

***MILTON KEYNES: CREATIVITY,
EXCELLENCE & PARTICIPATION***

***CULTURAL STRATEGY
2006 - 2012***

Table of Contents	Page
Executive Summary	4 - 6
Introduction	7
Section 1: VISION	11 - 12
1.1 Vision	11
1.2 Underpinning values	11
1.3 How we will measure success	12
Section 2 : DELIVERING THE VISION	12 - 16
2.1 Delivery Plan Priorities	12 - 13
2.2 The Delivery Mechanisms	14
2.3 Review and onward process	14 - 15
2.3.1 Opportunities for future feedback	15
2.4 Supporting the Vision	15 - 16
Section 3 : THE VISION GOALS	17 - 19
3.1 Creativity	17 - 18
3.2 Excellence	18 - 19
3.3 Participation in culture	19
Section 4: BACKGROUND	20 - 28
4.1 Definition And Scope	20
4.2 Development of the Strategy	20
4.3 Achievements to date	21
4.4 Factors influencing Milton Keynes Culture	22 - 28
4.4.1 External Factors	22 - 23
4.4.2 Internal Factors	23 - 24
4.5 Relevance of the changed context	24
4.6 Strategic Position of Milton Keynes	25 - 26
4.7 Developing Strategic Strengths	26
4.8 The National and International Context	27 - 28
Section 5: MILTON KEYNES CURRENT POSITION	29 - 30
5.1 The Challenges	29
5.2 Table of Assets and Challenges	30
5.3 Relationship to Action Plan	30
Section 6: Action Plan	31 - 40
IDENTITY	31 - 34
Diversity	31
Place	32 - 33
The Centre	33 - 34
OPPORTUNITY	34 - 37
Change	34 - 36
Wealth	36 - 37

Table of Contents Cont...	Page
Section 6: Action Plan Cont...	
ENGAGEMENT	37 - 40
Results	37 - 38
Resource	38 - 39
Recognition	40
CELEBRATION	40
Ceremony	40
SUPPLEMENTARY DOCUMENTS	
Appendix (i)	
Priority Action Plan - Arts	
Appendix (ii)	
Priority Action Plan - Heritage	
Appendix (iii)	
Creativity Index	
Appendix (iv)	
Department of Culture, Media and Sport definition of culture	
Appendix (v)	
Sports supported by Sport England	
Appendix (vi)	
Consultation Process	
Appendix (vii)	
Participation	
Appendix (viii)	
Feedback table with responses	
Appendix (ix)	
Changes to Work Plan and reasons	
Appendix (x)	
Achievements of Cultural Strategy 2003-2005	

EXECUTIVE SUMMARY

Summary

The Milton Keynes Cultural Strategy 2006 2012 offers the over-arching framework supporting a common strategic direction for culture across all of Milton Keynes. It provides direction for developers, planners, cultural organizations, business and the wider community. Our objective is to achieve an overall better quality of life, with the capacity for all to share in the benefits.

What is Culture?

'Culture' is a term that means different things to different people. Cultural participation is where people of all backgrounds come together with shared interests and passions. Together with the environment in which cultural activities take place, culture includes all the things that define our lives, connect us and our communities and represent the values we pass on to other generations.

For the purposes of this strategy, the Milton Keynes definition recognizes

- **the richness of the diverse cultures of our people:** our people and the values and heritage they bring with them to Milton Keynes from different places and backgrounds
- **the identity of place:** the 'sense of place' that comes from our spaces and places: their design and personality and how they are used,
- **creative or leisure activities:** the activities that make life meaningful, including hobbies and informal leisure,, sport, arts exploration of history, faith, volunteering, customs and events.

The distinctiveness of Milton Keynes culture is addressed throughout the strategy.

The Vision

By 2012 Milton Keynes will be recognized as a leading European city for creativity, excellence and participation in cultural activities.

To achieve this vision, we will harness passion and community pride to create a vibrant, interconnected, outward looking and welcoming community that champions achievement.

Successful delivery of the Cultural Strategy will mean that Milton Keynes is a place that is distinctive, safe, friendly and hospitable, where everyone can contribute and participate, where talent is nurtured and celebrated, excellence sought, learning encouraged and the ability to achieve unlimited: a great place to work and visit and a place people are proud to call home.

Context

Because of the Milton Keynes South Midlands Growth Plan, Milton Keynes is projected to be the 10th largest city in England by 2035. With that in mind, this document sets in place plans for a vibrant, culturally rich and active community that is the centre of an important city-region. This gives priority on developing animation of our spaces and places and development of strong positive national and international 'brand identity'.

Milton Keynes has a particular reputation for being a 'CAN DO' city where innovation and difference are supported and championed. It is the fastest growing city in Europe: an economic success story and a magnet for regional tourism, business visitation and relocation. However, within this robust economic climate are sections of the community that have not shared in this success and this strategy identifies specific actions to redress this imbalance.

Priority Actions

ACTION 1

Develop programmes and processes that harness creative interests for young people, disadvantaged or minority groups to enable new cultural participation and employment opportunities

ACTION 2

Develop place-making activities and processes to enhance the creative and sporting environment of Milton Keynes so that the built and green environment and supporting cultural activities are distinctive, stylish and of excellent quality.

ACTION 3

Support the Central Milton Keynes Framework and other relevant work plans to develop Central Milton Keynes as a vibrant, 24/7 café culture with well-promoted, high quality and engaging animation and activities

ACTION 4

Harness the creative aspects of change to enable the growth and regeneration activities throughout Milton Keynes to generate wide, significant and accessible new cultural opportunities and economic benefit.

ACTION 5

Through cultural and creative activities expand the opportunities for significant increased economic participation and wealth generation across Milton Keynes

ACTION 6

Establish base lines of creativity, excellence and sport participation and identify milestones and improvement indicators plus methods of improving current levels of activity

ACTION 7

Expand the level and quality of resources that support Milton Keynes culture and promote Milton Keynes as a cultural destination.

ACTION 8

Develop a range of programmes and support mechanisms that identify, promote, support and nurture talent, excellence and achievement.

ACTION 9

Develop a range of activities that support community celebrations & champion excellence at every level across the broad base of culture throughout the whole of Milton Keynes.

Following adoption of the Strategy, the lead partner for each Action Point will develop a work plan in conjunction with strategic, funding and delivery partners. This will include timelines, performance indicators and review schedules. Progress will be reported at an annual review event where participants will:

- contribute new projects and ideas
- collaborate on solutions to delivery problems
- identify opportunities for new partnerships and collaborations
- review progress against the Cultural Strategy Action Plan.

In this process we will emphasise the importance of our sense of identity, diversity, humour, and the 'quirkiness' much valued by the community, nurture professionalism and style, and promote and value excellence.

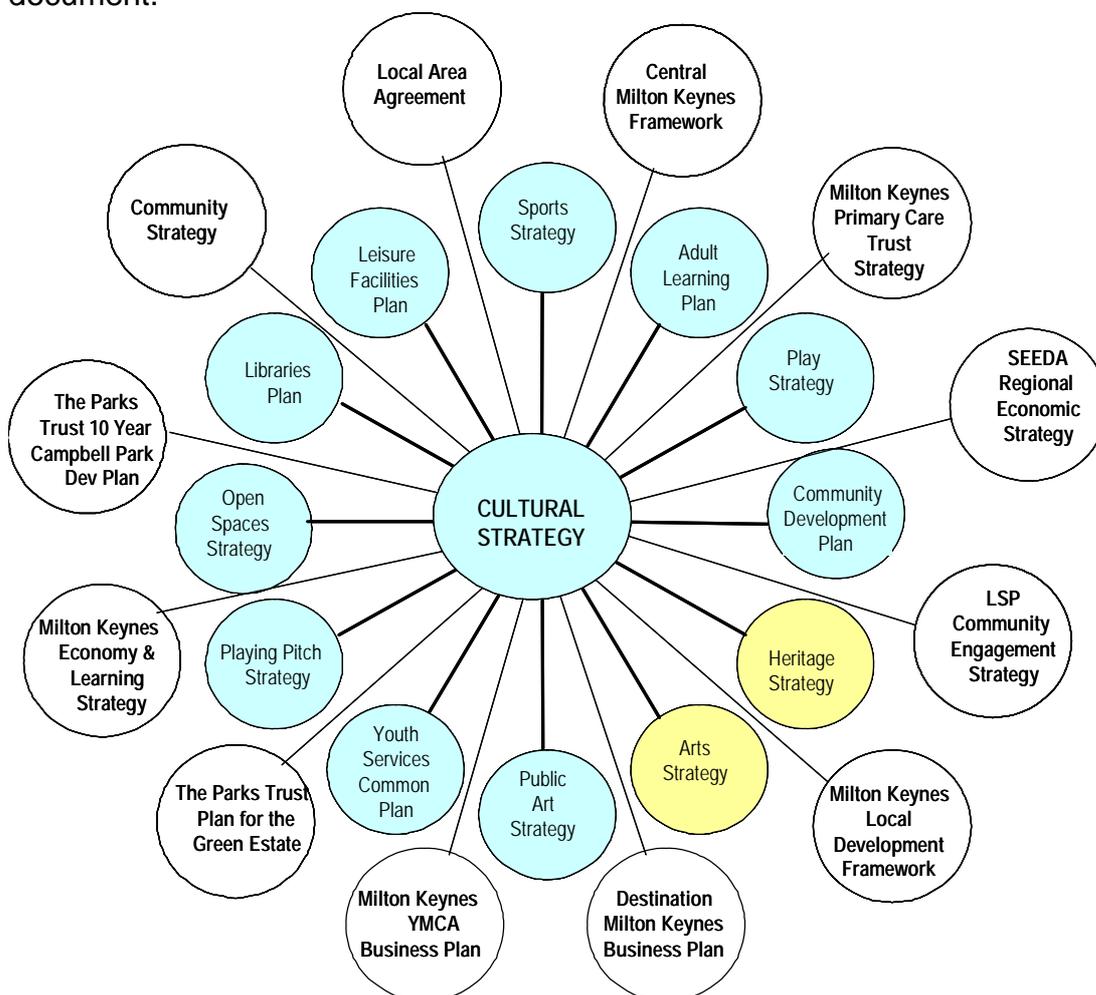
Milton Keynes is a great place to live, work and play but there is still much work to do to ensure that culture – that safe place where we connect across all socio-economic barriers through shared passion – serves us well and we support it. We encourage your involvement with this strategy as a direction for our exciting journey towards the future.

INTRODUCTION

Scope and purpose

According to the growth plans for Milton Keynes South Midlands region, Milton Keynes is projected to be the 10th largest city in England by 2031. Therefore, the strategy plans for a vibrant, culturally rich community that is the centre of an important city-region.

The Milton Keynes Cultural Strategy 2006 2012 provides the framework supporting a common strategic direction for culture across all of Milton Keynes. It will be used by all key entities as the over-arching strategy connecting the priorities of supporting plans and strategies. The extent of these relationships is illustrated in the diagram below. The inner circle represents Milton Keynes Council strategies and plans and the outer circle identifies other key relevant documents, giving an illustrative but not entirely comprehensive listing of all those which have informed the development of this document.



As there is currently no Arts or Heritage Strategy, priority actions for both appear within this document as specific appendices. This is to ensure that the relevant needs and priority actions are identified and addressed while these two important strategies are being developed. Their placement as appendices for this reason does not indicate a lessening of priority for their action.

What is Culture?

'Culture' is a term that means different things to different people. Cultural participation is where people of all backgrounds come together with shared interests and passions. Together with the environment in which cultural activities take place, culture includes all the things that define our lives, connect us and our communities and represent the values we pass on to other generations.

For the purposes of this strategy, the Milton Keynes definition recognizes

- **the richness of the diverse cultures of our people:** our people and the values and heritage they bring with them to Milton Keynes from different places and backgrounds
- **the identity of place:** the 'sense of place' that comes from our spaces and places: their design and personality and how they are used,
- **creative or leisure activities:** the activities that make life meaningful - including hobbies and informal leisure, sport, arts, exploration of history, faith, volunteering, customs and events.

The distinctiveness of Milton Keynes culture is addressed throughout the strategy.

If somebody creates something incredibly ambitious, how can anyone not follow?

Jude Kelly, OBE

Artistic Director, Southbank

Chair of Culture & learning

London Organizing Committee for the Olympic Games (LOCOG)

Cultural Strategy Review Event

The Stables

November 2005

Milton Keynes General Context

Milton Keynes is a 'city by design' that sits at the centre of the Oxford to Cambridge Technology Arc (O2C), which is widely referred to as the 'Silicon Valley' of the UK. It is projected to be the 10th largest city by 2035 and is located in an enviable position on major transportation corridors half way between London and Birmingham and only 38 minutes by fast train from London.

2007 is the 40th anniversary year of the inauguration of the 'New City and Borough of Milton Keynes'. More than two-thirds of the Borough is rural and encompasses many ancient villages, hamlets and old market towns. These include Newport Pagnell (home of Aston Martin/Lagonda), Bletchley (where the Enigma code was broken by the world's first computer called the Colossus)¹ Olney (where a former slaver turned abolitionist, John Newton, teamed up with a famous translator of Homer and writer, William Cowper, to write the Olney Hymns of which AMAZING GRACE is one), Wolverton (the first ever purpose designed railway town, built to service Stevenson's steam train running between London and Birmingham), Stony Stratford (an important staging post on the north south Roman Road of Watling Street), and Woburn Sands (on the edge of the famous Woburn Abbey estates).

¹ Details of the Colossus have only recently been released under the Official Secrets Act

Being a place where one could experiment, from its early years Milton Keynes drew innovators and entrepreneurs who wanted a 'living laboratory' to try out new ideas. It is a city of 'firsts' and of early adopters of new technologies. It has never stopped attracting creative talent because it is the quintessential 'CAN DO' city.

Milton Keynes is also a green city, with over 20 million trees and impeccable management of its green space of more than 1800 hectares (4447 acres) of parks, lakes and open spaces. This is over 20% of the new city. More than 250km of 'redways' or cycle/walking paths add to its distinctive character. Biodiversity within the city is significantly greater than outside it² and this concern for the environment has been longstanding: the Council was the first in England to institute kerbside recycling and continues to focus on a sound ecological footprint.

It is a place of diverse cultures, with the Milton Keynes Language Service translating 68 languages. This internationalism grows, with reception and nursery classes in 2005 showing 25% diversity. This is notable growth against the 2001 census recording ethnic figures of 11%. There is a vibrant and growing Lesbian Gay bisexual and transgendered (LGBT) community.

We have a range of nationally significant facilities:.

We have a wide list of Disability Sports and Champion Disability athletes and our local athletic clubs are developing champions and potential medallists for the Olympics and Paralympics at a level far above the per capita ratio of other places.

Milton Keynes is the home of The Open University³. Neighbouring Cranfield University and Technology Park and many local businesses have a focus on innovation: we are 10th in the nation for patents.

Milton Keynes Theatre is the most successful theatre outside London and our modern-art gallery, MK-G, is making an international name for the city and itself. Stantonbury Campus is the largest arts college in Europe and The Stables⁴ is a nationally significant music venue.

Local residents have opportunities to participate in a wide range of sports, cultural and leisure activities and Milton Keynes hosts many national and international championships

Milton Keynes Arts for Health is cited in the Department of Health 'Prospectus for Arts and Health' as an example of Best Practice in connecting artists with the health agenda.

In all, Milton Keynes is a great place to live, work and play but there is still much work to do to ensure that culture – that safe place where we connect across all socio-economic barriers through shared passion – serves us well and we support it.

² The Parks Trust achieved the Royal Horticultural Society's Biodiversity Award for 2006

<http://www.theparkstrust.com/parks-trust/DisplayArticle.asp?ID=36845>

³ The OU is a leading online educator with 180,000 students – the largest student number of any UK University

⁴ In 2005 The Stables

We can only be successful in this by prioritizing actions that will make a significant difference and by having a common strategic direction. That is the goal of this strategy.

We encourage your involvement with this strategy as a direction for our exciting journey towards the future.

Section 1. VISION

- 1.1 **VISION**
By 2012 Milton Keynes will be recognized as a leading European city for creativity, excellence and participation in cultural activities.
- 1.1.1 Successful delivery of the Cultural Strategy will mean that Milton Keynes is a place that is distinctive, safe, friendly and hospitable, where everyone can contribute and participate, where talent is nurtured and celebrated, excellence sought, learning encouraged and the ability to achieve unlimited: a great place to work and visit and one people are proud to call home.
- 1.1.2 To achieve this, the strategy will harness passion and community pride to create a vibrant, interconnected, outward looking and welcoming community that champions achievement.
- 1.1.3 This will be done by focusing on four delivery themes adapted from those identified in the 2003 Cultural Strategy:
- IDENTITY**
Diversity, Place and The Centre
 - ENGAGEMENT**
Results, Resource and Recognition
 - OPPORTUNITY**
Change and Wealth
 - CELEBRATION**
Ceremony
- 1.2 **Underpinning values**
During consultation, participants emphasized the underpinning values which they identified as being characteristic of Milton Keynes and important to emphasize as benchmarks for all activities ensuing from the strategy. These included:
- a. Creating a strong identity through personal and community heritage
 - b. Creating integration and linkage of people and places
 - c. Including people in exploring ideas and decisions, fostering community pride
 - d. Partnership, collaboration and common focus
 - e. Enabling inclusion through diversity: connecting new communities and generations
 - f. Belief in our ability to change
 - g. Engagement, integrity, energy, style, courage and taking risks
 - h. Unleashing creativity and supporting and sustaining talent
 - i. A listening and responsive culture
 - j. A culture of life-long learning
 - k. Developing a long-term vision with commitment of all parties.
 - l. Using and expanding our existing personal and professional networks to reach out globally.

1.3 How we will measure success

1.3.1 To achieve our Vision we will measure:

1.3.1.1 Production

What we have produced that is innovative, pivotal to change and well designed. This will include:

- Best practice models developed
- Patents registered
- Design, innovation and creativity achievements and awards
- Level of support and access to finance

1.3.1.2 Participation

How much we make it possible to participate, nurture talent and actively engage all. This will include:

- Accessibility
- Community participation levels in sport, leisure and other cultural activities
- Levels of 'live-work' availability and activity
- Promotion of opportunities to participate
- Involvement of all communities
- Mentorship and support systems
- Effectiveness of public transport

1.3.1.3 Contribution

How our communities contribute resource, attract new talent and share success with the wider community. This will include:

- Levels of investment
- Venues and usage and perceptions of sense of place
- Volunteering
- Trustees and Board Membership for not-for-profit organizations
- Number of companies and workers in creative sector
- Creative & sports industry start-ups & churn rate⁵

1.3.1.4 Connection

How our people are involved, active and making new connections. This will include:

- Business to culture (including sport)
- Diversity of involvement in creative and sporting activities
- Local, regional, national and international linkages
- Collaboration of public and private sectors
- Heritage connections and linkages
- Education, training and learning
- Events and festivals
- Uptake/range of opportunities, spaces and places for informal socializing

1.3.1.5 Promotion

How we champion success, share our learning, advertise our authenticity and develop external recognition for Milton Keynes as a culturally vibrant location. This will include:

- Collaboration to promote a 'brand family' of coordinated media
- Seminars, conferences and workshops
- Key sporting events and championships
- Community achievements and achievers
- Positive media exposure
- Support for alternative cultures

⁵ 'Churn rate' is the ratio of failures to start-ups

Section 2 DELIVERING THE VISION

2.1 DELIVERY PLAN PRIORITIES

IDENTITY

Diversity

Action 1

Develop programmes and processes that harness creative interests so that under-participating target groups increase cultural participation, develop better community connections and discover new pathways to employment.

Place

Action 2

Develop place-making activities and processes that enhance the environment of Milton Keynes so that the built and green environment and supporting cultural activities are distinctive, stylish and of excellent quality.

The Centre

Action 3

Develop Central Milton Keynes as a vibrant, 24/7 café culture with well-promoted, high quality and engaging animation and activities.

OPPORTUNITY

Change

Action 4

Use the growth and regeneration activities throughout Milton Keynes to generate wide, significant and accessible new cultural opportunities and economic benefit.

Wealth

Action 5

Through the creative and cultural sector, expand opportunities for significant increased economic participation and wealth generation across Milton Keynes.

ENGAGEMENT

Results

Action 6

Establish base lines of creativity, excellence and participation and establish a programme of actions with milestones and improvement indicators that measure progress.

Resources

Action 7

Expand the level and quality of resources that support Milton Keynes culture and promote Milton Keynes as a cultural destination.

Recognition

Action 8

Develop a range of programmes and support mechanisms that identify, promote, support and nurture talent, excellence and achievement.

CELEBRATION

Ceremony

Action 9

Across the broad spectrum of culture throughout the whole of Milton Keynes, develop a range of activities that support and promote community celebrations and champion excellence at every level.

2.2 THE DELIVERY MECHANISMS

'We are ... a pioneering community who communicate well and where everybody comes together.'

True Element – local band

Performing at Cultural Strategy Review event at The Stables

2.2.1 Review and onward process

2.2.1.1 Effective monitoring of the Action Plan will be a critical component of our success and ensure we are delivering the objectives of the strategy to enable and develop the best results for Milton Keynes.

2.2.1.2 The Cultural Strategy Manager, supported by the Culture Team, will be the coordinator of the delivery of the strategy. Lead partners for each action will forward brief progress reports to the Culture Team twice a year. These will be coordinated into a master review document that will be available on MKWeb and the CultureMK website and will inform the annual review detailed below.

2.2.2 Opportunities for Future Feedback

2.2.2.1 Following adoption of the Strategy, the lead partner for each Action Point will develop a work plan in conjunction with strategic, funding and delivery partners, including timelines, performance indicators and review schedules. Progress will be reported at an annual review event where participants will:

- contribute new projects and ideas
- collaborate on solutions to delivery problems
- identify opportunities for new partnerships and collaborations
- review progress against the Cultural Strategy Action Plan.

In this process we will emphasise the importance of our sense of identity, diversity, humour, and the 'quirkiness' much valued by the community, nurture professionalism and style, and promote and value excellence.

2.3 SUPPORTING THE VISION

2.3.1 There are a wide range of activities that this strategy supports. These include :

- a. Plans for a new higher education facility in the city centre, the activities of UMK (Universities for Milton Keynes), and the creation of a proposed virtual creative learning and skills network with international reach which will be critical to cultural growth.
- b. The Milton Keynes Enterprise Gateway programme designed to develop business start-ups, provide advice, assess needs, and set up incubator units. Such supporting initiatives are critical to attract and retain the wealth of diverse talent that already exists in the city.

- c. Specific programmes that can assist in creating social inclusion and integration, responding to the reality that not everyone is currently able to share in the economic success already generated by the city.
- d. Activities and projects that create the ambiance of a successful cultural sector including development of cultural quarters. These add significant value for the rest of the economy and give a visible metaphor for 'quality of life' – the key ingredient to attracting people to live in, work in and visit the city.
- e. Activities that promote participation from all sectors of the community in influencing and shaping growth.
- f. Activities that reach out to embrace all generations and people of all races, foster curiosity, imagination and creativity and celebrate our collective and individual journeys.
- g. Supporting the sustainability of the existing and developing cultural infrastructure. Without these resources, local quality of life would decrease very considerably, with Milton Keynes being a less attractive, desirable and inclusive place to live.
 - (i) Milton Keynes Council currently funds many cultural, voluntary and community organizations in the city that provide for and develop local quality of life. Many of these organizations have been here since the early days of Milton Keynes. They have professional, committed staff and trustees, an exceptional knowledge of the locality and its needs, and a record of producing nationally recognized models of best practice.
 - (ii) There are a wide range of cultural organizations that receive no Council funding yet contribute with equal commitment and quality to the opportunities for the community to engage in cultural pursuits and learning. These must also receive the full support of the strategy in promoting new avenues of support which they can influence - to achieve a sound financial base from which they can best develop their activities.
- h. Support for the voluntary sector and new ways of funding the cultural sector, particularly through the creation of private/public sector partnerships and more commercial initiatives linked to not-for-profit and social enterprise. The Prime Minister's Third Sector⁶ Speech⁷ in 2006 stated:

"... partnerships between commercial companies, third sector organizations, and the public service will more and more be the way that we deliver better focussed and more cost effective public services."

A robust voluntary sector is a key measure of connectivity and community engagement without which quality of life and a vibrant and active culture are vastly diminished.

⁶ The voluntary sector is often referred to as the 'Third Sector' by central governments

⁷ June 21st 2006 <http://www.downingstreetsays.org/archives/002830.html>

Section 3 THE VISION GOALS

3. The Relevance of the Vision Goals

The Vision identifies three main areas of measurement towards our future progress as a culturally vibrant, engaging and welcoming city and a creative and distinctive place: Creativity, Excellence and Participation. The relevance of each is outlined below.

3.1 CREATIVITY

Creativity can solve almost any problem. The creative act, the defeat of habit by originality, overcomes everything
*George Lois*⁸

- 3.1.1 Milton Keynes residents value the personality of their city: it is seen as a place unique in Britain. As such it should stress differences and make them a hallmark of authenticity. This is a creative place, not just in the uniqueness of its physical design but also in the creativity of process, the focus on Xtreme sports⁹, the types of creative businesses that thrive here, and artistic expression. Milton Keynes is a place of 'firsts', a place that is the test bed for new successful models of activity across the public, private and voluntary sectors.
- 3.1.2 **The audacity of the creative process – a 'Can Do' attitude - is valued and accompanies aspiration to expand creative capacity at every level.**
- 3.1.3 There is also recognition of the importance of creativity in developing the solutions necessary for new ways of connecting within our communities as we address the changes of the 21st century. This is particularly important with Milton Keynes often quoted as being the fastest growing city in Europe – a 'r-urban mix' of rural and urban localities and one with rapid increase in the diversity of its residents.
- 3.1.4 A creative place is a talent magnet for the sorts of people who will generate the exciting jobs of the future – jobs that do not rely on old structures of learning but on a community where ability can be identified and productively channeled.
- 3.1.5 **Our community should encourage individuality and accept different lifestyles within a vibrant community that celebrates difference.**

⁸ American adman and image-maker George Lois was a leader of the Creative Revolution of the 1960's

⁹ Extreme sports have been labelled Xtreme and are popular with 16-25 yr olds but research indicates growth in adult participation increased from 2.5% to 5% between 2001 and 2003 with 12% of adults keen to participate according to Lifestyle Sports and National Sport Policy: An Agenda for Research' Sport England March 2005
http://www.sportengland.org/text/lifestyle_sports_and_national_sports_policy.pdf

- 3.1.5 We need creativity to deal with change. Relative to other English communities, the rate of change is accelerated in Milton Keynes. The new city was imposed onto a rural landscape surrounded by historic townships, villages and hamlets, and growth and regeneration plans continue.
- 3.1.6 **There is an increasingly diverse population and the needs and aspirations of our member communities must be reflected in our plans by connecting and enabling their creativity.**
- 3.1.7 To harness existing creativity, attract new creative people and businesses and gain recognition for being a place where creativity is nurtured and thrives, we will focus on three areas:
- (i) **Technological creativity:** design of new products and technologies.
 - (ii) **Economic creativity:** activities that lead to new businesses, employment and industries. Economic creativity involves creating a vibrant ‘sense of place’ and cultural offer that gives satisfaction and opportunity to current and new residents, and is a magnet attracting talented new community members and jobs.
 - (iii) **Sporting, artistic and professional creativity:** activities that generate innovation in ways of doing things, that profile original new thinking and development of new models of process.

3.2 EXCELLENCE

Excellence is doing ordinary things extraordinarily well
Col (Dr) John Gardiner¹⁰

- 3.2.1 Consultation revealed a great level of pride in the achievements of Milton Keynes and its people, organizations and companies. There was constant reference to the need to promote excellence and stress quality in all that we do. We need to be able to create ways of identifying talent - nurturing and elevating it, and celebrating its success across the whole range of culture.
- 3.2.2 **A focus on excellence and ensuring it is well promoted is a powerful way of raising the profile of Milton Keynes and the achievement of all.**
- 3.2.2 Milton Keynes is recognised internationally as a city of excellence – in the very design of the new city, in sporting achievement, in many aspects of community making, through the achievements of its business community and in many other fields.

¹⁰ Col. (Dr.) John W. Gardner, Marine Corps, FS., U.S. Army, serves as the program director of medical readiness in the Deployment Health Support Directorate. He received his medical degree in 1976 from the University of Utah and a doctorate in public health from Harvard University in 1981

- 3.2.3 An illustrative (but not fully comprehensive) list of our centres of excellence includes:
- The Open University, the most successful operator of online learning world wide and the only university-led space probe ever achieved, landing the Huygens Space Probe on Titan, a moon of Saturn, in 2005 after seven years and a 2 billion mile journey;
 - Neighbouring Cranfield University and Technology Park with its focus on aeronautics, defence, engineering, health, management, manufacturing and natural resources.
 - Marshall Milton Keynes Athletic Club – mentioned by Sky Sport at the Pan European Games 2006 for the excellence of the champion level athletes it produces
 - The National Bowl (regularly attracting crowds of 60,000 to concerts by international stars)
 - National league teams: Football – The Dons, Ice Hockey Team – The Lightning and Basketball– The Lions
 - Nationally significant sporting facilities including the National Hockey Stadium, National Badminton Centre, new MK Dons 30,000 seat UEFA four star specification stadium and entertainment complex (opening 2007), Gymnastics and Tables Tennis Centres in Kingston – hosting national and regional events, Xscape So!Zone and Airkix skydiving simulator - both of which are practice venues for national teams, the National Equestrian Eventing Centre at Hanslope, Willen Lake - site of the 2005 National Jet Ski Championships, Wake-Boarding and World Grand Prix of Power Boating, Woughton Leisure Centre –host of the World Pool Championships, and a range of other leisure facilities promoting excellence e.g. Bletchley, Shenley, Stantonbury and Oakgrove.
 - The Stables – one of the key music venues in England
 - Milton Keynes Theatre – the most successful theatre outside London
 - MK-G – an acclaimed gallery of international modern art
 - Inter-Action MK with acclaimed Disability Arts Projects
 - The Parks Trust – a model for urban landscape management and winner of the Royal Horticultural Society's Biodiversity Award 2006
 - Local private companies that are achieving world recognition for their innovation, entrepreneurial activity and products and services
 - Living Archive – an innovator in heritage recording and interpretation and Milton Keynes Heritage Association¹¹
 - Milton Keynes Arts for Health - cited in the Dept of Health 'Prospectus for Arts & Health' as an example of Best Practice.

3.2.3 Promoting centres of excellence and identifying/developing pathways that connect them effectively with other centres of activity throughout the community creates a focus on achievement.

¹¹ MKHA website launch of local resident-created web pages of social history threw the site into the top 100 Google Searches with no embedded search engines;

3.3 PARTICIPATION IN CULTURE

Participation - in the fullest sense of the word - means that opportunity to be involved and achieve is unlimited - both in terms of activity and in share of economic well-being.

*Definition arising from discussions at consultation workshop
thecentre:mk - July 2006*

- 3.3.1 Active communities are healthier and contribute to creating a vibrant place to live, work and play. Cultural participation through the private, public and volunteer sectors ensures that we maintain and sustain the capacity for all to be involved in cultural activities. It binds individuals together and extends our individual horizons beyond our existing comfort zones.
- 3.3.2 Milton Keynes has high levels of participation in Adult Continuing Education, volunteering, sport, leisure and other cultural activities. For example, recent studies reveal that volunteering is 4th and participation at 7th highest levels of those measured for regional Local Government performance indicators¹². Also, The Parks Trust survey reveals that over 97% of those surveyed use the Parks and of these over 67% use them actively – 20% every day and 27% weekly. The Milton Keynes Central library has the second highest national visitation and use rate.
- 3.3.3 **Participation in cultural activities expands horizons and opens doors to options. It is through cultural connections that people of diverse backgrounds comfortably come together through passion for a common interest.**
- 3.3.4 Cultural connection strengthens our capacity to build strong communities through making opportunity to achieve more open to all by removing obstacles and redressing inequality.
- 3.3.5 **Particularly in the context of the 21st century there is a need to find new ways to connect ability with opportunity, and to lessen the divide between the most and least affluent.**

¹² Active People Survey- Sport England 2006 : survey measures baseline of participation in sport and active recreation with an objective of raising this by 1% by 2020 under Sport England: Mission Possible The South East Plan for Sport 2005

Section 4 BACKGROUND

4.1 Development of the Strategy

4.1.1 THE PROCESS

The Cultural Strategy 2006 – 2012 was developed through a review of the previous strategy. This led to development of core issues and actions from that document with additions reflecting the changed delivery context in 2006 and the prospect of the London Olympics in 2012. This process achieved input from a wide audience through a mixture of events and activities and use of a wide range of media. Key activities are summarised in the table below

Date	Activity
November 2005	1 st Cultural Strategy review event at The Stables, Wavendon
Nov 2005 – Jan 2006	Wide range of feedback activities, building on the Stables event.
January 2006	2 nd Review event and feedback on progress at The Open University
May 2006	Draft Strategy Review drafted
June 2006	Under Member's Delegated Authority document approved for wider consultation
June – August 2006	10 week formal consultation with wider community
September 2006	Final Draft developed from consultation input and reviewed by key stakeholders
November 2006	Final document submitted to Cabinet
December 2006 onwards	Strategy adopted as key cultural direction document by other key organizations across Milton Keynes

4.1.2 WHO WAS INVOLVED

The final document reflects a wide range of input from individuals, organizations, agencies and companies - both from within Milton Keynes and external to it. Invitations were extended to representatives from organizations within the cultural sector and added an open invitation for them to invite participation from anyone within their networks with an interest in Milton Keynes culture, whether resident or not. This resulted in contributions not only from established cultural organizations and agencies, but also individuals, businesses, younger people, 'fringe' culture advocates and other participants. For all of these, culture provides important multi-faceted outlets and forms of engagement. A detailed list is supplied in Appendix (viii)

4.1.3 CONSULTATION METHODS

In an environment where the community is being asked to consult on a wide range of growth and regeneration issues, there is a potential for disengagement from the consultation process. With this in mind, new creative styles of consultation were used to engage the widest range of contributors. Full details of the Consultation Process are outlined in Appendix (vi).

4.2 Achievements To Date

Creating MK: Culture Milton Keynes Cultural Strategy 2003 -2008 had identified pledges for cultural delivery across Milton Keynes. There has been substantial success in delivering these commitments and details of achievements are provided in Appendix (x).

4.3 FACTORS INFLUENCING MILTON KEYNES CULTURE

4.3.1 External factors influencing culture

- (i) Milton Keynes South Midland Growth Plan: mandating the establishment of 70,000 new homes and associated infrastructure for a city that is projected to be the 10th largest in England by 2035. This has imposed an ambitious growth agenda on the area, with a need for long term forward thinking in designing planning guidelines and relevant documents. It has also been a catalyst to the development of new partnerships to address specifics of growth and regeneration.
- (ii) The development of Local Area Agreements (LAAs). This new form of combined government delivery is designed to improve public services through 3-year agreements decided between government, the local authority and its partners in an area (working through the Local Strategic Partnership). The agreements are refreshed annually. Milton Keynes LAA 2006 includes Performance Indicators that will set the framework for service delivery through combined resources.
- (iii) New national focus areas within education and health agendas that require delivery of a cultural entitlement for every school child and bring a focus on holistic development and lifestyle. This encourages lifelong learning and healthier, safer communities. It reflects a trend by central government to use cultural involvement as a powerful tool to engage people by selecting and participating in those activities that can lead to improved welfare.
- (iv) The prospective impact of the 2012 London Olympics, Paralympics and accompanying Cultural Olympiad will refocus central government spending. This may reduce accessibility of funds across a wide range of currently accessed agency programmes, but also offers hosting opportunities, and the showcasing of local talent and community assets on a world stage.
- (vi) Response to the 'Cox Review on Creativity in Business'¹³ surveying the competitiveness of British business in world markets. The Cox Report identifies the need for innovative models that enable business to develop relationships with creative specialists in programmes such as 'Design for Business'. This focus offers an opportunity for Milton Keynes to develop and test new models of creative business.

¹³ The Cox review of Creativity in Business: building on the UK's strengths
Prepared for the Chancellor at the time of the 2005 Budget Statement - November 2005

- (viii) Commitments by DCMS¹⁴ that, by 2008, most people will live within 20 minutes of a good multi-sports facility, ensuring that there is no increase in obesity in children under 11 and that Sport England focuses on increased participation, particularly with young people.¹⁵
- (ix) The DCMS¹⁶ 'Framework for the Future'¹⁷ with its objective of transforming the image of the library buildings, drawing on the expertise of retailers, designers and space planners to re-model interiors. Library opening hours and book stocks are to be reviewed to ensure there is a good range of the newest bestselling titles and an extensive backlist, and publishing marketing mentors are to be attached to each library. New technology will make the borrowing experience more personal and convenient, including the ordering and renewal of books online. There will be much imaginative promotion of reading including a high-profile live events programme.
- (x) New national focus on the critical importance of development of the Cultural and Creative Industries (CCIs) and the strategic positioning of Milton Keynes within the important networks of Creative Industries activity in the south east, and of the Oxford to Cambridge Technology Arc (O2C).

“(The Creative Industries) have contributed to a quiet revolution in the shape of our economy...(and) over the last decade have grown twice as fast as the overall economy. Today they employ 2 million people and account for one twelfth of our economy, more than in any other country.”

James Purnell
Minister for the Creative Industries
2005

4.3.2 Internal factors influencing culture

- (i) The formation of a Cultural Team: ‘Culture Milton Keynes’ has been established through agreements between Milton Keynes Council (MKC), Arts Council England South East (ACESE), Milton Keynes Theatre & Gallery Company (MKTGC), Milton Keynes Partnership (MKP), and Central Milton Keynes Board (CMKB).

¹⁴ Department of Culture, Media and Sport

^{15, 17} David Lammy Parliamentary Under-Secretary (Culture), Hansard, 30 Jan Column 13
http://www.publications.parliament.uk/pa/cm200506/cmhansrd/cm060130/debtext/60130-03.htm#60130-03_spmi2

¹⁵ Framework for the Future: Libraries, Learning and Information in the Next Decade, DCMS 2003:
http://www.culture.gov.uk/Reference_library/Publications/archive_2003/framework_future.htm

The Culture Team sits within Council and was established in response to a recognition that with such a pace of change there is a need to have a dedicated shared resource to work objectively on the strategic planning and enhanced delivery of culture across the Borough. The team has primary responsibility for directing delivery of the Cultural Strategy objectives.

- (ii) New private sector support for the Culture Team from thecentre:mk, Midsummer Place, Redhead Designs, MKTV and The Wilkinson Partnership – founding members of the Culture Bank, a proposed new model of public:private collaboration for cultural delivery.
- (iii) The establishment of the Sports and Physical Activity Alliance and the Cultural Alliance comprising delivery and support organizations representing culture across Milton Keynes for input and feedback on cultural delivery and cultural issues.
- (iv) The development of the Local Strategic Partnership (LSP) and the Community Strategy. The LSP objective is 'to provide the forum through which citizens, businesses and service-providers work collaboratively to create the right atmosphere and environment that will enable the people of Milton Keynes to build the City to which we all aspire'. Culture is represented on the LSP by the Cultural Alliance and the Sports and Leisure Alliance

The Milton Keynes Community Strategy was developed by and is overseen by the LSP. The Community Strategy strapline is:

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

It was developed to cut across existing strategies for specific delivery activities and identify connections between issues and new ways of thinking. It has work plans for:

- a. Reinventing our City, Places and Spaces
- b. Delivering the Best Services
- c. Facilitating Active Communities
- d. Managing Change Together

- (v) Establishment of Universities for Milton Keynes (UMK), a collaborative partnership between The Open University, the University of Northampton, the University of Bedfordshire and Milton Keynes College for the provision of higher education and professional development in Milton Keynes.
- (vi) New public and private infrastructure developments such as the MK Dons stadium, the proposed site development plans of Milton Keynes Theatre & Gallery Company, extensions to The Stables and artworks-mk etc., and continued attraction of new cultural organizations and programmes to be based in Milton Keynes – thus enhancing the overall cultural 'offer'.

1. Success of local athletes leading to renewed national and international focus on sporting achievement within Milton Keynes.

2. Grass roots activities that have merged from local entrepreneurs and community leaders of all ages in respect of culture, such as proposals for 'The Edge' – a 'funky' space or collection of spaces in Central Milton Keynes¹⁸.
3. Supplementary Planning Guidance (SPG) documents for various sectors of development that identify the allocation of Section 106 'tariff' agreement funds for cultural infrastructure such as the Heritage Showcase, public art, provision for local museums and archives, and cultural and community support infrastructure.

4.4 Relevance of the changed context

4.4.1 Responding to the many significant changes since the previous Cultural Strategy was developed in 2003, this document reflects both the implications and opportunities available from the changed context referred to above, and wide input from the review consultation. It records effective partnership working to date and identifies the capacity for new and emerging partnerships to enhance cultural delivery across the whole of Milton Keynes to 2012.

4.5 Strategic position of Milton Keynes

4.5.1 The economy of the UK is changing to a high 'value added' knowledge economy. Milton Keynes is central to this development being in a powerful strategic position half way between Oxford and Cambridge on the O2C Technology Corridor and half way between London and Birmingham on main arterial highways close to international airports and with fast train links to London.

4.5.2 Milton Keynes is the fastest growing centre of economic activity in the United Kingdom with annual growth rates of 5-6%. In terms of population Milton Keynes city has been the fastest growing urban area in the country, reaching its current population of 219,000 from a base in 1967 of 40,000.

4.5.3 Milton Keynes has a range of available land for business and industry development and maintains 'reserved sites' for community infrastructure to be developed as the local community matures and identifies priority community needs.

¹⁸ 'The Edge' responds to the need to provide a space or spaces that enable the spontaneous and evolutionary development of creative businesses in a manner reflective of that more usually associated with unused warehouse spaces in older cities. Such spaces are centres for the informal exploration of activities and ideas. Development of 'The Edge' will engage natural community cultural leaders and entrepreneurs who understand their community of interest and bring with them a following of committed individuals and entities to make their dreams for Milton Keynes real.

- 4.5.4 The area is home to many private sector leaders in innovation and design and is itself a uniquely designed locality. Located just 50 miles north of London, Milton Keynes is known as the 'City in the country'. It enjoys an abundance of green and open spaces, lakes and canals, more than 20million planted trees and over 250km of 'redways' (cycle and walking paths) that connect different sections of the city.
- 4.5.5 Milton Keynes is the epicentre of the motor sport industry, with over 20% of the world motor sport industry located in the surrounding area.
- 4.5.6 The Open University ¹⁹ is located in Milton Keynes. Neighbouring Cranfield University and Technology Park and many local businesses have a focus on innovation. The Bletchley Park Innovation Centre and the newly established Milton Keynes Enterprise Hub complement the research and technology transfer infrastructure and according to the Creativity Index (Appendix (iii)), Milton Keynes ranks 10th in the nation for patents.
- 4.5.7 It is a youthful Borough, with 24% aged under 16 compared with a UK average of 20%. However, there is also a rapidly growing population aged over 60, that is expected to increase by some 42% by 2011, compared to an increase of 15% nationally for this age group. The Borough enjoys a significantly diverse profile with black and minority ethnic communities constituting 9.3% of the local population²⁰, and 20.7% of the school population being from minority ethnic communities. Nursery and reception classes in 2005 reported diversity levels of up to 25.5%²¹.
- 4.5.8 The Borough hosts a range of community, sporting and cultural including national sporting facilities: the National Badminton and Hockey Centres, MKDons state-of-the-art 30,000 seat stadium and the National Bowl where concerts by international stars draw crowds in excess of 60,000.
- 4.5.9 This strategy recognises the following aspects of diversity: race, faith, sexuality, sex, disability and age. Embracing diversity has always been a significant feature of Milton Keynes culture.
- 4.5.10 Milton Keynes is a city that has reached out globally since its early development. Stantonbury Campus was the first school in England to establish a rolling system of school exchange programmes with other countries – particularly India and Tanzania. This led to the establishment of Global Education Milton Keynes (GEMK)²², which provides educational resources to embed global education in Milton Keynes schools and through the establishment of the Global Centre, to other sectors in the community.

¹⁹ The OU is a leading online educator with 180,000 students – the largest student number of any UK University

²⁰ 2001 census

²¹ Milton Keynes Ethnicity of School Age People Report – January 2005

²² GEMK (Global Education Milton Keynes) is a Development Education Centre. Since 1992 it has been working with environmentalists in the development of the local Agenda 21 Strategy.

4.5.11 There is a vibrant and growing Lesbian Gay bisexual and transgendered (LGBT) community.

4.6 Developing strategic strengths

4.6.1 The cultural sector in Milton Keynes is known for its innovation and passion, instigating creative and highly successful solutions that create real and lasting change. It is important that we develop and use the strength, knowledge, networks and abilities of our cultural organizations and the cultural and creative industries sector to build stronger communities, tackle crime and safety, improve health, regenerate our older estates and towns, increase learning and enrich personal development.

4.6.2 Environmental ambiance is critical to the growth of creativity and culture. With the legacy and expertise of The Parks Trust, we have a unique opportunity to capitalize on the expertise of management of urban green and water spaces to develop related learning and training programmes.

4.6.3 Using our global linkages we can reach out actively to connect and exchange our knowledge and capacities. The 2012 Olympiad gives a unique opportunity to do so.

4.6.4 Sports overall, motor sport, digital media and music are identified strengths and can offer employment opportunities that have entry qualifications based on talent rather than solely academic performance.

4.6.5 The unique environment of Milton Keynes needs wider publicity and promotion through coordinated local efforts and through specifically designed activities that attract third parties to proclaim the excellence of this vibrant cultural place.

4.7 The National and International context

4.7.1 There is a growing recognition worldwide that human talent and creativity is now a driving force in global economies.

4.7.2 Culture has a critical role in improving health, reducing crime, regenerating communities, increasing prosperity and making better places to live, work and visit. This comes from the fact that communities of interest range across every socio-economic group. Participation through shared interest offers potential for a natural equality of opportunity and integration of diverse cultures resulting in shared personal and community self confidence and pride. Within this context, it is important to note the joint contributions of the cultural and creative economy, and sport and recreation.

4.7.3 The creative and knowledge economy now employs 25-30% of the population of the more advanced countries. The measurement of the value of the creative economy spans Information Communications Technologies (ICT), cultural and creative industries, music, screen based and digital media, publishing, advertising, film and television, and art and design. These are often key service sectors to mainstream business.

- 4.7.6 Increasingly there is recognition of the synergy of these industries with 'futures industries' – the emerging new sectors driven by technology changes and the need for sustainable solutions. This is particularly evident in areas such as environmental technology and design.
- 4.7.7 These knowledge and Cultural Creative Industries (CCIs) will be internationally leading sectors for the future. They are massive contributors to the UK economy via annual turnover (£100+ billion), exports (£10+ billion) and employment (1.9 million). The UK, with 1% of global population, now commands some 16% of CCI world trade.
- 4.7.8 The overlap of these industries with tourism and heritage is well recognised and needs to be considered in respect of associated focus on this growth sector.
- 4.7.9 This opportunity to nurture growth of the creative sector sits within a broader context. **There is a new imperative within urban and rural locations to create communities which bring meaning to the lives of those who live within them, and which are able to embrace sustainability in all its aspects.**
- 4.7.10 There is a need for sustainability of environment, transport and infrastructure that is being driven by environmental imperatives, consumer sophistication, changes in community lifestyle, international mobility and markets (physical and virtual) and widespread access to communications technology. Sustainability needs to be reflected in issues regarding economy and employment, housing, education and learning, and health. Coherent, holistic development which delivers a sense of place, pride and cohesion and wide levels of participation can achieve this. A strong sense of cultural identity engenders broad support for sustainable outcomes.
- 4.7.11 International markets offer regions the ability to create international and national competitiveness through key sectors reaching directly into global markets. This needs to be backed by intelligent, flexible, region-wide strategies that can create new markets and value chains, boosting opportunity for existing business and linking excluded groups to mainstream development. The role of the arts, heritage and sport within this should not be under-estimated.
- 4.7.12 Successful regions facilitate networks that develop multiple economic possibilities. The development of fast-track learning systems, both virtual and actual, has proven to be a critical core in this process.
- 4.7.13 Design, including iconic structures with which people connect and which become synonymous with a locality, contribute to the quality of life and economic development of a place. These can generate new profile, a positive sense of place and identity and new streams of income. International research demonstrates that a robust creative and cultural environment is key to this²³.

²³ Research by Richard Florida, Endowed Chair of Policy at George Mason University, Washington: *The Rise of the Creative Class; The Flight of the Creative Class; Cities and the*

- 4.7.14 A critical aspect of successful change is effective linking of the past and present, and harnessing previously unrecognized aspects of culture to create new projects and synergies within knowledge industries. Regions and cities such as Barcelona, Paris, and Emilia Romagna have linked together knowledge, heritage and creative industries, drawing out the synergies between them to increase investment and the visitor base and create new products, companies and services.
- 4.7.15 International cities like Barcelona, Glasgow, Los Angeles, Manchester, Melbourne and Indianapolis have used sporting excellence and prominent sporting venues as a key pivot in driving forward community participation and connection, developing a strong sense of place by the strategic integration of sport with other aspects of culture.

Section 5 MILTON KEYNES - CURRENT POSITION

Milton Keynes is not a place: It is a state of mind

Comment 'tabled' (drawn on tablecloth feedback sheets) by participants at Review Event at The Stables, November 2005

5.1 The challenges

- 5.1.1 Despite the strong local economy, significant pockets of serious deprivation remain. The mobility of the population creates particular issues about support to families and community coherence. Social dislocation is a key factor for many people in a new city who have no longstanding family and friendship networks to draw on for ready advice and help.
- 5.1.2 It is difficult to agree performance indicators for culture, as in 2006 there is no national agreed benchmark, with development of these underway, but local measurements will need to be developed. Within this context it is important to understand the assets and challenges of the community to provide focus for the direction of priority actions.
- 5.1.4 Although having a wide array of partnerships, there is a great need for direction that ties together relevant objectives under common work plans so that there is a sense of purpose and focus on achievement of results.
- 5.1.5 Without new sources of finance, the cultural sector will not be in a position to sustain its excellent work. Reliance on public funding must be decreased with the supplement of new relationships with the private sector engaging collaborative funding, resources and capacity building.

- 5.1.6 Without baseline information it will be difficult to register credible measurements of success. Therefore, the urgency of reviews and audits of the following are stressed:
- (i) audit of cultural collections across Milton Keynes
 - (ii) sub-regional creative & cultural industry audit
 - (iii) review of the socio-economic impact of the not-for profit cultural sector and its structure and capacity
 - (iv) expansion of the Sport England 'Active People Survey'²⁴ to include non-sporting cultural activities – identifying and addressing non participation in particular socio-economic groups.

²⁴ Active People Survey – Sport England 2006 is a statistically significant survey of 1000 people per day per annum, encompassing 1000 people in every Local authority area

5.2 Table of Assets and Challenges

Table 4

Assets	Challenges
<ul style="list-style-type: none"> • Array of Cultural and Creative Industries, heritage, visual art and design, architecture, theatre, public spaces, public art and strong design • World-class HE/FE institutions, wealth of public art and legacy of community art • Significant inward investment and development • Access to Birmingham/Luton/ London – strategic position on road/rail network giving community global connections • Major regional centre for South Midlands • Media, film, television strengths • Wealth of local talent and initiative, growing pride of citizens • Unique, pioneering spirit, innovative and cutting edge • Strong heritage and culture as continuum linking past present and future • Strong sports facilities and development ethos with several national bodies resident and national key facilities • Nationally significant venues • Well managed ‘green space and a designed ‘Green City’- innovative water management programmes, eco-park, expertise in green space management, urban/ rural culture mix • Global awareness • Commitment to valuing rural environment and small towns and incorporating their objectives overall • Proximity of major motor-sport venues such as Santa Pod, Millbrook and Silverstone 	<ul style="list-style-type: none"> • Culture/ heritage fragmented, dispersed, small scale • Physical environment of mixed design quality, no ‘heart’ of city • Minimal contribution of youth and alternative culture in the cultural offer • Cost and transport barriers to participation • Existing provision under-resourced and precarious • Few links between/within culture: business, learning, creative industries, • Lack of cultural information and visibility, and coordinated internal and external communication • Negative brand image, stereotypes • Sports and open space activities isolated from strategic context; • No mapping of Cultural and Creative Industry (CCI) assets/ integration with cultural heritage • No assessment of economic impact of (CCIs), sport, libraries and heritage. • Precarious funding for cultural development and maintenance of cultural assets • Lack of local performance indicators • No common policies across culture

5.3 Relationship to the Action Plan

5.3.1 The identification of the assets and challenges of Milton Keynes has assisted in the development of the Action Plan and its priorities as illustrated in the plan which follows.

Section 6 Work Plan

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012	
IDENTITY	
Diversity	
PRIORITY ACTION 1	Develop programmes and processes that harness creative interests for young people, disadvantaged or minority groups to enable new cultural participation and employment opportunities
1.1	Develop programmes that expand sporting participation and expand the range of the Milton Keynes sporting 'offer'
1.2	In partnership with the British Film Council National Steering group develop the 'Identities' ²⁵ programme locally.
1.3	With the aid of funding partners, undertake an audit of accessibility issues throughout the Borough, with a view to the Paralympics in 2012
1.4	With partners from the diverse ethnic communities of Milton Keynes, promote their existing programmes and events, and together develop events and activities specifically to engage the wider Milton Keynes communities
1.5	Develop programmes and processes that enable new cultural opportunities to be developed for all ensuring the participation of targeted under-represented groups e.g. youth, older people and minority and ethnic groups
1.6	Undertake a survey that illustrates the breadth of participation in sport and leisure activities uptake and identify and introduce mechanisms to engage under-participating target groups
1.7	Integrate Everyday Sport and Every Child Matters objectives into the Milton Keynes cultural performance indicators
1.8	Develop a programme for 2007 that coordinates the Milton Keynes 40 th birthday celebrations and the 200 th anniversary of the abolition of English slavery
PRIORITY ACTION 2	Develop place-making activities and processes to enhance the creative and sporting environment of Milton Keynes so that the built and green environment and supporting cultural activities are distinctive, stylish and of excellent quality.
Place	
2.1	Contribute to the effective implementation of the Milton Keynes Public Art Strategy
2.2	Support developments of new sporting infrastructure and wider participation with existing sporting facilities
2.3	Develop and implement a Heritage Strategy
2.4	Develop and implement an Arts Strategy
2.5	Support and further develop the priority projects of the Parks Trust 10 year Campbell Park Development Plan and the Strategic Plan for the Green estate
2.6	Contribute to the effective implementation of the Milton Keynes Public Art Strategy
2.7	Support developments of new sporting infrastructure and wider participation with existing sporting facilities

²⁵ IDENTITIES is a high profile national pilot project with Milton Keynes included on the Steering group through the Culture Team with Madcap as the delivery agent. See www.era-ltd.com

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012

IDENTITY

Place	
PRIORITY ACTION 2 Cont...	Develop place-making activities and processes to enhance the creative and sporting environment of Milton Keynes so that the built and green environment and supporting cultural activities are distinctive, stylish and of excellent quality.
2.8	Develop and implement a Heritage Strategy
2.9	Develop and implement an Arts Strategy
2.10	Support and further develop the priority projects of the Parks Trust 10 year Campbell Park Development Plan and the Strategic Plan for the Green estate
2.11	Establish a common 'Collections Acquisition, Care and Disposal Policy' that is adopted by all relevant entities for all cultural collections across all Milton Keynes
2.12	Support development of the new effective transportation systems
2.13	Provide advocacy, promotion and support to facilitate capital works initiatives by existing or new cultural delivery partners that promote Milton Keynes as a culturally vibrant place.
2.14	Contribute to and further develop mechanisms that improve signage and way-finding.
2.15	Develop a varied offer of live: work spaces throughout Milton Keynes
2.16	Develop 'statement' activities and events that become synonymous with Milton Keynes.
2.17	Establish a plan of work for place-making that develops a series of exemplar projects, promoting them in partnership with relevant bodies and support the development of 'Statement landmark/Structures' that promote Milton Keynes by their distinctiveness/scale and design/architecture.
2.18	Work with partners from the public and private sector to undertake new forms of community input into design and content for community facilities.
2.19	In partnership with the Cultural and Sports & Physical Activity Alliances, coordinate wide input into planning documents to ensure that cultural needs and aspirations are reflected appropriately.
2.20	Work with relevant partners to promote and advance the Biodiversity Action Plan to identify and protect our flora and fauna
2.21	Work through partnership to create and implement schemes that reduce the environmental impact of our community 'footprint' and promote sustainability of resources
2.22	Support the development of planning for a community orchard in Fenny Stratford
2.23	Take a lead in developing the national 'Love Libraries' programme
2.24	Undertake a series of seminars that feature international best practice in live:work space development and develop an action group to advance proposals drawn from these.

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012

IDENTITY

The Centre	
PRIORITY ACTION 3	Support the Central Milton Keynes Framework and other relevant work plans to develop Central Milton Keynes as a vibrant, 24/7 café culture with well-promoted, high quality and engaging animation and activities
3.1	Support the proposal for 'The Edge': places and spaces for 'alternative cultures' to be showcased and to thrive – a series of 'funky spaces' around Central Milton Keynes with good transport access.
3.2	Identify specific activities for 2006/7 that will be key building blocks to achieving a 24/7 culture in Central Milton Keynes and support their development and implementation.
3.3	Support and enable priority projects of the Central Milton Keynes Development Framework and other relevant work plans to develop Central Milton Keynes as a vibrant, 24/7 café culture with well-promoted, high quality and engaging animation and activities
3.4	Support the development of a cultural quarter within Central Milton Keynes
3.5	Support development and promotion of the SK8MK park and activities.
3.6	Explore and develop the Cultural Car Park project: a project to design a new style of car park that has a multi-use function and is notable for its design internationally.

OPPORTUNITY

Change	
PRIORITY ACTION 4	Harness the creative aspects of change to enable the growth and regeneration activities throughout Milton Keynes to generate wide, significant and accessible new cultural opportunities and economic benefit
4.1	Support and develop sporting activities and new infrastructure developments to maximise their impact for all community members
4.2	Develop a menu of options for developers to relate to integration of culture within developments
4.3	Through collaborative relationships with developers, planners and business, develop new opportunities for cultural participation through innovative integration of cultural infrastructure within homes and at the community facility level
4.4	In partnership with the OU, develop for 2007 a series of high profile seminars and workshops that focus on key aspects of the Cultural Strategy, bringing experts, educators, thinkers and innovators from around the world to explore new options for Milton Keynes.
4.5	Explore mechanisms to promote the expansion of libraries in ways meaningful within the 21 st century

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012

OPPORTUNITY

Change Cont.	
4.6	Connect creative elements of the community outside regular planning structures to inform the growth and regeneration activities throughout Milton Keynes to generate wide, significant and accessible new cultural opportunities and economic benefit
4.7	Actively promote the Everyday Sport objectives through specific activities that encourage participation in active cultural pursuits
4.8	Develop new pathways top employment through creative engagement
4.9	Identify innovative new non-traditional learning opportunities in non-traditional learning settings for all and especially targeted at young people throughout Milton Keynes.
4.10	Expand the BookStart programme and develop a complementary ArtStart, SportStart and MusicStart programmes
4.11	Develop 'Prescribing Culture'; a scheme to offer a range of leisure, sports, relaxation and arts opportunities to local people through medical consultation.
4.12	Develop new consultation tools that skill our local communities to understand the constraints of community facility design and within them, to actively contribute ideas and needs.
4.13	In partnership with Thames Valley Partnership and others, develop an Action Plan to which all cultural organizations can contribute to achieve improvements in crime and safety.
4.14	In partnership with UMK, develop a series of seminars on creative thinking about the role of a university and university learning in a 21 st century environment: to take place during the 40th birthday celebrations for Milton Keynes in 2007.
4.16	Initiate collaborative meetings between the Sports & Physical Activity Alliance and Cultural Alliances to develop a connection in our cultural offer between sport and all other aspects of culture
4.17	With private sector partners develop a website for culture across all of Milton Keynes and engage in developing new mediums for communicating on cultural issues and activities.
4.18	In partnership, develop museum/heritage/gallery/or galleries, with archives and learning space(s) for nationally significant local collections – both public and private.

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012	
OPPORTUNITY	
Wealth	
PRIORITY ACTION 5	Through cultural and creative activities expand the opportunities for significant increased economic participation and wealth generation across Milton Keynes
5.1	Achieve funding for an audit of the Milton Keynes Cultural and Creative Industries (CCI s) and act to develop key clusters.
5.2	In partnership with business and industry, establish and implement a strategy to capitalise on the regional predominance of the motor sports racing businesses
5.3	In partnership with Destination MK and others seek funding for, develop and implement a Cultural Tourism Strategy.
5.4	In collaboration across key partnerships, develop a 'brand family' of external promotional media
5.5	Expand the Passport to Leisure programme to a Passport for Culture
	Develop Weekender & Leisure packages for visitors to support the 24/7 economy.
5.6	Support and expand the Milton Keynes Film Commission
5.7	Work with SEEDA, regional partners, the Enterprise Centre and others to identify and undertake key activities to capitalise on the central position of Milton Keynes on the O2C arc.
5.8	Expand 'Creating: Apprenticeships': a scheme to offer training, work placement and employment opportunities for young people in the growing cultural sector.
5.9	With the Enterprise Centre and others, develop a series of promotional activities to encourage new social enterprises to be established.
5.10	With Xscape and other partners, develop plan to build on Milton Keynes as an Xtreme Sports centre.
ENGAGEMENT	
Results	
PRIORITY ACTION 6	Establish base lines of creativity, excellence and sport participation and identify milestones and improvement indicators plus methods of improving current levels of activity.
6.1	With the aid of funding partners, undertake a comprehensive audit and report on the value of the not-for-profit cultural sector to the economy of Milton Keynes
6.2	Develop and expand the level of cultural volunteerism
6.3	Identify common performance indicators to be adopted across cultural organizations
6.4	Engage with MKTV and others to develop new media initiatives that increase exposure for Milton Keynes culture.
6.5	Foster the development of both the Sports & Physical Activity Alliance and the Cultural Alliance as the two key forums for culture and utilise their collaborative efforts to identify need areas, communicate and give feedback on cultural matters.

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012

ENGAGEMENT

Results <i>Cont.</i>	
6.7	Work with Destination MK and others to develop a Milton Keynes-wide communication strategy and media schedule for culture to which all may contribute through clear and simple methods of involvement.
6.8	With Destination MK, the Racial Equalities Council, Millennium Volunteers and others evaluate appropriate models and implement a variety of Milton Keynes Ambassadors Programmes
6.9	Undertake a series of activities that promote the understanding of relevance of the Cultural Strategy to broader agendas across regeneration, growth and community development in Milton Keynes and the region ²⁶
6.10	Develop specific relationships with neighbouring cultural activities and specifically with the proposed National Institute for Research into Aquatic Habitats development in Bedfordshire (NIRAH)
6.11	Develop a range of activities that identify existing baselines and increase participation in all cultural pursuits by 1% by 2012 – in conjunction with the objectives of Sport England’s ‘Mission Possible’ The South East Plan for Sport
Resource	
PRIORITY ACTION 7	Expand the level and quality of resources that support Milton Keynes culture and promote Milton Keynes as a cultural destination.
7.1	Develop the proposed Culture Bank, a partnership of private and public entities providing a real and virtual organisation to which people can come for advice, direction, finance, networks, resource, professional development and other methods of enablement and support
7.2	Develop existing and new forms of sustainable funding for the cultural sector.
7.3	Establish an Events Coordinator post for Milton Keynes and a supporting sponsorship post
7.4	Advance development of the proposed Virtual reality and new Media Facility, the ‘Nonsuch’
7.5	Develop the proposals for ‘Car-nival’ ²⁷ and for ‘Light Fantastic’ ²⁸ to become well attended events well known nationally and internationally
7.6	Support an integrated marketing, promotion and booking facility, and Visitor Information and Conference Desk.
7.7	Support the role of a regional Cultural Growth Coordinator ²⁹ for Milton Keynes South Midlands (MKSM)
7.8	Identify, develop and expand support mechanism for aspiring talent.
7.9	With the Milton Keynes Learning City Libraries Network and others and others, trial innovative methods, systems, designs and content offerings to expand and consolidate libraries as key and valued infrastructure

²⁶ Milton Keynes sits at the edge of three central government regions and this action represents a need to engage actively with neighbouring agendas and activities for culture

²⁷ ‘Car-nival’ is a proposed event or series of events promoting our strategic position as epicentre of the motor sport industry

²⁸ ‘Light Fantastic’ is a proposed annual community event of light and sound within Central Milton Keynes under the leadership of thecentre:mk

²⁹ This is a joint funded regional initiative to ensure that MKSM objectives and needs are understood at central government level

7.10	Establish a framework for engagement with the activities of the new stadium.
7.11	Develop an integrated licensing framework for events across Milton Keynes

MILTON KEYNES CULTURAL STRATEGY WORK PLAN 2006 - 2012

ENGAGEMENT

Recognition	
PRIORITY ACTION 8	Develop a range of programmes and support mechanisms that identify, promote, support and nurture talent, excellence and achievement.
8.1	Identify and promote areas of excellence in the private, public and voluntary cultural sectors and develop wider linkages to them for other delivery partners
8.2	Develop high calibre, effective and widely promoted talent showcases and awards
8.3	Develop programmes of mentorship and support for existing an emerging talent

CELEBRATION

Ceremony	
PRIORITY ACTION 9	Develop a range of activities that support community celebrations & champion excellence at every level across the broad base of culture throughout the whole of Milton Keynes.
9.1	Support a wide range of activities to celebrate the 40 th Anniversary of the new city and Borough of Milton Keynes as a culturally rich, active and vibrant place to live.
9.2	Achieve for Milton Keynes the award of UNESCO 'Creative City' in the field of Design.
9.3	Develop high calibre, well orchestrated and effectively and widely promoted talent showcases and awards.
9.4	Develop and promote widely the free and low cost opportunities for culture across the whole of Milton Keynes.
9.5	Support the Local Strategic Partnership (LSP) '2007 Year of Culture' ³⁰
9.6	Develop a marketing document profiling 'excellence' across the full range of culture in Milton Keynes
9.7	Support and develop the Milton Keynes Arts Festival, MK4U & other festivals and events throughout Milton Keynes.
9.8	Support the stadium opening ceremony in 2007
9.9	Establish an awareness campaign within Milton Keynes to identify the structures and effects of existing cultural activities and prospective plans.

³⁰ The LSP undertakes a focus on specific relevant community activities by designating each year under a theme and in that year promoting relevant key activities and initiatives