



milton keynes council



Council Plan

2016 - 2022



Purpose of this Council Plan

The Council Plan (The Plan) sets out how Milton Keynes Council will work to achieve its ambitions for Milton Keynes. Within it are the priorities the Council will address between 2016 and 2022 and a more detailed Delivery Plan showing what will be done and the main milestones along the way.

The Plan was developed by the Labour Administration within the framework established by The Agreement to Work in Partnership (The Agreement) signed on 12 May 2016 by the Leader of the Council and Leader of the Liberal Democrat Group. A subsequent revision has been developed based on the new Agreement to Work in Partnership (The Agreement) signed on 10 May 2019 following the election on 2 May 2019. It has been agreed to extend the framework of the plan from 2020 to 2022.

The priorities and policies within this Plan flow from the Labour manifesto commitments and those of the MK Liberal Democrat Group and therefore the priorities presented in the Agreement.

Vision

Our vision is for Milton Keynes to be a thriving city of 500,000 people, growing to be the greenest and most sustainable city in the world, ensuring a fairer, hardworking and more equal Milton Keynes for all.

Milton Keynes is the most successful New Town. We have attracted generations of people and businesses to move to and stay within Milton Keynes, created thousands of jobs and built a city with high quality infrastructure and green space because we have been at the cutting edge of modern thinking.

Milton Keynes Council wants to enable a 21st Century Milton Keynes while preserving what makes us special; an internationally recognised centre of prosperity, economic innovation and cultural creativity, in a high quality green space and built environment.

Our Key Aims

We have three key aims for Milton Keynes:

- **A City of Opportunity**

Milton Keynes has limitless potential. We want every person to have the chance of a good, well paid job and the skills to do it in a more equal society; a prosperous Milton Keynes with a strong, diverse economy that has an international reputation for innovation. We are in the right place to succeed, taking advantage of our excellent links to the wider regional, national and international economies, building on our success in the service and professional industries and taking advantage of new opportunities in a knowledge-based, high skilled green economy. We will support people to succeed, develop the skills they need to access well paid employment and have the opportunity to meet their potential.

- **An Affordable City**

We want to create communities that can attract, retain and enable people from every background. Milton Keynes has been built on meeting the aspirations of people to live in a good home at a price they can afford to rent or buy, and businesses being able to access high quality, affordable premises that meet their needs. We will promote more affordable and sustainable high-quality housing and create the space for business to thrive. We want to ensure citizens have access to high quality services, a well maintained built environment and green space, and a range of facilities and cultural offers that are the fabric of any modern, diverse and successful city.

- **A Healthy City**

We will ensure lifelong wellbeing for all. We want Milton Keynes to be an active, vibrant place with people living long, healthy and fulfilling lives. We will support people and invest in services that promote prevention, choice and empowerment. We will reform public services to encourage aspiration, independence and resilience; ensure children and vulnerable people are protected from harm and neglect and work with partners to integrate services, improve outcomes and reduce health inequalities.

Our Challenges

We face a number of challenges to ensure our success continues into the future and over the period of this Plan. We have an increasing population of young people and an increasing elderly population who need support. Housing is becoming more unaffordable making it harder for citizens to access a decent home to rent or buy; homelessness is on the rise. We need to continue to maintain our public realm and green space and tackle our significant transport issues. At the same time, Milton Keynes Council is facing ever decreasing resources from Central Government to fund this increasing demand for services.

Milton Keynes Council is ambitious for the future of Milton Keynes. We will only be able to adapt and meet the aspirations of our citizens and businesses to succeed if we have a clear vision for how the Council will operate, our priorities and the outcomes we wish to achieve and how we will achieve them.

We will ensure we continue to deliver services focused on getting the basics right, working with citizens, communities, businesses and partners to meet these challenges.

Our Values

As an organisation, Milton Keynes Council wants to set an example in our working practices and deliver excellence for our citizens.

We operate on the principles of a co-operative council and want to build partnerships with other public services, voluntary groups, charities and parish and town councils so that the services that our citizens value can continue to be delivered in a sustainable way into the future.

Our organisational values describe the behaviours that colleagues are expected to demonstrate and these competences are embedded within our appraisal mechanism to ensure that our plans are delivered in a co-operative way.

Leadership

Strong leadership is vital to ensuring the continued success of Milton Keynes.

In order to ensure clear leadership for the city and the stability needed for economic success, the new Agreement reached between the Labour Group and Liberal Democrat Group provides for a set of clear priorities, aims and objectives. The Labour and Liberal Democrat manifestos, subject to the Agreement, will be set into the policy framework of Milton Keynes Council.

Our Key Priorities

The key inter-linked priorities of Milton Keynes Council are:

- **A well-managed, balanced budget** – in the light of continuing significant Conservative government austerity, securing a balanced and sustainable medium-term budget that mitigates as far as possible against impacting adversely on the most vulnerable, and ensuring the resources that support this process are deployed effectively;
- **Growth and economic prosperity**– supporting the aspiration that MK should grow to a population of 500,000 and beyond by 2050 with a thriving, robust and resilient economy that creates high-skilled jobs. We believe the best way to do this is by developing our own Strategy for 2050 and pursuing a housing deal with government, making clear the condition for doing so is the proper forward funding of the necessary infrastructure and protecting the unique character of the city, to the benefit of our existing population;
- **Action on climate change and sustainability** – making Milton Keynes the greenest and most sustainable city in the world, implementing the Sustainability Strategy and introducing an action plan to meet our intention to become carbon neutral by 2030 and a post-carbon city by 2050.
- **Supporting vulnerable children & reducing child poverty** – we will always prioritise protecting our vulnerable children from harm and neglect and providing support so every child has the opportunity to succeed.
- **Tackling homelessness & delivering more affordable housing** – building on the initiatives that have been implemented, we will continue to focus on addressing homelessness through prevention and support services. We also want to ensure housing growth benefits local families first, and will seek to deliver more affordable housing, council housing and accessible properties.
- **Getting the basics right** – focusing on getting the basic services right, including waste collection, reducing littering and fly-tipping, improving landscaping and properly maintaining our highways by fixing more potholes and resurfacing more roads, pavements and redways.
- **Prevention is better than cure** – continuing to modernise and improve our people centred services with priority placed on funding long-term prevention services and cost avoidance, supporting various initiatives including developing plans for a better integrated and locally accountable adult health and social care system, funding public health services and continuing to maintain strong children and family support services.
- **Stronger communities** – working with partners to improve community safety, reduce crime and anti-social behaviour, and work with local communities to deliver community-led regeneration and estate renewal.
- **Sustainable transport** – supporting and encouraging innovative transport services with a focus on improving public transport.

Delivering the Council Plan

The Council's performance management framework translates this Plan into practical action through a hierarchy of service plans and individual objectives for each colleague. Overall performance is measured against a clear delivery plan, which is an integral part of this Council Plan.

The diagram overleaf sets out, on one page, the main themes and how they connect to the overall vision and values for Milton Keynes Council.

The Delivery Plan is an integral part of the Council Plan and sets out the detailed activities and milestones that will deliver those themes from now until 2022 and inform project activity.

The Council's appraisal mechanism for colleagues provides for each individual to have objectives which link to the delivery of the Council Plan. It also requires delivery of those objectives within the values framework set out below and measures this against seven competences, supporting colleagues to succeed for the Council and the City now and for the future.

COUNCIL PLAN 2016 - 2022

VISION

Our vision is for Milton Keynes to be a thriving city of 500,000 people, growing to be the greenest and most sustainable city in the world and ensuring a fairer, hardworking and more equal Milton Keynes for all.

VALUES

A CO-OPERATIVE BOROUGH WHERE WE:

PUT OUR CUSTOMERS FIRST

WORK AS A TEAM

MAKE A DIFFERENCE EVERY DAY

AIMS

TO MAKE MILTON KEYNES:

A PLACE OF OPPORTUNITY

AN AFFORDABLE PLACE

A HEALTHY PLACE

Every person in MK has the opportunity to achieve their ambitions, a good, well paid job and the skills to achieve it

Every person can live in a good home to buy or rent at a price people can afford in a great environment.

Ensuring lifelong wellbeing for all in an active, vibrant place with people living long, healthy and fulfilling lives.

PARTNERSHIP

CITY LEADERSHIP

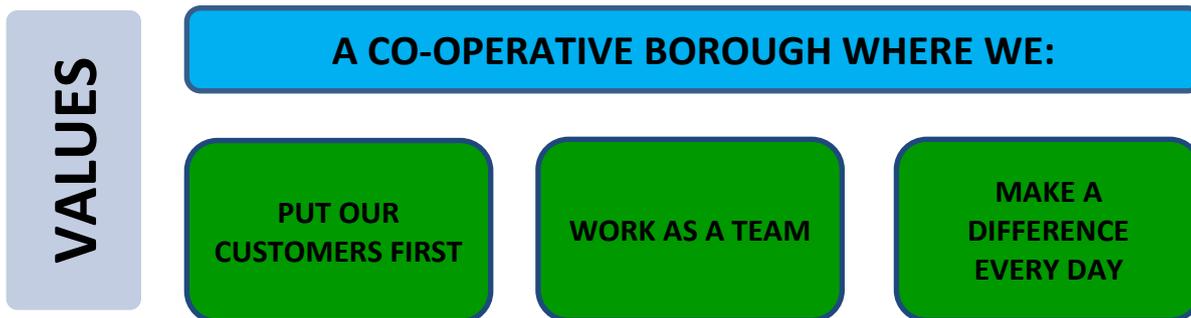
- Enabling and empowering others to improve our City.
- Supporting parishes, the voluntary sector and communities to get things done.
- Working in partnership with health and other public services to innovate, reform and improve outcomes.
- Supporting businesses to grow and contribute to life in a prosperous and more equal City.
- Working with neighbours for a deal that meets Milton Keynes' needs.

DELIVERY PLAN

The Milton Keynes Council Plan was originally approved at the Council Meeting of 8 June 2016. A Delivery Plan - an integral part of the Council Plan - sets out the implementation pledges and actions that will be undertaken over the next four years. The delivery plan will be accompanied by a more detailed monitoring report.

Values

Our values set out how we go about our work:



Cooperative Borough

A Co-operative Borough means a social partnership between citizens, the Council, enterprise and partners to develop a shared sense of responsibility for Milton Keynes. We want engage our communities and give them a real say in the decision making process; maximise social value; promote community based solutions and innovate new ways to deliver services people value in a prosperous and more equal place.

Putting customers first

Our primary focus is ensuring we put our service users at the heart of our thinking at all times; dealing with people with courtesy, respect and professionalism. We will use customer insight and feedback to understand our citizens, communities, businesses, partners and other stakeholders and use that to inform service delivery and future planning.

Working as a team

We recognise that all councillors and colleagues are most effective when we focus on working together for the good of the people of Milton Keynes. We recognise the need for mutual trust and respect for the Council to succeed. We are all community leaders with different roles in ensuring the Council can act as a platform for improved local outcomes; and we are all expected to take this approach in all aspects of our work.

Making a difference every day

In this period of austerity, with reducing funding and increasing demand, we will ensure that our resources are targeted in the most effective way to deliver our priorities and do the best we can for Milton Keynes. We will be action focused, embrace innovation and self-responsibility, and be responsive to the needs of those we serve.

Our People

We value our workforce and all they do for Milton Keynes Council, the city and the citizens they serve. We want colleagues to have clarity of what's expected of them, a healthy and supportive working environment and support to do their jobs professionally and well. As a co-operative council we believe all our people have value and insight into issues and problems, and want them to feel empowered to innovate and thrive in their roles.

We will enshrine the Council's vision and objectives in the Council's appraisal system for staff, which measures performance against annual objectives and competencies as set out below.

A thriving city of 500,000 people, growing to be the greenest and most sustainable city in the world and ensuring a fairer, hardworking and more equal Milton Keynes for all.

MILTON KEYNES IS A COOPERATIVE BOROUGH

MKC VALUES – WE:

ARE PROUD TO SERVE MILTON KEYNES



put our customers first



work as a team



make a difference every day

COMPETENCIES



Objectives and Priorities

We have three overall headline objectives for Milton Keynes to be – a place of opportunity, an affordable place and a healthy place.

In order to deliver these, we now have a revised set of nine priority themes, within which there are specific commitments for action; each allocated to the relevant Cabinet member(s) and presented below.



The following commitments reflect the Council Plan Key Priorities (set out in pages 3 and 4) and are the polices, actions and undertakings by which these priorities will be delivered.

A BALANCED BUDGET				
1	Ensure a balanced and sustainable medium-term budget that mitigates as far as possible the impact of Conservative government austerity on the most vulnerable and services.	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR BUDGET COMMITMENTS – WE WILL:				
1.1	Set a balanced budget each year, which reflects the reality of funding availability and increasing demand	•	•	•
1.2	Review the operation of LGSS using the evidence base provided by the CIPFA Report due in July 2019	•	•	•
1.3	Implement the LGA Corporate Peer Review including improved support to councillors, political groups and scrutiny committees by July 2019	•	•	•
1.4	Maintain reserves at a sustainable and prudent level	•	•	•
1.5	Promote sustainable and fair funding for local government through the LGA	•	•	•

GROWTH AND ECONOMIC PROSPERITY				
2	Support the aspiration that MK should grow to a population of 500,000 and beyond by 2050 with a thriving, robust and resilient economy that creates high-skilled jobs.	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR GROWTH AND ECONOMIC PROSPERITY COMMITMENTS – WE WILL:				
2.1	Support the implementation of Plan:MK	•	•	•
2.2	Consult widely on the Strategy to 2050, and communicate the benefits of growth with the wider population of Milton Keynes	•	•	•
2.3	Progress the Strategy to 2050 for adoption by council by Feb 2020	•	•	•
2.4	Submit a revised Housing Deal to Government by July 2019	•	•	•
2.5	Ensure local businesses, local SMEs and local jobs are considered in procurement by Oct 19	•		
2.6	Continue to work with partners to develop MK:U proposals with a gateway decision to proceed to the next stage by the end of 2019	•	•	
2.7	Review our Economic Development function to ensure it is appropriate, and work with SEMLEP to reduce duplication	•		
2.8	Develop a Business Engagement Plan with clear activities and focus until 2022	•		
2.9	Help create 2,000 new high-skilled creative, green and digital jobs by 2023	•		•
2.10	Support MK College in delivering the new Institute of Technology and on their main campus plans	•		

HOMELESSNESS & AFFORDABLE HOUSING				
3	Address homelessness through prevention and support services. We also want to ensure housing growth benefits local families first and will seek to deliver more affordable housing, council housing and accessible properties.	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR HOMELESSNESS & AFFORDABLE HOUSING COMMITMENTS – WE WILL:				
3.1	Continue to reduce rough-sleeping and improve access to support services to end rough-sleeping by 2021	•	•	•
3.2	Keep the use of Bed and Breakfast for temporary accommodation at low levels	•	•	•
3.3	Continue to support the One Stop Shop at Unity Park and the MK Homelessness Partnership	•	•	•
3.4	Build 500 more new council homes by 2022	•	•	•
3.5	Investigate establishing a disruptive council-owned housing company to deliver 2000 new truly affordable homes for local families by 2023, and support alternative delivery models such as Community Land Trusts.		•	•
3.6	Strengthen council planning policy to deliver more truly affordable homes, and make clear the type required, by March 2022		•	•
3.7	Review the current repairs and maintenance contract to ensure it is delivering value for money and high standards for residents		•	
3.8	Ensure the £165m council home refurbishment programme is delivered efficiently and to a high standard		•	•

GETTING THE BASICS RIGHT				
4	Get the basic services right, including waste collection, reducing littering and fly-tipping, improving landscaping and properly maintaining our highways by fixing more potholes and resurfacing more roads, pavements and redways.	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR GETTING THE BASICS RIGHT COMMITMENTS – WE WILL:				
4.1	Fix 10,000 extra potholes by April 2020	•		•
4.2	Reduce fly-tipping by 50% on the most affected estates by April 2020	•		•
4.3	Ensure 100 additional community litter picks by March 2020	•		•
4.4	Work with ward councillors to allocate the £3000 per ward to tackle litter hotspots agreed in the 2019/20 budget	•		•
4.5	Prioritise £50,000 to fix more local street name signs		•	
4.6	Reduce contamination in recycling by 5% by April 2020		•	•
4.7	Start the process to review our waste collection contract		•	•
4.8	Review the provision of recycling sacks to ensure a value for money service that is responsive to customer needs and promotes high recycling rates by July 2019		•	•
4.9	Complete the review of landscaping services and bring forward proposals for closer working with the Parks Trust by March 2020		•	•
4.10	Continue to improve and replace street-lighting		•	
4.11	Enable the ability to report missing street signs and missing road markings on-line	•		•

CHILDREN & CHILD POVERTY				
5	Prioritise protecting our vulnerable children from harm and neglect and providing support so every child has the opportunity to succeed.	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR CHILDREN'S SERVICES COMMITMENTS – WE WILL:				
5.1	Always prioritise protecting vulnerable children from harm and neglect, including child sexual exploitation	•		•
5.2	Establish a Child Poverty Commission to investigate the causes of, and suggest policies to, reduce child poverty in Milton Keynes	•	•	•
5.3	Invest £30,000 to deliver a pilot scheme to tackle school hunger	•	•	•
5.4	Fund two new youth outreach workers	•		•
5.5	Ensure our workforce is robust by continuing initiatives to recruit, retain and to recognise the contribution of the social work teams	•		•
5.6	Increase the number of high-quality local placements for children and young people	•		•
5.7	Maintain a council-tax exemption for care leavers	•	•	
5.8	Ensure the provision of a good, local school place for every child	•		
5.9	Support the return of education powers to local authorities and oppose any form of selective education is school provision	•		
5.10	Continue to support the work of the Youth Cabinet	•	•	•
5.11	Review the recommendations of the April 2019 Care Leavers advisor's visit	•		•

PREVENTION IS BETTER THAN CURE				
6	Continue to modernise and improve our people centred services with priority placed funding long-term prevention services and cost avoidance, supporting various initiatives including developing plans for a better integrated and locally accountable adult health and social care system	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR PREVENTION IS BETTER THAN CURE COMMITMENTS – WE WILL:				
6.1	Continue work to integrate the adult health and social care system in Milton Keynes	•		•
6.2	Develop a capital investment plan to improve and rationalise and ensure our facilities are fit for purpose		•	•
6.3	Build at least 100 new accessible properties by 2022 and explore ways to encourage voluntary downsizing in older age		•	•
6.4	Introduce a Community Shared Lives scheme to reduce social isolation and improve wellbeing	•		•
6.5	Continue to deliver the Unison Ethical Care Charter		•	•
6.6	Review domestic abuse services to ensure vulnerable people are protected	•		•
6.7	Continue to invest in preventative children’s services, including our Children & Families Practices and maintaining all Family & Children’s Centres.	•		•
6.8	Invest £50,000 a year towards a youth counselling services to improve access to mental health support	•		•
6.9	Work with the NHS and MKCCG to improve access to mental health support and ensure it is given equal status to physical health			•

STRONGER COMMUNITIES				
7	Work with partners to improve community safety, reduce crime and anti-social behaviour, and work with local communities to deliver community-led regeneration and estate renewal.	OPPORTUNITY	AFFORDABLE	HEALTHY
OUR STRONGER COMMUNITIES COMMITMENTS – WE WILL:				
7.1	Work with partners on how best to invest £250,000 to increase police officers, PCSOs and reduce crime			•
7.2	Develop a new CCTV Strategy by September 2019			•
7.3	Work with local communities to spend funds allocated for area improvements in the 2019/20 budget	•		•
7.4	Hold a regeneration referendum on Fullers Slade by the end of 2019	•	•	•
7.5	Progress work on Serpentine Court & Lakes Estate regeneration	•	•	•
7.6	Refresh the Regeneration Strategy by December 2019	•	•	•
7.7	Consult on a new funding formula for parish councils that protects the support for the most deprived areas	•		
7.8	Introduce a new Parish Council Services fund to support communities in delivering devolved services	•	•	•
7.9	Develop a Prospectus for Bletchley that ensures the local community benefits from potential growth by Feb 2020	•	•	•
7.10	Support the re-development of the Agora in Wolverton	•	•	•

7.11	Complete the review into the 2018 flooding, including holding public meetings in the affected areas, and continue to invest in increased drain clearing and maintenance		•	
7.12	Maintain our full provision of library services	•		•
7.13	Implement the Unauthorised Encampment Action Plan including the use of injunctions, physical barriers and the provision of additional permanent pitches	•		•
7.14	Support the MK Dons in delivering a high-standard training ground and academy	•		•

8	ACTION ON CLIMATE CHANGE AND SUSTAINABILITY			
	Make Milton Keynes the greenest and most sustainable city in the world, implementing the Sustainability Strategy and introducing an action plan to meet our intention to become carbon neutral by 2030 and a post-carbon city by 2050	OPPORTUNITY	AFFORDABLE	HEALTHY

OUR CLIMATE CHANGE AND SUSTAINABILITY COMMITMENTS – WE WILL:

8.1	Develop a Carbon Neutral Action Plan to 2030 by March 2020	•		•
8.2	Hold a Climate Action Conference in autumn 2019 to develop ideas for climate action			•
8.3	Establish a case for a green energy company by March 2020		•	•
8.4	Undertake a feasibility study for the potential to bring all council homes up to an excellent energy efficient standard	•	•	•
8.5	Fight for improved green standards for new housing as part of the Housing Deal		•	•
8.6	Develop a proposition to ensure all new housing is built with high quality green space to the standards Milton Keynes expects and that the Parks Trust is the preferred custodian of choice for these developments, opposing the creation of management companies, for green space			•

9	SUSTAINABLE TRANSPORT			
	Support and encourage innovative transport services with a focus on improving public transport.	OPPORTUNITY	AFFORDABLE	HEALTHY

OUR TRANSPORT COMMITMENTS – WE WILL:

9.1	Develop a model to introduce free bus travel for under 30s by Sep 19	•	•	•
9.2	Progress plans for a Mass Public Transport system in MK as part of the Strategy for 2050		•	•
9.3	Seek transport authority powers of regulation for public transport services		•	•
9.4	Support the development of East West Rail and clarify the council's position on the East West Expressway		•	•
9.5	Re-tender bus service contracts to ensure value for money and protecting currently supported services		•	•
9.6	Continue to develop Milton Keynes as a centre for transport innovation and the home of new transport technology and services	•	•	•