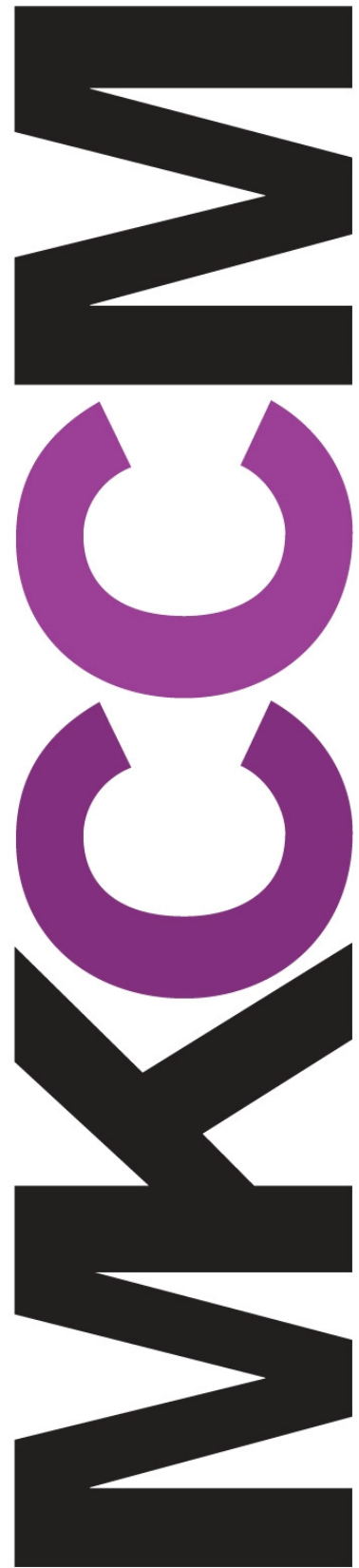


**Business Plan  
2010 - 2013**

**Action Plan  
2010 - 2011**



MILTON KEYNES CITY CENTRE MANAGEMENT

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**Appendices:**

Appendix 1 - CMK Development Framework Executive Summary

Appendix 2 - MKCCM Protocols

Appendix 3 – Milton Keynes Community Strategy

Please note the Appendices are not currently attached to this document. Copies are available upon request or at [www.mkccm.co.uk](http://www.mkccm.co.uk)

## Executive Summary

### Our Vision

For Central Milton Keynes to be the destination of choice, a place in which to work, live and play.

### Our Mission

To work with stakeholders in developing all that the city centre has to offer.

- MK is ranked as number 1 of the 10 fastest growing cities in the UK<sup>1</sup>.
- 250 shops, 90 restaurants, bars and cafes, 680 businesses are located within it employing over 27,000 people and servicing 40,000 commuters daily.
- CMK has an annual footfall of over 50 million and is ranked one of the top 20 retail centres in the UK.

With the city planned to double in size and projected to become the 10th largest city in the UK – Central Milton Keynes will be competing economically and culturally with other city centres in the UK and Europe.

MKCCM is key to the success of growing business and community in Central Milton Keynes. With the ability to bring the private, public and third sector together to create a dynamic; flexible and accountable partnership able to make things happen. With a common objective and desire to ensure that Central Milton Keynes is the destination of choice for shopping, leisure, business and/or living, MKCCM will provide a central point of reference to coordinate and support future economic development and sustainability. MKCCM is a not for profit company limited by guarantee that is funded by membership fees.

**We have a belief in and passion for our City centre; we are dedicated to partnership working, for which we use the knowledge, experience and drive of our members & team**

Our work reflects the values of our members<sup>1</sup>

- Civic Pride
- Economic prosperity

In a **safe, welcoming, attractive** and **vibrant** place

### What is City Centre Management

City centre management is a co-ordinated programme designed to ensure that town and **city centres are desirable, attractive and profitable places**. It is generally a partnership between the public and private sectors and brings together all the key interests of the centre.

Dating back to the mid 1980s, there are now more than 500 towns and cities in the UK that have some form of management initiative. They are naturally varied in terms of their remit and activities to suit their local area but what they all have in common is their effectiveness in promoting the vitality and viability of the centre.

<sup>1</sup> Source: Centre for Cities – Outlook 2009

## **Background and Overview**

MKCCM is an independent not-for-profit members' organisation, previously known as 'Central Milton Keynes Partnership' (CMKP); its activities date back to the mid 1990s as the city centre began to develop. The CMKP became a formal entity in 2000 as a company limited by guarantee.

In May 2009 following a full review, the organisation simplified its structure and re-launched as Milton Keynes City Centre Management (MKCCM). Funded by membership contributions it brings together key stakeholders with an interest in Central Milton Keynes, defined as the area between the railway line in the west and the canal to the east, between H5 and H6, and including Campbell Park.

We audit the operational aspects of Central Milton Keynes and address the need for improvements via **cross-agency solutions**.

## **MKCCM's Purpose**

Is to work for the continual improvement of Central Milton Keynes as a welcoming, safe and enjoyable place for all, whatever their activity, age or income, to work, live or be in, and to visit by identifying, problems and opportunities that affect life and work in the city centre.

## **Purpose of the Business Plan**

This Business Plan reviews our achievements during the past year and builds on this work in 2010/11 by setting out a number of objectives, which are designed to further improve the efficiency and attractiveness of the city centre, for all those who work in, live in or visit it. These objectives concentrate on enhancing the centre's current facilities and infrastructure, helping to maintain and improve them in a well-managed and coordinated fashion and to communicate and enable discussion on future developments.

In this way, the key partners and prospective sponsors of the various projects contained in the Business Plan are able to relate to MKCCM's statement of purpose.

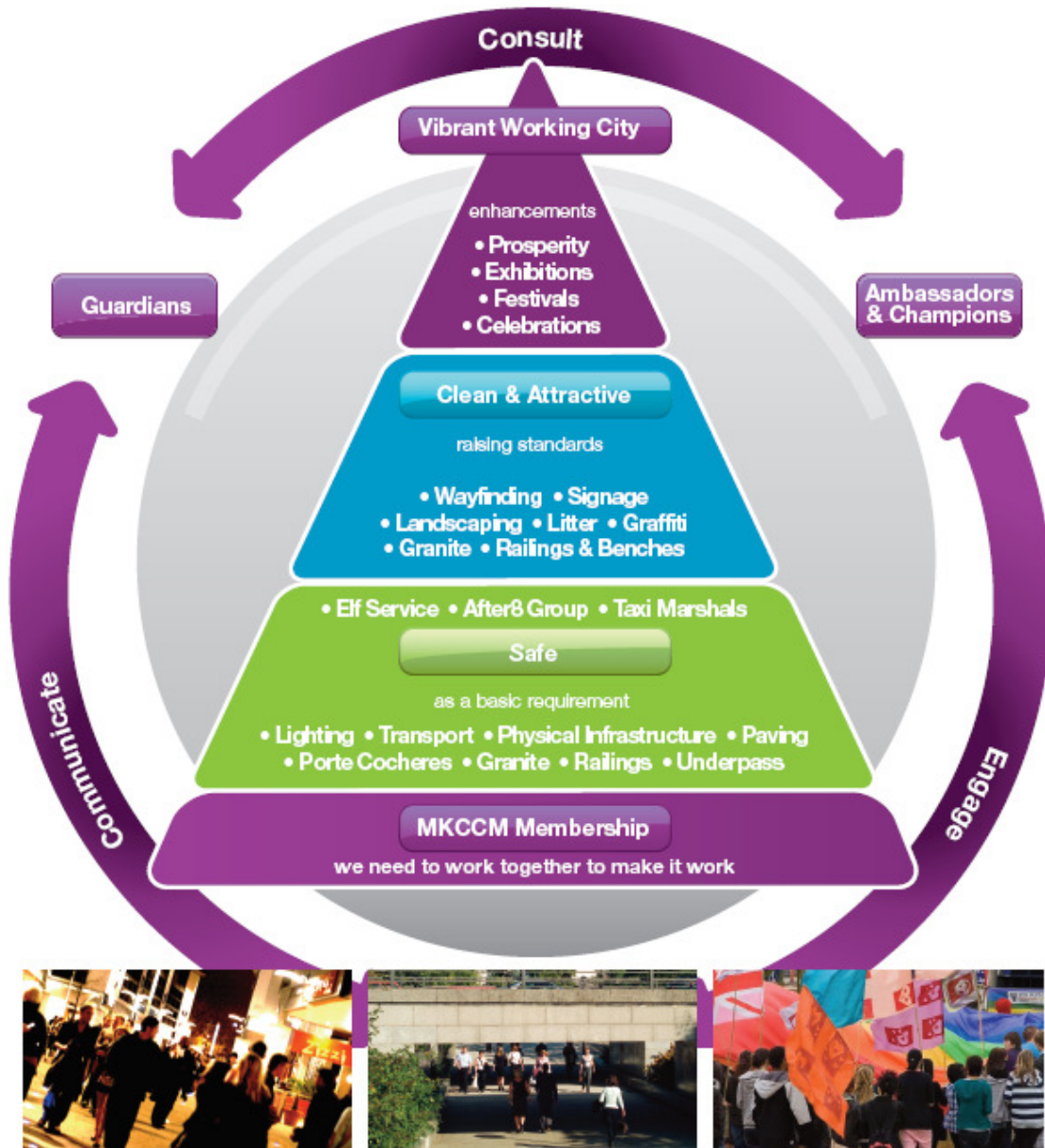
This Business Plan, therefore, is designed to be a working document, flexible enough to incorporate changes and additions if required. It does, however, rely on both the public and private sectors working together to fund many of the specific projects contained in the plan.

This Business Plan is a key part of this work and forms the basis and focus of the City Centre Manager and her team's activities over the next three years.

The associated action plans and financial forecast cover a twelve month period from April 2010 to March 2011 in line with the Milton Keynes City Centre Management Company's financial year. This plan will be updated annually with a quarterly review on progress reported to the Board of Directors.

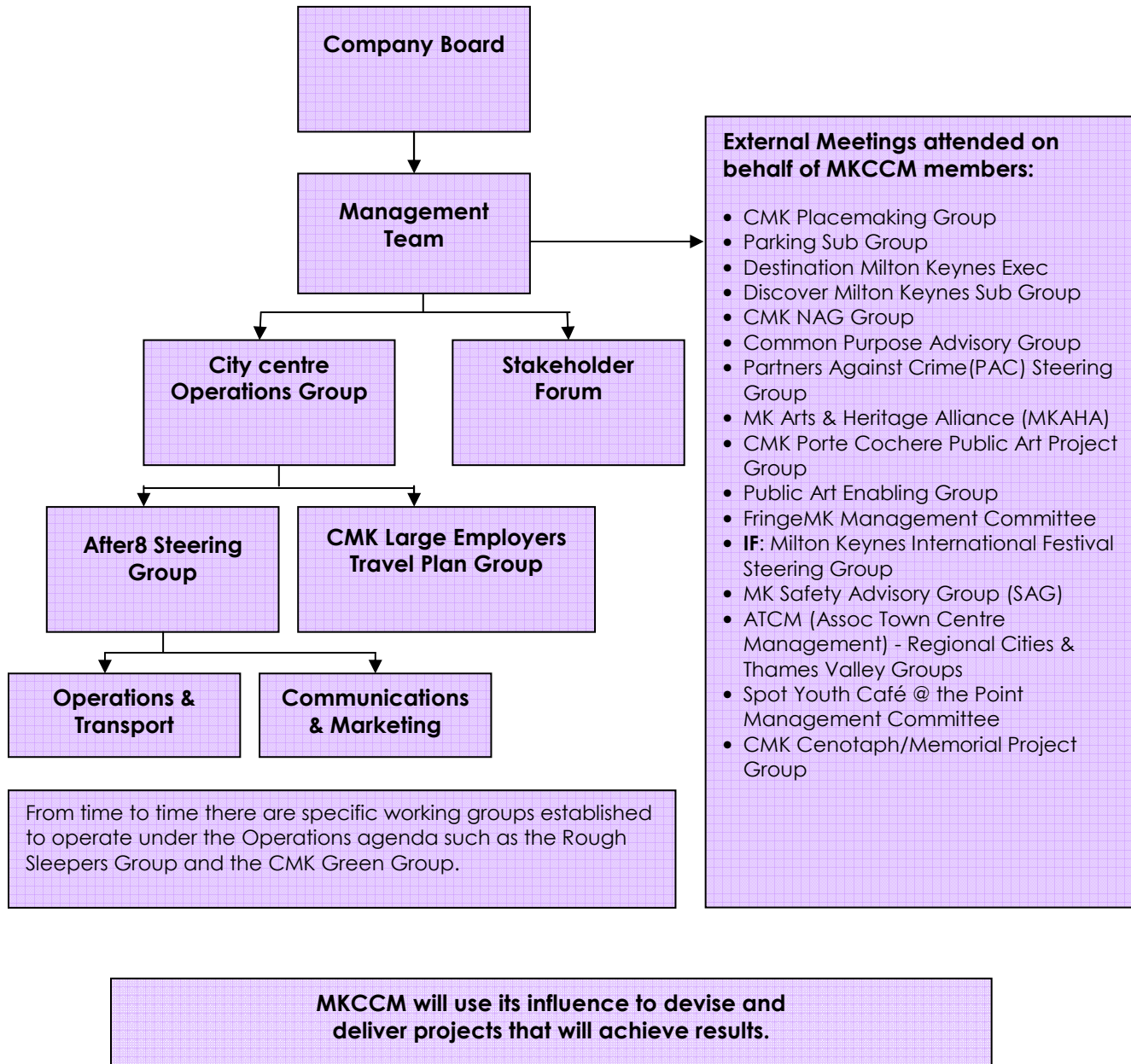
The plan also highlights the importance of partnership working, as no single organisation or sector can effectively achieve the desired objectives on its own.

## Key Areas of Focus



## Structure and Operations

MKCCM is a not for profit company limited by guarantee employing a management team and being run by a Board of Directors. The Company has a simple structure as follows:



## Management & Governance

### Company Board

The legal Board of Directors of the Company is made up of the principal funders (senior representatives – no maximum number), representatives of the associate funders (maximum of 3, at least one business and one community representative) and co-opted members as and when the Directors consider it appropriate. Chaired, preferably, by a business representative and responsible for the overall direction of the Company, the finances and the management team together with focusing on the strategic direction of Central Milton Keynes.

### **City Centre Operations Group**

The working group focuses on tangible delivery of projects and services. Chaired by a Director of the Company with a direct interest in the operational agenda and attended by appropriate principal and associate funders plus co-opted members as and when it is considered appropriate. The City Centre Operations Group has its own sub-groups as and when the need arises to focus on specific operational matters such as the CMK Large Employers Travel Plan Group and the After8 Group.

### **Stakeholder Forum**

Provides the forum for debate and exchange of views on any matters relevant to the Stakeholders of Central Milton Keynes through engaging with the responsible organisations. Chaired by an appropriate member of the CMK community and attended by principal and associate funders, elected representatives of the residents via the Town/Parish Councils plus co-opted members with an interest in CMK that the funders consider appropriate.

### **Management Team**

The Management Team consists of the City Centre Manager, Kay Greenhalgh, the Communications Officer, Carmel Blyth and Administrator Leanne Quainton

### **MKCCM will work towards 4 strategic objectives:**

#### **1. Developing Our Membership**

Maintaining and developing a wide, varied and committed membership to ensure effectiveness, sustainability and prosperity

#### **2. A Safe and Welcoming City Centre**

Clean and attractive city centre

- City centre audits
- Public/private sector joint projects
- Litter related activity
- Landscape initiatives
- City centre Operations Group work

Safety and Wellbeing

- After8 Group activity
- CMK Neighbourhood Action Group (NAG)
- Young people initiatives
- City Centre Operations Group work

Good Access and Movement

- Ease of wayfinding and good signage
- CMK Large Employers Travel Planning Group
- Taxi and public transport initiatives
- Parking

#### **3. Creating Successful Communications, Consultations and Connections**

- MKCCM Website
- Regular E-newsletters & update bulletins
- Development Information Sites
- New arrivals liaison
- Member consultations
- Research programme
- Schedule of networking opportunities

#### **4. A Vibrant Working City Centre**

Supporting cultural and community development, events, exhibitions, arts and celebrations such as:

- FringeMK
- IF: Milton Keynes International Festival
- Theatre & Gallery Programmes and Events
- Public Art Projects
- Low Carbon Living
- Electric Vehicles / Plugged in Places Project

#### **Membership**

We act as a catalyst to action and coordinate resources to ensure we achieve our 4 objectives. As a membership organisation we are focused on delivering value to our members.

We have 2 categories of membership:

**Principal Members** (over £5,000 per annum, ratable value will be taken into consideration) – By being a Principal Member you will have the opportunity to steer the direction of our organisation and to be a Director with voting rights on the Company Board. Acceptance of membership is agreed by the existing Directors of the Company.

**Associate Members** (below £5,000 per annum) - Being an Associate Member allows membership of the Operations Group and Stakeholder Forum plus some representation on the Company Board via 3 members nominated and elected by you. Acceptance of membership will be agreed by the existing Directors of the Company.

Sub Categories for associate members:

- Trade Associations, Parish and Town Councils - £2,000.
- Businesses - with up to 50 employees £500, with over 50 employees £1,000
- Concessions – £100, including charitable and not for profit organisations and individuals with no commercial gain from their involvement.

#### **Membership Benefits**

We work for our members by providing:

##### **Our Knowledge Bank**

- City centre health check
- Business survey
- Focus group research
- Our connections and experience
- Sharing information
- E - communications

##### **Marketing and Promotions**

- Your name and logo on all our materials
- Networking for our members
- Web site and access to the members only section
- Showcasing members

##### **Problem Solving**

- Knowledge of stakeholders
- Facilitating discussion
- Finding and agreeing workable solutions
- Stakeholder Forum
- City Centre Operations Group

## MKCCM Members 2010/11

Allianz	Associate
Arriva	Principal
AskMKTV	Associate
Church of Christ the Cornerstone	Associate
CMK Town Council	Associate
Destination Milton Keynes	Associate
Discover Milton Keynes	Associate
Federation of Small Businesses	Associate
Hampton Brook	Associate
Hub:MK (Broadoak Management)	Associate
Jury's Inn	Associate
Keen Shay Keens	Associate
Midsummer Place Shopping Centre (Legal & General Assurance)	Principal
Milton Keynes Age Concern	Associate
Milton Keynes Chamber of Commerce	Associate
Milton Keynes Community Foundation	Associate
Milton Keynes Council of Voluntary Organisations	Associate
Milton Keynes Council	Principal
Milton Keynes Economy & Learning Partnership	Associate
Milton Keynes Forum	Associate
Milton Keynes Parks Trust	Associate
Milton Keynes Shopping Centre Association	Principal
Milton Keynes Theatre	Associate
Milton Keynes Gallery	Associate
Milton Keynes YMCA	Associate
MITIE Security	Associate
Perception PR	Associate
Pinnacle:MK	Associate
Ramada Encore Milton Keynes	Associate
Thames Valley Police	Associate
Theatre District (Savills, Deutsche UK Retail)	Principal
thecentre:mk	Principal
University Centre Milton Keynes (UCMK)	Associate
Xscape (X-Leisure Milton Keynes Partnership)	Principal

## 2009/10 Review

**City Centre Operations Group Strategic Aim:** To Identify and signpost strengths and weaknesses in the way the city centre is functioning and contribute to solutions.

Action Output	Progress as at end March 2010 Green (target reached) Amber (in play) Red (off target)	Status
<p><b>Clean &amp; Attractive</b></p>		
<p><b>City Centre Audits – cross agency</b> Undertake cross-agency visual audits (walkabouts) on at least a quarterly basis in targeted areas of the city centre as highlighted by members. Reporting back to MKCCM and the responsible agencies highlighting issues and proposed solutions/actions. Plus ongoing audits by CCM on a regular basis and additional audits as required for specific issues such as:</p> <ol style="list-style-type: none"> <li>1. Painting or replacement of railings, street furniture &amp; porte cocheres.</li> <li>2. Breedan Gravel replacement on boulevards.</li> <li>3. Granite cladding and kerbstone repairs and replacement.</li> <li>4. Illegible Street name plates replaced.</li> <li>5. Lighting repairs &amp; enhancements.</li> </ol>	<p>11<sup>th</sup> September audit from Station to Point along Midsummer Boulevard resulted in over £40k of works in October by MKC replacing granite kerbstones &amp; plinths, painting of underpass ceilings, replacement road markings and graffiti removal.</p> <p>24<sup>th</sup> November audit of bus and taxi travel in CMK after 8pm. Report disseminated w/c 07<sup>th</sup> December and featured in MK Citizen.</p> <ol style="list-style-type: none"> <li>1. Not actioned to date.</li> <li>2. Some have been replaced but not sufficient.</li> <li>3. Some, as included in 11<sup>th</sup> September audit works.</li> <li>4. 7 new street name plates were ordered to be erected by end 2009. Still chasing MKC for update and on 22<sup>nd</sup> March 2010 logged one as illegible direct onto MKC website.</li> <li>5. Lighting in Midsummer Boulevard has all been upgraded to white light providing more light with reduced energy use. John Lewis and Point car park lighting repaired. Ongoing audits and lobbying required. Audits still unsatisfactory – CCM chasing with MKC.</li> </ol>	<p>Green</p> <p>Red Amber Amber Amber Amber</p>
<p><b>Joint Clean-Ups</b> Work with MKC Streetcare Team on specific projects to improve the environment. Continue to carry out partnership 'Clean Ups' based on the successful March 08 Midsummer Boulevard East model.</p>	<p>On hold for 2009 until previous areas finished and maintained by MKC. See above for completion of this work.</p> <p>New joint systems to be set up under Mike Brown's re-structured teams.</p>	<p>Red</p>
<p><b>Litter-related Activity</b> Work with private &amp; public sector on initiatives to improve the cleanliness of the city centre. Continue to lobby for adherence to strict cleansing programmes appropriate to use &amp; need.</p> <p>Smoking related litter project with MK Council to provide at cost Butt bins to businesses at agreed locations. On hold.</p>	<p>In October MKC targeted the Station with an educational day on smoking litter giving out 400 stubbies then spent a week during the commuter rush hours enforcing and issued 54 fixed penalty notices. Abbey has been targeted as well and around CBX.</p> <p>MKCCM recent research showed that 51% of employees are satisfied with cleanliness in CMK.</p>	<p>Green</p> <p>Amber</p>
<p><b>Landscape Initiatives</b> Facilitate the planting of unsightly, poorly managed or bare areas of landscaping by securing commercial sponsorship to plant and maintain specific areas. Audit landscaped areas and encourage responsible agencies to enhance maintenance. Look at possible private/public sector jointly funded improvements. Highlight areas of concern.</p>	<p>The roundabout between the Point and thecentre:mk was planted out in October by Ambius and looks very good. Will now look at further commercial partnerships/ sponsorships in liaison with MKC.</p>	<p>Green</p>

Action Output	Progress as at end March 2010 Green (target reached) Amber (in play) Red (off target)	Status
<b>Safety &amp; Wellbeing</b>		
<p><b>After8 Group Activity</b> Working groups set up to address communications &amp; marketing, operations &amp; transport. Cross agency public &amp; private sector groups to meet 6 times per year each with a Steering group meeting quarterly and a wider stakeholder group meeting annually for updates on the activity of the group. Three priority issues to be identified and addressed by each working group.</p>	<ol style="list-style-type: none"> <li>1. Positive PR in local media including launch, logo &amp; other various – ongoing.</li> <li>2. Focus group research undertaken in October to understand perceptions and issues – presented at Annual Forum on 3<sup>rd</sup> November 2009 (first of these to be held) and to the MKCCM Board 3<sup>rd</sup> February 2010.</li> <li>3. After8 Annual Newsletter produced and distributed to 150 - November 2009.</li> <li>4. Website presence for evening economy information and staying safe including bus information set up.</li> <li>5. Taxi enhancements – see 3B.</li> <li>6. After8 Elf service project successfully delivered during Christmas/New Year period 2009 for the first time. One life saved, 24 ambulance &amp; A&amp;E admissions averted. Report and newsletter produced and distributed. Press coverage x 3.</li> <li>7. After8 Venue and Transport Information leaflet designed, produced &amp; distributed by MKCCM as a result of need identified through research.</li> </ol>	Green
<p><b>CMK Safer Neighbourhood Group (NAG)</b></p> <ul style="list-style-type: none"> <li>• To work closely with the relevant bodies responsible for the safety and wellbeing of people in CMK e.g. Thames Valley Police, the Community Safety Partnership (CSP) Partners Against Crime (PAC) and Barwatch (also thru After8).</li> <li>• Assist in communications and liaison between these organisations to ensure efficient and effective working.</li> <li>• Attend meetings of all 3 groups and report back to the partnership as appropriate.</li> <li>• Receive and disseminate crime level reports.</li> <li>• Highlight issues of concern to relevant organisations as appropriate.</li> <li>• Ensure the private sector is more fully engaged in this process.</li> </ul>	<ol style="list-style-type: none"> <li>1. Improved lighting in car parks, underpasses and perimeter areas of CMK – MKC delivering as above (1.A).</li> <li>2. Research undertaken to identify/confirm priority issues to stakeholders and users – MKCCM City Centre Health Check carried out in November 2009. CMK Town Council to liaise with MKCCM to carry out same with residents.</li> <li>3. Landscape maintenance to be carried out as agreed by MKC to ensure full CCTV coverage in key locations. Still outstanding by MKC 10<sup>th</sup> March 2010.</li> <li>4. MKC now facilitate the group meetings and both parish/town councils in attendance. Lead on actions is still the MKCCM Operations Group and including the After8 Group. 2 meetings since November 2009 cancelled by MKC – requires action.</li> </ol>	Green Green Amber Amber
<p><b>Young People Initiatives</b> Supporting the youth services and sector in the delivery of city centre projects and facilities. e.g.</p> <ul style="list-style-type: none"> <li>• Spot Café at Point.</li> <li>• Busy Skate Park.</li> <li>• MK College.</li> <li>• MAD Youth project at old Bus Station.</li> </ul>	<ol style="list-style-type: none"> <li>1. Supporting the implementation of the ID All in One Card with the Youth Cabinet by liaising with retail &amp; leisure members.</li> <li>2. Continuing to work with MKC Youth services in safely managing the Spot Youth Café at the Point. Awaiting MKC action on Management Committee.</li> <li>3. Addressed issues of large groups gathering and littering etc outside McDonalds via cross agency actions.</li> <li>4. Supporting the MaD Bus Station redevelopment through promotion and communications channels.</li> </ol>	Green Amber Green Green
<p><b>Rough Sleeper Concerns</b> Continue to audit the situation and advise/ support the responsible agencies to house persistent rough sleepers.</p>	Continue to monitor any issues arising and liaise with partners should problems occur.	Green

Action Output	Progress as at end March 2010 Green (target reached) Amber (in play) Red (off target)	Status
<b>Access &amp; Infrastructure</b>		
<p><b>CMK Large Employers Travel Planning</b></p> <p>Continue to facilitate the meetings of representatives of the 6 largest CMK employers (approx 10,000 employees in total) to address issues of parking, public transport and raising awareness of alternatives to private vehicle use everyday.</p> <p>Improved engagement and better understanding of issues by all agencies.</p>	<p>Seven meetings held in 2009/10 with Home Retail Group, Abbey, Stone &amp; Webster, Arriva, BP, MKC attending, C Fox as chair.</p> <p>Group has increased in size at the request of other large employers – Allianz, Foreign &amp; Commonwealth Office &amp; Deloittes.</p> <p>Employee postcode mapping by Arriva, stadium park and ride feasibility, J cities and Plugged in Places initiatives presented and linked to group members. Ongoing.</p> <p>Travel Plan Workshop with Chamber &amp; ITP held at Deloittes in Pinnacle 23<sup>rd</sup> September '10.</p> <p>MKC &amp; others (IMK) engaged with the group on relevant issues/opportunities on an ongoing basis.</p> <p>Practical Travel Planning support to be focused on in 2010/11. Mapping exercise underway – March '10.</p>	Green
<p><b>Taxi Initiatives</b></p> <p>Highlight issues of concern and broker meetings of relevant cross agency groups to resolve issues.</p> <p>Encourage provision of new taxi ranks in appropriate locations and support the Council and Police in enforcing legal and safe operation to:</p> <p>-Provide an enhanced taxi service meeting city centre users and providers needs effectively and safely.</p>	<p>MKCCM brokered meetings on a regular basis for:</p> <ul style="list-style-type: none"> <li>• Taxi Marshal Service – funding &amp; operations – MK Hackney Association &amp; Barwatch have contributed in 2009. Safer:mk following up contributions.</li> <li>• Additional taxi ranks &amp; better signage requested, After8 group continues to lobby for action/improvements in this area.</li> <li>• Enforcement – i.e. Issues at Jury's turning circle actioned in partnership. Late night enforcement of parking carried out as requested to free drop off zones needed for efficient operation in busy times.</li> <li>• Xscape Taxi Pod – planning refused late 2009. Appeal to go forward.</li> <li>• Cross agency meeting facilitated by MKCCM for Sainsbury's car park pick up/drop off problems. Solution reached as a result.</li> </ul>	Amber Amber Amber Green
<p><b>Wayfinding &amp; Signage</b></p> <p>Support the Council in its implementation of the agreed wayfinding strategy (approved Dec05) resulting in an enhanced visitor/user experience and perception of the CMK offer.</p> <p>Investigate sponsorship/private sector funding models.</p>	<p>Six of the 1<sup>st</sup> phase of wayfinding signs (12 in total) installed in September '09 by MKC after meetings with key stakeholders. Corrections and amends to be made March '10 and second phase being discussed.</p> <p>Concerns were raised over style and information, currently being addressed cross agency. 2<sup>nd</sup> Phase on hold. No further monies available at MKC for further implementation. Alternative private sector led initiatives to be investigated 2010/11.</p>	Green Amber
<p><b>Parking</b></p> <p>Enable members to respond to Council consultations on parking changes and future strategies to ensure members' are engaged, informed and enabled to influence decision making.</p>	<p>MKCCM held a stakeholder consultation workshop in response to MKC's CMK Parking Change consultations in October to provide a platform for information and debate to enable members &amp; other key stakeholders to submit independent responses. 3600 + responses submitted. Resulted in Cabinet withdrawing the proposals and reviewing them for re submission in May 2010.</p>	Green

Action Output	Progress as at end March 2010 Green (target reached) Amber (in play) Red (off target)	Status
<b>Communications &amp; Connections</b>		
<p><b>MKCCM Website</b> Develop and enhance to meet members needs. Monitor regularly and evaluate in November 2009.</p>	<ul style="list-style-type: none"> <li>• Developed and created new web pages for CMK planning applications / CMK statistics and data, updated and enhanced regularly.</li> <li>• Added After8 Group and stay safe evening economy information.</li> <li>• Introduced a link to SaferMK (Community Safety Partnership) and within 'User Links' to Information Sources enabling members to view reports concerning CMK economic development.</li> <li>• All e-newsletters and bulletins uploaded to site.</li> <li>• All relevant consultation documents uploaded to members section.</li> <li>• Development section up to date including Network Rail.</li> </ul>	Green
<p><b>Regular e-newsletters &amp; e-bulletins</b> Distribute bi monthly e-newsletters to all members, interested (opted in) parties and the wider public advising current news, events and progress on development plans and projects within Central Milton Keynes.</p> <ol style="list-style-type: none"> <li>1. Increase number of opted in recipients on core database.</li> <li>2. Enhance the look of the e-newsletters and ease of distributing in bulk.</li> <li>3. Investigate printed version of newsletter for distribution to CMK businesses.</li> <li>4. Carry out annual evaluation October 09.</li> </ol> <p>Member updates and e-bulletins issued as required to keep stakeholders informed. Members' communications to be sent as appropriate raising awareness of key issues and changes within CMK.</p>	<p>6 x e-newsletters issued May, July, September, November '09, January and March 2010.</p> <ol style="list-style-type: none"> <li>1. Increased number of opted in recipients on core database from 398 to 570 (cascades to around 7000).</li> <li>2. To aid bulk distribution software package obtained, the evaluation results identified a need for sub headings/index. These are now incorporated.</li> <li>3. Newsletter design and print costs being identified and potential partners/sponsors - ongoing.</li> <li>4. Evaluation carried out November '09, 111 responses – 100% positive.</li> </ol> <p>52 x 'Member Updates' issued on MKC consultations: parking, early years, gambling licensing, heritage strategy and equality &amp; diversity; Events in CMK; MKCCM rebranding updates and information on stakeholder forums, Network Rail, travel planning, new MKC directorates.</p> <p>15 x e-bulletins issued on MKC consultations such as Parking, Parish Boundaries; Events in CMK; Updates on CMK road closures, train disruptions.</p>	Green
<p><b>Development Information Sites</b> Maintain and manage the four city centre displays in line with MKC and MKP plans and implementation of the CMK Development Framework. Display, as relevant, significant events information. Review and update style every other year. DVD content to be updated with footage by AskMK TV.</p> <p><b>Display Books</b> A3 copies of the Development Information Site displays for members (as requested) providing a convenient communication and information tool for use in meetings. Display books to be finalised with printed and CD versions available to members'.</p>	<p>Regular meetings throughout the year held with MKC and MKP to evaluate their specific content requirements as agreed using the criteria approved by members' in Dec 2008. Updates completed as necessary.</p> <p>Restyle and full content revision carried out in April 09 on all four sites. To reduce the budget spent on design costs, an in house design package is now being used successfully.</p> <p>Agreed that the display books would not be continued. Should members require the information a PowerPoint presentation will be supplied.</p>	Green  Green  Red
<p><b>New Arrivals Liaison</b> To help individuals and organisations new to CMK to understand the 'place' and 'people', to welcome them and provide ongoing support. MKCCM to produce and distribute 'welcome packs' which include information on members', and other key information on the city centre.</p>	Ongoing.	Green

Action Output	Progress as at end March 2010 Green (target reached) Amber (in play) Red (off target)	Status
<p><b>Member Consultations</b></p> <p>To keep members informed of new developments and policy changes within Central Milton Keynes and provide the opportunity for them to respond to and influence Council decisions.</p> <p>Arrange, as appropriate, events for members to be informed of new development and policy changes within CMK.</p>	<p>Members' invited to contribute towards the consultations / policies specific to CMK such as: CMK Parking Changes, Station Square Interim Improvements, Queens Court, Xscape Expansion, Vision for City Core, Network Rail Centre, CMK Tall Buildings Strategy, New Residential Development Design Guide SPD and the MK2050 Vision.</p>	<p>Green</p>
<p><b>Research</b></p> <p>City Centre Healthcheck, User Survey and Business Survey to be undertaken annually and all results shared with members.</p> <p>The three surveys to be set up and carried out before April 2010 with professional guidance and support. All results to be shared with members and others as agreed.</p>	<p>City Centre Health Check set up and undertaken in house via 113 telephone interviews in November '09. Results collated and distributed to all members.</p> <p>Following a feasibility study on most cost effective way of carrying out surveys, the business survey was set up using Survey Monkey and undertaken in late March. Results to be collated and summary report distributed.</p> <p>City Centre Manager met with members in March '10 to evaluate the year's achievements, progress and establish priorities for 2010/11.</p>	<p>Green</p>
<p><b>Networking Opportunities/Stakeholder Forums</b></p> <p>Stakeholder Forums to be held quarterly, inviting members' and others interested in CMK to discuss and debate issues.</p> <p>Topics to be agreed as appropriate</p>	<p>3 Stakeholder Forums held:</p> <ul style="list-style-type: none"> <li>• 17<sup>th</sup> June on the MKC Vision for City Core -50 attendees.</li> <li>• 23<sup>rd</sup> October on the CMK Development Framework – 60 attendees.</li> <li>• 27<sup>th</sup> January on MK2050 Vision – 50 attendees</li> </ul> <p>Forum reports produced and distributed both electronically and hard copy 335 for 17<sup>th</sup> June, 310 for 23<sup>rd</sup> October and 240 for 27<sup>th</sup> January events.</p>	<p>Green</p>
<p><b>Consultation Response Workshops/Templates and Support</b></p> <p>Members' are encouraged on an individual or organizational basis to contribute to consultations taking place within CMK.</p> <p>Ensure that members' have adequate information to respond directly on any consultations/policies through pre-arranged workshops arranged as required to ensure that members' have an informed view of the effect of the consultation / policy through discussions and debate. Templates and notes of workshops to be made available.</p>	<p>Ongoing.</p> <p>MKCCM held a stakeholder consultation workshop in response to MKC's CMK Parking Change consultations in October to provide a platform for information and debate to enable members &amp; other key stakeholders to submit independent responses. 3600 + responses submitted. Resulted in Cabinet withdrawing the proposals and reviewing them for re submission in May 2010.</p>	<p>Green</p>
<p><b>Members' Direct Communications</b></p> <p>Members' to be informed directly of CMK issues/developments and general information when appropriate with a link to the website to enable quick and easy access.</p>	<p>See above – Regular e-newsletters &amp; Bulletins</p>	<p>Green</p>
<p><b>Discover Milton Keynes</b></p> <p>Finalise handover of lease and management to living Archive at end of current lease – May 2009.</p> <p>City Centre Manager to remain on Sub Group and Don Head to remain as Chair of group.</p>	<p>Lease with Living Archive, balance of funds transferred and final CMKP/ MKCCM project report submitted. Handover complete with all files supplied to Living Archive. Don Head remains as Chair of the sub group and City Centre Manager as a member of the group.</p>	<p>Green</p>



## 2010/11 DRAFT BUDGET

### INCOME

#### Membership Fees

Principle Members	78,000
Associate Members	13,125

#### Other Income

Development Sites	3,750
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**TOTAL INCOME** **94,875**

### EXPENSES

#### Initiatives

After Eight	1,000
Taxi Marshalls	2,000
Rebranding	

**Total Initiative Costs** **3,000**

#### Salaries and Staff related

Salaries	77,544
Employers NI	7,731
Pensions	3,978
Staff welfare	100
Training & conferences	500

**Total Salaries and Staff related** **89,853**

#### Marketing

Public Relations	3,000
Development Sites	2,940
Website	1,270
Newsletters	1,700
Research	1,200

**Total Marketing Costs** **10,110**

#### Professional Fees

Company Secretarial	1,200
Book Keeping	1,200
Audit fees	3,000
Bank Charges	250
HR Costs	120
Legal/Professional	1,000
Insurance	1,400

**Total Professional Fees** **8,170**

#### Office Expenses

Rent	7,785
Printing and stationery	1,300
Office Equipment & Maintenance	500
Subscriptions	850
Telephones/mobiles	750

**Total Office Expenses** **11,185**

#### Travel and Entertaining

Travel & Subsistence	500
Entertaining - Internal	100
Entertaining - External	2,600

**Total Travel and Entertaining** **3,200**

**TOTAL EXPENDITURE** **125,518**

**NET INCOME/EXPENDITURE** **(30,643)**

# MKCCM Action Plan 2010/11

Strategic Objectives/ Outcomes	Area	Activity	Indicators/Outputs	When	Lead	Other Key Partners	Potential Funding Sources
<b>Strategic Priority 1. DEVELOPING OUR MEMBERSHIP</b>							
Maintaining and developing a wide, varied and committed membership to ensure effectiveness, sustainability and prosperity	<b>MKCCM Membership</b>	Secure new members to increase both strength of voice/lobbying and generate operating income.  Meetings held with: Pinnacle:MK, Aberdeen, Home Retail Group, Abbeygate Developments, Mouchel and Network Rail – all pending as at 31 <sup>st</sup> March 2010.	<u>New members 2010/11:</u> MITIE Security, Perception PR CMK Town Council and MK Shopping Centre Association - upgraded to Principal Members  Additional members and sufficient funding to sustain operations.	Ongoing	City Centre Manager (CCM)	MKCCM Directors	Members
		Retain current members by delivering in line with their priorities by positively influencing service providers and policy makers.	Number of members renewing membership annually.	Ongoing	MKCCM Team		MKCCM
		Meeting with current members at least twice yearly to understand needs and concerns.	Business and Action Plans based on members priorities.	March and October as minimum.	CCM		MKCCM
		Ensure members have opportunities to meet and discuss issues and concerns with each other plus offering networking opportunities.	Minimum of 6 meetings / forums per year with 50% of members attending on average.	Ongoing	MKCCM Team		MKCCM
		Agree membership contributions and manage operating budgets		Ongoing	MKCCM Team and Finance Director	MKCCM Directors	Membership
<b>Strategic Priority 2. SAFE &amp; WELCOMING</b>							
<b>Safe &amp; Welcoming:</b> To be a safe and welcoming city centre that employees, businesses, shoppers, visitors and residents choose over other destinations resulting in prosperity and growth.	<b>Clean &amp; Attractive</b>	Carry out visual audits of the city centre, both cross agency and by the MKCCM team	Audit reports to members and responsible bodies.	Minimum 4 per year	(CCM)	City Centre Operations Group	Joint public/private sector
		Reporting – via council and others systems - areas of maintenance and repair required	Repairs and maintenance carried out by responsible bodies.	Ongoing	MKCCM Team		
		Highlighting and receiving issues of concern to members and other stakeholders	Raising concerns with the responsible bodies and individuals for action.	Ongoing			
		Research users perceptions of the city centres cleanliness and attractiveness to identify, in partnership with the council, areas of priority.	Full and summary reports shared with members and responsible bodies. Resources utilised effectively.	Annual programme 4 <sup>th</sup> Quarter	C.Blyth	MKCCM Members	MKCCM
		<b>Landscape Initiatives:</b> <ul style="list-style-type: none"> <li>Facilitate the planting of unsightly, poorly managed or bare areas of landscaping by securing commercial sponsorship and support to plant and maintain specific areas.</li> <li>Audit landscaped areas and encourage responsible agencies to enhance them. Investigate possible private/public sector jointly funded improvements.</li> <li>Highlight areas of concern.</li> </ul>	Attractive, well maintained and managed landscaping through effective partnership working resulting in visible improvements, creating a positive perception and experience for all users including potential investors.	Ongoing	CCM	MK Council and key MKCCM Members	MK Council and potential commercial sponsorship

Strategic Objectives/ Outcomes	Area	Activity	Indicators/Outputs	When	Lead	Other Key Partners	Potential Funding Sources
		<p><b>Litter-related Activity:</b> Work with the private &amp; public sector on initiatives to improve the cleanliness of the city centre, specifically targeting smoking related litter issues with members and other businesses.</p>	As above plus an identifiable reduction in smoking related litter and associated costs.	Ongoing	MKCCM Team	CMK Businesses and MK Council	Joint public/private sector
		Bring together relevant members and responsible bodies through the <b>City Centre Operations Group</b> to address all of the above. Monitor outcomes and communicate successes.	Effective solutions and actions delivered resulting in a visible improvement to the CMK public realm, pride of place and successful partnership working.	6 meetings per year	MKCCM	Group members	MK Council and potential commercial sponsorship/ joint funding
	<b>Safety and Wellbeing</b>	<p><b>After8 Group Activity:</b> Bringing together a wide range of organisations private and public sector, to address the evening economy through a communications &amp; marketing group, and operations and transport group. Three priority issues to be identified and addressed by each working group. Elf Service to continue for festive period 2010.</p>	<p>Improved customer service, safety and infrastructure to support thriving evening economy and encourage more visitors to the city centre.</p> <p>Improved public perception of a safe and enjoyable place in the evenings.</p>	Working groups 6 per year each. Steering Group quarterly plus Annual Forum.	MKCCM Team	After8 Group members	MKCCM and/or joint public/private sector funds as relevant to specific projects
		<p><b>CMK Neighbourhood Action Group(NAG):</b></p> <ul style="list-style-type: none"> <li>To work with and support the NAG through the work of the City Centre Operations Group and After8 Group. Report from all MKCCM groups into NAG.</li> <li>Assist MK Council in communications and liaison between organisations to ensure efficient and effective working.</li> <li>Highlight issues of concern to relevant organisations as appropriate.</li> <li>Ensure the private sector and residents, through the CMK Town Council and various residents associations, are fully engaged in this process.</li> </ul>	<ul style="list-style-type: none"> <li>Wider active membership of the CMK NAG.</li> <li>Identified priority issues agreed and resolved.</li> <li>Improved perception of a safe and welcoming city centre with decreasing rates of crime resulting in increased footfall and prosperity.</li> </ul>	<p>June 2010</p> <p>Ongoing. Monitored at each quarterly meeting.</p>	CCM	Police, Parish & Town Councils, residents associations & MK Council.	NAG funds
		<p><b>Young Peoples Initiatives:</b> Supporting the youth services and sector in the delivery of city centre projects and initiatives such as:</p> <ul style="list-style-type: none"> <li>Spot Youth Café at the Point</li> <li>Buszy Skate Park and MaD redevelopment</li> <li>MK College</li> <li>UCMK</li> <li>All in One ID Card</li> </ul>	Reduction in young people loitering in the city centre. Actively engaging young people in positive activities and building pride in their city. A more vibrant and animated CMK.	Ongoing	MKCCM Team	All members	In-kind support

Strategic Objectives/ Outcomes	Area	Activity	Indicators/Outputs	When	Lead	Other Key Partners	Potential Funding Sources
	<b>Good Access and Movement</b>	<b>Ease of Wayfinding and Good Signage:</b> Evidence the need for improved signage , both wayfinding and commercial, through research and member consultation	Reports to key stakeholders and the council.	June 2010	CCM	MKCCM Members	Core retail & leisure sector businesses
		Investigate ways to implement new and improved commercial venue signage including carrying out feasibility study into costs and technical requirements.	Proposal to Retail & Leisure sector members and MK Council	July 2010		Members & MK Council	
		<ul style="list-style-type: none"> <li>Seek retail &amp; leisure sector members' joint commitment.</li> <li>Seek MK Council Planning, Urban Design, Sponsorship and Highways approval</li> </ul>	<ul style="list-style-type: none"> <li>Review of MKC Outdoor Advertising Policy</li> <li>Planning permission and agreement on signage locations approved</li> </ul>	3 <sup>rd</sup> quarter 2010/11			
		Work towards implementation of further wayfinding signage by MK Council including investigation of potential income streams to fund it.	Realistic commercial sponsorship packages identified and in place enabling additional wayfinding signage installation.	4th quarter 2010/11	MK Council	MK Council/ Sponsorship	
		Encourage maintenance and replacement of existing street name plates, signs and highways signage as required. Carry out audits as necessary.	Improved condition of existing signage in CMK adding to clean, attractive and welcoming public realm and ease of wayfinding for users.	Ongoing	MKCCM Team	MK Council	MK Council/ Sponsorship
		<b>CMK Large Employers Travel Plan Group:</b> Continue to facilitate the meetings of representatives of the 7 of the largest CMK employers (approx 14,000 employees in total) to address issues of parking, public transport and raising awareness of alternatives to private vehicle use via development of workplace travel plans. Better understand the needs of large employers in CMK.	Increased use of existing schemes such as Car Share resulting in a reduction in vehicles parked in CMK daily. Increased public transport use. Improved retention and recruitment of employees/ businesses. Improved engagement and better understanding of issues by all agencies.	Quarterly meetings	CCM	Members & MK Council	MKCCM excluding initiatives and/ or projects.
		<b>Taxi and Public Transport Initiatives:</b> Highlight issues of concern and broker meetings of relevant cross agency groups to resolve issues. Encourage provision of new taxi ranks in appropriate locations and support the Council and Police in enforcing legal and safe operations.	New Taxi Ranks installed. Improved signage at ranks. Improved literature available on locations, fares, safety. Safe egress from the city centre at night to reduce incidence of violent crime.	Ongoing	CCM	After8 Group Members	MKCCM excluding initiatives and/ or projects
		<b>Parking:</b> A key priority to members and other businesses as evidenced through the MKCCM research programme.	A reduced level of concern shown in 2010/11 research. Recruitment and retention of	Ongoing	CCM	CMK Businesses	MKCCM

Strategic Objectives/ Outcomes	Area	Activity	Indicators/Outputs	When	Lead	Other Key Partners	Potential Funding Sources
		Enable members to respond to Council consultations on parking changes and future strategies ensuring best possible outcomes for all partners.	employees and businesses stable or improved.			MK Council	
<b>Strategic Priority 3. COMMUNICATIONS, CONSULTATION and CONNECTIONS</b>							
Creating Successful communications, consultations & connections.	<b>MKCCM Website</b>	Develop and enhance to meet members needs. Monitor regularly and evaluate in May 2010.	Increase in number of visits to site by members.	Ongoing	CBlyth / LQuainton	Members	MKCCM
	<b>Regular e-newsletters &amp; bulletins</b>	Distribute bi monthly e-newsletters to all members, interested (opted in) parties and the wider public advising current news, events and progress on development plans and projects within Central Milton Keynes. 5. Increase number of opted in recipients on core database. 6. Enhance the look of the e-newsletters. 7. Design draft of printed version of e-newsletter. Secure sponsorship to cover production costs. 8. Carry out annual evaluation October 10.	6 x e-newsletters to be sent out to an increased number of people.  10% increase on current database numbers. Fully funded printed newsletter reaching majority of CMK businesses to promote the CMK offer and better inform them on positive developments and improvements.	Ongoing	CBlyth	Members and all partners	MKCCM and sponsor(s)
				November 2010			
		Member specific updates, general e-bulletins and other communications to be issued as appropriate with a link to the website to enable quick and easy access to information.	Members and stakeholders to be informed and aware of key issues and changes within CMK.	Ongoing			
	<b>Development Information Sites</b>	Maintain and manage the four city centre displays in line with MKC and MKP plans and implementation of the CMK Development Framework. Display, as relevant, significant events information. 3 annual updates to take place with MKP/MKC and review and update style every other year.	Positive promotion to both visitors and locals of the success of CMK, what's on offer from MKCCM members' organisations, and consultation, event and development information.	Ongoing through weekly site upkeep and quarterly review meetings with MKC and MKP.	C.Blyth/ L. Quainton	Milton Keynes Council / Milton Keynes Partnership	Ring fenced funding from MKP as a non member.
DVD content to be updated with footage by AskMK TV for the Xscape and centre:mk screens.		Updated DVD to be on the sites by Autumn 2010	In kind from Askmktv				
<b>New Arrivals Liaison</b>	To welcome new business people, organisations and residents and provide information, links and ongoing support. MKCCM to produce and distribute 'welcome packs' which include information on MKCCM members' and key information on the city centre.	To help individuals and organisations new to CMK to understand the 'place' and 'people' building on the current success and prosperity of CMK.	Ongoing.	MKCCM Team		MKCCM	

Strategic Objectives/ Outcomes	Area	Activity	Indicators/Outputs	When	Lead	Other Key Partners	Potential Funding Sources
	<b>Member Consultations</b>	To keep members informed of new developments and policy changes within CMK and provide the opportunity for them to respond to and influence Council decisions. Arrange, as appropriate, events for members to be informed of new development and policy changes within CMK.	Where appropriate members' will be informed and invited to contribute towards consultations and policies specific to CMK.	Ongoing.	MKCCM Team		MKCCM
	<b>Research Programme</b>	City Centre Health Check and Business Survey to be undertaken annually and all results shared with members.	Research programme to be undertaken with comparisons, progress and evaluation against 2009/10 to monitor progress or lack of.	October 2010 February 2011	C.Blyth	MKCCM Members	
	<b>Networking Opportunities &amp; Stakeholder Forums</b>	Stakeholder Forums to be held quarterly, inviting members' and others interested in CMK to discuss and debate issues. Topics to be agreed as appropriate.	Evidence of forum influence in emerging policies and actions. Maintained or increased numbers of attendees to each forum.	Quarterly	MKCCM Team	Key stakeholders	MKCCM
	<b>Consultation Response Workshops/ templates/ support</b>	Members' encouraged on an individual or organisational basis to respond to consultations taking place within CMK. Ensure that members' have adequate information and understanding to respond directly on any consultations/policies through workshops arranged as required to enable discussion and debate. Templates and notes of workshops to be provided to members and attendees to facilitate ease of responding.	Numbers of responses submitted to consultations.  Measure of influence – for example review or removal of unpopular proposals or approval as a result of positive responses.	As required.	C.Blyth		MKCCM
	<b>EXTERNAL MEETINGS</b> Attended by City Centre Manager on behalf of members	<ul style="list-style-type: none"> <li>• CMK Placemaking Group</li> <li>• Parking Sub Group</li> <li>• Discover Milton Keynes Sub Group</li> <li>• Destination Milton Keynes Exec</li> <li>• CMK Neighbourhood Action Group(NAG)</li> <li>• MKC Responsible Agencies Working Group</li> <li>• Partners Against Crime (PAC)Steering Group</li> <li>• LSP Duty to Involve Group</li> <li>• FringeMK Management Committee</li> <li>• MK Arts &amp; Heritage Alliance (MKAHA)</li> </ul>	Members informed and engaged as necessary and/or supporting delivery of projects/actions as included in the MKCCM business plan.	Ongoing	CCM	As listed.	MKCCM

Strategic Objectives/ Outcomes	Area	Activity	Indicators/Outputs	When	Lead	Other Key Partners	Potential Funding Sources
		<ul style="list-style-type: none"> <li>• CMK Porte Cochere Public Art Group (MKC)</li> <li>• IF: International Festival Advisory Group</li> <li>• Cenotaph Project Group</li> <li>• MKC Safety Advisory Group(SAG)</li> <li>• Safer:MK Stakeholder Forum</li> <li>• Common Purpose Advisory Group</li> </ul>					
<b>Strategic Priority 4. VIBRANT WORKING CITY</b>							
Supporting cultural and community development , events, exhibitions, arts and celebrations	<b>Fringe:MK</b>	City Centre Manager (CCM) sits on Management Committee. Key members support the Fringe with spaces and funds where possible.	Continuing exhibitions and projects in CMK with good audience numbers. More award recognition. Sufficient funding.	Ongoing	CCM	Members	In-kind
	<b>IF: Milton Keynes International Festival</b>	CCM is an advisory member of the steering group on behalf of MKCCM members. Supporting marketing, promotion, awareness and practical requirements such as Safety Advisory Group liaison, links to key partners and potential supporters.	Delivery of a successful festival measured by audience numbers, positive press coverage and securing of funding and support to deliver again in 2012.	March to end July.	CCM	Members	In-kind
	<b>Theatre &amp; Gallery programme and events</b>	Promotion through MKCCM communications channels of all programme, exhibitions and events. Support of educational and outreach programmes and use of spaces for corporate events.	Increased audiences and improved awareness of the Theatre and Gallery in CMK.	Ongoing	MKCCM Team	Members	In-kind
	<b>Public Art Projects</b>	CCM is a member of various public art project groups on behalf of MKCCM members to assist and support delivery. Keeping members informed and promoting projects to stakeholders and visitors. Assisting with links and operational information.	Successful delivery/installation of public art projects in CMK providing interest and animation of the city centre.	Ongoing	CCM	Members	In-kind
	<b>Low Carbon Living</b>	Electric Vehicles/Plugged in Places: Informing members and wider stakeholders of the developments and opportunities in CMK and linking business to project managers.	To be agreed and advised.				
	<b>CMK Green Group</b>	Bringing together members with a common agenda to meet the low carbon agenda for both CSR and financial reasons. To share best practice and reduce costs where possible.	Reduction in costs due to low energy initiatives and shared buying power for green products. Meeting business CSR requirements. Positive perception of CMK, a city for 'responsible business'. Award recognition for members.	Quarterly meetings as minimum.	CCM	Group members	In-kind