



milton keynes council



# Council Plan

2016 - 2020

## **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 2020 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 14 May 2018 following the election on 3 May 2018.

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 a thriving, dynamic European Destination City of 500,000 people, and to ensure a fair, 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 21<sup>st</sup> 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 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 good 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.

Milton Keynes Council will be doing less in the future. We will ensure that where we continue to deliver services we will focus on 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 priorities, as set out in the Party Manifestos and The Agreement, are:

- **Budget** – in the light of continuing significant Conservative government funding reductions, 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 Affordable Housing** – securing the future of Milton Keynes by continuing to support Plan:MK and supporting the aspiration that MK should grow to a population of 500,000 and beyond by 2050. Ensuring people have access to a home they can afford by supporting policies that enable more affordable homes to be built, building more council houses and securing funding to deliver more social housing;
- **Homelessness** – building on the initiatives that have been implemented, a continued focus on addressing homelessness through prevention and support services, improved housing availability and an emphasis on dealing with the causes of homelessness so people can build sustainable lives;
- **Highways** – We recognise the value of our road network, and we understand that this is an area that is very important to the quality of life for citizens and the efficiency and productivity of our businesses. We will make changes and further investment so there are tangible improvements.
- **Children** – putting young people first by always prioritising protecting our vulnerable children from harm and neglect and providing support so every child has the opportunity to succeed;
- **Health and Social Care** – continuing to modernise and improve our adult health and social care services with priority placed on promoting independence, prevention, and dignity through various initiatives, including developing plans for a better integrated and locally accountable adult health and social care system
- **Mental Health** – ensuring mental health services are treated as the same priority to physical health, improving access and waiting times;
- **Economy** – being ambitious for jobs and skills, supporting our vibrant economy with innovative, world-class, initiatives that will enable high quality jobs, inward investment and sharing the benefits of growth fairly;
- **Education and skills** – supporting improvement in our education and skills sector, ensuring a good local school place for every child and a non-selective model of education;
- **Regional Working** – embracing and strengthening our regional relationships to ensure we are well placed to optimise the opportunities and investment that the NIC East-West corridor and devolution may bring;
- **Waste** – continuing a long history of innovation and sustainability, look at community-led initiatives to reduce litter, as well as committing to keeping weekly bin collections;
- **Transport** - tackling our transport issues and improving public transport by undertaking a road safety review and looking at innovative ways of delivering fast, mass transport in Milton Keynes;

- **Environment** – continuing our legacy of maintaining good quality green space by better management, investment and different approaches to landscaping;
- **Regeneration** – continue to prioritise community-led regeneration by developing community-led plans with a ‘yes or no’ referendum for each plan, as well as initiatives to improve access to skills and employment, and reviewing our relationship and funding with Residents’ Associations to improve community wellbeing;
- **European Destination City** – building on our track record of success, we will ensure Milton Keynes becomes a thriving, dynamic European Destination City of 500,000 people;
- **Partnerships** – ensuring a good relationship and better integrated working with our key partners in other public services, businesses, the voluntary and community sector, parish and town councils and our citizens and communities.

## Delivering the Council Plan

The Council’s performance management framework translates this Plan into practical action through a hierarchy of directorate and service plans and individual objectives for each colleague. Overall performance is measured against a clear delivery plan, which will be 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 2019 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 - 2020

## VISION

for a thriving, dynamic European Destination City of 500,000 people and to ensure a fair, 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

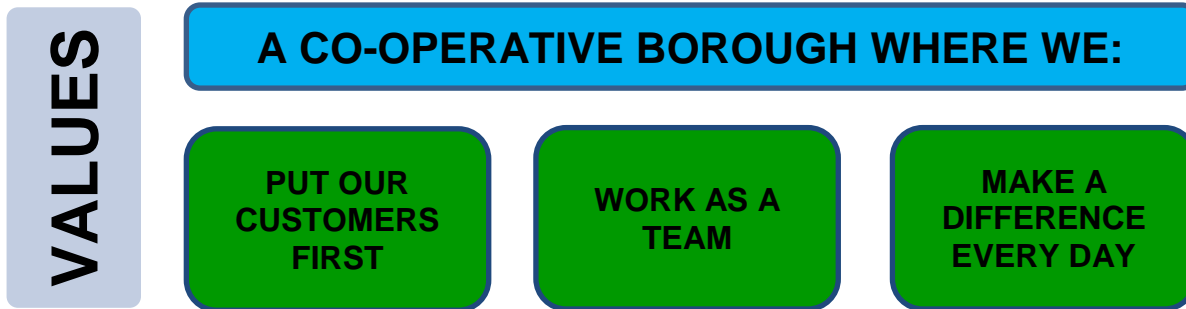
- Enabling and empowering others to improve our City.
- Supporting parishes, the voluntary sector and communities to get things done.
- Working in partnership with health and other public services to innovate, reform and improve outcomes.
- Supporting businesses to grow and contribute to life in a prosperous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

## DELIVERY PLAN

The Milton Keynes Council Plan was approved at the Council Meeting of 8 June 2016. This 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 has been revised following

### 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.

**Our vision is for a thriving, dynamic European Destination City and to ensure a fair, 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 have determined a detailed set of sixteen 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 mechanism by which these priorities will be delivered. The sequence of these priorities has been re-ordered from those in the Council Plan 2012-16, agreed at Council on 8 June 2016. This is to reflect what this Administration believes to be the most significant priorities, and those that will have the greatest impact on Milton Keynes citizens. Budget is first as affordability and austerity is the context through which all that follows is set.

BUDGET				
1	In the light of continuing significant Conservative government funding reductions, securing a balanced 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	OPPORTUNITY	AFFORDABLE	HEALTHY
<b>OUR BUDGET COMMITMENTS – WE WILL:</b>				
1.1	Refresh the Medium Term Financial Strategy by Feb 19	•	•	•
1.2	Set a balanced budget each year, which reflects the reality of funding availability and increasing demand	•	•	•
1.3	Review the contract procedure rules to ensure Best Value and increase the Social Value for local businesses in procurement by Nov 18	•	•	•
1.4	Review our relationship with LGSS to ensure it is meeting our objectives by Dec 18	•	•	•
1.5	Invite the LGA to conduct a Corporate Peer Review	•	•	•
1.6	Review our customer services, communications and councillor support by Dec 18	•	•	•

2	<b>GROWTH AND AFFORDABLE HOUSING</b>			
	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 will work to secure the future of Milton Keynes, to build a city where everyone has access to a good home to rent or buy at a price they can afford, enabling sustainable growth so that MK can grow to a population of 500,000 and beyond by 2050.	OPPORTUNITY	AFFORDABLE	HEALTHY
<b>OUR GROWTH COMMITMENTS – WE WILL:</b>				
2.1	Support Plan:MK through inspection and adopt it	•	•	•
2.2	Commit to the aspiration that MK will grow to a population size of 500,000 by 2050	•	•	•
2.3	Submit a Housing Deal with partners by July 2018	•	•	•
2.4	Support the aspiration for 75,000 truly affordable, new social and council homes	•	•	
2.5	Bring forward the Affordable Housing SPD in line with the Plan:MK timetable.	•	•	
2.6	Complete the adoption of the Site Allocations Plan	•	•	
2.7	Complete the existing programme of 200 new council houses	•	•	
2.8	Submit proposals to Government for an extra 500 new council houses and removal of the HRA borrowing cap by Sep 18	•	•	
2.9	Bring forward plans to ensure empty or disused housing can be brought back into use by March 19		•	
2.10	Work with partners to undertake a feasibility study of establishing a Community Land Trust or Housing Co-operative by March 19		•	

3	<b>HOMELESSNESS</b>			
	Ensuring people have a safe place to stay is hugely important, and this continues to be a priority. Building on the initiatives that are in place and the significant reduction of families in temporary accommodation, there will be continued access to advice to prevent homelessness and support to people at a time of crisis.	OPPORTUNITY	AFFORDABLE	HEALTHY
<b>OUR HOMELESSNESS COMMITMENTS – WE WILL:</b>				
3.1	Halve roughsleeping by 2019, and end it by 2021.	•	•	•
3.2	Improve access to support services	•		•
3.3	Keep the use of Bed and Breakfast at low levels	•	•	•
3.4	Continue to support the One Stop Shop and MK Homelessness Partnership	•	•	•
3.5	Work with Citizens:MK to produce a Citizens Guide to Homelessness	•	•	•
3.6	Ensure dignity and respect for homeless people by ruling out Public Space Protection Order for roughsleeping			

<b>HIGHWAYS</b>				
<b>4</b>	We recognise the value of our road network, and we understand that this is an area that is very important to the quality of life for citizens and the efficiency and productivity of our businesses. We will make changes and further investment so there are tangible improvements.	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR HIGHWAYS COMMITMENTS – WE WILL:</b>			
4.1	Fix 20,000 extra potholes by April 2019	•		•
4.2	Review the pothole intervention criteria by July 18	•		•
4.3	Fix more missing road and street signs			•
4.4	Replace more white lines on highways			•

<b>CHILDREN</b>				
<b>5</b>	Putting young people first by always prioritising protecting our vulnerable children from harm and neglect and providing support so every child has the opportunity to succeed	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR CHILDREN'S SERVICES COMMITMENTS – WE WILL:</b>			
5.1	Always prioritise protecting vulnerable children from harm and neglect, including child sexual exploitation	•		•
5.2	Ensure our workforce is robust by continuing initiatives to recruit, retain and to recognise the contribution of the social work teams	•		•
5.3	Increase the number of high quality local placements for children and young people.	•		•
5.4	Continue to invest in preventative work, including our Children & Families Practices and maintaining all Children's Centres.	•		•
5.5	Maintain a council-tax exemption for care leavers	•	•	

<b>HEALTH AND SOCIAL CARE</b>				
<b>6</b>	Continuing to modernise and improve our adult health and social care services with priority placed on promoting independence, prevention, and dignity through various initiatives, including developing plans for a better integrated and locally accountable adult health and social care system	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR HSC COMMITMENTS – WE WILL:</b>			
6.1	Develop plans for a better integrated and locally accountable adult health and social care system	•		•
6.2	Invest extra resources in our HomeCare service			•
6.3	Sign the Dignity Code for Older People			•
6.4	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, and investigate implementing the UNISON Residential Care Charter		•	•
6.5	No cuts to domestic abuse service levels	•		•
6.6	Review the Safer:MK Partnership by Nov 18			•

MENTAL HEALTH				
7	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 improving the services we deliver.	OPPORTUNITY	AFFORDABLE	HEALTHY
<b>OUR MENTAL HEALTH COMMITMENTS – WE WILL:</b>				
7.1	Cut waiting times and access to mental health services			•
7.2	Champion the importance of mental health and ensure it is given parity with physical health in the design and delivery of community health services.	•		•

ECONOMY				
8	Being ambitious for jobs and skills, supporting our vibrant economy with innovative, world-class, initiatives that will enable high quality jobs, inward investment and sharing the benefits of growth fairly;, ensuring we have a strong, resilient economy that is equipped to meet the challenges of the 21 <sup>st</sup> Century.	OPPORTUNITY	AFFORDABLE	HEALTHY
<b>OUR ECONOMY COMMITMENTS – WE WILL:</b>				
8.1	Further develop plans with partners for MK:U, a 21 <sup>st</sup> century new university in Central Milton Keynes	•		•
8.2	Work with partners to roll out ultra-fast broadband	•		
8.3	Continue to develop Milton Keynes as a world-leading transport innovation and Smart City brand	•		•
8.4	Continue to improve links with business and hold regular business engagement events	•	•	
8.5	Explore a business rate incentive to small businesses who pay the REAL Living Wage	•		

EDUCATION AND SKILLS				
9	Supporting improvement in our education and skills sector, ensuring a good local school place for every child and a non-selective model of education	OPPORTUNITY	AFFORDABLE	HEALTHY
<b>OUR EDUCATION &amp; SKILLS COMMITMENTS – WE WILL:</b>				
9.1	Ensure a good local school place for every child, and plan for growth	•		•
9.2	No support or funding for selective or grammar schools	•		
9.3	Continue to deliver the largest school places programme to ensure a good, local school place for every child.	•		•
9.4	Support a new city centre MK College campus	•		

REGIONAL WORKING						
10	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			OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR REGIONAL WORKING COMMITMENTS – WE WILL:</b>					
10.1	Continue to play a leading role in developing and deepening cross boundary working relationships and governance			•	•	•
10.2	Support SEMLEP to implement the Government LEP review, and as a vital link to the business community			•	•	

WASTE						
11	Continuing a long history of innovation and sustainability, look at community-led initiatives to reduce litter, as well as committing to keeping weekly bin collections			OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR WASTE COMMITMENTS – WE WILL:</b>					
11.1	Reduce litter					•
11.2	Keep weekly bin collections					•

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. We will tackle our transport issues and improve public transport by undertaking a road safety review and looking at innovative ways of delivering fast, mass transport in Milton Keynes			OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR TRANSPORT COMMITMENTS – WE WILL:</b>					
12.1	Maintain reduced bus fares for young people			•		•
12.2	Implement a road safety review by March 19					•
12.3	Introduce a 20mph speed limit on new estates and support any existing community which requests a 20mph limit					•
12.4	Develop plans for a City Metro, a fast, mass transport system for MK			•		•

ENVIRONMENT				
13	We want to continue our legacy of being a green City with a high quality public realm, by better management, investment and different approaches to landscaping, with the Parks Trust as the custodian of choice	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR ENVIRONMENT COMMITMENTS – WE WILL:</b>			
13.1	Invest more resources in landscaping			•
13.2	Implement a public realm partnership offer to local communities			•

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	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR REGENERATION COMMITMENTS – WE WILL:</b>			
14.1	Develop viable community-led plans for the first regeneration estates	•	•	•
14.2	Guarantee a “Yes or No,” referendum for each plan	•	•	•
14.3	Use the review of contract and procurement social value to ensure local economic benefit from regeneration	•		
14.4	Increase the number of job clubs and skills training on regeneration estates	•		•
14.5	Review the relationship and funding of Residents Associations to improve community wellbeing	•		•
14.6	Maintain current levels of access to welfare support for vulnerable people	•		•
14.7	Continue to support the regeneration of the Wolverton Agora site		•	

EUROPEAN DESTINATION CITY				
15	Building on our track record of success, we will ensure Milton Keynes becomes a thriving, dynamic European Destination City of 500,000 people	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR EUROPEAN DESTINATION CITY COMMITMENTS – WE WILL:</b>			
15.1	Continue to develop the Strategy for 2050, responding ambitiously to the NIC East-West corridor report	•	•	•
15.2	Support the Milton Keynes International Festival	•		•
15.3	Revitalise MK Bowl	•		•
15.4	Keep all libraries open	•		•

## Partnership

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

# 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.

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 further our Co-operative Council ethos	OPPORTUNITY	AFFORDABLE	HEALTHY
	<b>OUR PARTNERSHIP COMMITMENTS – WE WILL:</b>			
16.1	No cuts to direct grants to the community or voluntary sector	•		•
16.2	Establish an MOU with Community Action:MK to develop capacity and sustainability in the voluntary sector	•	•	•
16.3	Continue to develop the devolution and funding offer to parish and town councils by Oct 18			•