

MILTON KEYNES

BLETCHLEY &
FENNY
STRAFORD

TOWN INVESTMENT PLAN

GROUND BREAKING

BLETCHLEY & FENNY

OCTOBER 2020

FOREWORD

Bletchley and Fenny Stratford have an exciting future ahead. Building on proud legacies such as the innovation of the World War Two Codebreakers at Bletchley Park, the area is poised to take full advantage of growth and investment opportunities that will flow from the new direct rail links to Oxford and Cambridge provided by East-West Rail and its location at the heart of the Oxford to Cambridge Arc.

But we know that Bletchley and Fenny Stratford have significant challenges. Although part of Milton Keynes, one of the fastest growing economies in the UK, the area has not shared the benefits of growth experienced by the wider area. Many residents experience serious issues in raising their quality of life including limited access to affordable housing and services, low availability of quality jobs and below average education and skills levels.

The Towns Fund and the projects set out in this Town Investment Plan (TIP) provide a real opportunity to start to 'level-up' this inequality by tackling the challenges facing Bletchley and Fenny Stratford so that the area's residents and businesses can take full advantage of new possibilities presented by the area's important strategic location. Over recent months we have engaged with and captured a wide range of views from across the area. Working with partners, the Board has identified an investment programme that will help local people to develop skills for the future and improve their quality of life, support businesses to start and grow, address issues around access to and the quality of the town centres and improve connectivity - both physical and digital.

This is a once in a generation opportunity to begin a journey towards transformation for the benefit of the residents and businesses of Bletchley and Fenny Stratford. Working with our local communities, partners and Government, we are ready to deliver a diverse range of exciting projects that will secure a bright and sustainable future for the area and I am so pleased that matching resources have already started to be identified by partners to ensure that our plans can get off to a sure-footed start as soon as they are approved.

And finally, I would like to thank all of those that have helped to prepare this TIP and been actively engaged with the process, in particular the Town Councils, local residents and businesses, Milton Keynes Council, our local MP and, of course, all members of the Town Deal Board.



John Cove, Chair of the Bletchley & Fenny Stratford Towns Fund Board

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Groundbreaking Bletchley & Fenny



Executive Summary

The Town Investment Plan will enable Bletchley and Fenny Stratford to be a thriving, healthy, affordable and attractive place, where its diverse communities are celebrated and connected to opportunities to live, work and play. It will be a centre for innovation, benefiting from excellent strategic rail connections to London, Oxford and Cambridge and taking forward the pioneering and enduring legacy of Bletchley Park to provide a bright future for all.

Bletchley and Fenny Stratford town centres have a legacy of invention and will continue to be strategic locations given their position between Oxford, Cambridge, Milton Keynes and London. They will soon benefit from East West Rail (EWR), which will transform connectivity across the region, enhancing links between these important knowledge hubs as well as offering a generational opportunity to underpin growth

and catalyse urban renewal and development. At present, the town centres and surrounding estates struggle with issues of deprivation, an economy and skills base geared towards lower value sectors, and physical problems related to severance and decay.

The introduction of the Towns Fund provides an opportunity to reinvent the future of both town centres.

Our Town Investment Plan (TIP) is based on three propositions:

- **Clear Evidence of Need** – Bletchley and Fenny Stratford and its residents have not shared in the economic success of Milton Keynes and the wider area. This has affected educational achievement, aspirations and life chances.
- **Once in a Generation Opportunities** – Alignment to the improvement and expansion of nationally significant transport infrastructure, as well as the potential to grow in harmony with Milton Keynes – supporting and benefiting from its world class assets and future prospects.
- **Excellence in Delivery** – A series of credible delivery partners and a track record of success. This includes Milton Keynes Council and subsidiary Milton Keynes Development Partnership, as well as local colleges and world-famous visitor attractions.

- **The TIP has been developed through an comprehensive series of engagement activities.** Members of the Bletchley & Fenny Stratford Town Deal Board were selected to represent the fullest possible range of interests across the local area. The Board is chaired by John Cove, Chair of MK Dons Sport and Education Trust, and its members are drawn from a number of partners and organisations across Milton Keynes and the wider SEMLEP area, who have a particular interest in the Bletchley and Fenny Stratford area.

Our short-listed projects read across all the required TIP criteria. But much more importantly they reflect local consensus and commitment. They can fundamentally change the way that out towns function and see themselves. The TIP and the Town Board can act as the means to mobilise capital and people to secure a better future for all our residents and businesses.



Bletchley and Fenny Stratford in Context

Bletchley and Fenny Stratford are located in Milton Keynes to the South West of the city. The settlements have roots back to the 12th century, but their significance increased with the arrival of the west coast mainline in the mid-19th century. The area thrived due to its location in WWII and was the chosen home of the 'codebreakers' at Bletchley Park due to connectivity between the knowledge hubs of Oxford, Cambridge and London.

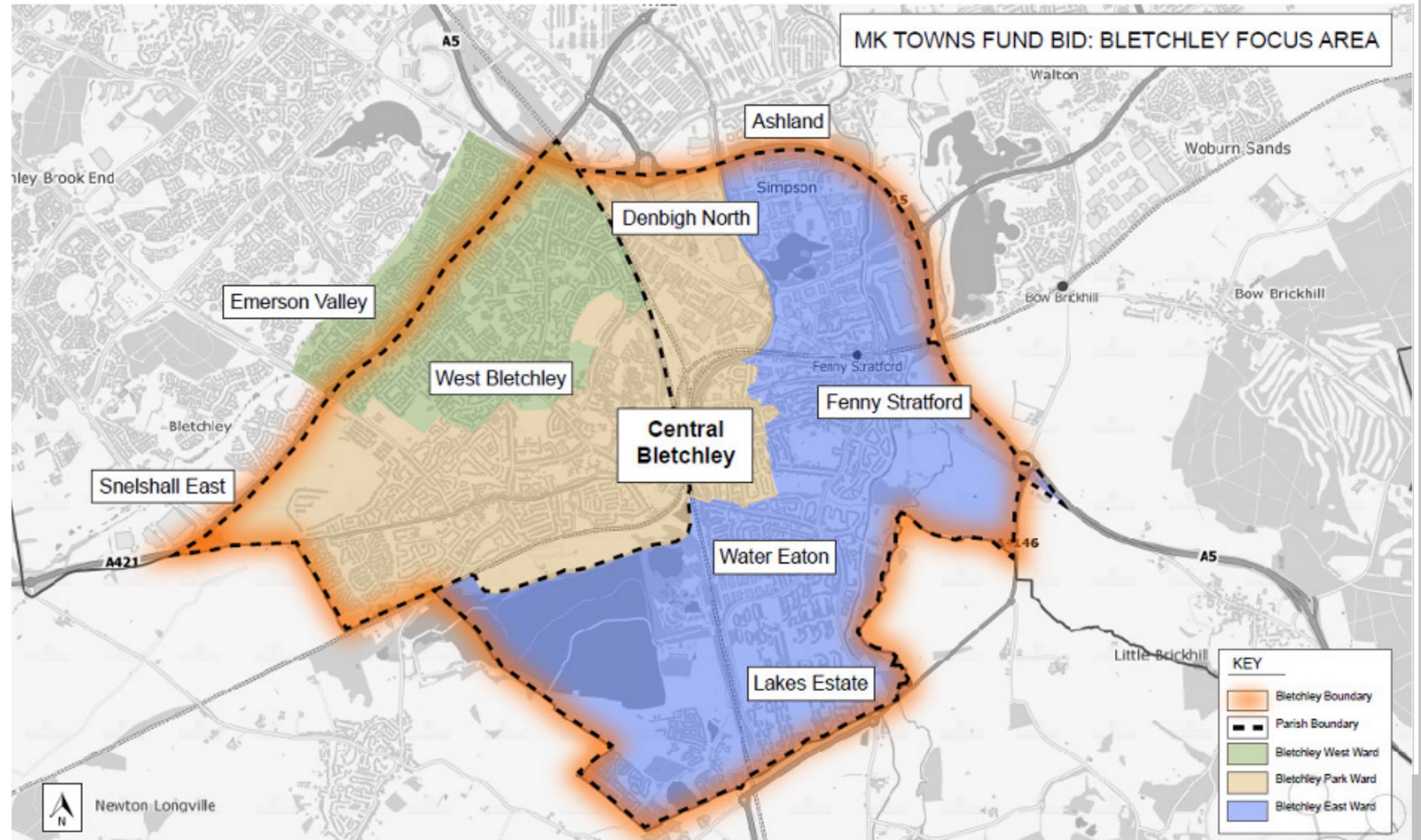


Figure 1.1 Bletchley and Fenny Stratford Town Investment Plan focus

Bletchley is a historic and culturally significant town.

Bletchley is known for being the home of the 'codebreakers' in World War II. In order to break the Nazi's coded messages, the first modern computer was built at Bletchley Park by Alan Turing. It was Bletchley's locational advantage between the hubs of Oxford and Cambridge and connectivity to London which made it a natural choice for the WWII codebreakers. Today, Bletchley Park is a major tourist attraction, and the National Museum of Computing is also located in the Park.



There are significant challenges in Bletchley which put the area on a similar footing to deprived communities of the Midlands and North.

Historically, the areas have missed out on investment and many feel "left behind". Many neighbourhoods in the Bletchley and Fenny Stratford area are classed as being in the top 10% deprived nationally and there are prominent issues around housing and access to services, crime and education and skills. Investment to address the drivers of deprivation will be central in "levelling up" Bletchley and Fenny Stratford.



The proposed East West Rail will transform connectivity across the region and offers a generational opportunity to underpin growth and catalyse urban renewal and development.

EWR will place Bletchley and Fenny Stratford at the intersection of strategic east-west and north-south rail routes linking key centres of economic activity. It will provide investment in the existing station, new high-level platforms to serve the EWR services, and there are ambitions to create a new eastern entrance which will transform the gateway to the town. A key role for the Bletchley and Fenny Town Investment Plan will be to capitalise on this planned investment to ensure that the benefits are felt within the town and its communities.

It is also at the heart of the Oxford-Cambridge Arc which is a significant contributor to national and regional economies.

The Arc has exceptional growth potential and Bletchley and Fenny Stratford will play a key role due to its intersection of strategic east-west and north-south rail routes, linking key centres of economic activity in London, Birmingham, Oxford and Cambridge.

The following section explores opportunities and challenges across TIP themes within the town that set the scene for the vision and subsequent intervention framework.



Bletchley and Fenny Stratford is part of Milton Keynes, one of the fastest growing economies in the UK.

The area is on the southern edge of Milton Keynes, which is one of the most buoyant economies in the South East, with rapid population and jobs growth and it is a major employment, leisure and retail centre.

Yet the areas have not shared the growth and prosperity generated by Milton Keynes.

The local economy plays a local service function and opportunities are not linked to the growth areas that Milton Keynes has created, nor industries which will provide secure and resilient options for the local community. The current skills infrastructure needs to do more to equip young people with qualifications that will enable them to participate in future growth potential.



Challenges and Opportunities for Bletchley and Fenny Stratford

Connectivity

Bletchley and Fenny Stratford is ideally located, providing a central juncture between Cambridge, Oxford, Birmingham and London. Future investment in East West Rail will strengthen the area's strategic position and this investment will be the catalyst for renewal in the town. As a whole, the area performs well in terms of linkages by road and rail, however significant physical barriers exist in Bletchley and Fenny Stratford, which limits accessibility and undermines the benefits of connectivity.

Central Bletchley is located at the centre of the proposed East West Rail route which will improve connections across the Oxford-Cambridge Arc. Upgrades to existing infrastructure are expected to increase both frequency of service and travel times to a 40-minute journey from Bletchley to Cambridge and Oxford. Bletchley is already within 40-minutes reach of London Euston and 1 hour 10-minutes to Birmingham New Street.

At present, Bletchley rail station is well used and 1 million people enter and exit each year, making it the second busiest in Milton Keynes. Milton Keynes is generally well served by transport services, with residents able to access key services within 17 minutes. This is supported by a strong bus network. Future planned proposals to deliver a new Mass Rapid Transit system have been articulated in the Milton Keynes Strategy for 2050. This would link Bletchley and Fenny Stratford into a network of connections across Milton Keynes.

Planned infrastructure investment is the major catalyst for Bletchley and Fenny Stratford's regeneration. Enhanced accessibility is expected to increase rail passenger numbers to 4 million passengers a year by 2050, stimulate the delivery of housing and commercial space and unlock investment to reconfigure the station. **There is a clear opportunity for the TIP to complement pipeline investments and maximise the benefits of these plans to deliver sustainable economic growth in Bletchley and Fenny Stratford.**

Digital connectivity is a key strength in Bletchley and Fenny Stratford, with both town centres having access to full fibre to the premise's and the highest specification of broadband connectivity available. The proportion of premises with capacity to secure full fibre to the premises is significantly higher than the UK average, providing a competitive advantage. The proposed investment of circa £20 million by DfE to create a new Institute of Technology at the Bletchley campus of Milton Keynes College, presents a major opportunity to strengthen ties with local residents and businesses.



Air pollution across Milton Keynes is a challenge, with moderate to high levels of Nitrogen Oxide across the majority of urban areas and is particularly acute on the roads adjacent to warehousing and distribution centres next to the M1 motorway. This reflects dependency on car usage to access local services and amenities. **There is a role for the TIP to encourage active travel,** particularly in response

to changing travel behaviours as a result of the Coronavirus pandemic. The Redway routes are key to promoting active travel, with over 200 miles of shared-use paths for cycling and walking. These routes closely follow the grid roads and link residential areas to key destinations such as employment areas, train stations and town centres. These routes are prominent around Milton Keynes, but investment is

required to extend the routes into Bletchley and Fenny Stratford. Part of the accelerated funding bid will support the development of additional Redways to provide deprived areas with better connectivity to Bletchley town centre.

Waterways provide an important north-south connection, linking Bletchley and Fenny Stratford to countryside to the south and the rest of Milton Keynes to the north. Waterways can contribute significantly to improving health and well-being in the area, providing access to outdoor recreation and nature. Similarly, the Blue Lagoon to the south of central Bletchley is a leisure and recreation asset which would benefit from additional connectivity.

Despite overall good performance in terms of linkages by road and rail, significant physical barriers exist in Bletchley and Fenny Stratford, which limits local accessibility to this infrastructure and undermines the benefits of connectivity.

Bletchley station is the primary arrival point; however, it is under performing as a gateway to the town centre. The main entrance is located on the opposite side of the rail line to the town centre which leads to issues of **severance and poor legibility**, as shown in figure 2.2.

Problems accessing the town from the station contribute to low footfall and an inability to capitalise on both the rail commuters and the large number of visitors generated by Bletchley Park.

The wider environment around the railway station is poor and there are a number of underused sites which do not generate a welcoming arrival, for example the former fire station and Mercury House. In addition, the recently announced departure of Sainsbury's presents a further challenge to the vibrancy of the town centre as well as an opportunity for renewal. Rail passenger numbers have declined as a result of the pandemic and there is uncertainty as to whether passenger numbers will return to pre-COVID-19 levels.

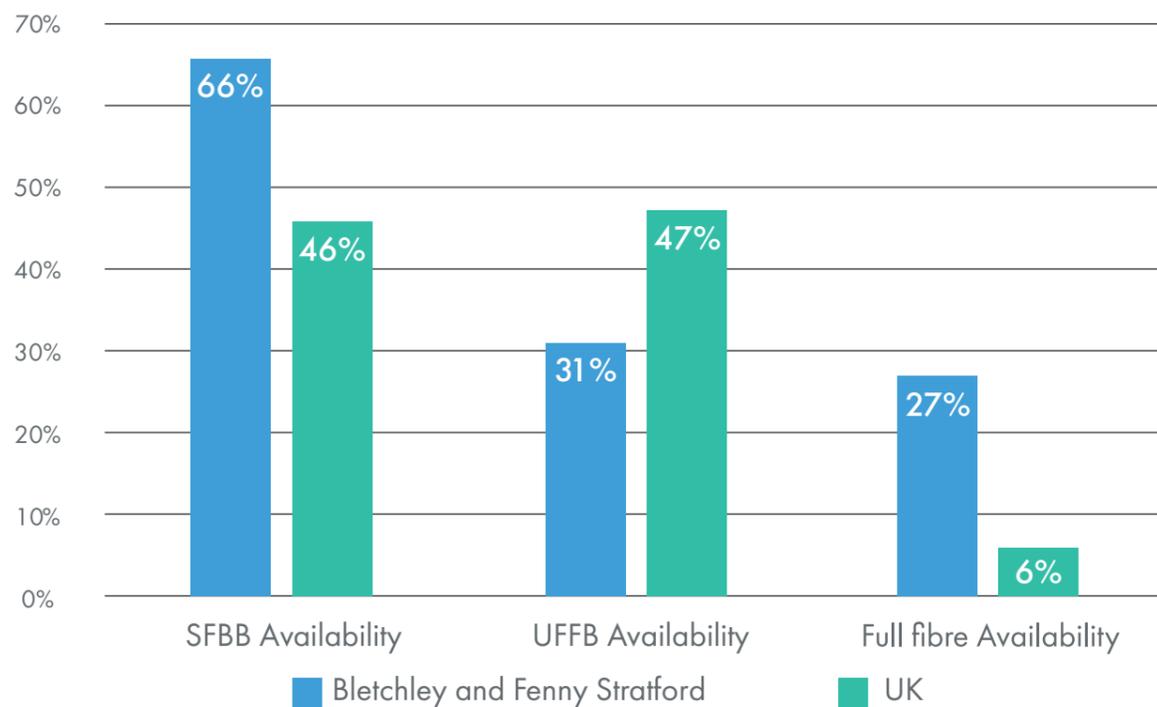


Figure 2.1. Digital Coverage by Type vs the UK, 2019
Superfast broadband (SFBB): Download speeds > 30Mbps and < 300 Mbps
Ultrafast broadband (UFFB): Download speeds > 300Mbps
Full fibre to premises (FFTP): Seamless fibre optic connection to a building or property
 Source: Ofcom Connected Nations Report, 2019



Figure 2.2. Issues of severance and poor legibility due to the poor location of the existing station entrance

Source: Central Bletchley Prospectus, 2019



Skills and Enterprise Infrastructure

Bletchley and Fenny Stratford have significant issues around deprivation and pressing disparities in health and well-being. The local economy plays a local service function, serving the retail and leisure needs of the population and the local skills and business base reflect this. As a result, the areas have not been able to capitalise on higher value growth opportunities presented in recent years. This demonstrates that Bletchley and Fenny Stratford have a number of severe and localised challenges that may not be identified when looking at the performance of Milton Keynes as a whole.

The local economy has seen significant jobs growth (+31%) in recent years, but the majority of jobs have been created in local service sectors such as hospitality, leisure and recreation (+114% growth in the last five years). There is also an over-reliance and focus on warehouse and logistics jobs which are four times more specialised than the average for England and have seen the highest growth rate of all sectors (+124%) in the last five years. There is a need for the local economy to shift to sectors that can capitalise on Milton Keynes' growth potential, including creative, digital and professional sectors.

Business start-up rates in Bletchley and Fenny Stratford are below the average for Milton Keynes and England, at around 140 start-ups per 1,000 active businesses. Start-up rates in high value sectors such as creative, digital and financial and insurance are particularly low, at around 90 to 140 start-ups per thousand business.

Despite very good provision of broadband infrastructure, availability of space and good transport links, the area is being held back by a sense of poor environmental quality, reputation and lack of existing business base. These are long-standing challenges that have historically been a barrier to attracting and retaining new business.

This indicates that Bletchley and Fenny Stratford is not currently an attractive place for businesses to locate, particularly for higher value businesses.

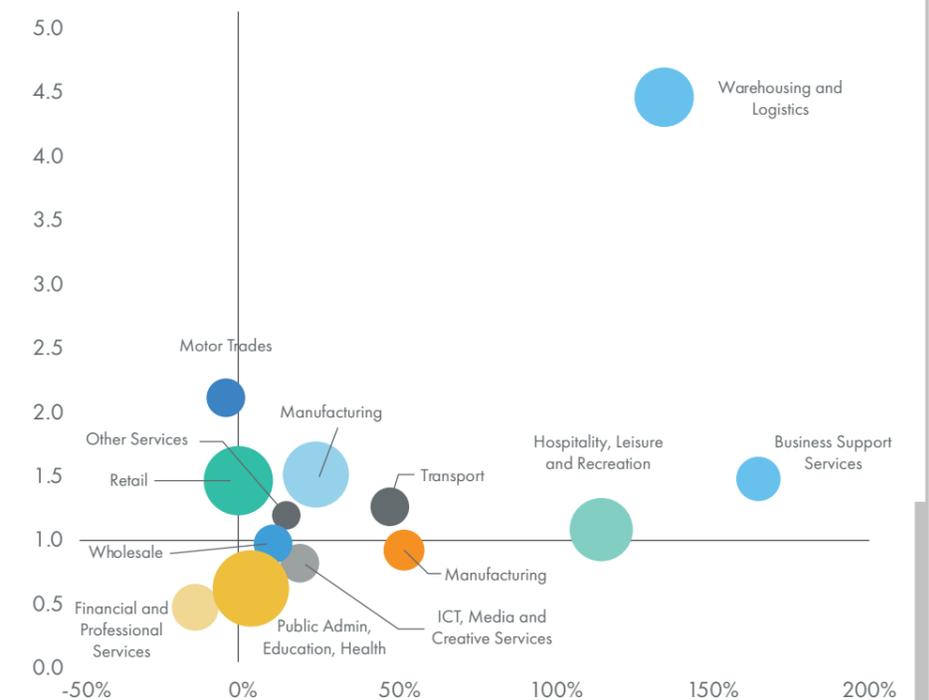
Figure 2.3 Employment, growth and specialisation

Employment (size of bubble): Total employment in 2018

Growth (x axis): Proportional growth from 2013 and 2018

Specialisation (y axis): Proportion of total employment vs the average in England

Source: ONS, BRES, 2019



In terms of learning infrastructure, local skills do not currently align with higher value sector needs.

For example, there is a lower proportion of residents with degree level qualifications and higher proportions with no qualifications compared to Milton Keynes; and the hardest to fill vacancies locally are in managerial, design, engineering and digital skills. Skills gaps will impact on the performance of businesses in the area whilst also making the area less attractive for new business.

Low skills attainment is also driven by challenges in the local skills infrastructure. Secondary school performance is below average, with students attaining fewer qualifications than the Milton Keynes and national average. **As a result, young people in Bletchley and Fenny Stratford are leaving secondary schools with a lower education attainment than they would achieve elsewhere.**

Poor performance means these schools are also not the destination of choice for local residents, generating embedded challenges within schools that are difficult to tackle.

Milton Keynes has a forward-looking approach to skills development that is employer led and digitally responsive, but this is not translated into action on the ground in Bletchley and Fenny Stratford. Retraining and adult education provision is lacking and there is a need to link skills provision more closely to employer need.

The proposed investment of circa £20 million by DfE to create a new Institute of Technology at the Bletchley campus of Milton Keynes College presents a major opportunity to strengthen ties with local residents and businesses. The investment is backed by leading employers including Microsoft, KPMG, McAfee and Evidence Talks and will provide access to digital skills at level 4 and above. The IoT will engage with local schools to inspire young people to develop skills in relevant digital pathways. This also provides an opportunity to capitalise on the history of innovation and computing associated with Bletchley Park, a key strength of the area.

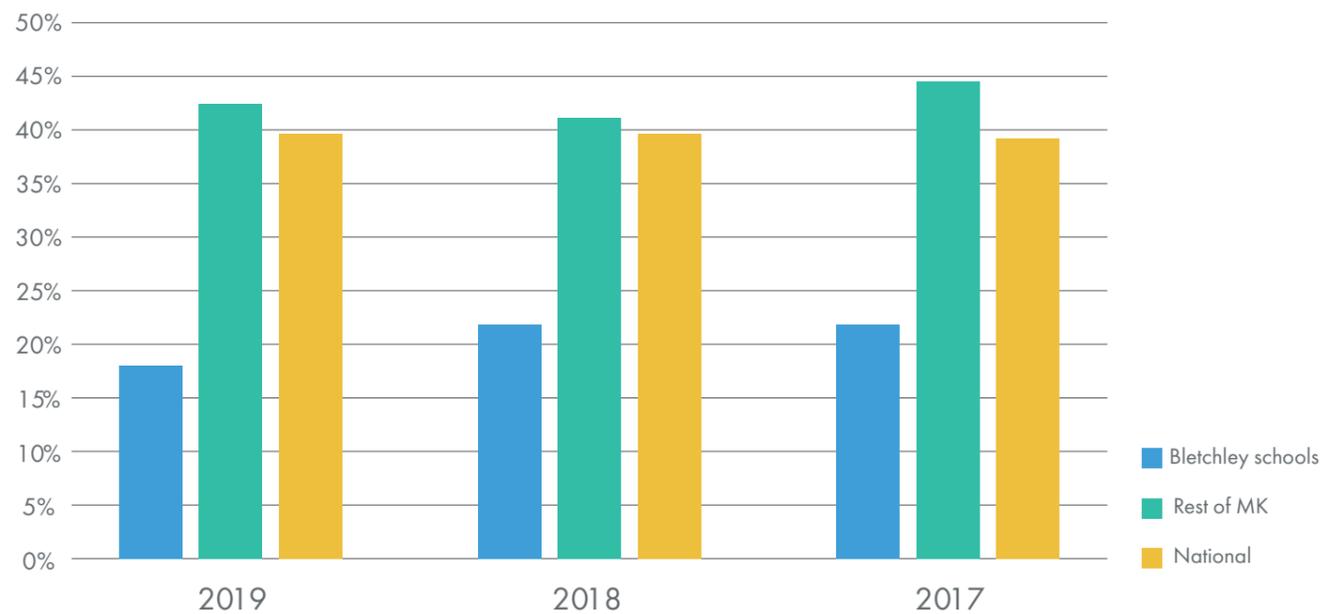


Figure 2.4 Proportion of students achieving Grade 9-5 in English and Maths GCSEs
Source: Education Outcomes for 16-17-year old's – 3 year comparison, provided by Milton Keynes Council



Deprivation is also a driver of educational outcomes. The majority of deprived areas in Milton Keynes are located in or in close proximity to Bletchley and Fenny Stratford, driven by local challenges related to education and skills, housing and crime:

- Over a quarter of LSOAs rank in the top 20% most deprived nationally for income levels and employment

opportunities. Persistent deprivation will continue to result in a lack of opportunity and social disadvantage for local residents, impacting negatively on life chances

- Over half of LSOA's¹ rank in the top 20% most deprived nationally for education and skills attainment, and access to housing and services

- Nearly half of LSOAs are in the top 20% most deprived nationally for crime
- The most deprived areas ranked as the top 10% most deprived nationally include a number of residential neighbourhoods (such as the Lakes Estate)

There are additional challenges around health and well-being. We know that the biggest determinants of health are where we live, how we live and the economic and social conditions around us. Two statistics are particularly pertinent:

- Parts of Fenny Stratford are some of the poorest performing areas (9th decile) in terms of 'healthy' neighbourhoods. This includes retail environment, access to health services, quality of physical environment and air quality².
- Women and men in the best performing part of Milton Keynes live an additional 16 and 14 healthy years, respectively, compared to the poorest performing area of Bletchley and Fenny Stratford³.

Investment to address deprivation, community health and well-being will be central in ensuring a more prosperous future for Bletchley and Fenny Stratford. This could be targeted to estates that have the greatest challenges in terms of deprivation, health and well-being.

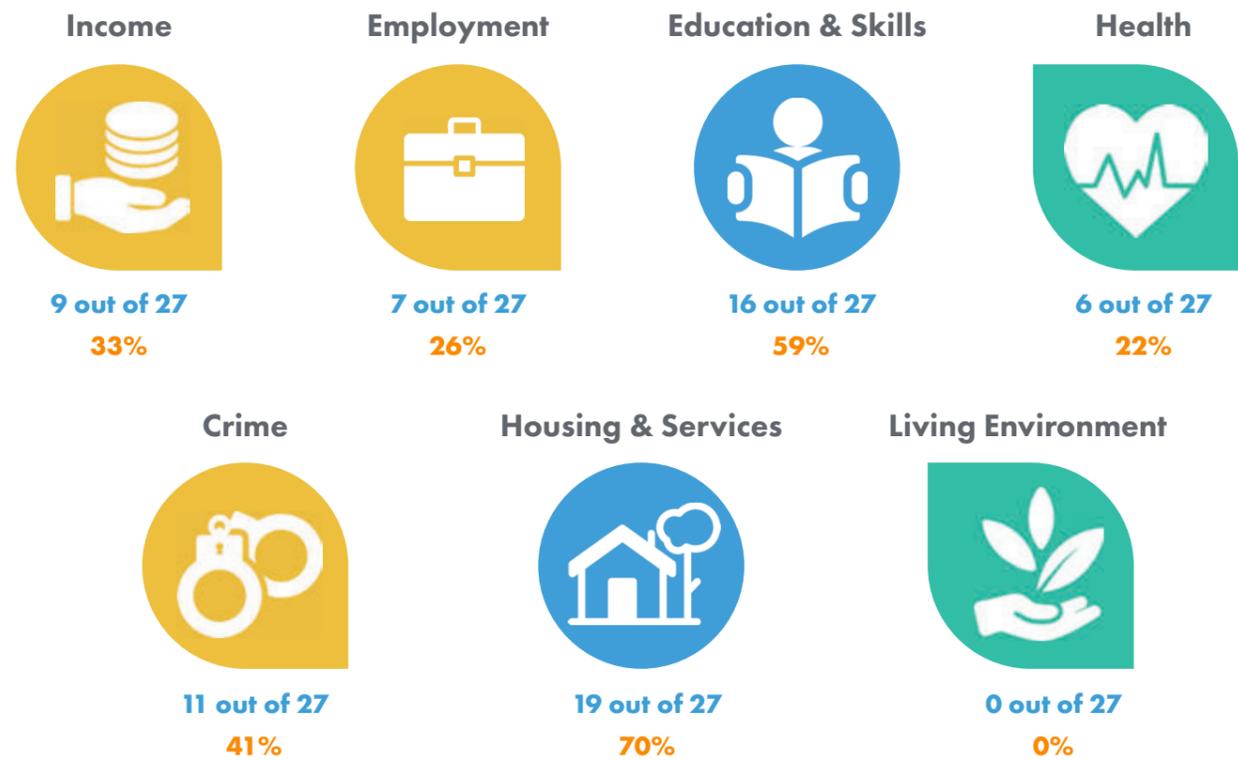
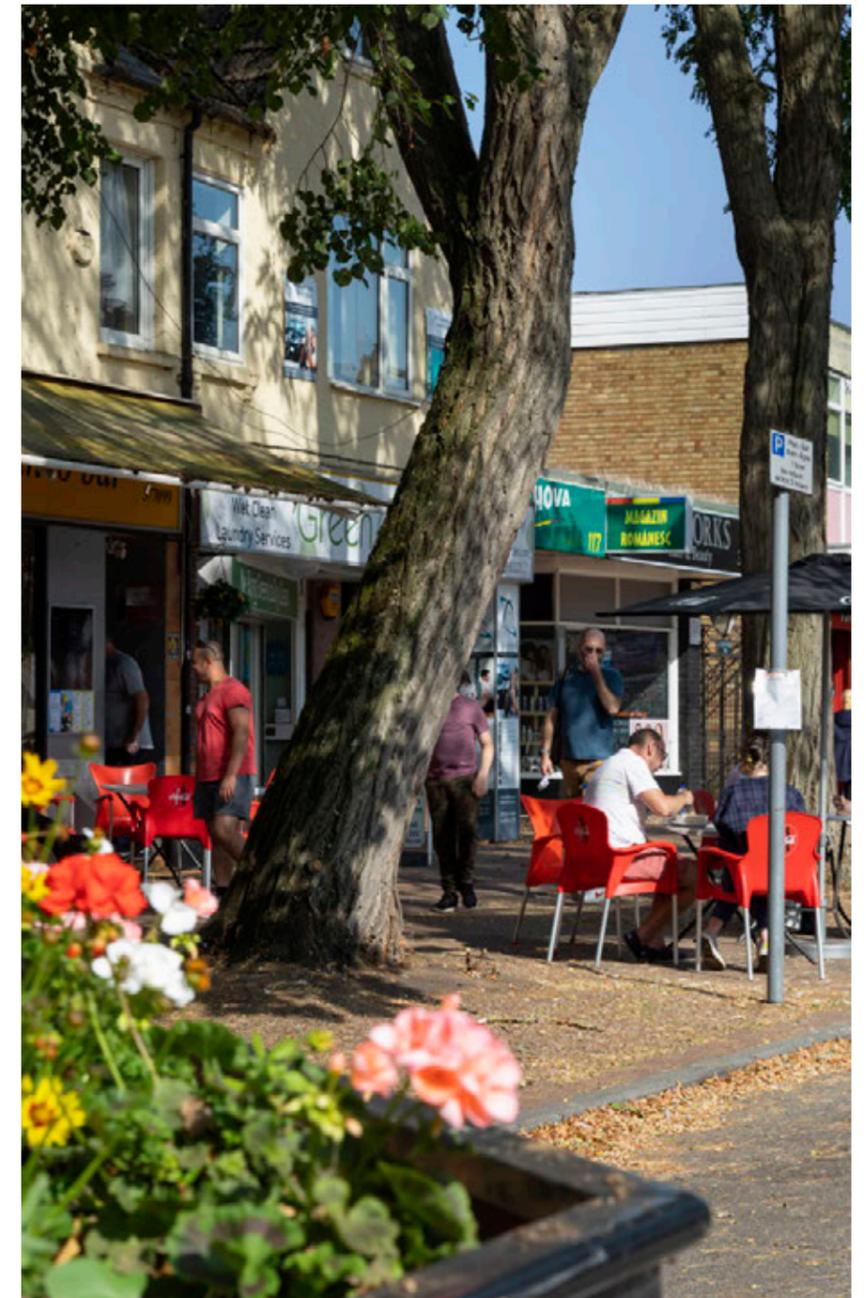


Figure 2.5 Number (blue text) and proportion (orange text) of LSOAs ranking in the top 20% most deprived areas nationally
Source: Indices of Multiple Deprivation, 2019

¹ Lower Super Output Areas 's are small areas with a population between 1,000 and 3,000.

² Consumer Data Research Centre, AHAI Index (2019)

³ ONS (2015) Healthy Life Expectancy (HLE) at Birth (2009 to 2013)



K H 8 P 8 F P S H L O B 3 8 H R U U O W 9 H L O
L L P 9 W N 9 U L W V R N 9 U S 2 X U W B S W V

Urban Regeneration, Planning, and Land Use

Bletchley and Fenny Stratford are town and local centres respectively that serve weekly convenience needs. The high streets have a predominantly retail offer which is lower value in nature and there is a lack of diversity of use. Commercial property values have tended to be low which has inhibited private sector led regeneration. There are challenges around housing quality and a large proportion of homes are classed as 'non-decent'. Similarly, the public realm needs investment and activation to improve footfall and perceptions of safety.

W N F H L E W T R U 9 S P R O Q A U B E N R O 9
B E W Z 3 N N 4 3 9 8 A H U W W E A L P A A R 8
X P E L E P E E A 8 P L 9 B E O F P 4 9 O E 3 P
Q 9 P 3 8 F P R G P A N O G U D B 9 3 H E P A A
T F 9 E J 9 9 H H A H F U L P P O 3 P B F W G H
Q 9 P 3 8 F P R G P A N O G U D B 9 3 H E P A A
T F 9 E J 9 9 H H A H F U L P P O 3 P B F W G H

In the past, Bletchley was the main shopping and commercial centre in the area, but the rapid growth of Central Milton Keynes and recent growth of MK1 has changed the dynamic. Bletchley currently caters for weekly convenience needs with a mostly linear centre and distinct "value" offer and Fenny Stratford complements this by providing daily and 'top-up' shopping needs for the local population. There are long-standing aspirations to regenerate Bletchley and Fenny Stratford, as captured in the Central Bletchley Regeneration Strategy, Lakes Estate Neighbourhood Plan, West Bletchley Council Neighbourhood Plan and Plan:MK.

Bletchley and Fenny exhibit issues with the quality and configuration of commercial and residential stock. There is an over reliance on retail and leisure uses in the town centre and rents have been historically low (under £20 / sq ft between 2010 and 2018). Lower rental values present a challenge in terms of redevelopment viability led by the private sector, which has resulted in a lack of investment in the town. In addition, the distinct value offer may undermine perceptions and affect business location decisions. There is anecdotal evidence of this trend.

Similarly, office retail values are low (£15 / sq ft) and there is a limited supply of quality office floorspace which may inhibit higher value uses from locating here. Whilst there is no reliable estimate of vacancy for Bletchley and Fenny Stratford, stakeholder observations collated for the Central Bletchley Prospectus highlight challenges around dilapidated properties and a number of vacant premises.

Stakeholder engagement has highlighted increasing developer interest in Bletchley as a result of its strategic location and scale of opportunity, however this is not aligned to growth sectors and may further consolidate lower value uses and employment opportunities. Additionally, there is high demand for housing as opposed to commercial uses which could be important for placemaking. This reinforces the need to make the area attractive to a range of uses that are better aligned to Bletchley and Fenny Stratford's vision.



Q 9 P 3 8 F P R G P A N O G U D B 9 3 H E P A A
T F M I L T O N _ K E Y N E S P



U U O W 9 H L O
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Poor quality housing and access to services is a key driver of deprivation in the area and failure to make improvements may hinder efforts to tackle local disparities. Milton Keynes has historically had issues around the quality of the housing stock. In 2018/19, 40% of all Milton Keynes' local authority housing was "non-decent". Homes that fail to meet the Decent Homes Standard have issues around minimum safety standards, facilities and services, state of repair and thermal comfort. This has been a priority action for the council and recent investment to address these challenges has resulted in the proportion of non-decent local authority housing falling to 14%⁴. According to the Milton Keynes Housing Growth Strategy, set out in Plan:MK, an additional 26,500 new homes are needed between 2016 and 2031 to meet housing need. There is an opportunity for Bletchley and Fenny Stratford to contribute to this target and drive housing growth for the area, whilst also addressing increasing access to high quality homes for residents.

Much of Bletchley and Fenny Stratford has a post-war design and **there are challenges with the age and quality of the public realm**, which means the built environment as a whole suffers. Due to the physical fabric, the town centre struggles with perceptions of safety, there is low footfall and a distinct lack of evening economy to encourage activity at that time of the day. In addition, figure 2.6 highlights barriers to movement and accessibility around the town centre. As a result, Bletchley and Fenny Stratford have been identified in the 'SaferMK Strategy' as focal points for crime and a disproportionately high level of violent crime occurs here. This highlights the need for

interventions that help secure a safe environment through natural surveillance and quality of space which improves perceptions of safety.

In addition, parts of Fenny Stratford are some of the poorest performing areas nationally (9th decile) in terms of 'healthy' neighbourhoods. This takes into account retail environment, access to health services, quality of physical environment and air quality. Whilst there are valuable local amenities like parks, Fenny Stratford canal and the leisure centre, ease of access is dependent on where you live and this resonates with the health and well-being challenges set out earlier in the section.

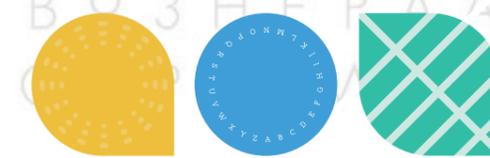


- Existing buildings
- Empty building
- Transport Node
- Node
- Barrier
- Active frontage
- Inactive frontage
- Redway
- Pedestrian route
- Landmark
- Poor quality gateway
- Gateway
- Poor quality pedestrian environment
- Poor quality pedestrian link
- Improved pedestrian environment ("FTL")
- Lack of quality street frontage
- Inward looking building
- Poor quality through route and space

Figure 2.6 Public Realm Challenges
 Source: Central Bletchley Prospectus, 2020

K O S W R N X U
 A U B E N R O 9
 E A L P A A R 8
 F P 4 9 O E 3 P
 B O 3 H E P A A

⁴ Evidence provided by Milton Keynes Council



Community, Culture and Heritage

Bletchley and Fenny Stratford have a rich heritage that pre-dates Milton Keynes, however the area does not have a singular identity, character or community voice.

Bletchley is home to Bletchley Park which is an internationally recognised heritage asset and a national success story.

It is a well visited attraction and significant draw to the area. However, the strong association with Bletchley Park is not translated into visitor spend and footfall in Bletchley or Fenny Stratford town centres. This is a result of the severance effect of the railway line, the lack of diversity and quality in the retail/leisure offer in the town and the general poor-quality public realm and signage. **These challenges limit the role that Bletchley Park could play as a strong local heritage asset and the impact it could have on the town centre.**

Whilst the history of the area associated with WWII evokes local pride, this has not translated into a strong identity or a marketable proposition for the area. Stakeholder engagement reveals strong identity in neighbourhoods, but a less coherent identity for Bletchley and Fenny Stratford as a whole. Notable local events such as



Fenny Poppers Festival and the West Bletchley Carnival celebrate these identities, but a programme of regular and sustained activity for the wider area is missing. There is consensus that the area is distinct from Central Milton Keynes and other nearby towns like Stony Stratford, Newport Pagnell or Wolverton, but a clear sense of identity and purpose is missing. There is an opportunity to develop a stronger niche identity which complements the Milton Keynes offer. This should be embedded in the positive role that Bletchley and Fenny Stratford play in the wider Milton Keynes success story and a celebration of its contribution.

Public spaces within Bletchley and Fenny Stratford are not currently providing opportunities

for the range of communities and cultures that exist in the area to socialise and mingle. Queensway, in particular, could be utilised to deliver more for Bletchley and Fenny Stratford's communities. Similarly, the evidence suggests there are lower levels of engagement with arts and culture. There are disparate networks of community support and the local sector has yet to be mobilised in support of the area. **There is an opportunity for community investment to generate economic, social and well-being returns.** This also provides an opportunity to engage with the multi-ethnic communities in Bletchley and Fenny Stratford.



External Influences

COVID-19

Given challenges around deprivation, low income and well-being in Bletchley and Fenny Stratford, the area is likely to be over-exposed to the impacts of the pandemic. Recent data provided by Milton Keynes Council on local claimant counts shows between 6% and 10% of 16-64-year olds were claiming Job Seekers Allowance (JSA) and Universal Credit in Bletchley's local areas in July 2020, compared to 6% in Milton Keynes. This is an increase from 2% to 4% in July 2019, reflecting the severe impact of COVID-19 on employment.

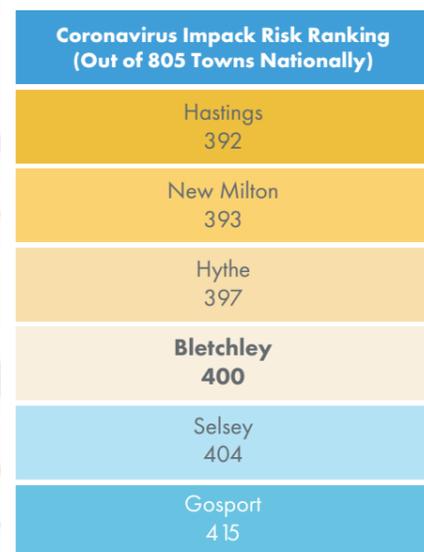


Figure 2.7 South East Region Towns – COVID-19 Impact Risk

Source: Centre for Towns. 2020. Towns shaded within the red to pink spectrum are in the top 50% most at risk towns nationally

Evidence from the Centre for Towns indicates that Bletchley is the 13th most exposed town in the South East, compared to other medium sized towns. Across the UK, Bletchley ranks in the top 50% most at risk towns in terms of COVID-19 impacts.

The risk ranking has been produced by calculating the proportion of a town's population employed in industries that were temporarily closed. This has been cross referenced with other indices of deprivation including social well-being, economic well-being, isolation (connectivity) and the proportion of the population that are elderly and dependent.

The interventions proposed in the Town Investment Plan will help provide a more flexible workforce and a more resilient townscape. They will also allow the area to benefit from major, committed, transport investments while building on the town's cultural legacy. The major interventions surrounding accessibility, skills and public realm can tackle those effects of COVID-19 that have had a major impact on footfall and labor markets chances.

Brexit

Based on analysis by the London School of Economics, the anticipated impact of Brexit on Milton Keynes ranges from -1.3% under a soft Brexit through to -2.5% under a hard Brexit. This is slightly above the averages for Local Authorities in Great Britain and broadly on a par with many of Milton Keynes neighbouring Local Authorities.

The impact of Brexit will vary across sectors in Milton Keynes' economy. Sectors which are particularly prominent in Bletchley and Fenny Stratford (both in terms of their employment contribution and specialisation) and where significant adverse effects of Brexit are anticipated, include:

Logistics and Telecommunications: This is a major sector in Milton Keynes and is strongly represented in the Bletchley and Fenny Stratford areas. The sector employ 17,000 people in Milton Keynes. The expected contraction in GVA of between 1.8% and 3.9% is significant. The sector is dependent on skilled workers from within the EU so will be adversely affected by any migration restrictions.

Manufacturing: There are more than 1,000 manufacturing businesses in Milton Keynes which support over 10,000 jobs. There are significant concerns that Brexit could have an adverse effect on the manufacturing sector. Regulation may have a significant impact on the sector in the future (particularly for food manufacturing) and in addition, the relatively high dependency of the sector on EU workers and an ageing workforce is expected to put pressure on the supply of labour. Analysis suggests that the expected impact will vary for

key manufacturing sub-sectors with very significant fall in GVA anticipated for the chemicals, electrical and optical equipment manufacturing sectors compared to much lower reductions for the manufacture of machinery, rubber and plastics.

Health and Social Care: This sector is a major employer in Milton Keynes, Bletchley and Fenny Stratford. There are particular concerns around supply chains into the health sector, particularly if there are increased border delays especially

considering growing reliance on the EU for supplies. There are also concerns about retaining EU staff, especially in light of dependence on EU staff within the social care sector.

The Towns Fund bid has been developed to address the underlying structural issues which may hold back Bletchley and Fenny Stratford's response to Brexit. This is explored in our SWOT analysis overleaf.

	Soft Brexit GVA Impact (%)	Hard Brexit GVA Impact (%)
Milton Keynes	-1.3	-2.5
Oxford	-1.0	-2.0
Luton	-1.1	-2.0
Northampton	-1.3	-2.6
Cambridge	-1.3	-2.5
Slough	-1.4	-2.8
Reading	-1.4	-2.8
Great Britain	-1.1	-2.1

Figure 2.8 Expected Fall in GVA over 10 Years

Source: The Local Economic Effects of Brexit, Dhingra et al., 2017. Note: 'Soft Brexit' assumes free trade deal agreed, with tariffs remaining at zero and non-tariff barriers increasing. 'Hard Brexit' assumes there is no free trade agreement, with tariffs set at the rate of the WTO Most-Favoured-Nation tariffs, accompanied with non-tariff barriers.



SWOT Analysis Urban Regeneration, Planning and Land Use

Strengths

- The local plan recognises the opportunity for regeneration and supports policies to regenerate the Town to coincide with East - West Rail
- Bletchley Central Prospectus developed to articulate the opportunity for developers
- Lakes Estate and West Bletchley Neighbourhood Plans articulate the vision and ambition for regeneration in these areas.

Opportunities

- Opportunity to address the layout of the station to encourage footfall into the town centre and explore options to redevelop the Police and Fire Station sites, particularly given the arrival of EWR.
- Developer interest increasing but not necessarily aligned to growth sectors.
- Bletchley and Fenny Stratford has an opportunity to deliver housing growth for wider Milton Keynes.
- Opportunity to connect existing green space at the Blue Lagoon.
- Central Bletchley offers a significant amount of underutilised sites which are primed for development.

Weaknesses

- Retail values have tended to have been low which creates a challenge in terms of redevelopment viability.
- There is limited supply of quality office floorspace which may inhibit higher value uses from locating here.
- Bletchley and Fenny Stratford are identified as focal points for crime and particularly violence, this highlights the need to improve perceptions of safety and activate the public realm.
- Inability to capture commuter pedestrian footfall due to location of station entrance in relation to town and severance generated by train line.

Threats

- Poor quality housing and access to services is a key driver of deprivation in the area and failure to make improvements may hinder efforts to tackle local deprivation.
- Retail and leisure uses dominate the town centre which exposes the town to challenges around high street retail and potential lack of vitality.
- Public realm in need of investment due to age and quality.
- Bletchley and Fenny Stratford play a local service function and there is a distinct value offer which may undermine perceptions and affect business location decisions.

SWOT Analysis Skills and Enterprise Infrastructure

Strengths

- The town supports 27,000 jobs and there has been significant jobs growth in recent years.
- Bletchley and Fenny Stratford has a high degree of specialisation in manufacturing and the sector is experiencing fast growth.
- There is very good provision of digital infrastructure which is a defining strength.
- Bletchley and Fenny Stratford supports 5 scale up businesses which are drivers of economic growth and is indicative of enterprising culture.
- There has been a general improvement in appropriately skilled staff compared to 2017 and a reduction in hard to fill vacancies

Opportunities

- £20m investment by DfE to create a new Institute for Digital Technology at Bletchley Park, consortium led by Milton Keynes College, presents a major opportunity to strengthen ties with local residents and businesses.

Weaknesses

- Neighbourhoods experience challenges around deprivation, particularly access to housing and services and education and skills attainment.
- Health and well-being challenges are prevalent, particularly around fewer healthy years lived and unhealthy neighbourhoods.
- The rate of unemployment in Bletchley and Fenny Stratford is higher than in Milton Keynes and the local labour market is more exposed to shocks.
- Local start-up and business survival rates are below Milton Keynes and England.
- School performance could be better and links between schools and employers is under developed.
- The attraction and retention of talent, particularly graduate level employees is a challenge for companies.

Threats

- The current pandemic is likely to exacerbate existing challenges around unemployment.
- Employment and business growth is concentrated in lower value areas like hospitality, leisure, retail, warehousing and logistics.
- Retraining and adult education provision is lacking, especially linked to employer need.



SWOT Analysis

Digital and Transport Connectivity

Strengths

- Strategic position in terms of transport connectivity provides a central juncture in between Cambridge, Oxford, Birmingham and London.
- Bletchley station is second busiest station in Milton Keynes with over a million entries and exits each year.
- Good provision of digital infrastructure, with 27% of premises with full fibre to the premises, covering the majority of town centre areas.
- Good public transport services, with residents able to access key services within 17 minutes. This is supported by a particularly strong bus network.

Opportunities

- The proposed East West Rail link will increase passenger numbers and offers a regeneration opportunity for Bletchley town centre.
- Strong digital connectivity is a key asset to provide workspace for local residents and businesses. This is likely to present growth opportunities, particularly in attracting higher value businesses and start-ups to the area.
- Existing cycling infrastructure provides platform for improvement to encourage more active travel.

Weaknesses

- Poor access to the train station and limited accessibility between train station and town centre.
- Low level of active travel (running and cycling) and dependency on car and public transport.
- Infrastructure exists to connect the town well but physical barriers around transport hub exist, which means benefits of existing and new infrastructure may not be shared across and area. Poor legibility and existence of severance between station and town centres inhibits footfall.

Threats

- If proposed East to West train link improvements are not delivered or are significantly delayed, this would threaten the catalytic regeneration opportunities associated with the project.
- Passenger numbers have declined with the current pandemic and there is uncertainty of whether passenger numbers will return to pre-covid levels. This will impact on footfall numbers in the town centre.
- The station is not future proofed.



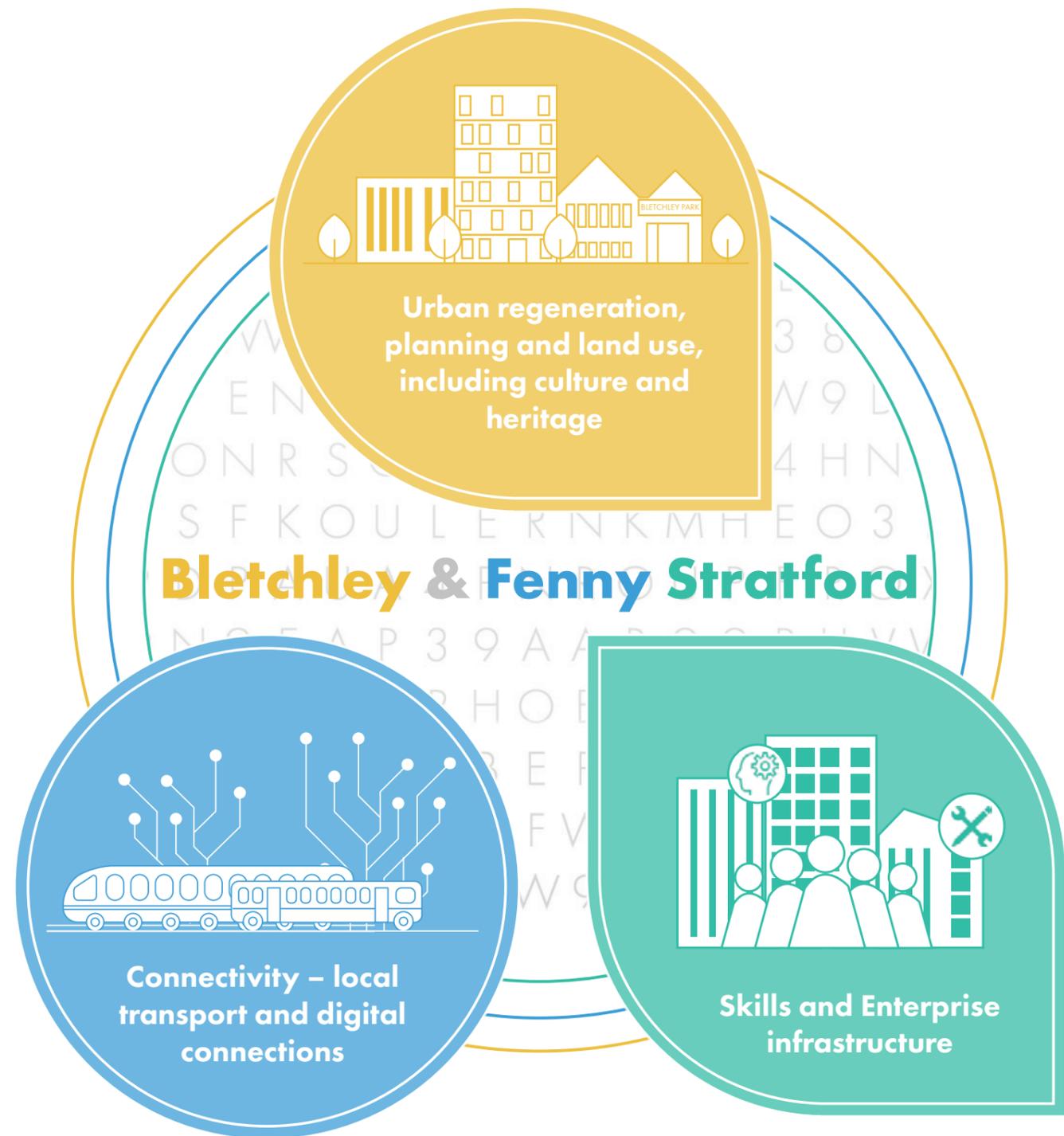
Strategy

“Bletchley and Fenny Stratford: connecting people, business and places today and tomorrow”.

Vision

Bletchley and Fenny Stratford will be a thriving, healthy, affordable and attractive place, where its diverse communities are celebrated and connected to opportunities to live, work and play. It will be a centre for innovation, benefitting from its excellent strategic rail connections to London, Oxford and Cambridge and taking forward the pioneering and enduring legacy of Bletchley Park to provide a bright future for all.

The Vision for the Bletchley and Fenny Stratford Town Deal has been developed through feedback from engagement, discussions with key stakeholders and the Town Deal Board. An important part of the process has been to review existing plans and programmes within the area which include existing visions and objectives, particularly the Central Bletchley Prospectus, 2019 and the Neighbourhood Plans for West Bletchley and the Lakes Estate.



Objectives, Theory of Change and Project Prioritisation

A detailed process was followed in order to prioritise projects for the TIP. The Board adopted the guidance outlined in the Towns Hub to determine the vision and programme objectives and to generate a longlist of over 24 projects. The assessment process

selected 9 projects for final inclusion. Details of this process are outlined in the Figure 3.1 below, while the programme logic model shows how the schemes map to the programme vision, objectives, outputs and outcomes.

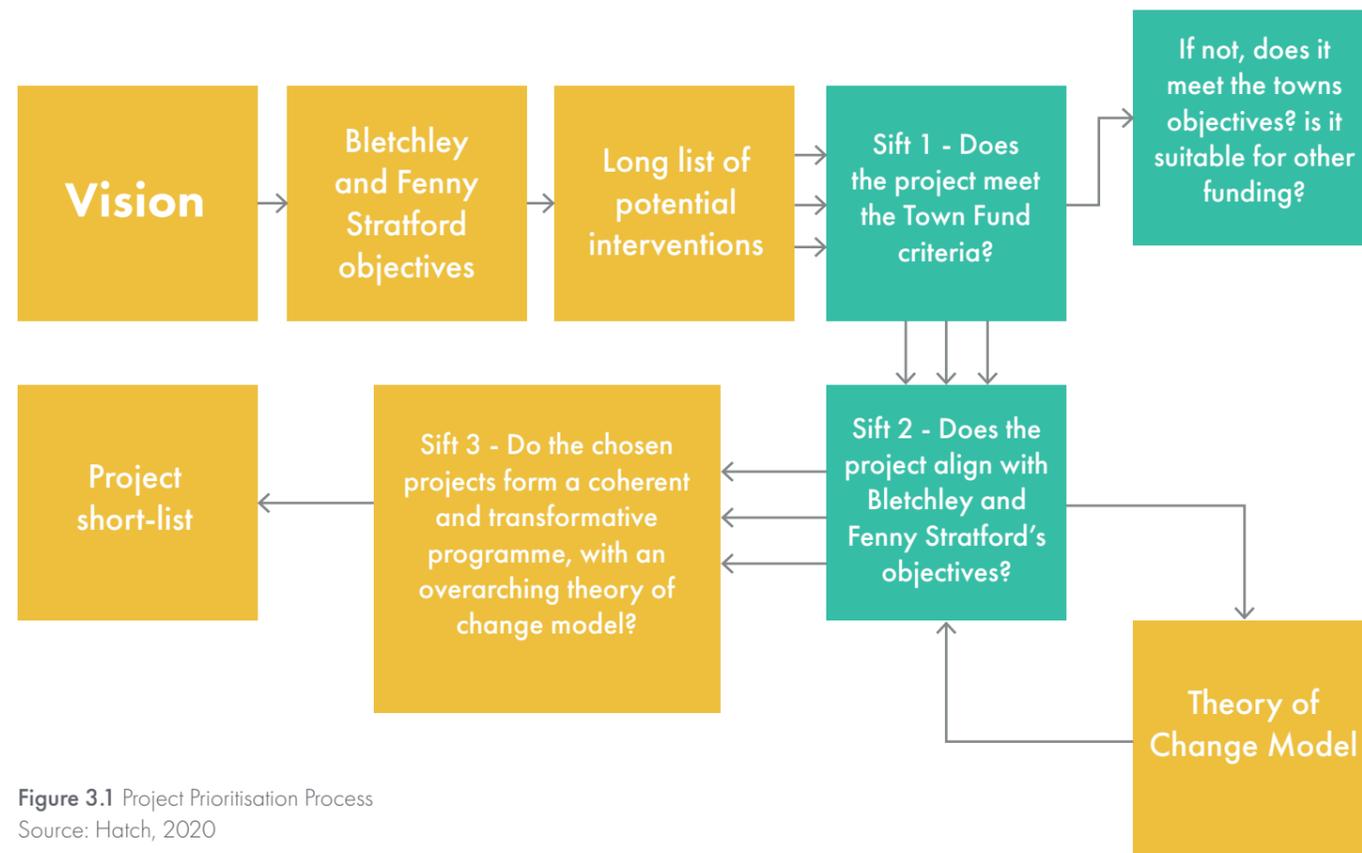


Figure 3.1 Project Prioritisation Process
Source: Hatch, 2020

Context

Bletchley and Fenny Stratford town centres have a legacy of invention and will continue to be strategic locations given their position between Oxford, Cambridge, Milton Keynes and London. They will soon benefit from increased connectivity from East-West Rail, enhancing links between these knowledge hubs. At present, the town centres and surrounding estates struggle with issues of deprivation, an economy and skills base geared towards lower value sectors, and physical problems related to severance and dilapidation. The introduction of the Towns Fund provides an opportunity to reinvent the future of both town centres and their environs.

Market Failures Addressed

Viability challenges have hindered private sector investment, resulting in vacancies and dereliction. The wider benefits (externalities) of development are not valued by investors, and there are coordination and information failures holding back regeneration. Because of structural failures in the skills market and low aspirations amongst young people, residents and businesses are unable to share in the success of Milton Keynes.

Programme Objectives

Urban Regeneration

- To realise the once in a generation opportunity to regenerate and reinvigorate Bletchley and Fenny Stratford to give everyone in existing communities the chance to fulfil their aspirations by unlocking the local, regional and national potential of the East West Arc.
- To promote high quality and sustainable design that helps to deliver a safe, healthy and welcoming place, reducing crime and maximising opportunities to address climate change.
- To create vibrant and diverse town centres which provide high quality experiences for all users and identify Bletchley and Fenny Stratford as distinct from and complementary to other centres in Milton Keynes.
- To promote and celebrate Bletchley and Fenny Stratford's diverse communities and the area's cultural and heritage assets.

Connectivity

- To maximise opportunities created by the area's key strategic accessibility at the intersection of main rail lines including East West Rail and future Mass Rapid Transport.
- To extend and improve public transport, walking, cycling networks improving connectivity within and beyond the area and removing barriers to permeability.
- To encourage healthy and active lifestyles by improving access to important local environmental assets.
- To address inequalities in access to digital connections by providing affordable access to broadband, computing facilities and training.

Skills and Enterprise

- To create new future-facing jobs within the area and build on the area's historic reputation of innovation and excellence as the home of computing.
- To protect viable employment and support new businesses with a focus on the town centres.
- To tackle, at pace, persistent poor performance in schools and strengthen progression pathways for young people.

Rationale

Bletchley and Fenny Stratford and their residents have not shared in the economic success of Milton Keynes. Without the TIP, they will continue to lag and will not be able to capitalise on opportunities created in the Arc and through expected rail improvements.

Inputs

£25m Towns Fund
Significant matched funding

Project Activities

- Innovation Hub** – Redevelop sites around Bletchley Station into a mixed-use gateway.
- Revolving Development Fund** – Fund acquisition and reuse of key sites.
- Transport Hub** – Leverage existing funding commitments to deliver a new Eastern station entrance.
- Public Realm Improvements** - Improve appearance, attractiveness, safety and usability of Queensway and Fenny Stratford high street.
- Redway Improvements** - Delivery of strategic active travel links.
- Tech Park Bletchley** – Progression, pathways support and upskilling opportunities linked to digital IoT.
- Transformation at Bletchley Park** – Additional exhibition and learning facilities.
- Fibre Connectivity** – Address gaps in provision.
- Active Marketing of Bletchley and Fenny vacant sites** – Encourage business investment into the area relocation linked to vision for towns.

Intended Impacts

The programme will enable Bletchley and Fenny Stratford to be a thriving, healthy, affordable and attractive place, where its diverse communities are celebrated and connected to opportunities to live, work and play. It will be a centre for innovation, benefiting from excellent strategic rail connections to London, Oxford and Cambridge and taking forward the pioneering and enduring legacy of Bletchley Park to provide a bright future for all.

Outcomes

- Distinct town identity** which complements Milton Keynes Central while offering something different for businesses and the local community.
- Enhanced town centre** gateway to provide modern, flexible space for new businesses and encourage footfall into the town centre from commuter traffic and visitors to Bletchley Park.
- Increased number of businesses incentivised to scale up and relocate an active public realm** that enhances natural surveillance of the environment and encourages footfall and dwell time.
- Improved **active travel options** and links between areas of higher deprivation and opportunity.
- Improved health and well-being** outcomes for residents.
- Increased number of young people and adults with **relevant skills for the modern economy**.
- Increased use of digital channels by businesses and improved ability for residents to work and learn flexibly, **tackling issues of digital exclusion**.
- Enhanced **heritage offer** and learning provision at Bletchley Park and stronger **integration with town centre**.

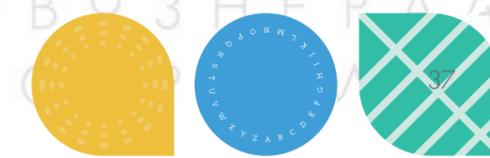
Outputs

- Remediation of dilapidated sites
- Delivery of commercial floorspace
- Delivery of additional housing
- Improved layout of Bletchley station and link to town centre
- Refreshed public realm
- Upgraded road, walking and cycling infrastructure
- Increased accessibility to skills facilities and support
- Improved facilities at Bletchley Park and better links between this asset, local communities and the town centre communities
- Improved coverage of digital infrastructure
- Relocation of new businesses
- Increased footfall

Figure 3.2 Bletchley and Fenny Stratford TIP Theory of Change
Source: Hatch 2020

Title	Summary	TIP Ask	Title	Summary	TIP Ask
 Innovation Hub	<p>The Innovation Hub will realise the redevelopment potential of the old Fire Station and other sites around Bletchley railway station. The scheme will comprise residential-led mixed use development and include an innovation/ incubator hub for emerging businesses. The hub will be located near to the proposed Institute of Technology.</p>	<p>£3.05 million</p>	 Tech Park Bletchley	<p>Tech Park Bletchley will be co-located with the proposed Institute of Technology (IoT), further strengthening the digital skills ecosystem and complementing the IoT as a self-contained business, innovation, research and community hub. Tech Park will support skills development, providing access to progression and pathway support for individuals and organisations. Space will also be dedicated to incubator, accelerator and co-working activity. This space will be for IoT graduates and local digital businesses (independents, start-ups and SMEs), providing essential links to the workplace and careers mentoring.</p>	<p>£1.02 million</p>
 Revolving Development Fund	<p>The revolving development fund will facilitate acquisition and re-use of run-down and dilapidated sites for new and improved uses (such as housing and commercial uses). Once the initial tranche of key sites in central Bletchley have been re-purposed, it is anticipated the fund will facilitate further development.</p>	<p>£10.16 million</p>	 Transformation at Bletchley Park	<p>The project will enable the creation of new exhibition spaces, a Collection Centre and a Learning facility as part of long-standing ambitions to preserve and enhance Bletchley Park as a world-class visitor attraction. This will be the first time these buildings (three wartime buildings in the centre of the Bletchley Park site: Block A, Block E and Teleprinter Extension) will be open as part of the Trust's heritage offer. This investment will play a critical role in enabling Bletchley Park to adapt in challenging circumstances.</p>	<p>£2.24 million</p>
 Transport Hub	<p>Creation of a new eastern station entrance, improving access between the town centre and the station and overcoming issues of severance. The project will align closely with the future station that will serve EWR. The proposal also includes elements to realign key highways and bus infrastructure.</p>	<p>£3.91 million</p>	 Fibre Connectivity	<p>Additional investment to complete the remaining areas of Bletchley/Fenny Stratford currently without full fibre connectivity.</p>	<p>£0.10 million</p>
 Public Realm Improvements	<p>Public realm investment to the Queensway area and Fenny Stratford's high street to improve the appearance, attractiveness, safety and usability of these areas. This project will also create a regular "heritage market" in and around the Queensway area.</p>	<p>£3.05 million</p>	 Active Marketing of vacant sites	<p>This project seeks funding to increase the inward investment activity function of Milton Keynes Council to attract new businesses, jobs and investment. Activity will work closely with Bletchley Park Trust and will build in a wider skills development focus to directly address issues like employer engagement.</p>	<p>£0.71 million</p>
 Redway Improvements	<p>Delivery of additional Redway links (dedicated paths for walking, cycling and running) between the Lakes Estate/ Newton Leys and Bletchley town centre.</p>	<p>£0.76 million</p>			

Figure 3.3 Project Short-list



Urban regeneration, planning and land use, including culture and heritage



Objectives

- To realise the once in a generation opportunity to regenerate and reinvigorate Bletchley and Fenny Stratford to give everyone in existing communities the chance to fulfil their aspirations by unlocking the local, regional and national potential of the East West Arc
- To promote high quality and sustainable design that helps to deliver a safe, healthy and welcoming place, reducing crime and maximising opportunities to address climate change.
- To create vibrant and diverse town centres which provide high quality experiences for all users and identify Bletchley and Fenny Stratford as distinct from and complementary to other centres in Milton Keynes.
- To promote and celebrate Bletchley and Fenny Stratford's diverse communities and the area's cultural and heritage assets.

Bletchley and Fenny Stratford has issues with the age, quality and configuration of the public realm, commercial stock and housing. This low-quality environment has resulted in issues of safety, low commercial values and severe pockets of deprivation. In general, viability challenges have hindered private sector investment, resulting in vacancies and dereliction. The wider benefits (externalities) of development are not valued by investors, and there are coordination and information failures holding back regeneration.

Stakeholder insight has reinforced these points. Results from the engagement survey found that "improving the place and local environment" was regarded as the most important area the

Town Deal should focus on and "a more attractive environment" would encourage more people to visit the town centre more often. Engagement has also highlighted increasing developer interest in Bletchley as a result of its strategic location and scale of opportunity. However, this interest is based on residential and lower value land uses.

There is therefore a strong rationale to deliver urban regeneration projects that improve the perception of the town centre and provide Bletchley and Fenny Stratford, and the opportunity to deliver this on the back of strategic transport investment.

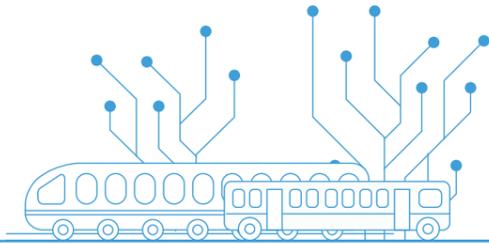
"The connection between the rail station, bus station and high street is not strong or pleasant. The route is bleak and not welcoming and there is no visual link, you are unable to see where the high street is."

Focus	Projects & Initiatives	Alignment
<p>Short term: Investment to support the heritage and cultural offer, diversifying the town centre and encouraging footfall as well as embedding a stronger local identity through complementary investments to support Bletchley Park. Interventions will focus on improving the layout of public space, improving usability and reducing crime</p>	<ul style="list-style-type: none"> • Public realm improvements • Transformation at Bletchley Park 	<ul style="list-style-type: none"> • Central Bletchley Regeneration Strategy • West Bletchley Council Neighbourhood Plan • Lakes Estate Neighbourhood Plan
<p>Medium term: Development of key sites, diversifying town centre uses and providing modern commercial and residential floorspace</p>	<ul style="list-style-type: none"> • Revolving Development Fund 	<ul style="list-style-type: none"> • Central Bletchley Prospectus • Plan:MK • Evolving SPD
<p>Long term: Improvements to the town centre gateway linked to EWR, with the Innovation as an anchor</p>	<ul style="list-style-type: none"> • Transport Hub • Innovation Hub 	

Figure 3.4 Priorities



Connectivity – local transport and digital connections



Objectives

- To maximise opportunities created by the area’s key strategic accessibility at the intersection of main rail lines including EWR and future Mass Rapid Transport.
- To extend and improve public transport, walking, cycling networks improving connectivity within and beyond the area and removing barriers to permeability.
- To encourage healthy and active lifestyles by improving access to important local environmental assets.
- To address inequalities in access to digital connections by providing affordable access to broadband, computing facilities and training.

Bletchley and Fenny Stratford town centres are supported by good public transport, but barriers to accessibility and connectivity exist. The main challenge is enabling residents to access the town centre via walking and cycling routes, with issues so far resulting in car dependency and above average rates of local car pollution. This means that the ability of the town to benefit from planned major transport investments could be restricted.

Stakeholder engagement reinforced messages around the challenges to walking and cycling, particularly issues around perception of safety and gaps in routes preventing longer journeys. Engagement also identified challenges with digital

infrastructure. Despite the baseline evidence showing high levels of broadband connectivity and speed across the area, feedback from consultation indicates that some are unable to access broadband and there may be skills barriers hindering use.

There is a clear rationale for public transport and digital investment, focused on improving public transport, walking and cycling routes that tackle car dependency and promote healthy lifestyles, and digital skills investment that improves digital inclusion.

“Access to the Redways is still very poor and prevents me commuting to MK for work. We lack a good outdoor space for a longer walk.”

Focus	Projects & Initiatives	Alignment
<p>Short term: Infrastructure improvements to improve town centre resilience and recovery as well as improving pedestrian and cycling connectivity</p>	<ul style="list-style-type: none"> • Redway improvements • Fibre connectivity improvement 	<ul style="list-style-type: none"> • MK Futures 2050 • Plan:MK • England’s Economic Heartland Draft Transport Strategy
<p>Medium term/long term: Overcome accessibility issues in the town centres e.g. severance. Gateway development to reconfigure Bletchley Station and other key town centre constraints such as road layout and bus infrastructure</p>	<ul style="list-style-type: none"> • Transport Hub 	

Figure 3.5 Priorities



Skills and Enterprise Infrastructure



Objectives

- To create new future-facing jobs within the area and build on the area's historic reputation of innovation and excellence as the home of computing.
- To protect viable employment and support new businesses with a focus on the town centres.
- To tackle, at pace, persistent poor performance in schools and strengthen progression pathways for young people.

The local skills and job opportunities in Bletchley and Fenny Stratford town centres tend to be concentrated in local service sectors such as hospitality, leisure and recreation and warehouse and logistics. In order to realise the longer-term vision for the area, the local economy must shift to accommodate sectors that are more closely aligned to this ambition. The opportunity to capitalise on Milton Keynes' growth potential is significant. Particularly around unlocking attractive, modern commercial space that enables growing businesses to stay in the area and to attract organisations from elsewhere to move here.

At present, local skills do not currently align with higher value sector needs. Baseline evidence demonstrates clear challenges in the skills infrastructure, including below average levels of attainment amongst secondary schools. The issue of a mismatch between the local skills

profile and potential future job opportunities has been highlighted in the stakeholder engagement work. This identifies the need for upskilling and retraining support for local residents to enable movement into higher skilled jobs.

There is a clear rationale to create new future facing jobs that make the most of its position in a high performing area, whilst improving skills and educational outcomes so residents can capitalise on these future opportunities. The Institute of Technology and Tech Park project will form a bridge between schools, college, entrepreneurs, SMEs and businesses, ensuring inclusive progression pathways into high skilled and sustainable careers. Bringing employers. Linking employers, schools and communities are key aspects of the IoT's delivery model. Aligning the Tech Park and Innovation Hub will amplify the impact and opportunity of the IoT.

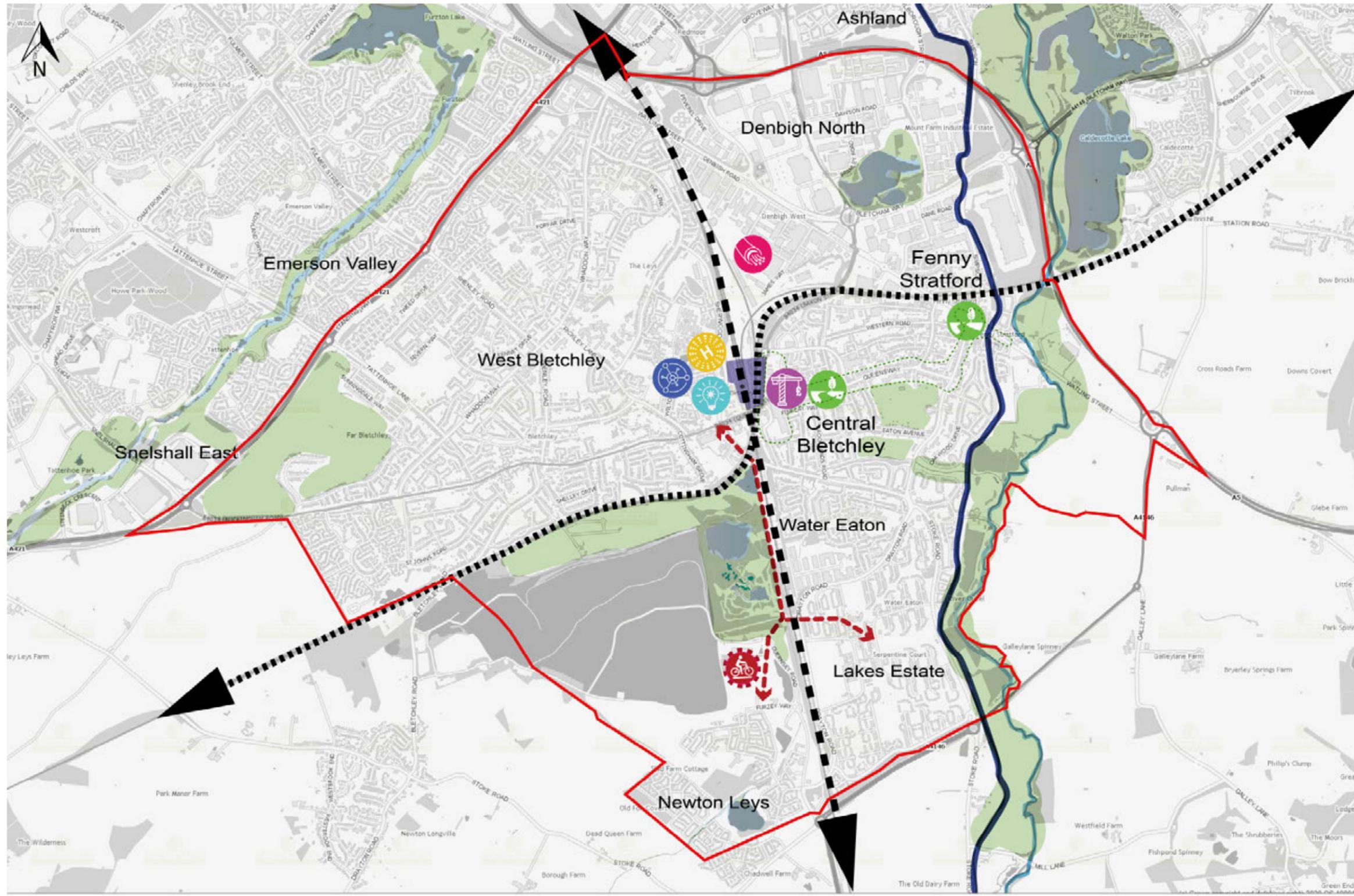
“Highly skilled jobs are fine... but locals need to be skilled up to take advantage of them”

Focus	Projects & Initiatives	Alignment
<p>Short term: Minimise the impact of COVID-19 on learning infrastructure and the labour market through specific targeted activity</p>	<ul style="list-style-type: none"> • Transformation at Bletchley Park 	<ul style="list-style-type: none"> • COVID-19 Recovery Strategies • SEMLEP Local Industrial Strategy • Oxford-Cambridge Arc Economic Prospectus • Milton Keynes Skills Strategy • SEMLEP Skills Plan
<p>Medium term: Improve the skills infrastructure through capital investment and activity to improve links between existing assets, employers and schools</p>	<ul style="list-style-type: none"> • Tech Park Bletchley • Active Marketing of Bletchley and Fenny vacant sites 	
<p>Long term: Maximise benefits brought by the IoT by clustering activity nearby in high quality, flexible premises</p>	<ul style="list-style-type: none"> • Innovation Hub 	

Figure 3.6 Priorities



Figure 3.7 Spatial Impact of the TIP
Source: MKC



- 
Bletchley & Fenny Stratford
Town Deal Area
- 
Innovation Hub
- 
Development Fund
- 
Transport Hub
- 
Public Realm
improvements
- 
Bletchley Park
Transformation
- 
Strategic Redway links
(indicative alignment)
- 
Tech Park
- 
Fibre connectivity
improvements
- 
West Coast Main Line
- 
New East West Line
- 
Grand Union Canal



Engagement and Governance

Stakeholder and Community Engagement

Our Approach

Plans made with the communities that they affect are most likely to be successful, lead to innovation and creativity and generate support for changes that are being proposed. A key part of evolving the strategy, setting objectives and defining a programme of activities for the TIP has been considering the views and ideas of the local community. The ultimate strength of the TIP is for it to be established on a strong appreciation of the area's issues, needs, challenges and opportunities. This establishes a robust vision for the future, a well-evidenced strategy and the identification of projects that can achieve real change.

Engagement over the course of the TIP preparation has been challenging due to the COVID-19 pandemic. In response, the Board has acted innovatively, making the most of digital technology to reach diverse communities and groups through a variety of channels.

Over time, and guided by the Town Deal, engagement will transition to a blend of traditional, trusted and innovative approaches that reach all sectors of society, including those hard to reach and poorly represented in public life. The Board will take a lead deciding how the community will be engaged and will work closely with the private and public sector partners to ensure the impact of community benefits can be maximised.

The role of the Town Deal Board

Members of the Bletchley & Fenny Stratford Town Deal Board were selected to represent the fullest possible range of interests across the local area. The Board is chaired by John Cove, Chair of MK Dons Sport and Education Trust, and its members are drawn from a number of partners and organisations across Milton Keynes who have a particular interest in the Bletchley and Fenny Stratford area.

The Board's purpose is to produce the Town Investment Plan based upon a thorough understanding of the local area focusing on its assets, opportunities and challenges. Board members play an important role in providing local knowledge and insight. They also act as important representatives of their

organisations, communities and businesses to make best use of their positions and networks across the local area. The Board will play a key role in harnessing the collective commitment of partners who are passionate about Bletchley and Fenny Stratford, acting as a coalition for change.

The Bletchley & Fenny Stratford Town Deal Board

John Cove, Chair of the Board. John is Chairman of Milton Keynes Dons FC Sport and Education Trust.

Iain Stewart MP. Member of Parliament for Milton Keynes South.

Councillor Pete Marland. Leader of Milton Keynes Council.

Delia Shephard. Clerk to Bletchley and Fenny Stratford Town Council.

Helen Hupton. Clerk to West Bletchley Council.

Angie Ravn-Aagaard, representing the Consortium of Bletchley Residents Associations (COBRA).

Ian Revell. CEO of MK Community Foundation.

Dr Julie Mills OBE. CEO and Group Principal of MK College.

Oliver Mytton. Deputy Director of Public Health at Milton Keynes Council.

Charles Macdonald. CEO of Milton Keynes Development Partnership.

Hilary Chipping. CEO at the South East Midlands Local Enterprise Partnership

Denise Wetton. Commercial and Business Development Director at Network Rail.

Catherine Butt. Vicar of St Frideswide's Anglican Church in Water Eaton

Dr Vann Canthaboo, GP at Westfield Road Surgery, Bletchley.

Figure 4.1 Town Deal Board members
Source: Hyas, 2020



Engagement Activities

Preparation of the TIP has been driven by a broad range of local stakeholders, representing key local institutions, communities and businesses. Developing the plan is only the start of a longer process of continual engagement, collaboration and joint working across the relevant partners.

The stakeholder engagement we have undertaken to date and the actions we have taken to obtain the views of Bletchley and Fenny Stratford's communities include:

- **Drawing from a range of recent engagement processes across the Town Deal area**, including work relating to Neighbourhood Plans, the Central Bletchley Prospectus, the Lakes Regeneration engagement, Plan:MK and the MK2050 Growth Strategy.
- **Reviewing and distilling feedback from the #MyTown initiative** launched by the Government as the content of the TIP was developed. Whilst this was presented as 'Milton Keynes' rather than the specific focus

of Bletchley and Fenny Stratford and thus received wider views about Milton Keynes as a whole, it has provided an additional source of evidence about the issues and preferences of respondents with broader interests.

- **Interviews with community representatives** selected to speak for both particular communities of interest in the area and to give their individual views about the future and outcomes they wanted to see.
- **Regular meetings of the Board to review progress**, agree the vision, strategic objectives and key investment priorities, and agree the proposed investments to be taken forward.
- **The establishment of 4 themed sub-groups** to draw together key stakeholders with respect to 'Land & Development', 'Place & Connectivity', 'Economy & Skills' and 'Community, Health & Wellbeing, Heritage & Culture'.

- A presentation to and discussions with the **Milton Keynes Youth Cabinet** to ensure that younger generations were aware of the initiative and could provide their views, objectives and priorities.
- **An online survey** which secured 320 responses to questions about the best features of the area, its strengths and opportunities. The survey has been promoted by all the local stakeholders including the Town Councils who have provided additional valuable support to help local residents to contribute through a variety of means including paper versions of the Survey and inputting views on behalf of digitally excluded individuals.
- Reaching out through the Towns Fund Board to members' networks to generate a long-list of potential projects for Towns Fund investment. As part of this exercise, the team preparing the TIP engaged with organisations which had identified projects to obtain suitable information.

- **Regular news posts and social media posts** sharing the views of Board members and project partners, such as video clips and press releases.

An important part of initial engagement activity has been the creation of the '**Groundbreaking Bletchley & Fenny**' identity, new website and associated social media pages. This is intended to take

forward the strong local heritage of innovation from the work of the codebreakers at Bletchley Park to the present day and future potential such as through the development of the Institute of Digital Technology. This will provide the key communications 'hub' around which activities relating to the Towns Fund and other initiatives across the area will be presented and communicated going forward.

The engagement work undertaken to date has provided an excellent source of insights into opportunities for the area, good ideas about its future and how the Towns Fund might best support priorities for future prosperity, including recovery from the current COVID-19 situation. The findings of the surveys and workshops groups, and social media engagement, have been a key input into the TIP and its narrative about the future of Bletchley and Fenny Stratford.

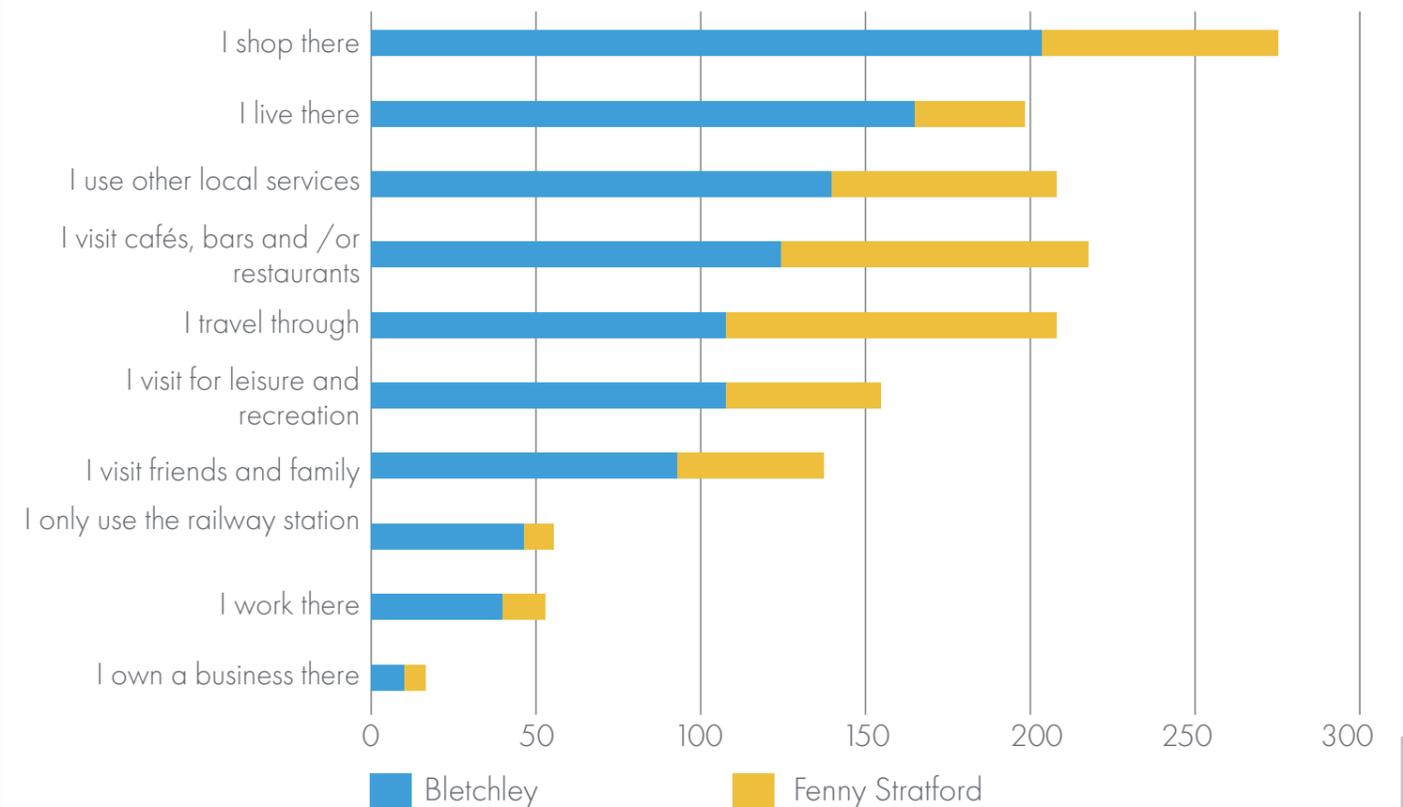


Figure 4.2 Survey Responses: Why do you visit Bletchley & Fenny Stratford
Source: Hyas, 2020

Our Future Plan for Stakeholder Engagement

A Stakeholder Engagement Plan has been developed to manage ongoing and future engagement to support delivery of the Towns Fund. This summarises the key activities undertaken to date and findings. It also puts forward proposals around maintaining and strengthening engagement in the future. The key features of our stakeholder engagement plan are to secure:

- **Further development of the 'Groundbreaking Bletchley & Fenny' brand including** evolution of the web presence, active use of social media accounts to publicise news, activity and promote interaction; and more traditional media including posters, leaflets etc.
- **Engagement with stakeholders** drawn from across different community groups.
- Engagement with specific sub-groups of stakeholders to provide more detailed 'drill-down' insight. For example, we will maximise opportunities to engage with **local community and business groups, the MK Youth Cabinet and younger generations working closely with MK College as its students start to come back into the area.**
- Further development of our online resources to maximise opportunities for people to engage. This would encompass a wide range of engagement and feedback mechanisms, such as through the use **online surveys & polls, live/recorded webinars/broadcasts; the use of inspirational animations and video clips; online interactive sessions with whiteboards/feedback mechanisms.**



- As circumstances allow, more interactive and participatory activity such as **exhibitions, 'pop-up' feedback sessions, formal/informal meet ups and group events** at community-centred places within the Town Deal area.
- **Fuller leverage of the Town Deal Board** and the key partners involved as catalysts for cross-sector collaboration and debate. This knitting together of lead bodies with local community groups is already proving to be a valuable platform for constructive debate. Moving forward, the Town Deal Board will look to supplement current engagement activities to ensure that all local stakeholders can be actively and positively engaged.



- **Further input from the already established sub-groups** to continue to consider particular themes and issues. Membership of the sub-groups will be kept under review, ensuring that the right stakeholders, knowledge and experience can be pooled to work through issues, challenges and opportunities for the future.

In the context of the COVID-19 guidance and moving into 2021, we anticipate that a bespoke programme of engagement will be needed based on a continuation of virtual engagement platforms and opinions gathering, with material available in physical locations as (and if) appropriate. Resources can be made available to support face to face activity, but only if it aligns to Government guidance.



Private Sector Commitment

The TIP will need to create conditions which attract and encourage private sector investment. Engagement will continue with commercial agents, landowners, investors and other key stakeholders to identify potential development opportunities across the Bletchley and Fenny Stratford area, with a particular focus on the town centres as important areas of change.

Engagement and joint working with the private sector will be a key aspect of delivering change across the area. Whilst there are areas of public sector land ownership and interests, a key aspect of this TIP is to extend **the approach of land assembly using the skills of Milton Keynes Development Partnership (MKDP)**. Proposals will need to come forward in tandem with private sector interests and investment to ensure that a comprehensive approach can achieve maximum impact.

Positive joint working already exists with a range of key partners which have been enhanced through the process of developing the TIP and the establishment of a specific 'Land & Development Group'. Initial discussions have focussed on current issues & challenges, existing and planned

activity, the ability and willingness of the private sector to resource or implement initiatives to achieve the Board's vision. These sessions led to positive and productive discussions and have helped to generate further opportunities and supplement the understanding of the strengths, weaknesses, opportunities and threats which exist. Widening the membership of this sub-group to include representatives of commercial agent, landowners and investors in the area will further enhance the value of the outputs.

Furthermore, the involvement of MKDP, both on the Board and as a delivery partner, provides the opportunity to draw from their well established relationships with investors, developers, occupiers and others involved in the local property and land markets. MKDP offers a distinct advantage to this town deal area and can be used to assist with delivery.

The Board is also set up to ensure key local businesses can get directly involved and be seen as part of the coalition of change for the place. The pooling of knowledge, resources and investment between both the public and private sectors will be fundamental to the delivery of transformational change that brings long term benefits to the local community.

Governance

Our approach is underpinned by strong partnership working and effective collaboration. Our Towns Fund Board will oversee the implementation of the TIP. The primary responsibilities of the Board will be to:

- Establish and champion the vision for the Town Deal, agree strategic direction and priorities
- Develop the Investment Plan and approve all Town Deal activity
- Lead on engagement and ensuring diversity in its engagement with local communities and businesses
- Monitoring and evaluating Towns Fund projects and overall programme delivery
- Oversee compliance with the Heads of Terms Agreement with government and the Board and generally ensure that Board decisions are made in accordance with good governance principles.

The Board will be supported by a Town Deal Programme & Town Deal Implementation Group. The Group will oversee the development of detailed business cases and adopt a programme management approach to support the delivery of the Towns Fund Investment Programme. It will oversee the delivery of the Town

Deal projects and advise the Town Deal Board on progress. It will manage the stakeholder engagement, marketing and communications activities to communicate progress to the wider community through the 'Groundbreaking Bletchley & Fenny' brand.

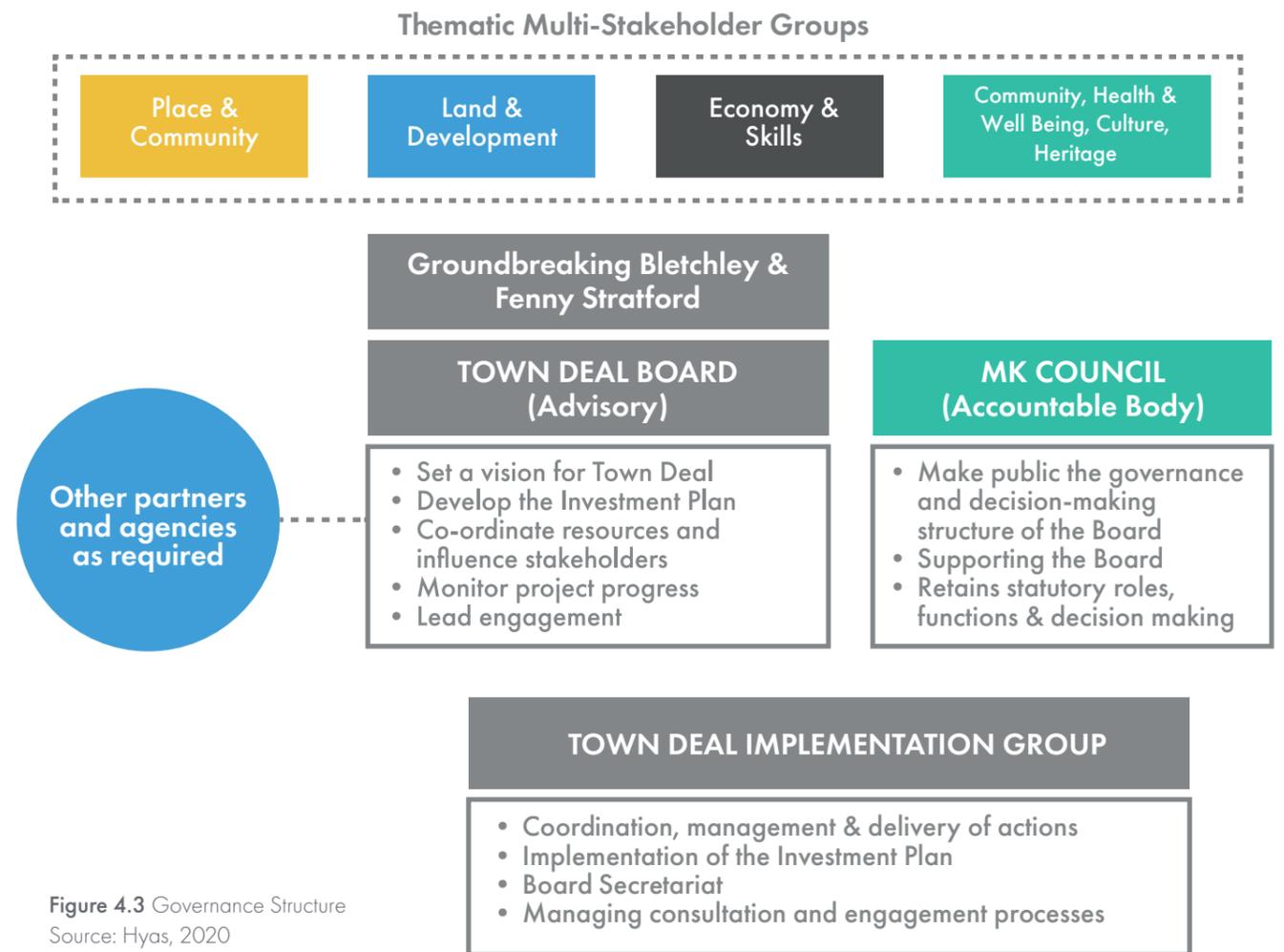


Figure 4.3 Governance Structure
Source: Hyas, 2020



Assurance and Scrutiny

The Town Deal Board will establish a robust accountability and assurance framework. This will include:

- Robust performance management systems against agreed objectives, outcomes and KPIs
 - The preparation of project-specific funding agreements to ensure projects are delivered in a compliant manner, consistent with approved business cases and in line with programme requirements
 - The production of progress monitoring reports and collation of information submitted by each project to record activity, achievement and to explain variation from expected profiles
 - Due diligence checks on project delivery organisations in line with a programme implementation plan
 - Progress reports and programme risk register to highlight issues related to the Town Deal's performance, including monitoring, tracking and achievements on a monthly basis
- Quarterly Progress Reports to be shared with MKC, the Towns Board and MHCLG to include output and spend performance
 - Implementation of any changes in response to performance issues and lessons learnt
 - Oversee the evaluation process (interim and final) to consider the success of the Town Deal in meeting its objectives.



Business Case Development

Following agreement of Heads of Terms, MKC via its project management resource will develop full business cases for each agreed project, acting as the accountable body but working in partnership with scheme promoters & partners.

Project leads will be responsible for the development of individual business cases, with an assurance role played by the Programme Manager. The Programme Manager will manage this through MKC's Green Book-compliant assurance processes. The business cases will set out:

- The Strategic Case including demonstration of need and market failure, and alignment with objectives of Towns Fund
- The Economic Case demonstrating impacts of the scheme and value for money
- The Financial Case demonstrating affordability
- The Commercial Case demonstrating deliverability
- The Management Case outlining capability and management arrangements



The business case development process is expected to commence upon agreement of headline terms with support from external consultants as required. In parallel, activities to refine design and options for projects will continue as will further community and stakeholder engagement on the proposals and options. Delivery and management arrangements will be firmed up, including plans for ongoing monitoring and evaluation.

The TIP includes projects for which a strong business case is already in development. The approach will enable the efficient progression from strategic outline

cases towards the subsequent development of outline and full business cases and enable the timely submission of the summary document to government in due course. Ongoing liaison with advisors from the Towns Hub will provide assurance that the process is robust, along with details of the delivery arrangements, including financial commitments.



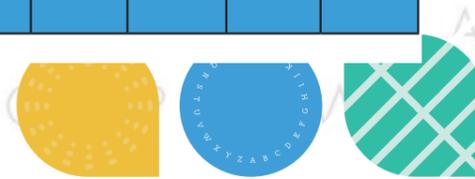
Timeframes

The Board is confident that all projects in this Town Investment Plan can be delivered within the spending timeframes. The figure below presents a high-level programme showing the timescales associated with each project.

Figure 4.4 High Level Gantt
Source: MKDP

TIP Objective	Project		20/21	21/22	22/23	23/24	24/25	25/26
Urban Regeneration	Revolving Development Fund	Agree Heads of Terms & Produce Full Business Cases						
		R1: Negotiation & Acquisition of Sites						
		R1: Site Delivery						
		R1: Completion/Evaluation/R2 Planning						
	Public Realm Improvements	Agree Heads of Terms & Produce Full Business Cases						
		Design, Consultation, Planning Permission - where required						
		Procure and Appoint Contractor						
		Deliver PR improvements						
	Transformation at Bletchley Park	Agree Heads of Terms & Produce Full Business Cases						
		BP Appoints Contractor						
		Deliver BP Improvements						
	Innovation Hub	Agree Heads of Terms & Produce Full Business Cases						
		Identify Development Partner and Obtain Planning Permission						
		Deliver Development						
		Homes/Commercial outlets available.						

TIP Objective	Project		20/21	21/22	22/23	23/24	24/25	25/26
Connectivity	Redway Improvements	Agree Heads of Terms & Produce Full Business Cases						
		Negotiate land acquisition						
		Detailed Route Planning and Planning Permission						
		Route Opens						
	Fibre Connectivity	Agree Heads of Terms & Produce Full Business Cases						
		State Aid, Open Market Review, Procurement, Deployment Planning						
		Negotiate Wayleaves, Deployment starts						
		Deployment completed						
	Transport Hub	Agree Heads of Terms & Produce Full Business Cases						
		Network Rail, East West Rail approve and fund "Superstation" concept						
Detailed Design of Eastern Entrance to fit with "Superstation" Concept								
Delivery of Eastern Entrance Route re-alignment and new Bus Station								
Skills and Enterprise	Tech Park, Bletchley	Agree Heads of Terms & Produce Full Business Cases						
		Finalise Design and Tender for Refurbishment Works						
		Relocate Existing Provision and Commence Refurbishment						
		Operational - April 2022						
	Economic Development and Inward Investment	Agree Heads of Terms & Produce Full Business Cases						
		Staff Recruitment and administrative setup						
		Bletchley/FS ED starts						
		Delivery of Increased Commercial Activities						
Administration	Programme Management Activities	Agree Heads of Terms & Produce Full Business Cases						
		Secretariat for TD Board						
		Monitor and Report Delivery						
		Engagement with Stakeholders: Government/Public/Consultees						



Delivery Confidence, Partnerships and Risks

The TIP proposals set out benefit from a series of credible delivery partners and a track record of success. This includes Milton Keynes Development Partnership as well as local colleges and world-famous visitor attractions.

Milton Keynes Council

Milton Keynes Council (MKC) will be the accountable body for the Town Deal. MKC will provide support to the Board, help to negotiate and agree the Town Deal with the government, and have responsibility for managing and administering funds on behalf of the Board, reporting on performance, and ensuring appropriate governance and assurance compliance. MKC has considerable and relevant experience in delivering and overseeing a wide range of comparable projects.

The Council manage and deliver a significant annual capital programme. For 2020/21 this included capital expenditure of over £100m across a range of capital projects. This includes diverse activities from the construction of new secondary schools, school expansions, highway improvements and investment in new community, health and leisure facilities. The programme includes the management of strategic works funded through various public sector funding streams including

£23.5m from SEMLEPs Local Growth Fund to implement the A421 dualling to the M1 and £76m from the Housing Infrastructure Fund to deliver infrastructure to support growth of Milton Keynes East. Within part of the Town Deal area, MKC is delivering a 5-year £128m investment programme in the Lakes Estate to deliver new affordable homes, improved facilities and transport measures.

Capital Projects are managed in the Council using the MK Approach methodology with a framework of standardised project documentation including project mandate, outline business case, and project initiation forms (known as the START business case), together with specific documents and templates for use throughout the project lifecycle.

Decisions and monitoring of the capital programme is through a series of project and programme boards, with strategic overview through the Corporate Portfolio Board (CPB). This is Chaired by the Council's Deputy Chief Executive and the S151 Officer is also on the CPB. The governance structure consists of a three-tier hierarchy with devolved responsibility in terms of recommending projects for prioritisation and allocation of capital resources. Regular reports on the Corporate Projects Schedule is also reported to the Council's Scrutiny Management Committee.

Further development and implementation may be carried out by a variety of organisations but MKC will be the responsible body for the funds to the government. The Council will work closely with partners, businesses and the community via the Board, and in particular will be able to draw across and utilise **the skills and experience of Milton Keynes Development Partnership** in terms of land assembly, promoting development and delivering social and economic value.

MKC will ensure that the Programme & Delivery Group has the skills, capacity and resource required to actively support project delivery. MKC will ensure that appropriate dedicated resources can provide effective oversight of the programme and coordination of activities in relation to monitoring and management of the programme's projects, including financial and legal implications.

Each major capital project will be assigned a dedicated Project Lead, who has been involved in developing the project to date and who will lead on the delivery of their respective project with oversight from the Programme Manager. Specific projects may also require a wider stakeholder delivery team, subject to the type of project, the scale and range of partners involved. Such individuals/teams will ensure coordination of activity between the partners including programming and funding.

Where the procurement of technical and specialist advice at project and programme level is required, this will be commissioned via the project lead, through the Council's Procurement Officer to ensure that procurement regulations are adhered to in sourcing of any specialist expertise required for the delivery of the project.



Milton Keynes Development Partnership (MKDP)

Milton Keynes Development Partnership LLP (MKDP) is owned by Milton Keynes Council. It facilitates Milton Keynes' continued growth and economic success by promoting the development of its land assets to deliver economic and social value from its 70+ sites in line with the Council's Plan and Plan MK. The MKDP estate comprises around 265 developable acres.

Milton Keynes Council (MKC) identified a long-term opportunity in 2012 to acquire and bring forward 360 developable acres in Milton Keynes (MK), then under HCA ownership, via the localism agenda. MKDP was conceived as an arm's length commercial entity with an independent Board to manage the business delivering development and placemaking for the economic and social benefit of MK.

MKDP supports MKC in its plan making and delivery, both planning and economic via an Accountability Framework which is reviewed annually. MKDP has an executive team of approximately 10 specialist property, development and finance staff who, following the first 6 years of trading, are now delivering revenue to MKC exceeding the portfolio purchase. MKDP

also provides commercial and technical support to MKC across its land and property holdings.

MKDP is a significant and credible deliver partner for a number of the shortlisted TIP projects – including the Innovation Hub and Revolving Development

Fund. Figure 5.1 shows the scope of MKDP's recent achievements.

Supporting the skills dimension of the TIP and Tech Park Bletchley in particular are two significant delivery partners: **MK College** and the **Bletchley Park Trust**.

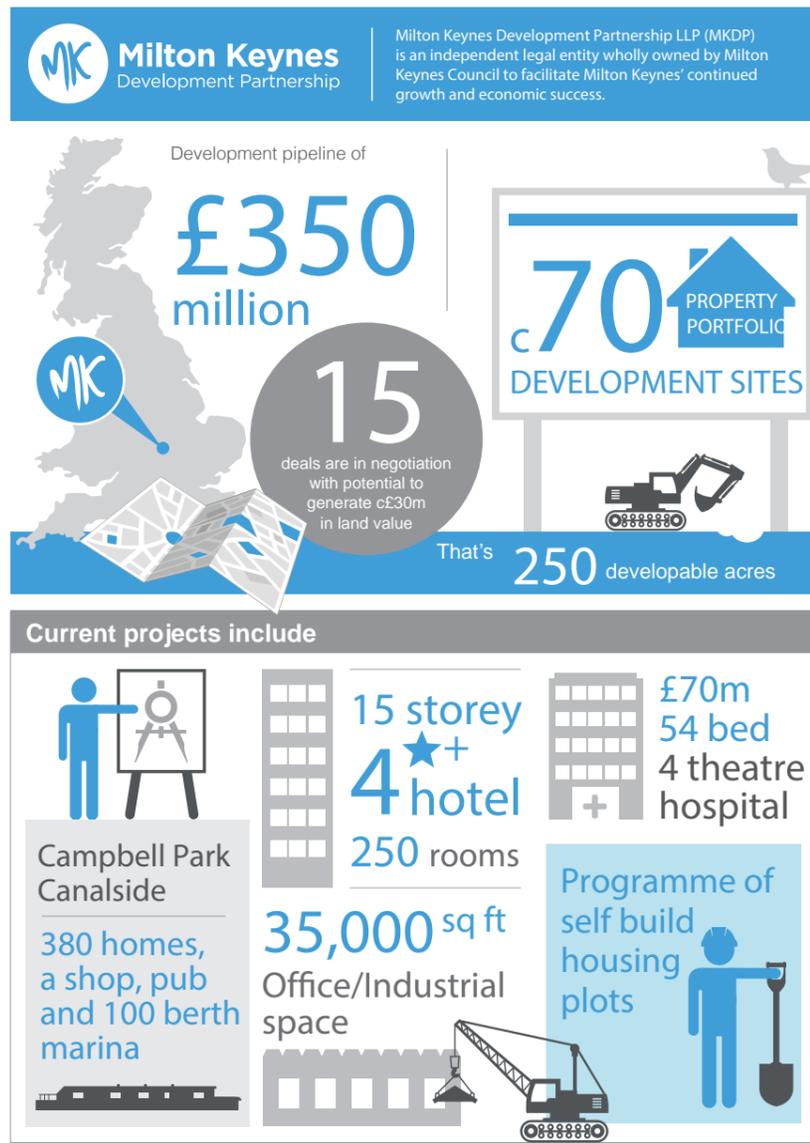


Figure 5.1 MKDP Profile
Source: MKDP

Milton Keynes College

Milton Keynes College is a medium-sized general further education college located on three campuses in central Milton Keynes. The college provides a wide range of post-16 education and training, including 16 to 19 study programmes in a variety of vocational areas, adult learning programmes and apprenticeships.

Milton Keynes College and Milton Keynes Council have partnered successfully for over 20 years. The two organisations have led community and outreach work in partnership with Adult and Continuing Education and strategic work creating opportunities for residents and businesses of the city.

Previous examples of high impact delivery include the Council's Neighbourhood Employment Project, which was developed from joint community engagement, including the Routes to Success programme which engaged over 2,000 participants, supporting them into work and further learning. Collaborative Sector Based Work Academies were amongst the most successful in the country and resulted in hundreds of sustainable jobs for the most disadvantaged.

Strategic collaboration has ensured Section 106 investments have supported the College's growth to meet the skills demands of a rapidly expanding population and economy. Together, Milton Keynes College and Milton Keynes Council have a track record of delivering significant capital projects on budget and on time. This includes a major extension to the College's campus and refurbishment of disused properties into a specialist skills centre for engineering and higher skills.

A consortium led by **Milton Keynes College** including a group of prestigious partners **Microsoft, KPMG, McAfee, Evidence Talks, VWFS, Activate Learning and Cranfield University**, and supported by the **Bletchley Park Trust**, anticipate an investment of circa £20 million by the Department for Education to build an Institute of Technology (IoT) at the Bletchley campus of Milton Keynes College.

A thousand students a year are expected to benefit from the expertise of the Institute which will be an inclusive centre for technical qualifications, higher

apprenticeships and training to plug the growing gap between demand and supply for key technical and digital roles, including cyber security. Students aged eighteen and over will attend the Institute in person and study online. Milton Keynes is ranked as the eighth most active city in the country for technical innovation and the Institute will help to train the people who are going to be needed not just in the city and the wider region but all over the country.

MK College is also delivering and leading the 'Restart Network' for the city. The aim of the 'Restart Network' will be to offer a range of individualised, supportive and practical interventions, to help young NEETs and those most in need back into the workplace, including adults, young people aged 18 – 24, and those recently furloughed due to the COVID-19 pandemic. This 700k project is being developed in tandem with MKC and will supplement Tech Park Bletchley.



Figure 5.2 Comprehensive Risk Register
Source: Hyas

RISK IDENTIFICATION				INITIAL RISK RATING (Risk rated based on effectiveness of current controls at the time of the initial risk assessment)				EVALUATION	
RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	SUM	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION
What is it that you are working to avoid or reduce the likelihood or impact of occurring? Risks are future events that could interfere with achievement of objectives.	What are the triggers, sources or circumstances that could act alone or together to increase the likelihood of the Risk Event occurring? There are usually multiple causes leading to a Risk Event.	If this Risk Event did occur, how would it impact objectives? What are the longer-term or cumulative consequences?	What are you doing now to reduce the likelihood or impact of the event?	How likely?	How severe?			Non-existent, Inadequate, Adequate, Robust, Excessive	Will you treat, monitor, transfer or avoid the risk?
Funding	Match funding not secured	The bid would have to be withdrawn.	This work is ongoing at the time of completing the TIP. The majority of match funding will be in relation to the station - dependent on Network Rail and EWR taking this forwards, and for the Innovation Hub which will need to identify the additional funding required and its sources, possibly from the Council and developers, to take this forwards	2	5	10	MEDIUM	Adequate	Monitor
Political	Partner approval or support	The bid would have to be withdrawn.	Agreement secured with Members a. Cabinet decisions will be minuted - Delegated Decision due on projects in the TIP 27 October 2020	1	5	5	LOW	Robust	Monitor
	Statutory Approval (Planning and Highways)	Programme would be delayed pending appeals.	Planning officials involved in detailed option selection and design discussions	1	4	4	LOW	Robust	Monitor
Management	Management capability	Programme potentially delayed	Project management resource requirements have been identified but will need to be sourced. Provision for associated revenue funding has been made in the TIP.	2	3	6	MEDIUM	Adequate	Monitor
	Lack of communication	Programme delayed or stopped	Regular meetings and reporting structure set out	1	4	4	LOW	Adequate	Monitor
	Staffing capacity	Programme would be delayed	Project management resources have been identified, and job descriptions for new posts are currently being produced.	2	3	6	MEDIUM	Adequate	Monitor
Cost escalation and overrun	Poor initial cost estimates	Programme could not proceed	The basis of cost estimation associated with key projects will need to be further defined during the detailed business planning phase	2	4	8	MEDIUM	Robust	Monitor
	Inflationary cost increases	Programme could not proceed	As above	1	4	4	LOW	Adequate	Monitor

RISK IDENTIFICATION				INITIAL RISK RATING (Risk rated based on effectiveness of current controls at the time of the initial risk assessment)				EVALUATION	
RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	SUM	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION
What is it that you are working to avoid or reduce the likelihood or impact of occurring? Risks are future events that could interfere with achievement of objectives.	What are the triggers, sources or circumstances that could act alone or together to increase the likelihood of the Risk Event occurring? There are usually multiple causes leading to a Risk Event.	If this Risk Event did occur, how would it impact objectives? What are the longer-term or cumulative consequences?	What are you doing now to reduce the likelihood or impact of the event?	How likely?	How severe?			Non-existent, Inadequate, Adequate, Robust, Excessive	Will you treat, monitor, transfer or avoid the risk?
Market Risk	Insufficient demand from developers and occupiers	Development Programme delayed or stopped	It is expected that MKDP will manage the Innovation Hub project and potentially also the Development Fund. MKDP has significant experience of delivering projects with key developers. The strategic location and revenue potential for this site will help attract development partners.	2	4	8	MEDIUM	Adequate	Treat
Economic Risk	A further decline in economic conditions impacting on footfall and town centre viability	Development programme would be delayed	Town Investment and Delivery Team will be established to encourage partnership working from the outset of the programme, taking a strategic approach and using best practice to address any challenges	3	3	9	MEDIUM	Adequate	Monitor
Land Acquisition	Delay in completion of acquisition	Innovation Hub delayed - benefits would not be realised until much later	Majority of site available, accelerated project will reduce developer costs	2	4	8	MEDIUM	Adequate	Treat
	Failure to acquire	delayed - benefits would not be realised until much later		2	4	8	MEDIUM	Adequate	Treat
	Cost Increases	Delay in programme - some elements would need to be removed		2	4	8	MEDIUM	Robust	Monitor
Unanticipated site issues (Public Realm Schemes)	Poor ground conditions	Delay and cost increases	Early survey work, appropriate risk allowances	2	3	6	MEDIUM	Adequate	Monitor
	Contamination	Delay and cost increases		2	3	6	MEDIUM	Adequate	Monitor
	Pollution	Delay and cost increases		2	3	6	MEDIUM	Adequate	Monitor
Legal Risk	State aid approval	Delay and cost increases. If not State Aid compliant funding may have to be repaid	Adopt known compliant schemes, such as BDUK for fibre broadband.	2	5	10	MEDIUM	Robust	Monitor
	Poor title	Delay and cost increases		1	3	3	LOW	Adequate	Monitor
	Wayleaves/ 3rd party rights	Delay and cost increases	Early survey work, appropriate risk allowances	1	3	3	LOW	Adequate	Monitor
	Liabilities (environmental)	Delay and cost increases		1	3	3	LOW	Adequate	Monitor
Contractual risk	Failure of Contractors	Delay and cost increases	Use of established procurement routes with appropriate vetting procedures	2	2	4	LOW	Robust	Monitor
	Underperformance of contactors	Delay and cost increases	Use of established procurement routes with appropriate vetting procedures	2	3	6	MEDIUM	Robust	Monitor
Community Consultation Risk	Poor perceptions from the third parties and general public	Delay to the programme, cost increases and inability to complete	Establish good working relationships and communication of progress. Undertake data collection for benefits realisation.	2	4	8	MEDIUM	Adequate	Monitor

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