

Milton Keynes Council Economic Development Strategy 2017 - 2027

July 2017



1 Milton Keynes Economic Development Strategy 2017 - 2027

Introduction

- 1.1 The Council Plan 2016-2020 sets out how Milton Keynes Council will work to achieve its ambitions for Milton Keynes. Its vision is for a thriving dynamic European Destination City and to ensure a fair, hardworking and more equal Milton Keynes for all. The Council wants to support the growth of Milton Keynes while preserving what makes it a special place: an internationally recognised centre of prosperity, economic innovation and cultural creativity, in a high quality green space and built environment.
- 1.2 The Council Plan has three key aims for Milton Keynes: A City of Opportunity, An Affordable City and A Healthy City. Their delivery is underpinned by 16 key priorities, including one specifically focused on the economy. This priority emphasises the Council's commitment to supporting a vibrant economy by working with business, enterprise and others to ensure a strong resilient economy, equipped to meet the challenges of the 21st Century and where the benefits of growth are shared fairly. The production of the Milton Keynes Economic Development Strategy is one of the key commitments.
- 1.3 The Strategy is building on the strong foundations of Milton Keynes as an economic success. It has been the fastest growing city in the UK over the last 30 years, both in terms of employment and output, and it has labour productivity well over the national average.
- 1.4 Milton Keynes is a key player in the UK economy, benefitting strongly from its preferential location within the south east of England but offering comparatively low occupational and employment costs with the land assets available, many of which are owned by the Council and Milton Keynes Development Partnership (MKDP), for development, expansion and continued growth.
- 1.5 Milton Keynes has a diverse resilient economic structure offering employment in a wide range of sectors from knowledge intensive businesses to logistics. It has a strong history of innovation and growth and an expanding and relatively affordable housing stock. It is an attractive place to live and bring up a family, recognising not just the high quality of its green spaces and built environment but the wide range of social and cultural activities that contribute to its sense of place and make it a visitor destination.





1.6 Milton Keynes faces a number of current and potential challenges. For example, east-west infrastructure links are currently limited, the availability of public transport can be restricted by the traditional grid square layout of the city and the premises available may no longer necessarily meet the needs of today's businesses. Pockets of deprivation persist and skills challenges are exacerbated by limited higher education provision. Whilst improving, there is still a need to improve external perceptions of Milton Keynes, to heighten awareness of the richness and diversity of the city's cultural offer and to ensure that Milton Keynes at least fully meets, if not exceeds, the aspirations of both our current, and future, residents and businesses.

1.7 The commitment to building on the strengths of Milton Keynes, to address the challenges the city faces and to capitalise on new and emerging opportunities is further emphasised in the work of MK Futures 2050, established to identify an ambitious vision for the city in 2050. The achievement of this vision will be supported by six big projects, focusing on skills, mobility, the renaissance of CMK, culture (including a bid for European Capital of Culture) and infrastructure, in particular, capitalising on the borough's location at the centre of the Cambridge-Milton Keynes-Oxford Corridor.

The Vision for this Economic Development Strategy

1.8 Milton Keynes has strong inclusive economic growth benefiting businesses and residents and sustaining its reputation as a prosperous, innovative and culturally vibrant place.

1.9 The Economic Development Strategy will support the aims of the Council Plan and will support the initial delivery of the MK Futures 2050 six big projects, providing a strong platform on which the projects can continue to build. It will do this by focussing on:

- Building on and developing the economic, physical, housing and digital infrastructure to enable Milton Keynes to sustain its position as a smart and well connected city and remain leading edge for the 21st century
- Securing the benefits for the city of local, regional, national, and international partnerships to attract investment, businesses, new residents, and visitors to the city.
- Supporting businesses to grow and prosper in existing economic development areas and take advantage of the emerging economic trends that are reshaping the economy.
- Improving education provision and performance and workforce skills by enhancing business engagement so that skills requirements can help shape the development of a new university for the city (MK: U) and residents have access to relevant development opportunities.

- Maximising the role of CMK as a revitalised city centre at the heart of the Cambridge-Milton Keynes-Oxford Corridor and as a location for retail, leisure, culture, housing and higher education and as a location where businesses, including knowledge intensive businesses, can relocate and grow.
- Sustaining Milton Keynes as an internationally recognised centre of prosperity, economic innovation and cultural creativity in a high-quality green and built environment

Today's city and the 21st Century economy

- 1.10 Milton Keynes Council (MKC) has invested in developing a good evidence base about its economy. It has a Local Economic Assessment and a strong evidence base from the Milton Keynes Futures 2050 Commission.
- 1.11 The consistent messages that these studies give us are that Milton Keynes has a large, diverse and highly competitive economy that continued to grow strongly even through the recession. Its contribution to the UK economy is significant. Producing £10.8 billion a year in output (GVA, December 2015), the local economy is larger than Northampton and Luton and comparable with some of England's core cities including Liverpool and Nottingham. The Milton Keynes workforce is one of the most productive in the country, with GVA per head and GVA per job filled amongst the highest in the UK (at over £41,000 and £62,000 respectively).
- 1.12 The structure of the economy reflects the vision set for it 10 years ago: a diverse high value business base offering well paid employment for its residents and workers. The number of active enterprises in Milton Keynes has increased by more than 30% in the last five years. At 85 per 10,000 population, start-up levels are amongst the highest nationally. And between 2015 and 2016, real wages increased by almost 8%, placing Milton Keynes within the top five of UK cities for average weekly workplace wages.
- 1.13 The composition of this business base is evolving. Whilst the largest sector by employee number is retail and wholesale, there are significant concentrations of jobs in administration, education, professional services and warehousing and transportation. More than 34% of MK's employment is now in the knowledge-based sector. This includes creative industries, knowledge services, science and technology. These are often referred to as knowledge intensive business services and tend to group into two areas: firstly those traditional services to businesses ranging from architecture to accountancy and marketing, and secondly those associated with digital and technology. These new business sectors are now amongst the most productive in the country and the largest job creators.
- 1.14 The Government published its Green Paper on Building an Industrial Strategy for the UK in early 2017. This is based on ten pillars, identified as important to growth, and which resonate with many of the points and priorities within the Economic Development Strategy. As the Industrial Strategy develops, it will be important that Milton Keynes and its businesses fully capitalise on any opportunities that emerge.





- 1.15 Milton Keynes is also at the forefront of new and innovative technologies, particularly those relating to automated vehicles and smart technologies. MK:Smart is an award-winning programme, with a focus on data-driven solutions to supporting economic growth and green technologies. The Transport Systems Catapult, the UK's technology and innovation centre for Intelligent Mobility, is based in CMK and supported the trials of driverless pods in the city. Both offer opportunities for businesses and individuals and help promote Milton Keynes to an international audience.
- 1.16 Furthermore, Milton Keynes has demonstrated strengths in the creative industries sector, with above average (and increasing) levels of employment, the highest concentration of employment in digital industries across the SEMLEP area and recognition as a key employment location for music, performing and visual arts and publishing. Recent cultural and sporting events have played a significant role in supporting the sector and in bolstering the local economy. The Rugby World Cup 2015 for example, was estimated to be worth £56m to the local economy whilst the International Festival in 2016 had a gross economic impact approaching £8m.
- 1.17 Milton Keynes has made a commitment to inclusive growth. Current thinking prioritises investment in skills at all stages in people's lives as a key tool that enables access to the benefits of growth. MK: U, Learning 2050 and the Skills Strategy are all designed to raise aspirations, improve skills levels and employability, and enable businesses to influence provision of training and qualifications to meet their future needs and support sustainable employment

opportunities.

- 1.18 There are two other factors that have been and are key to prosperity. The first is the strategic location of Milton Keynes as part of the London mega-city region and at the centre of the UK's Innovation Corridor being located almost midway between Oxford and Cambridge. Geographical connectivity has always been a critical success factor for the growth of the city and will continue to be in the future. This has provided a very strong competitive advantage for many of the businesses that have chosen this location.
- 1.19 The National Infrastructure Commission (NIC) was asked in March 2016 to consider how to maximise the potential of the Cambridge – Milton Keynes - Oxford corridor as a single knowledge intensive cluster that competes on a global stage. Recognising the challenges the area faces in relation to housing supply and limited east-west transport connectivity, the Commission has recommended that plans for East West Rail and the Oxford Cambridge Expressway should be agreed, funded and delivered to create what they recognise as a once in a lifetime opportunity. The pre-condition for success is that all parties develop a Joint Plan for providing sufficient housing, jobs and infrastructure across the corridor and that they also develop credible coherent and co-owned city centre transport strategies.
- 1.20 Work on joint planning is underway. As well as improved transport connections, the Expressway Corridor may result in new sites for housing and economic development becoming available. If

Economic Development Strategy 2017-2027

VISION

A Place of Opportunity: strong inclusive economic growth benefitting businesses and residents, sustaining MK's reputation as a prosperous, innovative and culturally vibrant place

PRIORITIES

Brand

embedding a brand that reflects what makes MK a special place with the foundations to build upon MK's environment, leisure and cultural strengths

Connections

working in local, regional, national and international partnerships to advocate for the city and secure physical and digital infrastructure and other investment to support inclusive growth

Enterprise

closer engagement with business and ensuring MK continues to be a place where businesses prosper and grow

Skills

ensuring residents and businesses can gain the skills they require to create a prosperous city

OUTCOMES

MK's vision as a thriving, dynamic, inclusive and culturally vibrant European destination city becomes a shared ambition for those relocating to the city and they in turn promote it.

The city benefits from investments in infrastructure in the Cambridge-Milton Keynes-Oxford corridor and any other opportunities that or other partnerships present.

Sustained shared mobility addresses mobility issues in the city and an agreed digital strategy is in place

Plan MK supports business expansion as part of a whole place approach. Existing and developing economic areas have discussed and planned for how best to build on what exists and create opportunities for the future.

Sustainability of new start-ups has improved.

Businesses and residents benefits from improved education and the skills offer from MK:U and Learning 2050.

More residents have satisfying jobs.



funding is provided to implement a city centre transport strategy this would help deliver the MK Futures 2050 Smart Shared Sustainable Mobility project, benefitting both residents and businesses. The NIC has stated that it will publish its final report in 2017.

- 1.21 The second is that MKC has adopted pro-growth policies that support the expansion of business and employment. This is aided by availability of the Council’s own land assets, with a portfolio of over 70 sites comprising around 265 developable acres promoted by MKDP.
- 1.22 Pro-growth policies have also ensured a consistent growth in the housing stock of 18% between 2004 and 2014. Whilst within Milton Keynes housing is becoming less affordable, making it harder for citizens to access a decent home to rent or buy, it is a relatively affordable destination for those looking to relocate for employment purposes or buy a home within commuting distance of London. Continued investment in the housing stock within and adjacent to Milton Keynes is critical for the city’s long-term success, to ensure that the cost of housing does not rise and create a barrier to growth or prosperity and to ensure the quality homes, communities and lifestyles are provided, enabling MK to successfully retain and attract individuals and families.
- 1.23 Similarly, supporting businesses to create, and supporting citizens to secure, more sustained and higher quality employment will have a positive impact on wages. This too will help maintain the relative affordability of Milton Keynes and support more inclusive economic growth.

- 1.24 This strategy sets out the key interventions that need to happen over the next 10 years. There are four overarching priorities. These are: Brand, Connections, Enterprise and Skills.
- 1.25 **1. Brand:** the Milton Keynes brand needs to encapsulate its sense of ‘Place’ reflecting both the things that make it special now and those that will do so in the future. It is a special and unique place now because of its combination of high quality green space, built environment and smart city status, a diverse and inclusive community, a strong cultural and leisure offer, and a strong, prosperous, and evolving economy. The brand needs to reflect and celebrate the diversity of Milton Keynes and can act as a catalyst for bringing together individuals from different backgrounds in innovative and exciting ways.
- 1.26 The brand also needs to market how Milton Keynes is making a planned transition to being a 21st century economy. This would reference the MK Futures 2050 vision and the tangible progress being made on Renaissance CMK, improving education and MK: U, the creative and cultured city programme and the Cambridge - Milton Keynes - Oxford Corridor opportunities. This strong forward looking brand gives the city a competitive edge, as a location of choice for business development both nationally and internationally, and as a city where people want to live, work and visit.
- 1.27 However, a great brand can only be built on the offer of the best possible product. It is essential that MK meets the needs of its residents, visitors and businesses, and builds a brand perception that fully

reflects this. Consideration also needs to be given to the 'brand experience' and the initial impressions the city creates.

- 1.28 **2. Connections:** Milton Keynes sits at the heart of a new opportunity area – the Cambridge - Milton Keynes - Oxford corridor. There are opportunities through the National Infrastructure Commission to secure substantial external investment into improving road, rail and digital infrastructure which require both local and regional partnership working to secure. This improved infrastructure creates an opportunity for business expansion and relocation to Milton Keynes, with beneficial effects on the local economy. The partnerships may in turn lead to other opportunities for the city.
- 1.29 Connectivity within the city and the borough, and the availability of a range of mobility choices, is also important in facilitating the easy and efficient movement of residents, workers, visitors, and goods and services.
- 1.30 **3. Enterprise:** Milton Keynes provides an environment where businesses can start, thrive and grow. The city needs to build on a strong history of entrepreneurship, facilitating access to the assistance and appropriate space that will enable businesses to start and which supports existing businesses, of all sizes and from across a range of sectors, to succeed and fulfil their growth aspirations. Milton Keynes needs to understand both which new sectors are emerging and growing strongly and how to work with those sectors where the pace of disruptive change is completely changing business models, skills and space requirements. MK is already home to

many multinational businesses and there are opportunities to work with them to better understand those markets and the opportunities they may present for other MK based businesses.

- 1.31 **4. Skills:** One of the most critical factors in ensuring inclusive growth is ensuring that citizens can gain skills which will enable them to secure satisfying employment. Equally, businesses need to have access to an appropriately skilled workforce to grow and prosper. A strong focus on understanding the skills requirements of businesses now and in the future and the provision of appropriate and high-quality education, training, retraining and apprenticeships will be key. Through the Milton Keynes Skills Strategy work is already underway to achieve this.
- 1.32 These priorities are interconnected. Underpinning all of them is the concept that partnerships need to be built with all of those who can make the delivery of each of the priorities happen and a common consensus and ambition agreed. That will result in a network of influential people across the full range of businesses and organisations in Milton Keynes working together to ensure the best possible future for the city and all its people.
- 1.33 That partnership approach needs to become part of the 'brand'. The historic brand of Milton Keynes is built around its distinctive physical geography, ease of mobility, pro-growth approach and green environment of the city. It has proved to be an excellent location for a wide range of businesses and has grown steadily to become the city it is today.





- 1.34 Milton Keynes is a city rated highly by local people for quality of life, with many strengths, including a strong cultural offer, and a thriving voluntary and community sector characterised by high levels of volunteering. These are being built on with the programme of events identified in 'Milton Keynes the Creative and Cultured City' project, with its focus on developing the city as a great place to live, work and visit, with a vibrant cultural base and a reputation as an open, creative and tolerant place to be.
- 1.35 That programme is also supporting the bid for Milton Keynes to become the European Capital of Culture in 2023. This process has identified the strengths of the current cultural offer, including the strong grassroots arts heritage and sporting communities, the development of the MK gallery and Museum, the world famous Bletchley Park and the city's track record of hosting international sporting events and festivals. The planned international Urban Living festival will also showcase the city.
- 1.36 The cultural offer is important for the future growth of the city. It shapes perceptions about Milton Keynes and contributes to the brand. It will encourage people to come to Milton Keynes, creates economic benefits on an ongoing basis and encourages the establishment of creative and cultural sector businesses – a key part of the knowledge intensive business sector that is linked to innovation and rapid growth.

- 1.37 Looking forward, the city will need to promote both its current strengths and future potential as consistent themes in everything it does and develop a very clear set of messages about why it will continue to be an ideal location for business. These issues are reflected in the draft Plan: MK, the Council's local plan, due to be adopted in 2018, and it will be important that all its policies support inclusive growth. This includes plans to address the issues around the long-term supply of affordable and appropriate housing. The latter is key to sustainable inclusive growth and recognised because of current pressures. As Milton Keynes continues to attract new jobs and residents because of its relative affordability compared to other locations, demand pressures are increasing.
- 1.38 The Council's decision to progress the Renaissance CMK project is a major opportunity to enhance the city centre whilst sustaining its distinctive style and the strength of its current retail, hospitality and cultural offer. As well as the new university project, residential accommodation and opportunities to expand the retail sector, steps need to be taken to ensure that it continues to be an attractive location for the fast-growing knowledge intensive businesses that are already based here and enable expansion of that sector.
- 1.39 At the same time, a Business Improvement District (BID) for Central Milton Keynes has been agreed and will see an investment of approximately £5m over five years into CMK. Priorities include works to improve the environment, activities to drive skills developments and an events programme to attract more people into the centre and to develop the evening economy. The BID has a key role to play in

- supporting the MK Futures 2050 work, particularly in relation to the Renaissance CMK and the Creative and Cultured City projects.
- 1.40 Working with businesses and their representatives, the CMK Business Improvement District, digital providers, skills providers and the owners of office accommodation will be key to ensuring the Renaissance of CMK has the full support of local business. Connectivity into CMK has been a concern over the last 10 years and it is vital that this improves to enable residents to access existing and emerging employment opportunities and support inclusive growth.
- 1.41 In tandem with this there needs to be a consistent focus on supporting the existing employment areas and working with them to sustain and develop business and employment opportunities for the future. This will be progressed by forming a partnership with the landowners and businesses in each area to consider, articulate and take forward those opportunities.
- 1.42 Understanding the needs of businesses will be essential in shaping the required infrastructure improvements and in encouraging and facilitating business start-up and growth. To this end, the commitment to improving engagement and links with businesses, and increasing responsiveness to business need, will be articulated in a Business Engagement Plan.
- 1.43 Milton Keynes already has a high level of start-ups and there is an opportunity to grow this element of the economy. An effective transparent approach to accelerating start-ups and supporting their survival will draw on the support available from SEMLEP and build on existing initiatives such as Innovate: MK and Entrepreneurial Spark where the private sector has led the development of facilities and wrap around support for start-ups.
- 1.44 Start up and SME's can also be supported by larger and well established local businesses using their purchasing power for local procurement and investing money back into the local economy. The mutual benefits of relationships between businesses will be promoted and a policy commitment to local procurement and social values encouraged.
- 1.45 Business expansion is characterised by developing new and existing markets, and having the opportunities to scale up business size to meet them. There are opportunities for businesses to build on their existing export success. There is also an opportunity for the city to build a consensus around an understanding of the prospects and issues that leaving the European Union is likely to present and how to respond to them.
- 1.46 As identified earlier, the planned renaissance in CMK, continued support for existing employment areas, linkages with Oxford and Cambridge and development opportunities as that new infrastructure is built, mean that the city needs to refresh its inward investment plan and set out the 'MK brand'. The plan needs to be developed in partnership with key stakeholders in each area and present a compelling case about the advantages of the Milton Keynes location over others.
- 1.47 SEMLEP has several envoys from Milton Keynes who already contribute to promoting the area as a business location. It is suggested that this is built on to develop a cohort of 'business ambassadors' who would take ownership of the promotion of Milton Keynes as a great location to run a successful business, using networking and other opportunities to help build the brand.
- 1.48 SEMLEP is also a key partnership for considering and responding to the consultation on the Government's Industrial Strategy and identifying the opportunities it presents for Milton Keynes and the wider region. One of the key planks of the industrial strategy is an overhaul of technical education, building on the Report of the Independent Panel on Technical Education. This would provide a credible alternative to the academic route for young people who choose not to go to university, building on the strong vocational pathways delivered by Milton Keynes College and other providers. The strategy will set out plans to enable everyone to develop the skills they need to do the high-paid, high-skilled jobs of the future. This is an important pathway for delivering inclusive growth. It could provide funding and opportunities for the region and the city as part of the delivery of the Milton Keynes Skills Strategy.
- 1.49 New and existing businesses also need a healthy and skilled workforce to thrive. It is currently estimated that Milton Keynes loses £64m of productivity per annum due to sickness. There are now evidence-based approaches to improve workplace wellbeing that are both effective and low cost. This is an issue that businesses should focus on, linking with Public Health and other key partners who can provide information about 'what works' to improve workplace

- wellbeing and reduce sickness levels across Milton Keynes.
- 1.50 Milton Keynes Council has an ambition to deliver inclusive growth in the future and ensure that all its citizens benefit from growth. Experience in Milton Keynes and elsewhere demonstrates that this does not happen automatically, although Milton Keynes has a relatively high wage/low welfare economy compared to many other cities.
- 1.51 The Royal Society of Art's Inclusive Growth Commission, as well as the major studies currently funded by the Joseph Rowntree Trust, are focussing on how to create inclusive growth and measure progress towards it. A key feature of both studies is improving skills of the workforce to both enable people to have the best chance to secure satisfying long-term employment and for businesses to have access to the skills they need to develop and grow. The experience of the last 10 years demonstrates that the pace of change means that many of the jobs of the future do not yet exist and people will need the opportunities to build upon and gain new skills throughout their working careers.
- 1.52 Milton Keynes has four major interventions that are designed to help deliver the skills and inclusivity agenda. The Learning 2050 project is designed to assist in improving outcomes for children particularly from secondary education to provide the workforce of the future. MK:U is designed to embed a modern university, with a curriculum driven by the on-going skills and research needs of businesses, into the heart of the city. The new institution will have an ethos of working with schools, Milton Keynes College and other providers to increase opportunities for young adults and to provide a reason to remain in Milton Keynes rather than leave.
- 1.53 These new initiatives need to be integrated with the work already planned in the Milton Keynes Skills Strategy and with the Council's Regeneration Strategy. The Skills Strategy identifies four strategic priorities, accompanied by a detailed implementation plan:
- raising standards in education and training provision;
 - raising awareness of education, training and employment opportunities by providing excellent information advice and guidance;
 - creating a demand led system between business and education;
 - widening participation and enhancing the labour pool
- 1.54 It is recognised that businesses in Milton Keynes will need to continue to attract high skilled individuals to come and work in the city whilst also developing the local workforce to be able to compete for those and other vacancies. The Skills Strategy has targets for all its priorities, with a planned refresh before 2021.
- 1.55 The Council's Regeneration Strategy focuses on the regeneration of seven estates. The estates are characterised by high levels of relative deprivation, unemployment, and have challenges around the condition of the housing stock. The strategy is being delivered by YourMK, community organisations and local people. It has a high priority on assisting residents obtain employment. The success of that strategy, and the longer-term impact of other measures described here will be measured in the longer-term reduction of those deprivation levels.
- 1.56 The proposed actions to deliver the Economic Development Strategy are set out overleaf:

Actions to be taken by 2020 and their contribution to the four overarching priorities: Brand (B) Connections (C) Enterprise (E) and Skills (S)	B	C	E	S
The Council uses its influence working with partners to agree the Joint Plan for Investment in infrastructure, jobs and housing for the Cambridge-Milton Keynes-Oxford Corridor and secures long term major infrastructure investment in the East West Rail link and Expressway, reducing journey times and opening economic development opportunities.	XX	XX	XX	XX
The Council uses its influence working with partners to agree a Mobility Strategy as part of the above plan, reflecting its commitment to smart shared mobility and to improved mobility both to and within the borough, delivering both the targets for that Strategy and supporting the MK Futures 2050 Smart, Shared Sustainable Mobility project	XX	XX	XX	
The Council produces Plan: MK which sets out the development framework for the future and supports inclusive growth	XX	XX	XX	
The Council produces an Infrastructure Strategy and bi-annual Local Investment Plans to support delivery of Plan:MK and to provide the basis of the Joint Plan across the Cambridge-Milton Keynes-Oxford Corridor.	XX	XX	XX	
The Council develops its plans for progressing Renaissance CMK, including: work with MKDP on strategic alignment site/accommodation availability and promotion and sectorial analysis; a new Digital Strategy for Milton Keynes ensuring high speed connectivity for all businesses and progressing MK: U	XX	XX	XX	XX
The Council continues to support MK:Smart, with a focus upon working with industry, the academic sector and the voluntary sector to ensure its sustainability and to maximise the business and employment opportunities it presents	XX	XX	XX	XX
The Council implements a Business Engagement Plan resulting in greater engagement with businesses and greater responsiveness to business needs	XX	XX	XX	XX
The Council develops an initial five-year plan, followed by a 10-year plan with the business owners in each of the key employment areas to sustain and develop businesses in those locations.		XX	XX	
The Council works with public and private sector partners to facilitate and enable support for accelerating and sustaining start-up businesses	XX		XX	XX
The Council will build on its local procurement policies and social values frameworks and will work with other major employers to encourage them to adopt similar policies, where feasible, to support local SME's and invest in workforce health and skills development.	XX		XX	XX
The Council facilitates the expansion of current businesses by engaging with partners and businesses to build a consensus around the opportunities and issues surrounding leaving the European Union, supporting the development of linkages along the Cambridge-Milton Keynes-Oxford Corridor and working to ensure that growing businesses relocate within MK.	XX	XX	XX	
The Council and partners will support the growth of the cultural economy and the city offer, enabling Milton Keynes to become an award-winning city, through schemes such as European Capital of Culture	XX	XX	XX	XX
The Council with partners refreshes the Inward Investment Plan, emphasising MK's competitive advantages, and focussed on attracting business both to the new business development areas (Renaissance CMK and potentially sites adjacent to the East West Expressway) and to existing employment areas and uses this to help secure business growth	XX	XX	XX	
The Council in conjunction with SEMLEP develops a broader network of Business Ambassadors to help promote the merits of MK as a place to live, work and run a business	XX	XX	XX	

continued overleaf....

Actions to be taken by 2020 and their contribution to the four overarching priorities: Brand (B) Connections (C) Enterprise (E) and Skills (S)	B	C	E	S
The Skills and Economic Growth Board oversees delivery of the priorities and targets set out within the Skills Strategy for 2021			XX	XX
The Council and partners progress a strategy designed to secure the funding and construction of MK: U.	XX	XX		XX
The Council and partners co-produce Milton Keynes: The Creative and Cultured City project with local partners and residents and enhance the reputation and experience of MK as a place to live, work and visit	XX		XX	

Actions to be taken by 2027 and their contribution to the four overarching priorities : Brand (B) Connections (C) Enterprise (E) and Skills (S)	B	C	E	S
Activities will be undertaken to build on the Creative and Cultured City project and the Capital for Culture bid, embedding culture and creativity within the ‘fabric’ of the city and supporting Milton Keynes’ position as an international destination	XX		XX	
The Milton Keynes Inward Investment Plan will be implemented. Its impact on job creation and retention will be evaluated and the results used to refresh the Plan and adapt activities accordingly.	XX		XX	
The Council will continue to work proactively with partners to realise the inward investment and connectivity benefits of improved physical and digital infrastructure for the region and MK in particular	XX	XX	XX	
Smart shared mobility and the Mobility Strategy will be delivered, resulting in improved mobility in and around CMK	XX	XX	XX	
The Renaissance CMK project will be successfully delivered, with its impact on the size of the business community, footfall, occupancy rates and levels of investment monitored and evaluated	XX	XX	XX	
The Council will evaluate and refresh the Business Engagement Plan and will complete implementation of the five year plans agreed with businesses in the key employment areas, with the aim to increase the GVA and number of businesses in MK between 2015 and 2027 by at least the national rate of increase			XX	
The five-year survival rate of new businesses established in Milton Keynes will have improved following the delivery of public and private sector activities to encourage and support business start-ups.			XX	
Activities will be underway to support the growth and profile of MK:U, working with businesses to ensure the university meets their current and future needs and supporting the skills and employability of its students	XX	XX		XX
Through the Skills Strategy, activities to improve skills levels, encourage workforce development and improve the match between the skills needs of employers and the skills held by local residents will be delivered. The impact of this on supporting inclusive growth through improving employability, sustainable employment, lower unemployment and reducing low wage employment will be evaluated and showcased accordingly.	XX		XX	XX
The Skills Strategy will facilitate improved and effective engagement between business and education. Mechanisms will be established to enable businesses across MK to regularly articulate their current and future skills needs and the university, further education, other providers and schools will work with businesses to meet these needs.			XX	XX

continued overleaf....

Actions to be taken by 2027 and their contribution to the four overarching priorities : Brand (B) Connections (C) Enterprise (E) and Skills (S)	B	C	E	S
Through delivery of the Skills Strategy and the Learning 2050 project, strong partnerships with all education providers in Milton Keynes will be maintained, with a continued focus on activities that support improved performance and achievement and ensure that all young people have access to the most appropriate education, training or employment pathways	XX		XX	XX
The Skills Strategy 2016-2021 will be evaluated, updated and refreshed accordingly			XX	XX
Your MK will continue to work with residents and stakeholders to deliver the Regeneration MK2030 Strategy, secure estate regeneration and ensure that all regenerated areas have access to 21st century infrastructure	XX	XX		XX

Credits

Lantern Parade – “Lantern Parade with Festive Road”

Giants Parade– “Giants Parade by Festive Road”

IF Faust South Paw - “Shaun Armstrong, mubsta.com for IF: Milton Keynes International Festival”

IF outdoor show - “Shaun Armstrong, mubsta.com for IF: Milton Keynes International Festival”

Light Fantastic - “Mark Harrison & The Full Effect for Light Fantastic”



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