



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 01 May 2020 reflecting the circumstances of the Covid-19 emergency.

## **Vision**

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

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 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 are embedded within regular performance discussions 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 and the uncertain impact of the Covid-19 emergency, steps must be taken to ensure expenditure is controlled within the financial period and a balanced and sustainable medium-term budget;
- **Covid-19 Recovery** – we must ensure that our services reflect and adapt to quickly changing circumstances, providing flexibility while always maintaining safety. We should support our social care and health care partners to ensure older and vulnerable people still receive good services.
- **Supporting business and economic recovery** – we must support business, particularly small businesses, and our high streets to recover from the economic shock of Covid-19. We should support people to retrain and reskill where needed and encourage inward investment of new, green industry. We also must continue planning from the long term by seeking to build consensus around the Strategy for 2050 and PlanMK:2.
- **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.
- **Reducing child poverty & inequality** – we will always prioritise protecting our vulnerable children from harm and neglect and providing support so every child has the opportunity to succeed, with a relentless focus on reducing child poverty.
- **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. We will support our communities and tackle crime, exploitation and homelessness.

## **Delivering the Council Plan**

The Council's performance management framework translates this Plan into practical action through a hierarchy of directorate and service summaries, team charters 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 2020 and inform project activity.

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# COUNCIL PLAN 2016 - 2022

## VISION

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

## VALUES

### A CO-OPERATIVE BOROUGH WHERE:

We are Dedicated

We are Respectful

We are Collaborative

## 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 and updated in June 2020. A Delivery Plan - an integral part of the Council Plan - sets out the implementation pledges and actions that will be undertaken over the period of the plan. 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.

### 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 is 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, and ensure delivery of the Council Plan, through regular performance discussions which make expectations clear to colleagues.

## 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 eight 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 on page 3) and are the policies, actions and undertakings by which these priorities will be delivered.

A BALANCED BUDGET	
OUR BUDGET COMMITMENTS – WE WILL:	
1	Set a balanced budget, which reflects the reality of funding availability, increasing demand and Covid-19 recovery.
2	Implement the lead council model resulting from the end of LGSS.
3	Maintain reserves at a sustainable and prudent level.
4	Fight for fair funding for Councils through the Local Government Association.

COVID-19 RECOVERY	
OUR COMMITMENTS ON COVID-19 RECOVERY – WE WILL:	
5	<b>Review our structures and budget</b> to ensure appropriate service approaches and controls on expenditure to deliver the priorities of the council.
6	<b>Develop flexible service plans</b> to ensure each council service has a clear, safe and flexible operating model that can adapt quickly to a changing national environment.
7	<b>Support social care and care homes</b> to ensure our older and vulnerable people continue to receive a good level of service.

8	<b>Develop a Covid-19 Economic Recovery Plan</b> to support our economy, understand the support needs of different sectors and prioritise a green recovery.
9	<b>Work with local partners to develop a support package for small businesses.</b>
10	<b>Work with SEMLEP and businesses to develop a practical skills programme</b> to retrain and reskill unemployed and under-employed people.
11	<b>Review the NEP to ensure it is fit for purpose.</b>
12	<b>Ensure local businesses are prepared for any changes that result from the end of the transition period as Britain leaves the EU.</b>
13	<b>Review our Domestic Abuse services to ensure they are effective</b> and introduce a Sanctuary Scheme so victims can remain safely in their own homes.

ACTION ON CLIMATE CHANGE	
OUR COMMITMENTS ON CLIMATE ACTION– WE WILL:	
14	<b>Produce a clear action roadmap</b> to hit our target of a carbon neutral MK by 2030, implementing the Sustainability Strategy and Climate Change Task & Finish Report.
15	<b>Establish a clean energy-hub</b> to produce cheap, clean and green energy.
16	<b>Work with the Woodland Trust to create 50 acres of new woodland, wetland and wildflower corridors.</b>
17	<b>Establish a Citizens Action Panel</b> to ensure full public participation in climate action and scrutiny of our climate work.
18	<b>Work with town and parish councils to enable 200 green roof installations</b> on existing bus shelters.
19	<b>Support the delivery of a fully electrified East-West Rail</b> , and continue to promote better connectivity and infrastructure across the Oxford-MK-Cambridge Arc.
20	<b>Improve public transport</b> , by improving access and provision to services, and continuing to investigate creating a council-owned municipal public transport company.
21	<b>Start an ongoing and planned resurfacing programme for redways, and investigate more provision of safe cycling and walking space.</b>
22	<b>Provide additional safe bike storage spaces across the city.</b>
23	<b>Continue to support the development for a Mass Rapid Transport system.</b>
24	<b>Campaign for an MK Transport Authority</b> with powers to co-ordinate, regulate and franchise public transport in the city.

A CLEANER MILTON KEYNES	
OUR COMMITMENTS TO MAKE MK A CLEANER PLACE – WE WILL:	
25	<b>Cut fly-tipping by 60%</b> across the city, naming and shaming those responsible.
26	<b>Reduce the rat population</b> in the city centre and surrounding estates.
27	<b>Cut litter</b> by installing new bins on high streets, in local centres and in litter hotspots.
28	<b>Crackdown</b> on dog owners who don't clean up after their pets.

29	<b>Review the outcome of the wheelie-bin collection trial</b> , protecting weekly residual waste collections, increasing recycling and reducing waste being sent to landfill.
30	<b>Deliver better waste and landscaping services</b> and investigate a mutually owned enterprise to deliver future services.
31	<b>Continue to eliminate the use of single use plastics</b> at Milton Keynes Council and in the wider city.
32	<b>Continue to ensure high levels of pothole repairs and road maintenance.</b>

<b>STRONGER COMMUNITIES</b>	
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<b>OUR COMMITMENTS ON STRONGER COMMUNITIES – WE WILL:</b>	
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33	<b>Take back control from developers</b> , progressing a shared vision for the future of the City with MK Futures 2050 and securing proper funding for growth through a Housing Deal.
34	<b>Progress Plan:MK2 to plan the growth for MK properly</b> , and include appropriate zero carbon housing mix policies that address the needs of Milton Keynes.
35	<b>Ban poor quality office conversions in CMK.</b>
36	<b>Campaign to ensure proper access for all to GP, dental and mental health services</b> , including ensuring proper community health infrastructure and hospital facilities.
37	<b>Increase CCTV</b> to crackdown on anti-social behaviour.
38	<b>Reduce knife crime</b> with an early years prevention scheme.
39	<b>Tackle drug gangs and stop exploitation</b> by supporting the Youth Offending Team to reduce re-offending and taking action on aggressive street begging.
40	<b>Support the regeneration of the Agora Centre, Wolverton.</b>
41	<b>Bring forward plans to improve Station Square.</b>
42	<b>Bring forward plans to improve CMK market.</b>

<b>TACKLING INEQUALITY AND POVERTY</b>	
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<b>OUR COMMITMENTS TO MAKING MK A FAIRER PLACE – WE WILL:</b>	
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43	<b>Cut child poverty by 20%</b> by 2025, turning the report of the Child Poverty Commission into positive action.
44	<b>Ensure no child goes hungry</b> , ensuring proper support for free school meals, holiday food provision and organisations such as the Food Bank.
45	<b>Provide real practical support to tackle inequality and poverty</b> directly and through our relationships with community groups.
46	<b>Ensure every school rated ‘good’ or ‘outstanding’ by 2024</b> , pushing poorly performing schools to do better.
47	<b>Create a local council-led co-operative trust</b> to take over poorly performing schools.
48	<b>Continue to ensure good levels of school places as the city grows</b> , with appropriate levels of Special Educational Needs provision.
49	<b>Provide more funding to the Youth Information Service (YIS)</b> as agreed in the 2020/21 budget.

50	<b>Prioritise support for looked after children and care leavers</b> , and continue our work to increase the number of MK foster carers and adoptive parents.
51	<b>Support becoming a Dementia Friendly city</b> , to improve the lives of those most in need of help.
52	<b>Become an accredited REAL Living Wage city.</b>
53	<b>Seek funding from Government for the development of MK:U.</b>

<b>AFFORDABLE</b>	
<b>OUR COMMITMENTS TO MAKE MK AFFORDABLE FOR ALL – WE WILL:</b>	
54	<b>Create a council-owned housing development company to build genuinely affordable housing.</b>
55	<b>Build an Eco-village of council and genuinely affordable homes for local families</b> , using land at Tickford Farm to build a high standard housing development.
56	<b>Introduce a private landlord scheme</b> to promote and reward best practice in the private sector and get tough with the worst.
57	<b>Develop an improved long-term plan to tackle rough-sleeping</b> , building on Housing First and investigating a daytime and rehabilitation facility to help those with challenging issues.
58	<b>Campaign to end Section 21 evictions.</b>
59	<b>Progress regeneration on the Lakes Estate and Fullers Slade</b> , and begin conversations with other areas on community-led estate renewal projects.
60	<b>Provide reduced cost bus travel for our Armed Service Veterans.</b>

<b>A BRIGHTER FUTURE FOR BLETCHLEY</b>	
<b>OUR COMMITMENTS FOR A BRIGHTER FUTURE FOR BLETCHLEY – WE WILL:</b>	
61	Support a bid for £25m in Town Improvement funding.
62	Develop a regeneration plan for Bletchley Town Centre and Fenny Stratford high street.
63	Create 300 new parking spaces across the town.
64	Deliver 100 affordable bungalows and accessible houses for older and disabled people.
65	Improve Bletchley station & bus station, and fight to improve local public transport services from Fenny Stratford train station.
66	Oppose the extension of Bletchley landfill site’s operational lifetime.