

MK FUTURES 2050 INITIAL PROGRAMME PLAN, SEPTEMBER 2016

Section 1: Background

The MK Futures 2050 Commission was initiated by Milton Keynes Council in September 2015 to establish a long-term vision and agenda for the future success of Milton Keynes. The Commission presented its report, “Making a Great City Greater” to the Council on 20th July 2016. The report proposed that the city’s long-term resilience, prosperity and the high quality of life for residents of Milton Keynes will best be secured by sustained well-resourced and managed growth. It included a 2050 vision statement and recommended that a Strategy for 2050 along with Six Big Projects be initiated to begin the journey towards the vision.

This initial programme plan sets out the key initial steps to take forward the Six Big Projects and the Strategy for 2050. Whilst the Council is playing the central leadership role in ensuring the MK Futures 2050 is progressed, delivery of individual projects will be via an assortment of established and new governance arrangements, some of which will be under the leadership of external partners. Detailed plans for individual projects will be developed by the relevant governance bodies once they have been fully established. The initial milestones and arrangements identified in this Programme Plan should therefore be considered indicative at this stage.

The projects recommended by the Commission’s report are interdependent, and it is essential that they are brought together as part of a wider programme to ensure those interdependencies are considered, sustained and optimised.

Section 2: Programme Vision

The programme has been designed to respond to the vision described in the MK Futures 2050 Commission report.

Better by design, Milton Keynes is loved by the 400,000 people who live here, and in the nearby surrounding communities, and admired by urban leaders around the world.

Known as an international centre of learning and innovation with outstanding green spaces and a cutting edge cultural scene. Milton Keynes is where ‘they just get it right’ and is the location of choice for growing families, young entrepreneurs and innovative thinkers alike.

Building on its long-held reputation as an economic powerhouse – thanks to a perfect combination of accessibility, land options, and skilled workers – Milton Keynes’ economy is a honeypot for advanced technology, knowledge-driven firms. Following a shared focus on education by the Council and its partners, business growth is driven by a highly skilled workforce, many of which were ‘made in Milton Keynes’ and educated at one of the city’s outstanding schools.

Established in 2017, MK:IT is Britain's 21st century university - offering a mix of academic and vocational opportunities underpinned by a research programme shaped by 20+ global technology companies. It's at the heart of the cluster of high-performing universities in the Cambridge–Milton Keynes–Oxford arc that's leading the UK's successful effort to compete in the advanced industries driving global economic growth. MK: IT graduates are among the most employable in Europe.

Happily, it's 'brain-gain' rather than 'brain-drain' in Milton Keynes. By 2050, the city has established a virtuous circle where leading advanced technology companies locate in Milton Keynes to take advantage of MK:IT's graduates, who then drive the growth of these companies, which invest in MK:IT's research, development and teaching programmes.

Students are just one group who make the most of Central Milton Keynes. By 2050, the city centre offers a unique mix of independent boutiques, leading international fashion and technology flagship stores, and a diverse mix of restaurants, clubs, and galleries, with new experiences for everyone.

Many residents are inspired creators in the city's arts scene, leading to new generations of internationally active artists, directors, writers and musicians shining the spotlight on their home city. Milton Keynes is known as an exceptionally diverse, cohesive, international city with a commitment to creativity and innovation in every aspect of its life.

Green is a state of mind as well as defining the essence of Milton Keynes. The landscape helps to ensure that local air quality is one of the cleanest in the world. Over the past thirty years, the taller buildings in CMK, and the four storey housing in the transit oriented development corridors elsewhere, have not detracted from the city's spacious, open atmosphere.

Having long been a leading low carbon city, in 2050 Milton Keynes shows how every city can contribute to global carbon reduction targets. Many eco-companies have relocated to be near like-minded others, as well as firms seeking the prestige of being based in the most environmentally sustainable city in Europe.

Milton Keynes Council's own energy company buys locally-generated green energy to help balance the city's needs. Energy pricing policies contribute to achieving the city's social and economic goals. All recently built homes, and most of the older housing, is extremely energy efficient. Residents appreciate the low running costs.

By 2050 Milton Keynes Council is one of the strongest local authorities in the UK. This has enabled substantial investments in learning, the replacement of older infrastructure, and high-quality public spaces. Milton Keynes has long been admired for the way developers contribute to infrastructure. The funding mechanism built in to Milton Keynes' Local Delivery Vehicle gives certainty to landowners and developers about their obligations, and has ensured that facilities that are provided to support the arrival of new residents.

Similarly, the city's established communities have gained massively from ongoing investment into their neighbourhoods from the cash and additional rate income generated by the city's growth and regeneration. In 2050, all the city's schools, health facilities, parks, sports and leisure facilities, roads, and utilities are better than they've ever been.

The fear of gridlock from growing travel demand stimulated the city to invest earlier than most others in the provision of smart, sustainable, shared transport. Many citizens now pay a monthly fee to the Milton Keynes Mobility (MKM) service that provides a flexible range of travel options. Personal use of pre-booked electric cars and readily available shared bicycles remain popular choices. However, MKM's driverless cars and shared electric taxi service are often the first thought for journeys within the city. They are cheaper, provide door-to-door transport, and dispense with the hassle of car parking. MKM's Bullet and other rapid electric shuttle buses operate on priority express routes; they offer even lower cost journeys to and from main destinations.

The widespread use of MKM's services has reduced the number of vehicle movements. Milton Keynes' relatively uncongested grid roads continue to be one of the city's strengths.

Homes close to priority routes and transport interchanges are especially sought after. The city was the first to establish a new-style local transport authority that used new technologies to provide through ticketing, booking and journey choices enabling MKM's on-demand integrated transport offer.

Across Europe and beyond, the UK Government promotes Milton Keynes Council's strategies as examples for others to follow, especially those that build on the city's long pedigree of partnership working.

A good example is how public, private and community and voluntary sectors work together. People recognise Milton Keynes as a place that offers choices on how they can live their lives and where health and wellbeing is valued and supported. Residents in all neighbourhoods live longer and healthier lives.

In 2050, people who have grown up in Milton Keynes are applying their skills to jobs in the city. MKM makes travel easy for work and play. Homes of all different sizes, types and tenures are readily available at reasonable prices and rents.

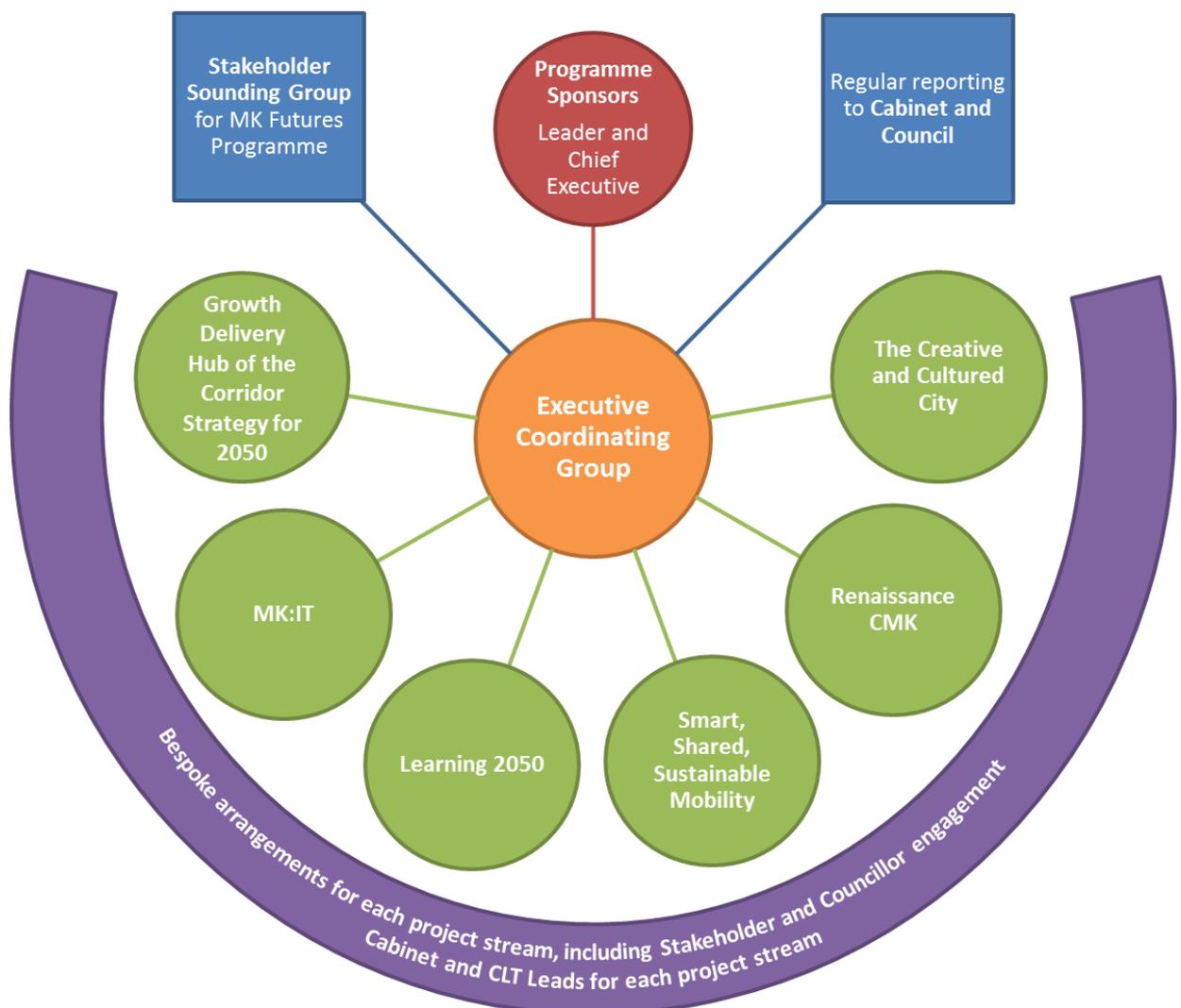
Milton Keynes is a regular feature in lists of the most desirable places to live in the UK, helped by a beautiful landscape, the success of MK:IT and the local lifelong learning ethos, by Milton Keynes Mobility, by its vibrant city centre, and its commitments to creativity, innovation, and low-carbon living. As the old tourism commercial said: 'Wouldn't you like to live in Milton Keynes?' The answer for many people is a resounding yes.

Section 3: Programme governance structure and management arrangements

The arrangements are designed to provide the framework for the initial stages of the Programme. The further detailed work on the programme and project plans are likely to necessitate future modifications to these arrangements. The overall objectives of the proposed governance structure are to:

- Provide oversight and assurance of the projects and to ensure interlinkages and interdependencies are considered, and that timescales are complementary.
- Coordinate and maintain a detailed Programme Plan to manage the delivery of the individual projects, reflecting connections with other processes within or outside of the wider programme.
- Address any blockages, issues or major risks that are escalated to the Executive Coordinating Group or Programme Sponsors, and commit resources and capacity where necessary to maintain progress.
- Manage stakeholder engagement across the programme, and ensure that engagement at all levels in the programme complies with the MK Futures principles.

Below is an indicative governance structure for the MK Futures Programme, followed by an explanation of the different groups in the structure.



Programme Sponsors

- To provide strategic leadership across the programme.

- Leader of the Council as Political Sponsor, and the Chief Executive as Executive Sponsor.
- Receive reports on a monthly basis co-ordinated by the Director or Strategy and Programme Manager.
- This joint political and executive leadership is mirrored for the projects where a CLT and Cabinet lead are identified for each.
- Progress on the MK Futures Programme will be reported to Cabinet and Council through a six-monthly report.

Executive Coordinating Group

- To drive progress and address any blockages across the programme. Also maintains links between projects, ensures interdependencies are being appropriately considered and that timescales are complementary.
- Chaired by Director of Strategy (who takes the role of Strategic Programme Director), and administered by the MK Futures Programme Manager.
- Core membership of Group also includes Corporate Director – Place, Service Director for Planning, Culture and Infrastructure and Service Director for Finance and Resources
- Wider membership represents individual projects via designated CLT Project Lead and/or Project Manager.
- Meets monthly, receiving Highlight Report updates from each project (noting that the accountability for project delivery remains at the project level, not at the programme level).

Stakeholder Involvement

A Stakeholder Engagement Strategy will be prepared to set out the methods for involving the community, partners and other stakeholders across the programme.

All stakeholder engagement across the programme will be required to comply with a set of key MK Futures 2050 principles. It should:

- be wide-ranging and open to everyone – with special attention paid to encouraging new contributors that reflect diversity and youth and local community groups including parish and town councils,
- encourage mature and evidence-based debates about the issues,
- use innovative approaches where possible, to break away from the traditional methods of consultation,
- be forward-looking and ambitious, not focussed on past successes or failures; and
- be meaningful, not simply to tick a box or meet a statutory requirement.

Early discussions are being held with stakeholders to determine how they wish to be involved in the projects and programme. The suggestions set out here are the current proposals, but these will be worked up in more detail.

On a programme-wide level, a **Stakeholder Sounding Group** is proposed which:

- provides external challenge and perspective, chaired independently of the Council,
- maintains an overview of the entire programme, receiving updates on the development of the individual projects and their inter-relationships,
- meets on a six-monthly basis, and
- is a group with diverse membership from a wide range of key organisations and sectors across the area.

In addition to six-monthly meetings of the Stakeholder Sounding Group an annual '**City Meeting**' will be held and open to a wider audience. The aim would be for an inclusive conference-style event to engage a diverse and wider ranging audience of local citizens and stakeholders in learning about progress and helping shape future project directions and content.

An ongoing programme of seminars and events will be devised to inform and inspire the work programme and provide further opportunities for engagement. There is a synergy here with the work being taken forward under the Creative and Cultured City project and some of events that will be held as part of the 50th birthday celebrations, which are discussed in more detail below.

In addition, stakeholder involvement will be integrated into each project, providing consultation and meaningful engagement with relevant groups, organisations or individuals at appropriate points in their process. In some cases, groups may already be in place that could be used as a forum for engagement. Engagement will need to meet the key MK Futures 2050 principles described above.

Councillor Involvement

The design of the programme aims to work through existing structures where possible rather than set up competing and parallel arrangements. A Cabinet lead has been identified for each project according to their existing portfolio responsibilities.

Arrangements are already in place in many of the portfolio areas to involve councillors beyond the Executive. Those established mechanisms will be used where appropriate.

Individual projects will at times require Executive Decisions by Cabinet or Cabinet Members and this will be managed on a case-by-case basis by the individual projects and subject to the usual Council governance arrangements.

Six-monthly programme updates will be reported through Cabinet to Council, in order to maintain transparency and accountability to the wider membership of the Council.

Section 4: Individual Project arrangements

The MK Futures 2050 vision is for the city collectively and not just the council. Arrangements for project delivery will therefore seek to align the various interests and secure stakeholder contributions in the form of resources or contributions in kind. However, it is recognised that in the early stages the council has a leadership role to play in establishing the projects and providing momentum.

Each individual project will have its own management arrangements. All projects will involve partners, but for some projects it is important that the lead organisation is outside of Milton Keynes Council. However, the intention is that all will report to the Executive Coordinating Group through Highlight Reports and attendance at meetings on a monthly basis.

The following information sets out the current status of the projects. At this early stage of the implementation process, many arrangements are still being finalised. The information shown in this Programme Plan should therefore be considered as indicative at this stage, and as the current estimation of likely processes and timescales. Each project, once established, will need to develop its plans further, with stated objectives and scope, a projected schedule, and with resources, benefits and risks identified and managed appropriately.

Of the Commission's Six Big Projects it is proposed that the remit of Project One (The Hub of the Cambridge – Milton Keynes – Oxford Corridor) should be modified to include delivery of the related and overlapping work on the Strategy for 2050 and the potential New Deal with Government. This parcel of work also requires close co-ordination with Plan:MK. A new composite project bundle entitled "Growth and Strategy" will therefore be created. Projects Two to Six inclusive will be taken forward as recommended by the Commission.

Project 1: Growth and Strategy

Incorporating the Hub of the Cambridge-Milton Keynes-Oxford Corridor, the Strategy for 2050, links with Plan:MK, and the opportunity for a New Deal with Government and progressing delivery vehicle options.

a) Project Leadership

- CLT Lead – Geoff Snelson/Duncan Sharkey
- Cabinet Lead – Cllr Marland/Cllr Gifford
- Project Management – Geoff Snelson/Duncan Sharkey or nominees (see below)

b) Governance and Resources

- New Project 1 Growth and Strategy Board, to include Director of Strategy, Strategic Director for Planning, Culture and Infrastructure and Service Director for Public Realm.

Further information on the proposed process for preparing the Strategy for 2050 is set out below.

c) Key Objectives:

- Prepare Strategy for 2050 (GS or nominee)
- Submit Plan:MK for examination (Anna Rose/John Cheston)
- Secure preferred route for A421 Expressway (DS or nominee)
- Engage with adjacent councils and other potential partners to consider formal partnerships, including potential delivery vehicles (DS or nominee)
- Engage with National Infrastructure Commission (NIC) study on Cambridge-Milton Keynes Oxford corridor to secure MK Futures objectives (GS or nominee)
- Secure New Deal with Government (GS or nominee)

d) Next steps and milestones

20 th July 2016	Delivery of MK Futures 2050 Commission report COMPLETE
July – September 2016	Brief neighbouring authorities on MK Futures 2050 COMPLETE
5 th August 2016	Submit MKC and Fast Growth Cities responses to NIC study on Cambridge-Milton Keynes Oxford corridor COMPLETE
End October 2016	Review capacity in Planning and elsewhere for existing and additional tasks (beyond existing investment in additional capacity)

End October 2016	Scope full range of studies for Plan MK and Strategy to 2050 considering work committed through other Big Projects
October 2016	Fast Growth Cities work on infrastructure funding and housing delivery and affordability, including workshop facilitated by Centre for Cities to initiate work with NIC and establish joint process with DCLG
November 2016	To respond to invitation from Government to provide a proposal for a New Deal for Milton Keynes as part of a wider proposition coming forward across the SEMLEP area
End of 2016	Initiate study with partners that looks at the strengths across the corridor and opportunities to increase jobs, productivity and output as part of demonstrating the benefits of growth of MK
Late 2016 and 2017	Prepare Strategy for 2050, with support from external consultants where appropriate, and maintaining wide stakeholder engagement
Spring 2018	Submit Plan:MK for examination
Spring 2018	Agreement of Strategy to 2050 by Council
To be scoped and scheduled:	<p>Input to process to secure preferred route for A421 expressway</p> <p>Review overall teams across MKC and partner agencies engaged in driving growth</p> <p>With neighbouring councils scope possible approaches to devolved formal partnerships</p> <p>Understand scope, models, and partnerships for locally controlled growth delivery vehicle(s)</p>

Further information on the Strategy for 2050

The Commission's report "Making a Great City Greater" sets out a list of matters to be covered in the Strategy for 2050. It is for the Council to determine the scope of the Strategy, but this list provides a useful starting point to deciding the big questions that it should seek to address.

Fundamental to the Strategy for 2050 will be the link with Plan:MK and its role as the statutory planning document to deliver the spatial elements of the Strategy. The links with the other elements of the Growth and Strategy (Project 1) Bundle, Project

4 Smart, Shared, Sustainable Mobility, and Project 5 Renaissance:CMK will also be central to the success of the Strategy, and there will be outputs and products from those projects that will need to be available to feed into the preparation of the Strategy. It is therefore essential that the timings of these different workstreams are carefully aligned to ensure the project outputs are available at the appropriate point in the Strategy process.

The evidence base to guide the preparation of the Strategy for 2050 will rely heavily on the background studies that will support Plan:MK and the other projects in the MK Futures 2050 programme, plus other work that will be commissioned specifically for the Strategy. This might include further research into the potential for sensitive and selective densification within the urban area, and the opportunities for growth along the E-W corridor and with neighbouring authorities. This evidence will need to be fully scoped, with clear briefs prepared to manage the research and outputs.

Engagement with a very wide range of stakeholders and partners will be fundamental to the success of the Strategy for 2050. Its vision and principles will need to be adopted widely across partners; similarly responsibility for the delivery of the Strategy will be shared across partners across the city, borough and neighbouring areas.

The programme-wide Stakeholder Sounding Board will be set up early in the process and used as the key conduit for initial discussions about the approach for the Strategy for 2050. It is possible that sub-groups could be formed to focus on the development of individual parts of the Strategy, providing an independent influence to the process.

The Director of Strategy and the MK Futures Programme Manager will lead the preparation of the Strategy for 2050, working closely with the Development Plans team and the teams working on the other Big Projects (recognising that the capacity within these teams is already stretched). It is likely that external consultants will also be commissioned to provide support for the preparation of the study and the evidence studies and research behind it, and this cost is estimated to be £150,000.

Project 2: MK:IT – a new style university for Milton Keynes

Provide lifelong learning opportunities at a new university to promote research, teaching and practice which provide realistic solutions to the problems facing fast-growing cities everywhere.

a) Project Leadership

- CLT Lead – Geoff Snelson
- Cabinet Lead – Cllr Marland
- Project Management – Geoff Snelson or nominee

b) Governance and Resources

- Founders Board/Lead Champion once established

MK Futures officer team will give assistance in the initial stages, and subsequently the project will be taken forward by the lead HE institution/MK:IT Founders Board. £200,000 identified for the project from Tariff funding to contribute towards the set-up costs. Project will subsequently need to be funded through the partner institutions, grant funding, developer contributions etc.

c) Key Objectives

- To establish MK:IT, a new style of university
 - using innovative models of teaching,
 - with around 10,000 FTE students (drawn from the city, region, national and international markets),
 - with its campus/precinct based in CMK,
 - that links up with business, and
 - responds to challenges facing cities today and in the future.

d) Next steps and milestones

End July 2016	Design process to secure HE (Higher Education) champion institution COMPLETE
End July 2016	Brief HEFCE (Higher Education Funding Council for England) and BIS (Department for Business, Innovation and Skills) officials COMPLETE
End August 2016	Seek indications from local HE institutions if they would wish to be invited to submit an expression of interest to be lead partner in taking MK:IT forward COMPLETE

End October 2016	To write to those HE institutions responding positively with proposed approach to take forward development of MK:IT concept
Autumn – Winter 2016	Commission lead HE partner to initiate development of academic proposition and outline business case report (for delivery April 2017) Lead HE partner to convene workshop discussions with relevant interested parties to scope concept of MK:IT
Autumn – Winter 2016	Develop concept of creative Urban Living course (ref Creative and Cultured City Project)
April – Autumn 2017	Detailed project planning and stakeholder engagement. Develop brochure/prospectus of offer to attract partners and funding, including any likely related developments (e.g. student accommodation, or hotel and conferencing)
Spring 2017	One-day event with key partners, local organisations and other stakeholders to develop MK:IT proposition including links with the Creative and Cultured City.
Winter 2017 – Spring 2018	Secure funding. Appointment of partners and contractors
Spring 2018	Contracting and legals. Project initiation
To be scoped and scheduled:	Establish MK:IT Founders Board Consider potential bid to HEFCE Catalyst Fund Process to secure international HE partner and corporate partner interests Aiming for first undergraduate student intake in five years' time.

Project 3: Learning 2050

Ensure that the city provides, and is known for providing, world-class education for all its young people; and the Milton Keynes Promise.

a) Project Leadership

- CLT Lead – Michael Bracey
- Cabinet Lead – Cllr Nolan
- Project Management – Michael Bracey or nominee

b) Governance and Resources

- Learning 2050 Partnership (once established)

MK Futures officers to assist Director of People in initial stages of the project, but staff resource will be needed to maintain the project moving forward. Estimated costs of £50,000 over the first two-year period.

c) Key Objectives

- To develop the Learning 2050 concept with the Borough's education and wider community,
- Setting up a Learning 2050 Partnership to promote intensive, cross-disciplinary skill sets,
- Defining the Milton Keynes Promise and how it will be delivered,
- Linking up with the MK:IT Board, businesses and other learning providers, helping to create pathways for potential students of the university through schools and the College and to connect students to the workforce.

d) Next steps and milestones

End September 2016	Flesh out options for the composition of the Learning 2050 Partnership and broad brush scoping of the proposed Partnership Plan.
November 2016	Discussion of the proposed establishment of the partnership and the development of its plan at the November meetings of heads and chairs/vice chairs of governors. Seek agreement to the proposed composition of the partnership which should include representatives of the college, business and community as well as schools.
November/ December 2016	First meeting of Shadow Partnership body to agree work programme for developing the Partnership Plan.

January/ 2017	February	A series of discussions involving schools, college, business, community groups to scope/develop key elements of the plan with input from OU academics and the MK:IT board and working group.
March 2017		A one-day conference to review work to date and establish consensus on the key elements of the plan (second Shadow Partnership meeting).
April/May 2017		Discussion on the emerging plan at Spring meetings of chairs/vice chairs governors and heads (third meeting of Shadow Partnership)
June 2017		Complete drafting of plan and agree membership of the formal Learning 2050 Partnership
July 2017		Launch of plan and partnership

Project 4: Smart, Shared, Sustainable Mobility

Everyone who lives, works, studies or does business in the city is able to move freely and on-demand by harnessing the flexibility of the city's grid roads and Redways.

a) Project Leadership

- CLT Lead – Geoff Snelson/Duncan Sharkey
- Cabinet Lead – Cllr Gifford
- Project Management – Brian Matthews

b) Governance and Resources

- New Mobility Partnership (once established)

Project will be led with existing internal resources, with input from industry and consultants. Expected that costs will be approximately £75,000 over a two-year period.

c) Key Objectives

- Prepare a Mobility Strategy, which establishes a long-term vision of Smart, Shared, Sustainable Mobility as a cornerstone of the city's long-term strategy
- Develop a delivery plan as part of the Mobility Strategy that incorporates the implementation of 'mobility as a service', including:
 - city-wide travel integration systems and smart-ticketing,
 - low-emission shared transport provision, and
 - transformative new mobility systems.
- Set up a Mobility Partnership involving key public and private partners from across the city, industry, and providers, to help develop and implement the Mobility Strategy and delivery plan.

d) Next steps and milestones

End of September 2016	Discussion with UK Autodrive Consortium about the opportunity to bid for a second phase of the partnership's work, with emphasis of the new project developing shared connected mobility
End October 2016	Develop proposal for comprehensive mapping of city-wide parking, mobility and pedestrian movement through deployment of sensors at scale.
End October 2016	Scope setting up Mobility Partnership, talking to potential members (with possible role for key members of UK Autodrive Consortium)

End October 2016	Establish internal governance arrangements to ensure coordination across different elements of the project, including establishing links between planning, transport and the Strategy for 2050 work. Includes defining the scope for the Mobility Strategy, including the requirements for LTP4 and the transport strategy elements of Plan:MK and links with the Strategy for 2050, to ensure that the work is positioned to meet the needs for the Smart, Shared, Sustainable Mobility project.
Early 2017	Establish a new collaborative mobility partnership comprising public, private and other providers of transport to contribute to the preparation of the Mobility Plan, with investment options including: <ul style="list-style-type: none"> - city-wide travel integration systems - low-emission shared transport provision - transformative new mobility systems.
Mid 2017	Launch first public demonstration of shared mobility services, with on demand buses/taxis and initial city centre autonomous PODs
Late 2017	Develop a Delivery Plan for the implementation of the Mobility Strategy, and importantly the 'mobility as a strategy' strand of the work.
To be scoped and scheduled:	<p>Incorporate any infrastructure requirements from the Mobility Strategy into the Local Investment Plan</p> <p>Work to deliver longer term R&D areas, e.g. autonomous personal and mass transportation to inform and feed into the Mobility Strategy.</p>

Project 5: Renaissance: CMK

(Re)create an even stronger city centre fit for the 21st century.

a) Project Leadership

- CLT Lead – Duncan Sharkey
- Cabinet Lead – Cllr Gifford
- Project management – Duncan Sharkey or nominee

b) Governance and Resources

Initial discussions are underway with MKDP to identify the most appropriate approach to governance, including the engagement of the full range of stakeholders in CMK, from major investors to local communities.

Project to be led within the Planning Service, and will involve expertise from Planning, Economic Development, Urban Design, and maintain close links with MKDP. Possible need for external consultancy involvement (including any background evidence or viability studies), plus funding needed for Urban Design (self-funded Council service); expected to be in the region of £50,000 over two years, matching MKDP's contribution of £50,000.

c) Key Objectives

- Strengthen investor, developer, and occupier confidence in CMK, based on robust commercial assessments.
- Just as CMK was a world-class example of very successful civic design in the 20th century, ensure that CMK can be a successful example in the 21st century of sustainable urban living principles and practice.
- The Council to work with the major investors and landowners in CMK, the CMK Town Council, Milton Keynes City Centre Management and the MKDP to prepare a CMK Renaissance: Investment Programme that will build on (not set aside) the CMK Alliance Plan and show how the proposals in the Plan will be realised and how investment will be raised to do this.
- Ensure the development of CMK integrates with and anticipates the wider development of the city including through the Strategy for 2050 and the projects on Smart Shared Sustainable Mobility, MK:IT and the Creative and Cultured City.

d) Next steps and milestones

This project is reliant on a wide range of interests, so the first steps are around devising a proposition which we can use to engage with these groups. Further milestones will be added to these initial actions in due course. It should also be noted that the outcome of the ongoing review of the role and remit of MKDP may have an impact on their role in this project.

End November 2016	Identify core partners and leadership arrangements for preparing Renaissance: CMK Prospectus for council approval
End December 2016	Develop the scope for a Renaissance:CMK Prospectus to be co-commissioned by MKC and MKDP, to include the overall vision, principles and guidelines for the development of the area. Draw on CMK Alliance Plan and focus particularly on sites reserved for major developments of strategic importance (including a site for MK:IT) and those that offer opportunities for exceptional developments
Early 2017	Complete background studies to support the preparation of the Prospectus, particularly those that identify the retail, leisure, office and cultural development potential for CMK to 2050
2017	Preparation of the Renaissance:CMK Prospectus, including understanding of investment programme required to deliver the vision.
To be scoped and scheduled	Consider organising an international design/competition for the strategic development sites demonstrating their exceptional importance

Project 6: The Creative and Cultured City

Harness the energy and motivation of the city's most important asset – its people.

a) Project Leadership

- CLT Lead – Geoff Snelson
- Cabinet Lead – Cllr Gifford
- Project Management – Geoff Snelson or nominee

b) Governance and Resources

- New Independent Leadership Board (once established)
- Existing arrangements include Capital of Culture Steering Group and the MK 50th Steering Group
- Explore the scope for rationalisation across these groups to avoid unnecessary duplication

Some elements of this project will be delivered through existing programmes (e.g. MK 50th and ECoC), and by partner organisations. The project will require significant continued input from the council's arts and culture team and draw on effort from the city's wider arts and culture sector.

c) Key Objectives

- Develop and implement a programme of connected projects focused on the challenges Milton Keynes faces, laying the foundations for a different offer that is relevant to residents, creates a destination of choice, and an international cultural hub, radiating out from a vibrant 24-hour economy in the centre across the grid and villages.
- Adopt the ambition of MK: The Creative and Cultured City: support a successful MK50 birthday celebrations. Submit a competitive European Capital of Culture 2023 bid. Develop plans for an International Festival of Creative Urban Living (or similar alternative) to begin creating a legacy of city designations and tradition of hosting large scale events.
- Create model for Urban Living Institute: The Art and Science of Urban Living and take initial steps to implement, ensuring links to MK:IT and Festival of Creative Urban Living.

d) Next steps and milestones

6 th October 2016	Submit Expression of Interest to Heritage Lottery Fund/Arts Council Great Place scheme
End of 2016	Prepare Joint Investment Strategy with Heritage Lottery Fund and Arts Council to help programme support and funding for upcoming schemes
End of 2016	Receive DCMS competition details for European Capital of Culture 2023 Bid
End December 2016	Work with partners and stakeholders within the Borough's cultural networks and institutions, including universities, to

	map and audit work areas and project streams that could contribute to the objectives of Project 6.
End December 2016	Hold further discussions with those partners and stakeholders to determine the best approach for establishing an independent Leadership Board that is empowered to commission and lead relevant programmes
End of December 2016	Convene Urban Living Panel - a group of people who can contribute to the development of an initial Urban Living Institute programme, and later a department. Link it to MK:IT, local universities and a Festival of Creative Urban Living.
January-December 2017	<p>MK50th birthday, with series of events throughout the year, likely to include</p> <ul style="list-style-type: none"> - Conference on the Architecture and Heritage of the new town – end of January - International New Towns Day and Academy of Urbanism event on ‘a culturally diverse city’ – June 2017 - Aarhus European Capital of Culture event – September 2017 - New Town Tomorrow City, with MK City Discovery Centre – October 2017
Winter 2017	Submit initial bid for European Capital of Culture and final bid (if shortlisted early in 2018) – timeframes yet to be confirmed
2019	Creative Urban Living Festival, building on the activities held as part of the MK 50 th birthday in 2017 as a prototype
To be scoped and scheduled:	<p>Explore a joint Memorandum of Understanding between MKC and the cultural funding agencies, leveraging finance and preparing for Capital of Culture.</p> <p>Engagement: undertake “action research” engaging people in cultural activity to understand in more detail the link between participation rates and the Milton Keynes Cultural offer.</p> <p>Engage with MK businesses to explore alternative method of funding and audience development</p>