

**MILTON KEYNES DEVELOPMENT PARTNERSHIP ACCOUNTABILITY FRAMEWORK AND INTERIM BUSINESS PLAN**

Responsible Cabinet Member: Councillor Middleton (Cabinet Member for Resources and Innovation)

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**Executive Summary:**

This report seeks approval for the first Milton Keynes Development Partnership (MKDP) Accountability Framework. This Framework highlights the key commercial and non-commercial responsibilities the Council wishes to make MKDP accountable for and has been prepared in line with the cross-party agreed action plan arising from the Independent Review of MKDP in 2016.

The Framework will be issued to the Chair of MKDP annually and used as the key document in MKDPs consideration of its business planning process. MKDP will subsequently respond to the Framework with a Business Plan demonstrating the activities MKDP proposes to prioritise and how it plans to deliver on the commercial and non-commercial accountabilities identified. Critically, this framework sets out the balance that MKDP will strike between commerciality and delivering vital income to the Council, and meeting the Council 's non-commercial policy objectives.

This Framework prioritises the building of affordable and truly affordable homes, the development and delivery of Renaissance CMK and more widely MK2050. The Framework also identifies a number of less significant projects which the Council seek MKDPs assistance to deliver. These are drawn in part from the Council Plan.

Also attached to this report is the Interim MKDP Business Plan for noting.

1. **Recommendation(s)**
- 1.1 That the Milton Keynes Development Partnership Accountability Framework be approved.
- 1.2 That Milton Keynes Development Partnership be requested to provide of a Business Plan demonstrating its proposed priorities and activity for 2018/19.
- 1.3 That Milton Keynes Development Partnership Interim Business Plan be noted.

## 2. **Background**

- 2.1 An independent review of MKDP was commissioned in 2016 to review progress since the Company's inception. This Review was accepted by Cabinet in March 2017 and an action plan detailing the Cabinet's response was approved in August 2017.
- 2.2 The review found in general that as a start-up land and property company there was much to commend MKDP for and many positive developments and promising projects had been delivered or commenced. The review identified areas where clarity from the Council would assist in MKDP's future delivery.
- 2.3 A large number of the improvements suggested by the Review will be delivered by the MKDP Board tasking its Executive Team in the future and monitoring progress. These activities are not iterated individually in the Accountability Framework (attached as Annex B) but the delivery of the Action Plan is directly referenced in the Interim Business Plan.
- 2.4 Consultations on the Action Plan were held with the Scrutiny Management Committee, Opposition Groups and the MKDP Board and Executive. Consequently as the Accountability Framework delivers a number of elements identified in the Action Plan a lower level of consultation was appropriate. The Chairman Elect and Chief Executive of MKDP have been consulted.
- 2.5 The Council will continue to deliver against the Action Plan including for example, modifications to the Development Brief process.
- 2.6 MKDP has responded positively to the recommendations set out in the Action Plan and has recently approved an Interim Business Plan to assist transition. In the intervening period while a new Board is formed MKDP's primary focus will be on:
  - Progressing the pipeline of property transactions
  - Recruitment of Board members to ensure smooth transition
  - Evolving a financial strategy in support of MKC's short to medium term calls on MKDP revenue and capital
  - Addressing actions identified in the MKC Action Plan and Accountability Framework
  - Formulation of an investment and direct development strategy
- 2.7 A copy of the MKDP Interim Business Plan is attached as Annex A.

## 3. **Options**

- 3.1 The Accountability Framework lays out the commercial and non-commercial priorities of the Council in reference to which MKDP will prepare and submit its Business Plan. The principles of the Accountability Framework and the core elements the Council wish to include have already been approved through the MKDP Action Plan. There are a myriad of options around changing elements within the Framework.

#### 4. Implications

##### 4.1 Policy

4.2 MKDP is a core delivery partner for MK2050 and supports a number of Council Plan priority projects. MKDP is also enabling housing delivery and supporting the wider objective of 'Affordable City' and delivering on economic growth and supporting the 'City of Opportunity' objective.

##### 4.3 Resources and Risk

MKDP will, as part of its Business Plan, outline what financial contribution it intends making to the Council in any given year to allow for good financial planning by both organisations.

N	Capital	N	Revenue	N	Accommodation
N	IT	Y	Medium Term Plan	N	Asset Management

##### 4.4 Carbon and Energy Management

4.5 The Framework requires MKDP to consider the Council's policies in relation to developments it supports and projects it is involved in.

##### 4.6 Legal

It is noted that in response to the Independent Review of MKDP the Partnership Agreement and other documents are being amended to support the new working relationship.

##### 4.7 Other Implications

MKDP is asked to support the objectives of the SaferMK Partnership and Community Safety Strategy by considering crime prevention advice and designing out crime guidance.

N	Equalities/Diversity	Y	Sustainability	N	Human Rights
N	E-Government	N	Stakeholders	Y	Crime and Disorder

#### Background Papers:

Independent Review of MKDP – March 2017

MKDP Action Plan – Delegated Decision 8 August 2017

Annex A – Interim Business Plan

Annex B – Accountability Framework

# **MILTON KEYNES DEVELOPMENT PARTNERSHIP - ACCOUNTABILITY FRAMEWORK**

## **Introduction**

This Accountability Framework sets out the expectations of Milton Keynes Council (MKC), both commercial and non-commercial, in creating and owning Milton Keynes Development Partnership (MKDP).

MKDP will respond to MKC annual Accountability Framework through the provision of its Business Plan. MKC will receive regular updates about MKDP's proposed activity for the year with reference to the Accountability Framework.

The Independent Chair of MKDP will be responsible to the relevant Cabinet Member of MKC for the preparation and delivery of the Business Plan.

The relevant Cabinet Member will agree an Accountability Framework annually, recognising that substantial or frequent changes to MKC policy objectives will undermine the delivery of long term objectives and projects. Long term stability and continuity are key to the success of a commercial business.

MKC will agree with MKDP as part of its Business Plan any expectations around dividends or other remittances. To support this MKDP will construct a business case process that will allow, in a quantifiable way, an understanding of the relationship between capital investment, revenue costs and social value<sup>1</sup>.

## **Overarching Strategic Objectives (Part A)**

MKDP will generate commercial activity that delivers long term commercial, social and economic value to MKDP, MKC and Milton Keynes as a place. MKDP will do this by acting as a land and property company to generate returns to the Council and sustain itself as a viable trading company, for the long term, by buying, selling and retaining assets.

### **1 MK2050**

MKDP will play a significant role as a key landowner in delivering the aspirations that will be set out in the MK2050 Strategy. MKDP will work with MKC in shaping the MK2050 Strategy and in delivering elements in the future.

MKDP will also support the 'Big Six' projects identified by the MK2050 Vision Commission but specifically will engage with:

- (a) Growth and Strategy to 2050 - Hub of the Cambridge – Milton Keynes – Oxford corridor.
- (b) MKU, a new style university for Milton Keynes - MKDP will help stimulate and support a new city centre university to promote

research, teaching and practice which provide realistic solutions to the problems facing fast-growing cities everywhere.

- (c) Renaissance CMK - (Re)create an even stronger and more inclusive city centre for the for the C.21<sup>st</sup>. MKDP will take a leading role in Renaissance CMK to develop, through place making, the City Centre. Outcomes will be developed and confirmed during 2018.

MKDP will work to assist the Council in achieving housing delivery targets including developing innovative housing solutions, increasing the pace of delivery and working jointly with YourMK or other providers to facilitate further housing delivery.

## **2 Housing**

Overall 36% of the homes MKDP creates will be affordable units. This will include a variety of models of housing ownership and affordability including traditional social housing, but also more innovative models such as life time rentals and rent to buy where appropriate. MKDP will consider local housing needs and local affordability in developing such models.

## **3 Asset Categorisation**

MKDP will operate its assets as follows:

- (a) Central Milton Keynes (CMK) – primarily for the benefit of place making including appropriately delivering additional housing
- (b) MK Bowl – as a specific and dedicated asset benefitting the wider economy of Milton Keynes
- (c) All other sites should deliver direct financial benefit to MKDP, whether as capital receipts or ongoing income

On appropriate sites MKDP will work to promote and support the delivery of additional housing to increase the overall rate of build out in Milton Keynes.

Under the above asset categorisation the Board would not be responsible for delivering social & community value for small non-CMK sites save for the specific requirements set out in the Accountability Framework or any planning requirements. This does not negate any requirement for quality schemes, good design standards and community engagement.

## **4 Community and Stakeholder Engagement**

MKDP will at the initiation of any land or property project engage with local Borough Councillors to alert them to the ideas being considered and allow them to make comment. Parish Councils will be informed at this stage. A decision to respond to any identified local needs will be at the discretion of MKDP Board. This programme of political engagement will be in addition to the requirements of the Development Brief process, will draw on recent experience and successes developed

during recent MKDP engagement with the CMK stakeholder community, and overall will be exercised consistently and in a spirit of openness.

MKDP will establish a Corporate Social Responsibility Fund to assist in the provision of locally identified needs that will not be met as part of the planning process during the development of MKDP sites.

MKDP Board will establish a Scheme of Delegation that delegates operational decision making to the Executive Team and creates a clear empowering framework to hold the Executive Team to account.

### **Wider Policy Context (Part B)**

- 1 .MKDP will develop, support and deliver a stakeholder engagement programme that focusses on generating regular, on-going, two way stakeholder dialogue and enables local stakeholders to understand MKDP going forward and support MKDP's place making role by acting as ambassadors for Milton Keynes. MKC will be engaged in and support this programme.
2. MKC and MKDP will jointly review the economic development function to clearly articulate objectives, roles and focus in light of the MKDP Review. The review will have a specific focus on Invest MK and how best to resource and deliver this.
3. MKDP will work to support the MKC Mobility Strategy:
  - (a) Supporting growth and enhance connectivity – support the growth ambition of Milton Keynes and provides good connectivity throughout the Borough and beyond.
  - (b) Provide an effective network – help promote a network that is well maintained, free flowing, and operating efficiently at all times.
3. MKDP will support the development and delivery of PlanMK. MKDP as a landowner and strategic advisor will promote the objectives of PlanMK in its wider role and support the delivery of sites, infrastructure and other outcomes either as a landowner or partner in the wider Milton Keynes business community. This will include supplementary planning guidance and any approved design guide and working to deliver on assessed housing capacity for MKDP owned sites. It is recognised and accepted that in acting commercially MKDP will develop individual planning applications in support of its own objectives. It is the Local Planning Authorities job to determine those applications.
4. MKDP will work effectively to increase the overall rate of housing built by timely provision of sites and contractual mechanisms to ensure speedy build out. MKDP will ensure that housing sites are developed in line with the overall needs expressed within the MKC Housing Strategy.
5. MKDP will be cognisant of the principles and aspirations of the RegenerationMK Strategy and will reflect such outcomes and principles in its own delivery. MKDP will support the regeneration schemes that

gain approval including through the provision of ancillary land at 'no scheme' values if appropriate.

6. MKDP will support the overall aims of the MKC sustainability strategies:
  - (a) Promote sustainable travel amongst business partners and their employees including agile working and flexible working hours to relieve peak hour demand.
  - (b) Where appropriate support the expansion of the cycle hire scheme to other areas of the city.
  - (c) Once agreed by the Council MKDP will support as appropriate the creation of new park and ride sites.
7. MKDP will support the crime reduction ambitions of the SaferMK Partnership and work with, and encourage its partners to work, with the 'Designing Out Crime Guidance' and other relevant initiatives.
8. MKDP will be aware of and have regard to other policies in force from time to time.

### **Specific Programme and Project Support (Part C)**

MKDP will support the Council (and others) in delivery of a range of projects.

- (a) MKDP will be a leader in delivering the Renaissance CMK ambition and will in partnership develop response to the following objectives and issues.
- (b) Other Projects/Programmes

MKDP will act as a critical friend in supporting initiatives and projects and working with the Council in good faith to achieve policy ambitions etc. Projects on which MKDP will support the Council assistance are listed below. Support in each context may be different and includes but is not limited to advice, practical support and potentially the provision of land. Any support that entails actual, rather than opportunity, value transfer will be paid for by the Council.

- Modular Housing – Fishermead in association with YourMK
- Midsummer Boulevard East
- Station Square Multi-Storey Car Park
- Station Square Gateway Framework
- Tickford Fields 1
- YMCA Redevelopment
- MK Justice Hub
- Electric Vehicle Charging Infrastructure
- Increased cycle parking around CMK
- Identify with MKC a site for an organic treatment plant
- Identify with MKC a site for a large civic amenity (Household Waste Recycling Centre) site.
- Support the roll-out of CHP in Central Milton Keynes

## **Potential KPI Suggestions**

- Rate of Return on Investment
- Additional NNDR receipts
- Sq.m. business floor space created
- Jobs supported/created
- Housing Delivery by (in partnership with) MKDP - numbers
- Affordable Housing Delivery by (in partnership with) MKDP – numbers
- Innovative Housing Delivery by (in partnership with) MKDP – numbers
- Projects Commenced where local Borough Councillors informed on time.
- Number of engagements events held per annum.
- Spend on Corporate Social Responsibility Functions.

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† Social Value will be quantified by simply costing a basket of measures