul>	TBM	DS	LG		↕
<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 will not form part of savings in the budget</li> </ul>	TBM	DS	LG		↕

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 first POD has been 'built' and tested, programme to deliver 40 units on track. Live test of autonomy trialled in CMK.</li> <li>• A brief for feasibility study been discussed and potential partners briefed</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>Recruiting appropriate resources to take this forward, amber rating reflects expectations around timescale</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	Owner	CD/Director	Cabinet Member	RAG Rating	Direction of Travel	
<b>OUR REGENERATION COMMITMENTS – WE WILL:</b>								
<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.	<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> <li>Timeline - first community led master plan developed by April 2017</li> </ul>	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.	<ul style="list-style-type: none"> <li>Changes to discretionary rate relief can legally only be made in relation to new financial years and so the first opportunity to undertake this will be in relation to 2017/18</li> <li>However, recent changes to the national Business Rate Scheme has extended small business rate relief, so analysis will be undertaken to determine if local action is still required.</li> </ul>	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>Masterplan scoping work has commenced with a view to completion by end Dec 2016</li> <li>Liaison regarding NR’s embryonic BLYMP Nov 2016</li> <li>Project governance arrangements will be in place by Feb 2017</li> <li>Commence community engagement in Mar 2017</li> </ul>	LG	AR	RM		↕	

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 fulfill 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>RAG rating reflects risks still attached to this commitment but also the significant progress made over the last quarter.</li> <li>Wolverton Works application granted consent, at DCC in Nov. Community aspirations have been fully considered and 'weighed' via application process.</li> <li>A DD was taken, on 25 Oct, to approve disposal of the MKC's freehold interest in the Agora car-park. That DD was called in'.</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>Draft programme and programme strands agreed which will deliver inclusive and accessible programme</li> <li>Partners developing projects and fundraising</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>Preparation for EcoC bid progressing, awaiting DCMS release of application form. Expected in Jan/ Mar 2017 with bid deadline expected Nov 2017</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>A Business Improvement District bid supports this work, and the BID is currently out to consultation – 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>The MKSCB/MKSAB/Health &amp; Wellbeing Board partnership proposals have been revised and options proposed – these are in the process of being presented to relevant boards for comment and decision over the next few weeks</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 will not form part of savings in the budget</li> </ul>	Var	TH	RM		↔	
<b>16.3</b>	Work with partners in the Voluntary Sector to establish an effective and constructive dialogue.	<ul style="list-style-type: none"> <li>Discussion with Community Action MK has taken place to scope the terms of a new voluntary sector/LA forum to enable strategic discussion. First meeting planned for October</li> </ul>	MB	MB	LG		↔	

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>							
16.4	Support the MKCCM proposals for a Business Improvement District bid.	<ul style="list-style-type: none"> <li>MKCCM were supported in preparing the BID, this is currently out to consultation</li> </ul>	TBM	DS	LG		↕
16.5	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		↕
16.6	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.	<p>Health &amp; Wellbeing initiatives: A number of recent initiatives continue to support colleagues to be healthier and promote wellbeing across MKC, including:</p> <ul style="list-style-type: none"> <li>Healthy weight programme;</li> <li>Public Health England health checks at Civic;</li> <li>Nuffield health checks – more than 100 colleagues accessed this service;</li> <li>Complimentary Therapy</li> <li>Stress Buster taster sessions and workshops –</li> <li>Health &amp; Wellbeing intranet pages updated</li> <li>Self-service health kiosks.</li> <li>Workplace health promotions</li> </ul>	MD H	CM	RM		↕

<b>Key to initials</b>		
AG	Amanda	Griffiths
AR	Anna	Rose
BL	Brett	Leahy
BM	Brian	Matthews
CE	Cheryl	Eyre
CM	Carole	Mills
DS	Duncan	Sharkey
GSA	Gavin	Sandmann
GS	Geoff	Snelson
H'ON	Cllr Hannah	O'Neill
JC	John	Cheston
JH	Jo	Hooper
JS	James	Sloan
KE	Kellie	Evans
KR	Kamran	Rashid
LE	Linda	Ellen
LG	Cllr Liz	Gifford
LI	Louise	Izod
MB	Michael	Bracey
MD	Marie	Denny
MDH	Marie	Devlin-Hogg
MG	Cllr Martin	Gowans
MH	Mick	Hancock
ML	Cllr Mick	Legg
MS	Muriel	Scott
NJ	Nicole	Jones
NL	Cllr Nigel	Long
NR	Nicky	Rayner
NS	Neil	Sainsbury
PC	Pam	Cooke
PG	Pam	Gosal
PH	Paul	Hammond
PM	Cllr Peter	Marland
PS	Paul	Sanders
RM	Cllr Rob	Middleton
RP	Rebecca	Peck
SG	Sarah	Gonsalves
SR	Sandra	Rankin
TBM	Tom	Blackburne-Maze
TH	Tim	Hannam
VC	Victoria	Collins
ZN	Cllr Zoe	Nolan
		Head of Joint Learning Disability Services
		Service Director - Planning and Transport
		Head of Development Management
		Head of Transport Innovation
		Head of Setting and School Effectiveness
		Chief Executive Officer
		Corporate Director, Place
		Head of Youth and Community
		Director of Strategy & Futures
		Deputy Leader and Cabinet member for Health, Wellbeing & Adults
		Development Plans Team Leader
		Head of Safeguarding
		Licensing Office
		Head of Communications
		Capital Programme Director
		Acting Service Director, Housing and Community
		Cabinet member for Place
		Public Art Project Officer
		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
		Cabinet member for Customer Services
		Director of Public Health
		Corporate Director, Resources
		Cabinet member for Housing and Regeneration
		Service Director Children and Families
		Head of Urban Design and Landscape Architecture
		Joint Commissioner
		Head of Corporate Economic Development & Inward Investment
		Area Manager - MK Land and Tariff
		Leader of the Council
		Assistant Director, Community Facilities
		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
		Interim Finance Consultant
		Service Director Adult Services
		Cabinet member for Children and Families