

# Milton Keynes Neighbourhood Regeneration Strategy

The City that Thinks Differently, Embraces Evolution and Champions Change



Sheraz - Langland Community School

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Our vision is to create a city that has soul, energy and dynamism. Our towns, villages, neighbourhoods and spaces will be desirable, fun, affordable, safe and accessible.

It will be a learning city, built and developed by a skilled and well-educated population. People will thrive financially and emotionally on the buzz of living or working in this international city of the future.

In short, this will be a city that looks ahead and stays ahead.

*(Milton Keynes Sustainable Community Strategy Vision 2004)*

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# Executive Summary

## The Neighbourhood Regeneration Strategy sets the overall framework for the delivery of regeneration in the most deprived neighbourhoods.

The strategy highlights the key challenges facing the whole city, focussing on those which are concentrated in the deprived areas and sets a framework for the development of individual Neighbourhood Action Plans.

The approach of the Neighbourhood Regeneration Strategy is driven by the view that services will be improved and communities strengthened only where there is effective engagement and empowerment of the community. It is based on the premise that enabled communities drive the shape of their neighbourhoods and the services they receive to deliver a shared vision for the area.

The Neighbourhood Regeneration Strategy completes the policy suite which addresses the future of Milton Keynes places. The Growth Strategy covers new areas, the Rural Strategy – rural areas and market towns and a series of development frameworks for the town centres.

The Neighbourhood Regeneration Strategy establishes a framework for the disadvantaged estates and neighbourhoods. The strategy will foster a tailored approach to improvement that will be focussed on outcomes and appropriate to the needs of each neighbourhood.

The strategy draws on common principles of its two sister strategies of Community Development and Community Cohesion.

### Ambition

The strategy's ambition is:

*To arrest and reverse the cycle of neighbourhood decline thereby transforming the life prospects of the most deprived residents*

The strategy is designed to support neighbourhoods to develop action plans which improve local prospects through sustainable and long-lasting action. The action plans will be guided by the strategy's analysis of wider, systemic pressures notably structural economic changes, demographic changes and environmental pressures.

### Context

Increasing globalisation, challenges of climate change and more recently the severe economic downturn are powerful pressures facing the city. There are also additional issues such as the series of longer term signs of weakening economic performance in Milton Keynes such

as the low skills base, long term trends of rising unemployment and the increasing numbers of inward commuters.

Demographic changes in Milton Keynes are more pronounced than in other areas due to the atypical growth of the city. Forecasts show that there will be a continued growth of the minority ethnic communities and the younger and older age groups.

The growth of these groups is much stronger than forecasts of national trends.

Inevitably the imperative to reduce our environmental impact will become another driving force for policy.

The impact of these issues on the most deprived communities in Milton Keynes is disproportionately negative.



Olivia - Eaton Mill Primary School

## Aims and Objectives

The aim of the Neighbourhood Regeneration Strategy is:

**To close the gap between the most and least affluent neighbourhoods by improving the conditions and life chances of the most deprived**

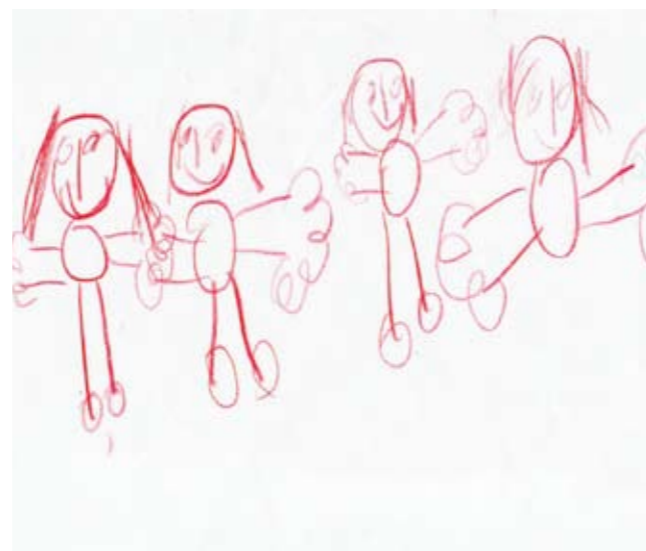
The objectives are:

- Provide an overall framework for addressing the needs of the more disadvantaged and deprived estates in Milton Keynes
- Set the strategic picture for the production of Neighbourhood Action Plans
- Provide a basis for partner and community engagement in addressing the issues of deprivation in the estates
- Build the capacity and empower communities to develop solutions to disadvantage through the development of Neighbourhood Action Plans
- Coordinate and target new and existing policies and investment on neighbourhood solutions and opportunities for regeneration and revitalising struggling neighbourhoods
- Focus on communities of place rather than communities of interest
- Posit the regeneration policy of Milton Keynes Council to enable investment

The Neighbourhood Regeneration Strategy will help to co-ordinate plans for regeneration (economic, physical, social and human) in neighbourhoods across the city, to set realistic timescales, and to attract longer term and more sustainable funding for neighbourhood initiatives. The strategy also attempts to create policy linkages and connections across the city which can be drawn down to specific neighbourhoods for their benefit.

The central premise of the strategy is that neighbourhood regeneration or renewal simply will not work if it is 'top-down'. It seeks to provide a framework through which the neighbourhoods are empowered to assess and improve their physical, economic, social and human 'capital'.

Charlie-Marie - Langland Community School



## Target Neighbourhoods

The neighbourhoods will be prioritised using rankings from the Index of Multiple Deprivation 2007 (IMD). The IMD provides comparative data of how neighbourhoods across the country are performing, revealing the struggling neighbourhoods and the reasons for performance.

19 neighbourhoods in Milton Keynes have been identified as having a significant percentage of the estate falling into the most disadvantaged 25% nationally and have been targeted for support by virtue of their multiple disadvantage.

## Strategic Fit

The aims and objectives draw on the approach of the National Regeneration Strategy which sets out the imperative for regeneration to address all aspects of neighbourhood life. National policy promotes the importance of local community determination and involvement and it highlights the priority of the most disadvantaged.

The principal local policy driver is the Sustainable Community Strategy which is explicit in the aim of narrowing the gap between the most deprived parts of the city and the rest and the need to support people to develop a sense of community in their neighbourhood.

Within the 15% most deprived in England as defined by the IMD	<ul style="list-style-type: none"> <li>• Fullers Slade</li> <li>• Water Eaton</li> <li>• Leadenhall</li> <li>• Beanhill</li> <li>• Netherfield</li> <li>• Tinkers Bridge</li> <li>• Coffee Hall</li> </ul>
Within the 15-20% most deprived in England as defined by the IMD	<ul style="list-style-type: none"> <li>• Stacey Bushes</li> <li>• Bradville/New Bradwell and Stantonbury</li> <li>• Conniburrow</li> <li>• Fishermead</li> <li>• Springfield</li> <li>• Eaglestone</li> </ul>
Within the 20-25% most deprived in England as defined by the IMD	<ul style="list-style-type: none"> <li>• Granby</li> <li>• Hodge Lea</li> <li>• Central MK</li> <li>• Simpson</li> <li>• Fenny Stratford</li> <li>• Greenleys</li> </ul>

## The Key Principles

The Neighbourhood Regeneration Strategy is based upon five key principles:

- **Strategic Fit** – to inform and complement broader local and regional strategies such as the Milton Keynes Community Strategy, the Growth Strategy and the Local Development Framework; and to contribute to the delivery of the outcomes and outputs in the Local Area Agreement
- **Subsidiarity** – to devolve decision-making, resources and the management of public services to the neighbourhood level where practicable and appropriate
- **Sustainability** – to achieve growth that meets the needs of the neighbourhood and the local community in a way that enhances the quality of life and sense of well-being, without damaging the natural environment or compromising the prospects of other neighbourhoods, now and in the future
- **Co-operation** – to promote better partnership working between all the agencies operating within a neighbourhood and the people living there
- **Empowerment** – to encourage the active participation of local residents, raise local aspirations and build neighbourhood capital based upon a community development approach

## The Neighbourhood Action Plans

The Neighbourhood Regeneration Strategy provides the framework for each neighbourhood to develop an individual plan to address the localised deprivation. These Neighbourhood Action Plans will be based upon:

- A local consensus about the size and the boundaries of the local neighbourhood and how that natural neighbourhood fits within other administrative boundaries
- A systematic analysis of the local social, human, economic and physical capital to understand the local causes of deprivation and disadvantage to develop and build their neighbourhood capital to levels closer to those that characterise the more successful neighbourhoods in Milton Keynes
- An understanding of what makes for a successful and sustainable neighbourhood
- Plans to develop the neighbourhood capital of the locality

## Management and Implementation

Governance and management of regeneration in Milton Keynes will be undertaken at two levels. Firstly the overarching, citywide Neighbourhood Regeneration Strategy and secondly at the local, neighbourhood level of the individual Neighbourhood Action Plans.

The citywide Neighbourhood Regeneration Strategy remains a Council policy but encourages partner input. The improvement achieved through the strategy will be measured using relevant Local Area Agreement indicators coupled with locally developed targets. Performance will be reported to the Local Strategic Partnership via the Community Belonging Partnership.

The local Neighbourhood Action Plans will be developed and managed wherever possible by the town and parish councils or by an alternative body where local council's cannot or do not wish to undertake this role. Milton Keynes Council will, where necessary, work with the local councils to build their capacity to undertake this role.

In the first phase over year one, the Strategy will pilot this approach in three neighbourhoods. Following evaluation and review four areas per annum will be targeted although this depends upon existing capacity and ability of particular neighbourhoods to progress at this speed.



# 1 Introduction

Milton Keynes is the most successful new town in Britain, it is a prosperous city and most of its residents enjoy a good quality of life.

Yet despite this, there is alarming evidence of neighbourhood decline and deprivation that is becoming more concentrated and entrenched.

The Neighbourhood Regeneration Strategy was developed to address the problems of economic exclusion, social polarisation and geographical separation. It is based on the belief that lasting neighbourhood change can only come from within communities and not imposed by others. The strategy therefore provides a whole system approach which builds the neighbourhood capital in the most deprived and disadvantaged neighbourhoods.

## 1.1 Ambition

*To arrest and reverse the cycle of neighbourhood decline thereby transforming the life prospects of the most deprived residents.*

The strategy is designed to support neighbourhoods to develop action plans which improve local prospects through sustainable and long-lasting action.

The action plans will be guided by the strategy's analysis of wider, systemic pressures notably structural economic changes, demographic changes and environmental pressures.

*The strategy will foster a tailored approach to improvement that will be focussed on outcomes and appropriate to the needs of each neighbourhood.*

## 1.2 Ownership and Role of Partners

The strategy sets out a framework through which the local authority and its partners can work with each of the most deprived neighbourhoods to develop their shared vision for their area. As each neighbourhood develops its vision and action plan it will be incorporated into this overarching framework for strategic stakeholders and service providers to support and where necessary deliver.

### *The Role of Milton Keynes Council*

By adopting the strategy the Council is making an important statement about its approach towards addressing many of the causes of deprivation and exclusion.

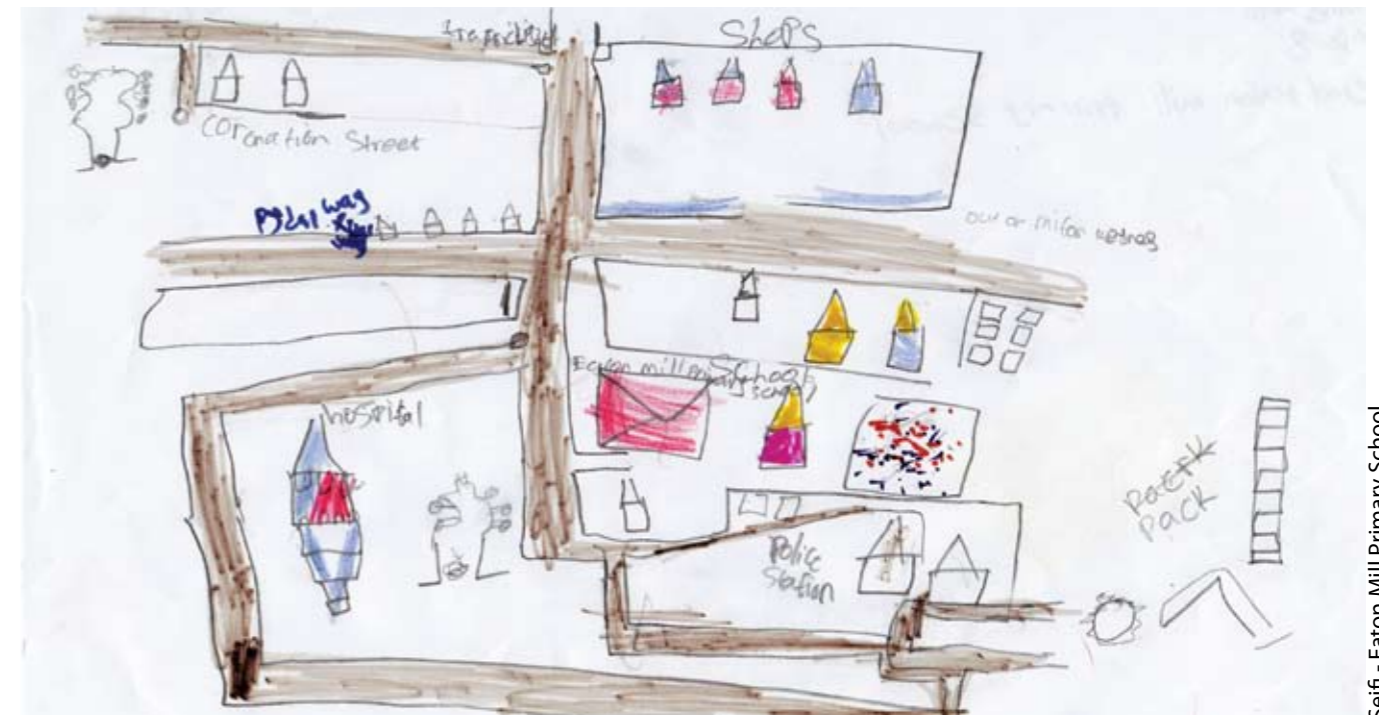
The Council as community leader is the convenor of partners and stakeholders in collectively addressing the risks and challenges facing neighbourhoods, using their combined resources to best effect.

The Neighbourhood Regeneration Strategy provides the neighbourhood focus for the Milton Keynes Community Strategy and complements activities in the Growth and Rural Strategies and action in town centres set out in development frameworks.

It will help to ensure that partnership efforts and investments are not solely benefiting new or growth communities.

The strategy will provide the process whereby local communities are empowered to take a full and active role in the process of neighbourhood change.

The strategy has been significantly influenced by both neighbourhood and citywide stakeholders and partners. The Council recognises that these other agencies and individuals are critical to the successful achievement of the strategy's objectives. Endorsement by the Local Strategic Partnership (LSP) and other partners is important in ensuring that there will be joint effort in delivery.



Seif - Eaton Mill Primary School

## 2 Context and Rationale – The Deepening Divide

The following section describes Milton Keynes as a whole and sets out key policy areas which will be benefited by neighbourhood regeneration activity.

The section seeks to understand the current problems and thereby act as an informant to the neighbourhood action plans in order to ensure that outcomes are sustainable and will strengthen the area's overall performance.

### 2.1 Growth

A notable feature about Milton Keynes is its fast growth. The city was designated a New Town in 1967 and since then the population has quadrupled in size and now stands at 191,700 people<sup>1</sup>. Milton Keynes has developed a strong regional economy, 38,509 workers commute inwards and 22,251 workers travel out of Milton Keynes to work<sup>2</sup>. The economy has shown a rate of growth commensurate with that of its population. Thus, in 1967 Milton Keynes provided employment for 18,350 people; in 2008 over 130,000 people work in the city<sup>3</sup>, making it a major regional centre of employment.

The Government has identified Milton Keynes as one of the four major growth areas in London and the South East.

The city is pivotal to Government policies of sustaining economic growth, maintaining national competitiveness, and in relieving housing pressures (RPG9 2001 and Sustainable Communities Plan 2003). As a consequence, the city is set to expand by over 70,000 households to around 350,000 people. A major political and administrative issue facing Milton Keynes is how, when and where this growth is to be accommodated, and who, in the main, will benefit from that growth.

Alongside the pressures of growth, Milton Keynes faces other challenges, which operate on a local, regional, national and international scale. These are:

- Globalisation
- Climate change
- Recent national economic downturn

The economic, social and physical aspects of these forces are an important context for the Neighbourhood Regeneration Strategy.

### 2.2 Economic

The Milton Keynes Economic Vision recognises the above pressures and aims to place the economy on a sustainable footing for all:

*In 2034 Milton Keynes will be a major free standing city, with a diverse, high value business base offering opportunities to all those living and working in the city*<sup>4</sup>

The local vision builds on the Government's economic agenda which is to maintain high, stable and sustainable levels of economic growth and employment in a highly competitive, world-class business environment. Economic growth is an important condition for tackling poverty and deprivation but the future lies in the knowledge economy which requires high skills. Milton Keynes is part of the high performing, highly productive knowledge economies in the South East but is beginning to show signs of weakness in the skills and employability of some residents.

Milton Keynes has significant competitive advantages with a location equidistant between London, Birmingham, Oxford and Cambridge, 50% of England's population lives within a two hour drive. Central London can be reached by regular fast trains within 34 minutes. Situated on the Oxford to Cambridge arc it has been cited as the most successful business centre outside London and output growth has outperformed growth in the South East region.

A specific characteristic of the local economy is the strong presence of banking and finance (specifically professional services and computers). The implications for the Milton Keynes economy of the global and national economic downturn present risks for banking and finance, as well as other dominant sectors locally; construction, retail and distribution<sup>5</sup>. The original relative strength of these sectors coupled with a less significant manufacturing sector presented a good basis to ride the economic downturn. Action now to minimise the impact of the down turn and preparation for the up turn should mean that Milton Keynes will quickly recover.

Employment levels in the borough are traditionally high and exceeding that of the South East Region and the United Kingdom. However current trends show employment peaking in 2004 and then beginning to tail off<sup>6</sup>. Although employment growth remains strong in relative to the south east and the UK the need to ensure jobs growth is commensurate with housing growth is a critical factor in the overall wellbeing of the economy.

Unemployment is also becoming more of an issue in Milton Keynes. The unemployment rate has traditionally been low, below the UK. However it has been rising gradually, exceeding both the South East and UK in April 2008<sup>7</sup>. In October 2008 the Milton Keynes Rate was 2.5%, compared to 1.6% in the South East and 2.5% in England and Wales. Action is therefore needed to address the underlying long term unemployment trends in addition to the shorter term economic slow down issues.

1 Milton Keynes Population Bulletin 2007/08

2 Office of National Statistics 2001 census

3 ONS Annual Business Inquiry (ABI) data

4 Milton Keynes Long Term Economic Vision

5 National Online Manpower Information System (NOMIS)

6 National Online Manpower Information System (NOMIS)

7 NB this figure relates to people aged 16-74. The figure for 2007 from the APS is only 13.4%

The unemployment is highest amongst those seeking elementary occupations, in their twenties and who are white. Unemployment is typically higher in the regeneration target wards of Eaton Manor, Woughton, Campbell Park and Bradwell<sup>8</sup>.

The development of the knowledge economy in Milton Keynes will rely heavily on the skills of the population.



Emmanuel - Langland Community School

But the low skills profile of Milton Keynes is a problem at a time when a more highly skilled and creative workforce is required. The 2001 Census shows almost a quarter of working age population had no qualifications. People achieving low skills are particularly high in Milton Keynes above the south east and UK and yet those achieving level 3 and above is below these comparators. Level 3 qualification is the most important in terms of providing key skills needed to produce goods and services. This skill level impacts immensely on how well an economy performs.

The skills profile illustrates the economic trends that are shaping the economy into an hour-glass: with a growing number in higher value and higher skill jobs, a narrow waist of a few middle ranked jobs, a large number in low paid, service sector jobs or not working at all. Moreover it appears that local residents are taking up job opportunities in the service industries and higher skilled inward commuters or non residents are benefiting disproportionately from job-creation in the higher value sectors<sup>9</sup>.

## 2.3 Social

The polarisation in the economy is also evident from data describing the life chances of residents. The 2007 Milton Keynes Social Atlas described the borough as generally being 'relatively affluent [where] most people enjoy a good quality of life'. In the Index of Deprivation (IMD 2007) Milton Keynes is amongst the least deprived places in England and Wales and indeed has improved its relative place 204 to 212 out of the 354 local authority areas (1 being the most affluent and 354 least).

Further examination of the IMD shows that although the overall position of the city is improving there are pockets of deprivation increasing in size and intensity. This means that as overall prosperity increases it is becoming more economically, socially and geographically polarised. This is illustrated by the disparities between neighbourhoods in the standard mortality rates, health data and education attainment.

Household poverty is in part informed by an analysis of working age benefit claimants incapacity, unemployment and lone parents' benefits. In terms of improving household incomes bringing more people into the labour market is an important strategy. Job seekers are the obvious target, but government policy has also been putting more emphasis on incapacity benefit claimants and lone parents.

Additional to the deprivation there are a series of social issues facing Milton Keynes. As the population of Milton Keynes grows rapidly,

its demographic and social structures are also changing fast and as such without planned intervention will create social policy issues in the future. This is particularly evident in the disproportionately high growth forecasted for the young, older and minority ethnic groups.

In the years leading up to 2031 the forecasts reveal an increase of at 45% in the number of children aged 0-4, compared with a 15% increase nationally. Similarly the school age population is predicted to increase by almost 50% compared with a national increase of 12%<sup>10</sup>.

At the other end of the spectrum the number of old people will also increase substantially growing by around 150% by 2031 compared with a national growth of 55%. The forecast growth in number of very old people aged 85+ is 340% which is an increase from 2,600 in 2005 to around 11,000 in 2031<sup>11</sup>.

The ethnic composition of Milton Keynes is changing rapidly. The proportion of non-white minority ethnic groups rose from 5.8% in 1991 to 9.3% in 2001. Although the 2001 Census shows that Asian groups were the biggest minority ethnic group with a total of 7,571 people (3.6%) the largest proportionate increase was within the Black African ethnic group. The 2008 Pupil Annual Schools Census (PLASC) reveals that overall in Milton Keynes, Black and Minority Ethnic groups represent about 26.9% of Pupils. This compares with the 2007 findings of 24.9%.

8 All data NOMIS  
9 Geo-economics

10 2006/7 Milton Keynes Population Bulletin, ONS projections  
11 2006/7 Milton Keynes Population Bulletin, ONS projections

## 2.4 Physical

It is important to understand the characteristics underpinning the physical layout of Milton Keynes and whether this has been a contributing factor to social and economic deprivation in Milton Keynes.

The quality and success of a neighbourhood can be judged by how easy it is to find your way around, whether it has a sense of identity and character, whether shops, facilities and services can be easily accessed, the relationship between buildings and spaces and vitally how safe it feels. All these factors are influenced by the physical layout and density of the neighbourhood.

A defining feature of neighbourhoods in Milton Keynes is the manner in which the grid roads divide the city into segregated neighbourhoods connected largely by underpasses and over bridges. Coupled with the dispersed nature of land uses and low densities has created a unique set of social, economic and environmental issues across the city:

- Transport - It is difficult to sustain a viable and efficient bus network. While many residents in Milton Keynes do have access to a car, car ownership in deprived estates such as Netherfield (57%), Beanhill (60%) and Coffee Hall (65%) is much lower. The quality of the bus service is therefore critical to economic and social inclusion. Residents of the areas with low car ownership are less able to access jobs, shops, facilities and other services

- Economic Viability of Estates – The population size of estates and neighbourhoods dictates their ability to sustain shops, facilities and services within walking distance of where people live. Without a good public transport service, pedestrian access to such facilities is likely to require crossing grid roads via underpasses and bridges and is perceived as circuitous and dangerous. The absence or poor economic viability means that opportunities for community congregation, an important component of community cohesion, are reduced
- Community Cohesion - The low densities coupled with the poor spatial relationship between buildings and public space creates areas of open space and pedestrian routes within estates that are not overlooked. The absence of natural surveillance leads to areas vulnerable to anti-social behaviour and fly tipping. Such circumstances lead to a vicious circle of reducing pride and increasing anti-social behaviour. There is also evidence which suggests that the grid roads dividing up estates has resulted in tension between estates

A feature of many of the deprived estates in Milton Keynes is that there is a largely uniform housing type. The absence of a variable house type mix undermines the potential for a rich and varied social dynamic.

## 2.5 Conclusion

The economic prosperity of Milton Keynes relies upon continuing economic growth, which, in turn, depends upon expanding the size of the local labour force or indeed attracting more people to commute into the city to work as well as improving its skills base. Economic growth, population growth and housing growth are the inextricably linked factors that drive the future of the city and determine the quality of life for its residents.

Such development must be sustainable; recognising the demands of a low carbon economy and preservation and enhancement of environmental assets whilst simultaneously enhancing social equity and quality of life for all and generating economic sustainability.

Later in the Neighbourhood Regeneration Strategy we will be demonstrating how areas will be encouraged to draw on these factors to arrest and reverse the process of neighbourhood decline by a process of building up neighbourhood capital through community engagement.



Natalie - Langland Community School

### 3 Aims and Objectives

The challenge for the Neighbourhood Regeneration Strategy is to address the current trend where the wider affluence is leaving some areas behind; creating a two-speed city thus deepening the problems of social and economic polarisation.

For the future of Milton Keynes to be sustainable, policy must be environmentally and socially sensitive and to balance the long term needs of the whole city with those of disadvantaged communities.

The aim of Neighbourhood Regeneration Strategy is therefore:

*To close the gap between the most and least affluent neighbourhoods by improving the conditions and life chances of the most deprived*

The objectives are to:

- Provide an overall framework for addressing the needs of the more disadvantaged and deprived estates in Milton Keynes
- Set the strategic picture for the production of Neighbourhood Action Plans
- Provide a basis for partner and community engagement in addressing the issues of deprivation in the estates

- Build the capacity and empower communities to develop solutions to disadvantage through the development of Neighbourhood Action Plans
- Coordinate and target new and existing policies and investment on neighbourhood solutions and opportunities for regeneration and revitalising struggling neighbourhoods
- Focus on communities of place rather than communities of interest
- Posit the regeneration policy of Milton Keynes Council to enable investment

The Neighbourhood Regeneration Strategy will help to co-ordinate plans for regeneration (economic, physical and social) in neighbourhoods across the city, to set realistic timescales, and to attract long term and more sustainable investment for neighbourhood initiatives. The strategy also attempts to create policy linkages and connections across the city which can be drawn down to specific neighbourhoods for their benefit.

The central premise of the strategy is that neighbourhood regeneration or renewal simply will not work if it is 'top-down' and solutions should be tailored to each area. It seeks to provide a framework through which the neighbourhoods are empowered and in this regard is closely related to the Milton Keynes Community Development Strategy.

The aims and objectives draw upon national and regional policy which seeks to devolve decision making and service delivery to the lowest levels, and the belief that by strengthening the community, services will be better designed and targeted. The strategy seeks to address the deprivation through the production of a series of localised, bespoke neighbourhood plans developed using a systematic analysis of economic, human, social and physical capital.



Sophie - Langland Community School

## 4 Strategic Fit

The aims and objectives draw on the approach of the national regeneration strategy which sets out the imperative for regeneration to address all aspects of neighbourhood life.

National policy promotes the importance of local community determination and involvement and it highlights the priority of the most disadvantaged.

The principal local policy driver is the Sustainable Community Strategy which is explicit in the aim of narrowing the gap between the most deprived parts of the city and the rest and the need to support people to develop a sense of community in their neighbourhood. The Neighbourhood Regeneration Strategy therefore provides a framework through which the neighbourhoods and local communities can determine and effect change.

The Neighbourhood Regeneration Strategy will offer a process for resolving the physical, economic and social issues that impact on and cause neighbourhood deprivation and inequalities. The strategy also supports the increasing movement towards more democratic, accountable, transparent and locally based forms of decision-making. The Neighbourhood Regeneration Strategy provides the neighbourhood focus for the Milton Keynes Community Strategy and complements activities in the Growth and Rural Strategies and action in town centres set out in

development frameworks. The strategy will be implemented in concert with the Community Development and Community Cohesion Strategies, complementing their actions and drawing on their principles.

### 4.1 National and Regional Policy

The national strategic context sets out the imperative for regeneration to address all aspects of neighbourhood life, it promotes the importance of local community determination and involvement and it highlights the priority of the most disadvantaged.

The National Strategy for Neighbourhood Renewal sets out how in 10-20 years no one should be seriously disadvantaged by where they live and to develop common goals to lower worklessness, crime, improve skills, health and housing as well as addressing the physical environment. The driving force is to narrow the gaps between these underperforming areas and the rest of the country. The principal methodology is to deliver a more comprehensive approach to area deprivation with better local coordination and better community empowerment.

Further policy placed the focus of activity on families and the most disadvantaged to tackle social exclusion. Exclusion is to be the priority, addressed by better agency coordination and personalisation of service delivery. National policy intends that local areas come forward with proposals to tackle issues facing their community.

Recent Government policy is reassessing the level at which decision making and delivery takes place. Additionally with the rising current of public involvement in decision making these are key national policy drivers for this strategy.

Possibly the most notable movement in Government policy over the past decade has been the promotion of community empowerment as a key driver for achieving excellent public services, strong and cohesive communities and a thriving democracy. National policy is increasingly designed to counteract the feeling of individuals and communities that they are excluded from the decisions that have a profound effect on their lives. Legislation is to be introduced for public bodies to promote community empowerment by creating opportunities for citizens to influence and to have responsibility for decisions.

The new statutory duty for public authorities to 'involve' plus a series of provisions which allow greater flexibility and better targeting of priorities such as the local area agreements and the un-ringfencing of area based grants

provide tools for local partnerships to strengthen the quality of local delivery. This recent legislation supports the movement of participatory budgeting, strengthened local democratic participation and local ownership and management of assets.

Attempts by Government to provide more tools for local authorities and their partners to develop local solutions are furthered by principles set out in the Review of Sub-National Economic Development and Regeneration. The review focused on how to strengthen economic performance in regions, cities and localities throughout the country, as well as tackling persistent pockets of deprivation where they remained. The results of this review are awaited but it is anticipated that they will support local authorities in their delivery of locally based solutions and enabling places to develop strategies to reach their potential.

Regional policy also profoundly affects the approach of regeneration in Milton Keynes. The economic success of the city and the history of growth meant that Milton Keynes became a focus for the Government's growth agenda. The Sustainable Communities Strategy and the Subsequent Milton Keynes South Midlands Sub Regional Strategy 2003 set out the plans for the continued expansion of the city. The objective of the Sub Regional Strategy to create sustainable communities set out plans to ensure good provision of public services for the incoming population, but critically the imperative to address the regeneration of the older areas.

Regional economic policy supported the establishment of the MK Area Based Programme 2004-2008 which sought to tackle economic disadvantage in the most deprived areas of the city. The programme developed through recognition from SEEDA that despite the overall affluence of the southeast region pockets of deprivation would hinder its global economic competitiveness. The pockets of deprivation were considered a key feature in the south east lag behind other prosperous regions globally.

## 4.2 The Milton Keynes Strategic Framework

The Milton Keynes Sustainable Community Strategy underpins the local response to the national and regional policy framework set out above. The Milton Keynes Sustainable Community Strategy sets out the shared vision for Milton Keynes for the period 2004 to 2034, based upon the views of local people, expressing their aspirations and addressing their concerns. That vision is summarised in the statement that:

***'This is a City that Thinks Differently, Embraces Evolution and Champions Change.'***

The Community Strategy is intended to guide the actions of the public sector, private and voluntary organisations who are working together in partnership to promote the

development and maintenance of a sustainable community and thereby improve the economic, environmental and social well-being of Milton Keynes.

***'Our vision is to create a city that has soul, energy and dynamism. Our towns, villages, neighbourhoods and spaces will be desirable, fun, affordable, safe and accessible.'***

***It will be a learning city, built and developed by a skilled and well-educated population. People will thrive financially and emotionally on the buzz of living or working in this international city of the future.'***

***Service providers will develop sustainable methods of providing the best services ensuring that the community is strengthened and evolves alongside the city.'***

***This will be a city that celebrates diversity and cares for all its citizens, giving priority to those in greatest need. It will be renowned for its forward looking approach to community development, housing solutions, learning, health frameworks and social care facilities. A city that embraces change, it will pioneer new methods to ensure the best of services can thrive and be sustained. It will be a city where everyone has a say, where communities are actively involved in the workings of the city and help to manage change together.'***

***The local economy will be increasingly driven by the knowledge-based industries. The city's business ethos will be centred around flexible thinking and forward thinking strategies which react well to change. The city will be the economic driving force and cultural heart of a prosperous rural region that is committed to bettering itself, learning from past mistakes and improving areas that are inconsistent with its vision.'***

***This will be an international city with a global reputation for innovation and talent. It will be respected and admired for its pioneering spirit and will show by example how cities will be run in the future.'***

***In short, this will be a city that looks ahead and stays ahead.'***

*Milton Keynes Sustainable Community Strategy Vision 2004*

The Community Strategy is resolute about the significance of Milton Keynes and its role nationally and internationally. Pivotal to this is the need to maintain the city's competitiveness. The vision is clear how that will happen – through active communities, developing the knowledge base, strong services and most significantly here, ensuring that all areas are prospering together.

The SCS Action Plan '1.2 Tackling Our Problem Areas' describes the issues facing many neighbourhoods in Milton Keynes.

The action plan is clear that the approach to tackling these issues should be through community capacity building and supporting people to develop a sense of community in their neighbourhood. The Neighbourhood Regeneration Strategy is an explicit response to this action.

The Milton Keynes Growth Strategy sets out the plans for expansion of the city up to 2031, the actions to support the growth of community and economic infrastructure. The strategy generally plans for new developments away from existing community residency. The new 'growth' areas are in stark contrast to the older 'regeneration' areas.

The Buckinghamshire and Milton Keynes Rural Strategy sets out principles and action for the development and maintenance of sustainable communities in the market towns and across the rural areas. The strategy seeks to develop the rural and market town economies, improve accessibility to services and respond to rural housing needs. Policy which supports the sustainability of the town centres across the borough is set out in a series of development frameworks which support their future development through the spatial planning system.

Completing the suite of strategies which rely on this holistic approach to deliver a sustainable community in Milton Keynes is this Neighbourhood Regeneration Strategy.

Beneath the Sustainable Community Strategy there are a series of other strategies such as transport, community safety and housing each of which make specific contributions to the achievement of a sustainable community. The Sustainable Community Strategy sets the key principles and background against which we can coordinate other citywide policy. The growth, rural and regeneration strategies will therefore draw on aspects of these strategies as well as influence their future development.

**'Community Development, Engagement and Involvement'**

The analysis of the national policy context above highlights the role of the community in the development of solutions in regeneration. Similarly the Milton Keynes Sustainable Community Strategy highlights the value the city places on community development and the active role of communities in planning and delivery.

The Neighbourhood Regeneration Strategy is based on this as a key driver to sustainable solutions. Integral in the delivery of the strategy therefore are the approaches to community engagement, community development and community cohesion.

Concurrent with the development of the Neighbourhood Regeneration Strategy has been the development of the Community Development Strategy and the Community Cohesion Strategy. These documents set out a series of principles which aim to develop the capacity of the community to undertake this role, influencing decisions, developing and designing and ultimately the delivery of services. The Regeneration Strategy will draw on these principles. The Community Cohesion Strategy will target the same neighbourhoods subject to the development of the neighbourhood action plans.



Daos - Langland Community School

## 5 Key Principles

The purpose of the Neighbourhood Regeneration Strategy is to address the problems of economic exclusion, social polarisation and geographical separation, which are concentrating deprivation and disadvantage within certain neighbourhoods in Milton Keynes.

This section presents the main principles that underwrite the Neighbourhood Regeneration Strategy. Central to the approach is our belief that sustainable neighbourhood change can only come from within communities and not imposed from without. The methodology in the strategy is based on a whole systems approach to neighbourhood regeneration, which is based upon the process of building neighbourhood capital and the principles of sustainable development.

The Neighbourhood Regeneration Strategy is based upon five key principles:

- **Strategic Fit** – to inform and complement broader local and regional strategies such as the Milton Keynes Community Strategy, the Growth Strategy and the Local Development Framework; and to contribute to the delivery of the outcomes and outputs in the Local Area Agreement
- **Subsidiarity** – to devolve decision-making, resources and the management of public services to the neighbourhood level where practicable and appropriate

- **Sustainability** – to achieve growth that meets the needs of the neighbourhood and the local community in a way that enhances the quality of life and sense of well-being, without damaging the natural environment or compromising the prospects of other neighbourhoods, now and in the future
- **Co-operation** – to promote better partnership working between all the agencies operating within a neighbourhood and the people living there
- **Empowerment** – to encourage the active participation of local residents, raise local aspirations and build neighbourhood capital based upon a community development approach



Chelsea - Langland Community School

## 6 Core Elements

The most disadvantaged residential neighbourhoods have been identified as the focus for the strategy using the Index of Multiple Deprivation 2007 and the Milton Keynes Social Atlas 2008.

The goal of the Neighbourhood Regeneration Strategy is to close the gap between those neighbourhoods and the rest of the city. It will be achieved through developing and implementing a rolling programme of Neighbourhood Action Plans over a five year period.

The Neighbourhood Action Plans will be produced in partnership with local residents and institutional stakeholders in order to bring about fundamental and transformative change in disadvantaged and deprived communities. The plans will build on existing relationships, local groups and organisations but with the aim to broaden engagement to include those who previously have not participated in local activity.

Each neighbourhood will be assessed by identifying its strengths and weaknesses of the physical, economic, human and social/cultural capital. The results of this assessment will enable residents to generate a plan of the type of projects they could develop to address the areas weaknesses.

### 6.1 Neighbourhood Action Plans

The Neighbourhood Regeneration Strategy provides the framework for each neighbourhood to develop an individual action plan to address the localised deprivation. These Neighbourhood Action Plans will be based upon:

- A local consensus about the size and the boundaries of the local neighbourhood and how that natural neighbourhood fits within other administrative boundaries
- A systematic analysis of the local social, human, economic and physical circumstances to understand the local causes of deprivation and disadvantage and to develop and build their neighbourhood capital to levels closer to those that characterise the more successful neighbourhoods in Milton Keynes
- An understanding of what makes for a successful and sustainable neighbourhood
- Plans to develop the neighbourhood capital of the locality

### 6.2 Systematic Analysis of the Local Neighbourhood Capital

The capital of a neighbourhood consists of the assets of the local area and its community. Those assets fall into the different classes of:

- Physical capital (land, buildings and infrastructure and the spatial relationship between them)
- Economic capital (employment and business activity and relative incomes)

- Human capital (skills, abilities and knowledge of people)
- Social/cultural capital (community spirit, social binds, strength of voluntary and community organisations)

The different aspects of neighbourhood capital provide a common structure or framework for the formulation of the Neighbourhood Action Plans.



Martina - Simpson School

### 6.2.1 Theme 1: Actions to develop the physical capital of the neighbourhood

The quality of the physical environment – land, buildings and infrastructure and the relationship between them – and how well it is maintained is a major factor in determining the character of a locality. A place that is run-down and that nobody takes pride in, with a poor spatial layout of streets, roads and buildings, which lacks amenities and facilities and which fails to provide good housing and proper choice, is unlikely to be a well functioning or successful neighbourhood.

But the physical environment is potentially the easiest neighbourhood asset to develop and enhance over quite short time-scales. This is one of the reasons that the ‘quick wins’ in many regeneration programmes often focus upon environmental improvement. Working with local residents, through consultation processes such as Place Check, helps to identify the main environmental issues or problems.

Therefore some of the main priorities of the Neighbourhood Action Plans will be identified by:

- Agreeing the extent of the neighbourhood – does it equate to a grid square or estate or some other geographical unit

- Examining whether the neighbourhood is of the right size using the concept of the ‘Walkable Neighbourhood’
- Establishing whether the neighbourhood contains enough people to support local facilities
- Identifying whether there is an appropriate mix of land uses, of property types and housing tenures
- Assessing the quality of the public realm

One of the main priorities for the Neighbourhood Action Plan is to develop a local spatial strategy that will improve the physical capital of the area and ensure that the benefits of any development opportunities flow back to the local community.

Joshua - Langland Community School



### 6.2.2 Theme 2: Actions to develop the economic capital of the neighbourhood

Many of the issues associated with neighbourhood deprivation and disadvantage are closely linked to workless and work-poor households, temporary and low-skilled work and low pay. Moreover, residents in most deprived and disadvantaged neighbourhoods are excluded from the major source of personal wealth in this country, namely property ownership. The housing stock in such areas is comprised disproportionately of social housing. Privately owned properties that exist tend to be those at the lower value end.

The economic capital in deprived and disadvantaged neighbourhoods therefore is low. Economic activity is low, with few local work opportunities and local shops are expensive. Where there is economic activity it is often informal, criminal or driven by public sector activity.

Therefore some of the main priorities of the Neighbourhood Action Plans will be to:

- Develop a local employment strategy
- Spread home-ownership by improving local affordability
- Promote social enterprise
- Support local business and retail provision

### 6.2.3 Theme 3: Actions to develop the human capital of the neighbourhood

Human capital refers to the skills, health, abilities and knowledge of people particularly with reference to its employment in the labour market. More and more jobs require good qualifications and high levels of skill. The adult populations of deprived and disadvantaged neighbourhood have low skills and poor qualifications which severely restricts their opportunities in the labour market. These are areas of low human capital.

Therefore some of the main priorities for the Neighbourhood Action Plans will be to:

- Develop stronger local learning cultures
- Produce local learning plans
- Improve the performance of local schools
- Promote healthy living and physical exercise



Logan - Langland Community School

#### 6.2.4 Theme 4: Actions to develop the social/ cultural capital of the neighbourhood

Social capital is the aspect of neighbourhood capital that is generally the most developed in deprived and disadvantaged neighbourhood, although not necessarily in all its forms. The term social capital refers to the social bonds that exist between people, and within and between communities.

Often social capital is divided into three types: bonding social capital (the formal and informal links within neighbourhoods and communities), bridging social capital (the lateral links between communities) and linking social capital (vertical links between neighbourhoods and institutions of power).

An initial assessment of the state of social capital in the priority neighbourhoods reveals a strong community spirit and active community organisations. Work undertaken by the Milton Keynes Area Programme suggests that many community groups are struggling with aspects of the management of local community facilities and that this is diverting them from other community activities.

Milton Keynes has made significant steps in the devolution of local services and democratic renewal. It is the only fully parished urban area, with parish and town councils providing local services delegated budgets and decision-making powers and the ability to raise a local precept. The Neighbourhood Action Plans will complement, support and seek to extend those governance structures to engage residents at a more local level.

The main priorities of the Neighbourhood Actions Plans will be to:

- Carry out a local audit of community facilities, services and groups
- Develop local community development and capacity building strategies
- Specific measures to engage 'hard-to-reach' groups
- Extend the model of Beanhill Neighbourhood Agreement to other priority neighbourhoods

#### 6.3 Methodology

The delivery of the Neighbourhood Regeneration Strategy will be through the development and implementation of Neighbourhood Action Plans, which will provide the platform for identifying and delivering transformational change.

The team from Milton Keynes Council will work with and coordinate stakeholders to engage the community and support them in the development of a vision and action plan. It is anticipated that support will be required by the community in the development of governance arrangements, funding strategies, communications, project management and delivery. A toolkit will be available. Each neighbourhood will call off support as and when required.

A golden thread, enabling the multi agency team to capture and critically appraise the approach, development and delivery of Neighbourhood Action Plans against current thinking and best practice, will be provided by an external organisation. This will provide robust monitoring and evaluation as well as capturing the learning.



Bradley - would like to see a spaceship in the park. he would like it to be painted the colours of the rainbow.

Bradley - Penwith School

## 7 Priority Neighbourhoods

The neighbourhoods will be prioritised using rankings from the Index of Multiple Deprivation 2007 (IMD). The IMD provides comparative data of how neighbourhoods across the country are performing, revealing the struggling neighbourhoods and the reasons for performance.

19 Neighbourhoods in Milton Keynes have been identified as having a significant percentage of the estate falling into the most disadvantaged 25% nationally and have been targeted for support by virtue of their multiple disadvantage.

Within the 15% most deprived in England as defined by the IMD	<ul style="list-style-type: none"> <li>• Fullers Slade</li> <li>• Water Eaton</li> <li>• Leadenhall</li> <li>• Beanhill</li> <li>• Netherfield</li> <li>• Tinkers Bridge</li> <li>• Coffee Hall</li> </ul>
Within the 15-20% most deprived in England as defined by the IMD	<ul style="list-style-type: none"> <li>• Stacey Bushes</li> <li>• Bradville/New Bradwell and Stantonbury</li> <li>• Conniburrow</li> <li>• Fishermead</li> <li>• Springfield</li> <li>• Eaglestone</li> </ul>
Within the 20-25% most deprived in England as defined by the IMD	<ul style="list-style-type: none"> <li>• Granby</li> <li>• Hodge Lea</li> <li>• Central MK</li> <li>• Simpson</li> <li>• Fenny Stratford</li> <li>• Greenleys</li> </ul>

## 8 Management/Implementation Strategy

- Governance and reporting
- Performance management arrangements
- Milestones and timeline
- Funding and resources
- Review arrangements

### 8.1 Governance and Reporting

The governance arrangements for the implementation of the strategy will be at two levels. Firstly the citywide coordination and secondly the neighbourhood level arrangements.

As a cross cutting theme of the Sustainable Community Strategy (SCS) the Neighbourhood Regeneration Strategy cuts across all the LSP Thematic Partnerships. It makes a contribution the delivery of targets across the entire Local Area Agreement (LAA), SCS delivery plan.

#### 8.1.1 Governance of the Overall Neighbourhood Regeneration Strategy

The responsibility of the overall strategy will rest with the Council, who in their role as community leader will involve the full range of stakeholders in delivering the strategy. Usual internal reporting arrangements will be used including ongoing monitoring and review reports to Cabinet and the Corporate Leadership Team.

Due to the focus on engagement and the relationship of the Neighbourhood Regeneration Strategy with the Community Development Strategy and Community Cohesion Strategy the Council will report progress to the LSP via the Community Belonging Partnership. The LSP has invited a series of partners to develop the Community Belonging partnership whose principal role will be to take the lead in the activities designed to deliver the SCS actions. This will include performance monitoring, profiling and analysis. The partnership will be able to challenge areas of poor or weak performance and ensure there is a clear understanding of risk in terms of meeting the targets.

The Community Belonging Partnership is still under development but its membership is likely to include community and voluntary agencies, parish councils (or their representative bodies).

A multi agency steering group will continue to work with the Council managing and coordinating at the strategic level and supporting the roll out of the NAPs across the city as well as steer the development of individual neighbourhood programmes. The group will advise on their respective activities influencing the delivery of the strategy, providing advice on funding availability and where appropriate including the Neighbourhood Regeneration Strategy targets in their own corporate planning processes. From time to time representatives from the individual NAPs will be invited to participate.

### 8.1.2 Governance of Neighbourhood Action Plans

Each Neighbourhood Action Plan will be owned and governed at the neighbourhood level. The body responsible for the governance of each NAP will vary from place to place, suitability depending on local circumstances. Responsibility for the coordination and production of the NAPs will rest at this level, supported by Milton Keynes Council.

Town and Parish Councils will be important partners in the NAPs, they will play an important community leadership role fostering a stronger sense of place and community identity. The town and parish councils will be critical partners but not necessarily the exclusive agency responsible for the development of the NAP.

Wherever possible the local Neighbourhood Action Plans will be developed and managed by the town and parish councils. Milton Keynes Council will provide capacity building support to those town and parish councils requiring expertise to fulfil the role. Where local councils are reluctant and either cannot or do not wish to undertake this role an alternative body will be identified.



Olivia - Langland Community School

### 8.2 Performance Management Arrangements

Regeneration is a continuous theme, along with Growth, running through the priorities identified for the Sustainable Communities Strategy as it provides the processes by which a sustainable community can be achieved.

The value of the Neighbourhood Regeneration Strategy will be measurable at two levels; the overall performance of key indicators for the city and the performance of individual neighbourhoods. Critically the role the strategy will play in the delivery of the Sustainable Community Strategy vision means that the indicators from the Local Area Agreement should be deployed.



Amber - Eaton Mill Primary School

The following are indicators drawn from the Milton Keynes LAA and will measure the performance against the strategy's overall aim:

- NI 001 % of people who believe people from different backgrounds get on well together in their local area
- NI 005 Overall satisfaction with the local area
- NI 016 Serious Acquisitive Crime Rate
- NI 049 Number of primary fires and related fatalities and non-fatal casualties
- NI 092 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
- NI 112 Under 18 conception rate
- NI 115 Substance misuse by young people
- NI 117 16 – 18 year olds who are not in education, training or employment
- NI 120 All-age all cause mortality rate
- NI 123 16+ current smoking rate prevalence
- NI 152 Working age people on out of work benefits
- NI 163 Working age population qualified to at least Level 2 or higher
- NI 175 Access to services and facilities by public transport, walking and cycling
- NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating

The Strategy's objectives will be managed through a series of indicators measuring:

- Partner and stakeholder commitment such as policy alignment in partner strategies and plans
- Community engagement and numbers of Neighbourhood Action Plans agreed
- Funds and investment secured; local, regional and national funds, private sector leverage and funds secured by neighbourhood groups

Additionally the neighbourhoods will develop their own indicators as part of the Neighbourhood Action Planning process. These indicators will in part feed those above, but will also monitor the performance of the key issues identified by the local community.

Indicators are reported quarterly as part of the overall reporting of the Local Area Agreement (LAA) to the Local Strategic Partnership and the Cabinet.

### 8.3 Milestones and Timeline

A rolling programme of Neighbourhood Action Plans (NAPs) will be developed over the next five years for the 19 neighbourhoods. The following sets out the milestones of commencing activity with each area during that period. The principal milestones will be commencement of activity with each NAP and adoption of NAPs with neighbourhoods and strategic stakeholders.

Commencement of activity in new neighbourhoods is scheduled to be quarterly; it is likely that this will be subject to fluctuation due to the different circumstances in each area and will therefore require revision as the programme progresses.

It is anticipated that the development of NAPs should take approximately six months and adoption completed two months later. However the exact scheduling of this aspect of the plan will be subject to the timetable of the neighbourhood communities and therefore cannot at this stage be included in the work plan. The timetable will be updated as the activity commences in each area.

The first phase, over year one, the Neighbourhood Regeneration Strategy will pilot this approach in three neighbourhoods. Following evaluation and review in September 2009 further areas will be selected using the Index of Multiple Deprivation (IMD).

The plan will be to produce and adopt Neighbourhood Action Plans in four areas each year – although this depends upon existing capacity and ability of particular neighbourhoods to progress at this speed. Potentially the neighbourhoods will face unusual changes such as a significant local economic shock or a change in the population profile. The selection of neighbourhoods and review of the programme will be adjusted accordingly.

The overall programme for the 19 neighbourhoods is estimated to last for five years. During which time there will be annual reviews, a formal mid term evaluation (in addition to the first phase evaluation) and a final evaluation and report.

A communications strategy will be developed in the early stages to enable the dissemination of lessons learned, encouragement of activity community and stakeholder participation and a promotion of activities to regional and national audiences.

### 8.4 Funding and resources

Production of the Neighbourhood Regeneration Strategy and the establishment of the Neighbourhood Action Plans (NAPs) as set out in the timeline above, is fully resourced by the Milton Keynes Council Strategy and Regeneration Team. The primary resource is staff time working with the neighbourhoods to develop engagement programmes which result

in the development and adoption of the NAPs. A small amount of funding has been secured from the Council's general fund to support the running costs of the engagement activities.

Additional funds are sought to enhance this activity to build capacity and enable the parishes and town councils to lead the production and coordination of the NAPs but it is expected that they will contribute themselves to this process.

The funding of the individual neighbourhood action plans implementation will be subject to the specific projects identified to progress the neighbourhood regeneration. The creation of the plans is specifically designed to provide a framework which will assist in securing new investment and funding to these neighbourhoods. The plans will set out priorities which will guide the attraction of funding and investment and will be the principal strategy to lever in resources.

### 8.5 Review arrangements

The Neighbourhood Regeneration Strategy will be subject to an annual review and an interim and final evaluation. Both reports will be prepared by the regeneration steering group. The annual review will feed into the Community Belonging Partnership and subsequently to the Local Strategic Partnership Executive (LSPE) as part of their reporting against the Sustainable Community Strategy (SCS) and Local Area Agreement (LAA).



## 9 Acronyms

<b>GOSE</b>	Government Office for the South East
<b>DCLG</b>	Department for Communities and Local Government
<b>HCA</b>	Homes and Communities Agency
<b>HMG</b>	Her Majesty's Government
<b>IMD</b>	Index of Multiple Deprivation
<b>LAA</b>	Local Area Agreement
<b>LABGI</b>	Local Authority Business Growth Incentive
<b>LSP</b>	Local Strategic Partnership
<b>LSPE</b>	Local Strategic Partnership Executives
<b>MKELP</b>	Milton Keynes Economy and Learning Partnership
<b>MKC</b>	Milton Keynes Council
<b>NAP</b>	Neighbourhood Action Plan
<b>NI</b>	National Indicator
<b>ONS</b>	Office of National Statistics
<b>PLASC</b>	Pupil Level Annual School Census
<b>RPG</b>	Regional Planning Guidance
<b>SCS</b>	Sustainable Community Strategy
<b>SEEDA</b>	South East Economic Development Agency

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# 11 Acknowledgements

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**Bletchley Development Board**

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**Bletchley Park Area Residents Association**

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**Brad Abbey Parish Council**

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**Bucks Fire & Rescue Service**

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**Campbell Park Parish Council**

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**Fenny Stratford Regeneration Group**

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**Groundwork South East**

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**Housing Residents Forum**

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**Inter-action MK**

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**Lakes Strategic Group**

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**MK Area Programme**

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**Milton Keynes College**

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**Milton Keynes Community Enterprise**

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**MK Community Safety**

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**MKELP**

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**MKC Housing**

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**Newport Pagnell Business Assoc**

---

**Parks Trust/MKCVO**

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**Resident**

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**Roman Catholic Church**

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**SEEDA**

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**SS Town Council**

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**Thames Valley Police**

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**West Bletchley Council**

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**Wolverton & Greenleys**

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**Woughton Parish Council**

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