



## Strategic Priorities 2021 – 2025

# Delivery Plan 2023-2024

Status	Version	Review Date
Adopted	V1	Annual Meeting 2024

---

Positive ■ Respect ■ Integrity ■ Diversity ■ Excellence ■ Pride

## Section 1: Introduction

This is Bletchley and Fenny Stratford Town Council's corporate Delivery Plan for 2023-24. It is a management tool intended to identify how the financial, human and technological resources available are to be used to achieve declared objectives set out in the Council's corporate Strategy "**Bletchley and Fenny Stratford 2021-2025**". The Plan concentrates on the current year, however inevitably several actions stretch well beyond this period. It is a living document which will be modified as situations develop. It will also be adapted or supplemented to support different funding applications as opportunities arise.

Our strategy is the cornerstone of our policy framework. It provides the basis for all we do and for the many other policies, some of which are statutory, which support it and provide detail about how we govern ourselves and control our operations. All our policies and governance documents can be found on our website.

Our third key strategic document is the Medium-Term Financial Plan, which is necessary to assess the overall adequacy of the operational and project funds to be provided through the precept, from reserves or from borrowing. It will set out the financial projections, considerations, pressures and financial issues for the Council over the next five years. Each year after a budget has been set, the Plan will be updated, taking into consideration any new issues emerging and the continual alignment of funding with priorities determined by Council. It is intended to identify future financial impacts of both policy decisions and external factors so that risks can be managed precept rises controlled. This also can be found on our website.

### About our Strategy

The Town Council's corporate strategy was adopted by the Council on 24<sup>th</sup> August 2021 and is intended to set the Council's vision for the future of the whole town and our aims and priorities over the next four years. It is summarised on page 5 but can be viewed in full on our website <https://www.bletchleyfennystratford-tc.gov.uk>. You can see our values summarised in the footer of each page.

As you would expect, the strategy complements the Bletchley & Fenny Stratford Town Investment Plan, which is being delivered through the Town Deal Board, and the Lakes Estate Neighbourhood Plan. As the new Bletchley and Fenny Stratford Neighbourhood Plan is developed the policies within that document will also inform our strategy. The document recognises and seeks to protect our town's history and heritage.

We have looked carefully at the social and economic information about the area (a summary of which is included in our Delivery Plan). We are aware of deprivation in some areas, about opportunities for our residents being less than for other parts of Milton Keynes and are setting out to improve prospects.

- We understand the need for communities to share common values, whilst at the same time valuing and celebrating the inherent diversity that exists in all those communities
- We see equality and diversity being about valuing differences and aspire to Bletchley and Fenny Stratford becoming a place where everyone has an equal chance to live, learn and work, free from discrimination and prejudice.
- We have a vision of social inclusion to make sure that everyone can take part in the key activities of our society so that they can enjoy a good quality of life.

The elections in May 2021 have seen all councillors, irrespective of political beliefs, unite behind the strategic priorities and determined to work together to make a real difference for Bletchley & Fenny Stratford. The document is the recognition of where we are and what needs doing. It is a commitment to tackle the issues identified with energy, over a reasonable period. The council will be careful with public money but will not be afraid to invest in the future.

Put simply, the strategy is a commitment to

- protect and enhance the local environment and play our part in tackling climate change.
- work with and help build a single community.
- Improve wellbeing and safety within the town.

We have also set out how we will get the best value from our resources and improve the Council to maximise efficiency and effectiveness.

We have highlighted the role of the Town Council in achieving our vision for the town, but we recognise that it will take a strong partnership with of several organisations to attain our goals. As the local authority closest to the people, we are uniquely situated to build a close relationship with the Town's residents, businesses and voluntary sector, to represent the local community and provide services which are needed and desired in the town as well as to display community leadership. We also have a number of statutory duties and services to administer and intend to continue to build quality into our ethos.

We have deliberately kept the strategy simple; our main objectives being set out on one page. We will supplement this with our Delivery Plan, which will add the "how" we are going to deliver our Strategy and give more detail about the many actions we will take to achieve our aims.

Our policies which can be found on our website, provides more information about our democratic structure, decision-making processes and governance.

Bletchley & Fenny Stratford Town Council recognises that it does not have the legal powers or resources to bring about all its goals on its own. It will partner and support all organisations and projects which share its goals. It will provide a voice for the town and argue strongly for others to contribute towards its vision for Bletchley & Fenny Stratford. The Town Council will help fill gaps in provision, using its unique position.

Performance data will be collected regularly and reported to councillors, together with financial management information. This plan will therefore be regularly updated to report progress.

**Section 2:** Is a summary of our Strategy. It includes our 'Vision' for Bletchley and Fenny Stratford and the Town Councils' 'Mission' on how we will contribute to achieving it. It also outlines the heart of our Strategy and how it informs this Delivery Plan.

**Section 3:** Provides a series of tables to set out the actions necessary to deliver the Strategy., and will be updated as the year passes to give a rolling report on progress

**Section 4:** Contains an Overview and Analysis of the town, which was considered in the development of the Strategy and Delivery Plan.

**Section 5:** A Capability Analysis of the Council. This looks at the Council's preparedness to deliver its Strategy.

**Section 6:** Other aspects of the Town Council. This section introduces the Council's supporting policies, its main stakeholders and clients and explains how it undertakes its communications and marketing. It additionally explains a little about the Councils ICT provision and its development of both staff and councillors.

<b>Section 2</b>		<b>STRATEGIC PRIORITIES</b>	
<b>1</b>	<b>Cleaner &amp; greener</b>		
<b>2</b>	<b>Proud of our past and our future</b>		
<b>3</b>	<b>Robust with resources</b>		
<b>4</b>	<b>Closer to our community</b>		
<b>5</b>	<b>Supporting wellbeing and safety</b>		
<b>6</b>	<b>Making things happen</b>		

## Section 3: Tables of planned action and progress against them

The tables on the next page contain the proposed actions under each of the Town Council's six strategic priorities. Some actions will contribute towards more than one priority, and this is indicated in the "Linked strategic priorities" column. Within each Strategic Priority, the main projects and actions for the year are listed. The "core business" tasks which the Council must undertake on a regular basis, and which underpin the Council's legality, governance, democracy and effectiveness are contained in a separate document. The table below shows abbreviations.

Strategic priorities	Governance	Officer Lead	Progress
1 - cleaner and greener	Council - Bletchley and Fenny Stratford Full Council	TC - Town Clerk	On track
2 - proud of our past and our future	NSPG - Bletchley and Fenny Stratford Neighbourhood Plan Steering Group	SSM - Support Service Manager	Needs work
3 - Robust with resources	E&PC - Environment and Planning Committee	RFO - Responsible Financial Officer/Finance Manager	Urgent work needed
4 - Closer to our community	MKCC - Milton Keynes City Council	EPM - Environment and Premises Manager	Completed for year
5 - Supporting wellbeing and safety	Town Deal - Bletchley and Fenny Stratford Town Deal	MT - Management Team	
6 - Making things happen	F&GC - Finance and Governance Committee		

CC - Community Committee
--------------------------

EPC - Employment Policy Committee
-----------------------------------

1 Cleaner and Greener							
Project/Action	Lead governance	Related governance	Notes	Timescales	Progress	Lead officer	Linked strategic priorities
<b>Climate Initiative</b>		Council	To be linked with NP				1, 6
Publish carbon and environmental audit when completed	E&PC	F&GC		audit commencing early May 2023	On track	EPM	2, 3,
Develop action plan arising from carbon and environmental audit	E&PC	F&GC		asap	Needs work	EPM	2, 3,
Implement actions from the plan based on timetable therein	E&PC	F&GC		asap	Needs work		2, 3
Establish or join local Climate Forum	E&PC	CC		asap	Needs work	EPM	2
<b>Manor Road Site</b>							
Further development of site including planting permanent signage and maintenance	E&PC			to September 2023 and thereafter	Needs work	EPM	2

Positive ■ Respect ■ Integrity ■ Diversity ■ Excellence ■ Pride

<b>Pinewood Drive Allotment Site</b>							
Support Green Gym Group to become independent and sustainable	E&PC	CC		to March 2024	Needs work	EPM	4, 5
<b>Blue Lagoon</b>							
Continue partnership work with MKCC through Blue Lagoon User group and Strategic Group to restore Blue Lagoon	E&PC	CC/Council		Ongoing	On track	TC/EPM	4, 5
<b>All green spaces</b>							
Aim to preserve the natural environment, parkland, biodiversity and important landscapes. Initiate wildflower and tree-planting, while also seeking to develop additional wildlife areas and community gardens.	E&PC	Council		Ongoing		EPM	4, 5
Provide more flower beds including some raised beds to be enjoyed particularly by the disabled	E&PC			Ongoing	Needs work	EPM	4, 5
Boundary marking of land behind Newton Leys Allotments and agreement about future usage	Council	E&PC		By 1 July 2023		EPM	



Installation of additional EV chargers at NLP	F&GP	E&PC/ Council		Asap	Needs work		
---	------	---------------	--	------	------------	--	--

## 2 Proud of our past and of our future

Project/Action	Lead governance	Related governance	Notes	Timescales	Progress	Lead officer	Linked strategic priorities
<b>Sycamore Buildings</b>							
i) Develop and implement phased refurbishment of Sycamore Hall (and House) to provide flexible multi-use space for the community and increased capacity for local delivery of services. (See separate project plan.)	Council	F&GC	Awaiting further ecological surveys prior to resubmission of planning application	Ongoing	On track	TC	1, 3, 4, 6, 6
ii) Develop large meeting room at Sycamore Hall to be used as permanent Council chamber and let for business/community use with hybrid meeting capacity	Council	F&GC	Dependent on progress with item above	LT goal	Needs work see above	TC	3, 4, 5 6

<b>Town Deal &amp; Town Centre</b>							
Engage with partners including Town Deal to influence future development of town. Work to include development of NP policies, influence on public realm improvement project, input to development briefs, policy on affordable housing etc and support of community engagement on development of town.	Council	E&PC			On track	TC	2, 4, 5, 6
Work with partners to support the development a strong image or “brand” for the Town. Continued partnership working with MKC Economic development team, business associations and Town Deal.	Council	MKCC/ Town Deal		To 2025	Needs work	TC	4
Develop relationships with businesses and support new business association	Council	CC	Continue partnership working with MKCC economic development team as well as independent engagement with local businesses	Ongoing	Needs work	MT	4

CIF Project 1 (2023-2024) - planters on Queensway	E&PPC	Council, CC		By 31 March 2024	Needs work	EPM	4
CIF Project 3 (2023-2024) - signage to BLC	E&PC	Council		By 31 March 2024	Needs work	EPM	4
<b>Public Art</b>							
i) Women's Euros Legacy Project - Blecca Lea	Council	MKCC	Regular features in newsletters and social media channels	to end 2023	On track	SSM	4
ii) Turing Project - continue engagement with partners on public art commission	MKCC	Council			On track	TC	4
iii) Leon Dinosaur - continue engagement with MKCC on future of dinosaur and regent of Warren field	Council	MKCC	public consultation planning meeting attended by TC 26.4.2023	Ongoing in line with regeneration timetable	Needs work	TC	4

### 3 Robust with resources

Project/Action	Lead governance	Related governance	Notes	Timescales	Progress	Lead officer	Linked strategic priorities
Development of 5 year financial including forward budgets and planned annual review of charges		Council	Approved 12.4.2022	Review by annual meeting 2024	On track	RFO	3, 6

Request the partial exemption calculation for 2022/23 and review the financial impact of the Option to Tax on the income of FSCC and NLP. The review of the Scale of Charges for 2024/25 should include any negative impact on the income generated by FSCC and NLP as a result of the Option to Tax.		Council	Awaiting VAT partial exemption calculation and outcome of option to tax applications	By August 2023	On track	RFO	3, 6
Review of facilities bookings systems and procedures and development of out of hours and caretaker services	Council	F&GC, CC and EPC	Interim arrangements in place for weekend cover, LT plan for weekend cover needed	By 1 September 2023	On track	MT	3, 6
Review of staffing arrangements in the light of changing council needs	EPC	Council	Linked to above	end May 2023	On track	TC	3
Asset valuation of Fenny Stratford Community Centre	F&GP	Council		within financial year	Needs work	EPO	
Investment of reserves	Council	F&GP	Carried over from 22-23 plan, wider distribution of reserves including separate investment of S106 for NL allotments	Depends on progress with Sycamore Hall	On track	RFO	3

<b>4 Closer to our community</b>							
<b>Project/Action</b>	<b>Lead governance</b>	<b>Related governance</b>	<b>Notes</b>	<b>Timescales</b>	<b>Progress</b>	<b>Lead officer</b>	<b>Linked strategic priorities</b>
Deliver community events programme (see separate action plan)	CC	Council		Ongoing through year	On track	SSM/MT	1, 2, 3, 5
CIF Information boards project (2022-2023) - install and maintain new CIS information boards also review and refurbish council noticeboards		F&GC	Complete installation and maintain new and refurbished information boards	to March 2024	Needs work	EPM	3
<b>Partnership with Bedford and MK Waterways Trust</b>							
i) Agree and deliver approved objectives for 2023-24		Council			Needs work	SSM	1, 2,
ii) Raise awareness of importance of canal in B&FS		Council			Needs work	SSM	1, 2
Undertake a study as to how best to involve young people in the governance of council	Council	F&GC		Long term goal	Needs work		4
Develop a business directory on the new website and advertise the Town's businesses		Council		to March 2024	Needs work	SSM	2

<b>Local History</b>							
i) Digital Trail project	CC	Council			Needs work	TC/SMM	2, 5
ii) Develop local history element of website	CC	Council		to March 2024	Needs work	TC/SSM	2, 5
<b>Meet targets in Communications Strategy and Action Plan:</b>					Needs work	SSM	
i) Targets tbc	CC	Council			Needs work	SSM	1, 2,3,5, 6
ii) annual survey - to inform budget planning	Council	CC, F&GC	To feed into budget process	September 2023	On track	SSM and TC	3
<b>White Ribbon</b>							
i) Maintain accreditation by developing programme of work and events	CC	Community Committee		by June 2023	Needs work	SSM	5, 6
ii) Support events and publicise on website/newsletters/ social media	CC	Community Committee	Support MKC white ribbon day commemoration		Needs work	TC/SSM	5, 6
Constitution - develop constitution and policies page on website	F&GP	Council	Develop ModGov module for website	By 1 September 2023	On track	TC	3

5 Supporting wellbeing and safety							
Project/Action	Lead governance	Related governance	Notes	Timescales	Progress	Lead officer	Linked strategic priorities
<b>Safer walking cycling routes</b>							
i) Work with MKC and Town Deal Board and others on provision of additional cycle routes in Bletchley and Fenny	Council	E&P Committee		Long term goal	Needs work	TC	1, 4
ii) Support provision of walking and cycle route maps for the Town and surrounding area	E&PC	Council/ MKCC		Long term goal depends on delivery of Redways	Needs work	TC	1, 2, 4, 5
<b>Future provision of public toilets</b>							
i) Develop and implement minor refurbishment and improvement programme	F&G			Complete by 1 September 2023	Needs work	EPM	2, 3,
ii) Continue negotiations with MK Council and Town Deal for provision of improved permanent facilities	Council	MKCC/ Town Deal		Long term goal		TC	6
Installation of 4th defibrillator in community		Community Committee/E&PC	Location to be determined	by 31 March 2024	On track	EPM	6

CIF Project 2 (2023-24) - Installation of SIDs	E&PC			by 31 March 2024	Needs work	EPM	6
Preparation for landscaping transfer and planning for safety around water body at Mount Farm	E&PC	EPC		to September 2023 and thereafter	Needs work	EPM	1, 2, 3, 4

## 6 Making things happen

Project	Lead governance	Related governance	Notes	Timescales	Progress	Lead officer	Strategic priorities
<b>Neighbourhood Plan</b>							
Continue to follow agreed timetable for development and production of NDP (see project plan)	Council	NPSG		To be reviewed by NPSG	Needs work	TC/SSM	1, 2, 3, 4, 5
Work with MKCC and partners on Lakes regeneration and development of community hub and redevelopment of Warren Field	Council	E&PC, MKCC/Town Deal		Ongoing	On track	TC	2, 4
<b>Landscaping Service Delivery</b>							
Implementation of devolved service with grant from MKCC - see detailed action plan	E&PC	Council			On track	MT	1, 4



Produce detailed timetable for service transfer for period from May 23 to September 23	E&PC	F&GC		1 May 2023	On track	EPM	1
Produce three detailed delivery plans:	E&PC						
i) Allotments and community orchard from 1 April 2023 to 31 March 2024	E&PC	EPC		1 April 2023	On track	EPM	1
ii) Devolved Landscaping from 1 September 2023 to 31 March 2023	E&PC	EPC		1 June 2023	On track	EPM	1
iii) NL Football pitches marking and maintenance	E&PC	Council/CC/ EPC			Needs work	EPM	1
Set up and preparation of Barton Road premises	F&GC	EPC, Council		31 May 2023	On track	EPM	1
Oversee equipment delivery	F&GC	E&PC, Council			On track		3
Develop and introduce landscaping app for customers and officers	F&GC	Council, EPC, CC		by mid-August 2023	On track	MT	3, 4, 5
Agree community use of NLP football facilities	CC	E&PC, Council, EPC, F&GC		asap	Needs work	MT	3, 4, 5

## Section 4: An Overview and Analysis of the town.

Bletchley and Fenny Stratford is a civil parish with a town council, within the Milton Keynes Unitary Authority, Buckinghamshire. It was formed in 2001 from the unparished area of Milton Keynes (MK), and together with West Bletchley parish, forms the Bletchley built-up area forming the southern edge of Milton Keynes. It had a population of 15,313 in 2011 (Census). The settlements have roots back to the 12th century, but their

significance increased with the arrival of the west coast mainline in the mid-19th century. The area thrived due to its location in WWII and was the chosen home of the ‘codebreakers’ at Bletchley Park.

In the 1960s Bletchley was designated a London overspill area, leading to several council estates being built. Finally, from the late 1960s onwards Bletchley parish became part of the Milton Keynes new town. Bletchley and Fenny Stratford is one of the most diverse parishes in Milton Keynes, something that is celebrated by the Town Council.

Although part of Milton Keynes, one of the fastest growing economies in the UK, the area has not shared the benefits of growth experienced by the wider area. Many residents experience serious issues in raising their quality of life including limited access to affordable housing and services, low availability of quality jobs and below average education and skills levels. Many neighbourhoods in the Bletchley and Fenny Stratford area are classed as being in the top 10% deprived nationally. Investment to address the drivers of deprivation will be central in “levelling up” Bletchley and Fenny Stratford. The proposed East West Rail will transform connectivity across the region and offers a generational opportunity to underpin growth and catalyze urban renewal and development.

Following a bid in 2020 by Milton Keynes Council (MKC), set out in the Town Investment Plan, Bletchley and Fenny Stratford has been awarded £22.6million funding by Government to deliver major improvements to the area. These include: a transport hub, Tech Park Bletchley, Town Centre improvements and improved connections (red-way links) within the area. This will be delivered through the Town Deal Board on which the Town Council are represented.

Given challenges around deprivation, low income and well-being in Bletchley and Fenny Stratford, the area is likely to be over-exposed to the impacts of the pandemic. Recent data provided by MKC on local claimant counts shows between 6% and 10% of 16-64 year olds were claiming Job Seekers Allowance and Universal Credit in Bletchley’s local areas in July 2020, compared to 6% in Milton Keynes. Employment in B&FS accounts for 1 in 7 jobs in Milton Keynes and has grown faster than either MK or England in recent years, The majority of jobs are in public administration, education, health, retail and business support services. However, residents of B&FS are likely to be earning less than those in MK. The wholesale and retail trade industrial sectors were the largest employer of Bletchley & Fenny Stratford residents.

## **Section 5: A Capability Analysis of the Town Council.**

In 2021, the Council commissioned an independent review of how it compared with best practice. The headline conclusion is of “a service-oriented authority, aware of the issues in the town, ambitious but realistic councillors and a developing workforce that are keen to improve the town and achieve excellence in service standards. The Council’s Strategy 2021-25 has given it new and clearer direction but needs finer definition in its

**Positive ■ Respect ■ Integrity ■ Diversity ■ Excellence ■ Pride**

Delivery Plan. The Town Clerk's leadership is focused and open which maximises the capabilities of staff as the team develops. She is well aware of what needs to be done to turn good standards in to excellent ones but is also realistic about the challenges faced in raising standards, delivering the Strategy and the major projects such as new offices and an additional community centre. The Council will however need to concentrate on its stated priorities and will not be able to include everything that it might like to do."

The council responded to this by undertaking a comprehensive review of its governance which has progressed rapidly. The Council decided to aim to achieve the Local Council Award Scheme and had an assessment undertaken of how it currently compares with the three levels of Foundation, Quality and Gold standards. It subsequently placed targets times for attaining the three levels in this Delivery Plan.

The Council received extremely good internal and external audit reports in the previous 3 years.

Copies of both the Staffing and Committee structures are available on the website.

## **Section 6: Other aspects of the Town Council.**

### **Policies**

The Council is not able to set out all its policies and principles in its strategy and is developing a suite of supporting policy documents which clarify

---

Positive ■ Respect ■ Integrity ■ Diversity ■ Excellence ■ Pride

and add detail. Some of these documents are statutory requirements, others best practice. A full list of all policies which the Council intends to adopt is set out on its website. It is intended to develop a consolidated constitution module on the website during 2023.

### **Stakeholders and Clients**

The main stakeholders in the activities of the council are the electors, residents, and businesses of the town, all of which benefit from an improved Town environment and protected heritage, better services and improved community facilities. Other stakeholders include residents and businesses in the parishes surrounding the town, our partners such as Milton Keynes City Council, other public sector organisations, voluntary and community groups, local trusts, faith groups and other private organisations who work for the good of the town.

Our clients are the individuals, organisations, visitors and users of the council's facilities and services or who benefit from its financial support and commercial customers of the community centres.

### **Communication and Marketing**

It can be seen clearly that communication and transparency is an important thread that runs through the core of the Strategy. The Council has adopted a Communications Policy, to set out its intentions in more detail and to ensure communication is two way and that it listens.

Bletchley and Fenny Stratford Town Council's main areas of promotion are:

#### **The Town:**

- Promotion of the town to attract residents, visitors and shoppers
- Promotion to attract people looking to live or work in the town
- Promotion to businesses looking to invest in the town
- Promotion of the town's businesses, community groups, clubs and organisations, support organisations and volunteering opportunities
- Promotion of community events
- Promotion of facilities within the town

#### **The Council:**

- Raising the image and understanding of the council and its responsibilities
- Statutory and other information to help residents and businesses understand its decision making, policies and priorities
- Open and active communication and feedback channels

- Marketing of its services to ensure accessibility for all and to maximise income
- Internal communications to aid the council's efficiency

### **ICT Provision**

Bletchley and Fenny Stratford Town Council considers e-business as vital to its efficiency and will therefore ensure it keeps abreast with technology and will adopt it where it delivers a proven benefit. It operates through electronic agendas and makes over 90% of its payments electronically. During the 2020 pandemic it successfully introduced “virtual” meetings for the period allowed by legislation and plans to reintroduce hybrid meetings as soon as practicable. The Council is working towards becoming “paper light”.

The Town Council employs agile working for officers who use a range of computer equipment and applications most of which is cloud hosted. Privacy is ensured via an encrypted internet connection and all data is held securely within the UK. Councillors are provided with individual tablets which enable them to access Modern.Gov meeting management software and email accounts etc.

The Town Council's IT support is delivered by Cloudy IT. Software providers include Modern.Gov for Council governance and Microsoft Office. The Council use the Rialtas Accounting software and upgrades it as necessary. It currently has a support package in place for this.

The Town Council website [www.bletchleyfennystratford-tc.gov.uk](http://www.bletchleyfennystratford-tc.gov.uk) was restructured in 2022. The Council is also providing an independent website for the Bletchley and Fenny Stratford Neighbourhood Plan [www.bfsnp.org.uk](http://www.bfsnp.org.uk) and using a digital engagement platform provided by Common Place. The Town Council website includes links to these platforms as well as links to the Town Deal website [www.groundbreakingbletchleyandfenny.co.uk](http://www.groundbreakingbletchleyandfenny.co.uk) and Milton Keynes City Council <https://www.milton-keynes.gov.uk> among others. The council will maximise the use of social media to make sure that as many people as possible are engaged. The channels currently used are Facebook, Twitter, You-tube, Linked-in and Instagram.