

ANNEX B – Revised MK Futures 2050 Programme Workstreams 2021-2023

The focus of the revised MK Futures 2050 programme is on delivery of the long-term growth programme, as set out in the Milton Keynes [Strategy for 2050](#) (adopted in January 2021 as an annex to the Council Plan). To that end, four key workstreams are identified and summarised below.

These workstreams will be kept under review, to be revised and updated as appropriate. In particular, these may be reviewed as part of remit of the Director of Planning and Placemaking (currently in recruitment) and when we know the outcome of our bid to the Ministry of Communities and Local Government for funding to explore alternative delivery mechanisms.

A. DELIVERY MECHANISMSPurpose and key objectives

This workstream will review the Council's options for delivering the city's long-term growth programme in order to determine the most appropriate approach and put in place a process to establish any new mechanism or model.

Rationale for this work is included within the MK Strategy for 2050 (January 2021) which states that the Council intends to explore new forms of delivery and governance which will provide much stronger democratic control over future developments. The Strategy (p79) comments that any future arrangements should enable us to meet three principles:

- strong vision and leadership, driven by high quality community engagement
- mechanisms that enable us to secure more of the value of development and land value to create investment that can benefit the community, and
- provide the ability to look after and maintain the assets in our city well into the future as part of long-term stewardship.

Any new mechanism should also provide greater control over the timely delivery of development and the infrastructure required to support it and help to maintain delivery throughout economic cycles.

Resources (staff, financial, other)

A bid/expression of interest was made in February 2021 to the MHCLG 'Delivery Vehicles/Development Corporation' competition for £875,000. It is not known when a decision is due on this funding, but the programme below has assumed confirmation in June 2021 in order to develop the planned workstreams. If a decision is made later than this, the workstreams will be pushed back accordingly. If, by the end of August 2021, we have not yet received confirmation of whether our bid is successful, or if we have heard that we are unsuccessful in securing funding, then the programme will be reviewed as appropriate and a further updated work programme agreed with Cabinet.

£50,000 of funding has already been committed for this workstream through the 'Annex W' allocation for the new Local Plan/MK Futures studies, which will supplement the MHCLG bid. The MHCLG bid would deliver funding for additional internal staff resources as well as consultancy support to deliver key parts of the project. It is expected that a significant proportion of the MK Futures 2050 Programme Manager time will be committed to this project. In addition to the MHCLG funding, we will continue to pursue other opportunities to secure support from MHCLG and Homes England to help us deliver this work.

Deliverables and outputs

Deliverables from this project will include reports summarising research and evidence gathering, prepared internally (or with the help of consultants), including a Growth Programme Requirements Report and a Delivery Vehicles Options Report. Reports prepared by external consultants will include a Development Economics Report and Outline Business Case.

Through the project, we will also input to the new Local Plan, for example with information to be included in new policies and contributions to the evidence base for the examination process. At key points, we will also produce briefing material and Cabinet/Delegated Decision reports.

Governance arrangements

Management of the project will be led by the MK Futures 2050 Programme Manager. The project should report through existing governance arrangements in place to develop the new Local Plan, with the Deputy Chief Executive as the Project Sponsor. Regular briefings will be held with the Leader of the Council as portfolio holder for the wider MK Futures 2050 programme.

Interdependencies and linkages

This work will integrate with our continuing relationship with Homes England and the potential to formalise a strategic partnership with the Agency. Equally, the work must also be integrated with an emerging Central Area Growth Deal currently being developed.

This workstream must also integrate with the Renaissance:CMK programme and the intention to explore a partnership with a major developer for CMK.

We need to be sure that outputs of the work are available at the right opportunity to feed into the development of the new Local Plan – including consideration of the delivery approach for future site allocations – and will be tested through the examination process. Importantly, we will need to ensure the work is sufficiently advanced when we reach the Regulation 19 and Examination stages of the Local Plan process in order to demonstrate the deliverability of the chosen plan approach. The delivery milestones of this workstream therefore reflect the local plan timescales in terms of site identification (through a call for sites process) and assessment. Initial work using broad growth typologies can begin in the lead up to that stage. We must also ensure that the duty to cooperate is met through discussion with neighbouring authorities and other statutory bodies on cross-boundary and other strategic issues relating to this workstream.

Evidence studies, in particular the City Wide Infrastructure Study and Mass Rapid Transit Study, will provide inputs to the Delivery Mechanisms work, as part of viability testing.

Risks and Opportunities

The key risk is if the MHCLG funding for this project is not secured, in which case the project will take longer to complete and will require alternative funding, particularly to achieve the later milestones.

MHCLG have not confirmed when we will hear if we have been successful or not in our submission and it is therefore difficult to know when the funding situation will be clear. In the meantime, we can begin the preliminary work in Stages 1 and 2 which, in large part, will not be abortive if we are not successful in that bid as they will be used in any future version of the workstream to be agreed by Cabinet at a later date.

In the Strategy for 2050, we make it clear that the existing planning process and developer-led delivery model is not considered to be fit for purpose in delivering at the scale, pace and quality to

meet the Council's ambitions. This project provides the opportunity to address that risk. It is also important to note that one of the factors to be considered in developing any new delivery mechanism is the cost to the Council compared to the value created, with the intention any preferred approach should be at least cost-neutral whilst achieving our growth ambitions.

Work packages and milestones

As stated above, the work packages and milestones reflected below are proposed on the basis that the MHCLG bid is successful and that we have confirmation of that in June 2021. Any delay in that confirmation will mean the timescales are pushed back accordingly. A major delay or being unsuccessful in that bid will require a further revision to be agreed.

	Workstream	Indicative timing
1	<p>Detailed work programming, project initiation and ongoing alignment of project with related workstreams</p> <ul style="list-style-type: none"> - Project initiation process to include preparing detailed specifications for work packages and external inputs to project, briefs for procuring consultancy support where appropriate, setting up governance and programme management structures, and preparing necessary project management documentation. - Write person spec/job description for new roles (covered by MHCLG funding) and run recruitment process. - Ongoing programme management and administration of governance arrangements, etc, throughout project - Stakeholder engagement at the appropriate opportunities, including with local political groups, the development and housebuilding industry, neighbouring local authorities, the Oxford-Cambridge Arc, MHCLG, Homes England, SEMLEP and other partners 	<p>Mid 2021</p> <p>c.5 months (including time for recruitment to new posts) and ongoing through project</p>
2	<p>Understanding Growth Programme Requirements</p> <ul style="list-style-type: none"> - Work with planning to draw up schedule of development sites (known and potential sites) and classify into typologies with shared characteristics (e.g. location, size, type, infrastructure requirements etc). This must be done alongside the Local Plan call for sites process. - Work with planning, transport, legal, MKDP, development industry, other stakeholders etc to compile comprehensive list of barriers to delivery across the growth programme and any likely site-specific issues. What could be a risk to delivery at scale, pace or quality required? Should consider issues with the 'business as usual' approach and the capacities that will be needed to meet the vision and objectives of the long-term growth agenda. Look at the barriers including land ownership, accessibility, environmental constraints, planning history, infrastructure requirements, technical, financial, legal, project management, political and policy issues that could frustrate delivery of growth; identify relative importance to the development typologies and timescales over which they need to be tackled. This should include engagement with neighbouring authorities for sites near to or crossing the Milton Keynes boundary. - Prepare a Growth Programme Requirements Report that collates the full range of powers and capabilities needed to be covered by delivery mechanism(s) in order to deliver the growth programme and address these barriers. 	<p>Late 2021 – Early 2022</p> <p>c.6 months</p>

	Workstream	Indicative timing
3	<p>Development Economics and Infrastructure requirements</p> <ul style="list-style-type: none"> - Write brief, undertake procurement and secure consultancy support to study the development economics for the growth programme to include assessment of potential land values and implications of scale of development recommended through the Strategy for 2050 (and testing of alternative growth scenarios and phasing over coming decades through Local Plans). Consider potential for uplift in land value, and implications of sites already within the planning process or under option. - Will require initial input from infrastructure studies (especially Mass Rapid Transit and City-Wide Infrastructure Study) to identify the scale and cost of infrastructure needed to support growth to 2050. To consider a wide range of infrastructure and take a view across boundaries to ensure a comprehensive view of infrastructure costs to feed into development economics and viability considerations. Consider options for securing value from development and other funding routes and link with different the delivery mechanisms that might enable those routes. 	<p>Late 2021 – Mid 2022</p> <p>c.1-2 month procurement c.4 month consultant commission</p>
4	<p>Review of options and suitability for Growth Programme typologies</p> <ul style="list-style-type: none"> - Research and compile a study of the full range of delivery mechanism options available, the capabilities and powers they could provide, governance arrangements, how they have been used elsewhere and the risks and benefits. Assess the suitability of each option against the different elements of the growth programme in the MK context including, for example, performance against the powers and capabilities that are needed for the growth agenda; suitability for development typologies, including issues around land ownership/assembly, scale of development etc; how mechanisms would relate to existing structures; resources, skills, processes and any statutory instruments needed to initiate and operate; flexibility for future changes in geographical coverage or change in scope; options for securing developer contributions and other forms of funding and financing; acceptability to local communities, development industry and other stakeholders and in the political environment (discussed through some focussed engagement with these groups). - Will require the coordination of input from Homes England and MHCLG; other organisations and practitioners to reflect recent experience elsewhere; development industry; lawyers, surveyors, valuers, accountants, financial modelling, transport and planning consultants; and involvement of neighbouring authorities and other partners to consider opportunities for cross-boundary operation. - Determine the most suitable mechanism(s) for key site typologies and/or geographies (linking with work on Central Milton Keynes) and examine how delivery mechanism(s) could be combined to form a coherent, overarching approach that allows flexibility for different requirements and develop delivery and implementation proposals - Prepare a Delivery Vehicles Options Report which includes a recommendation for the most appropriate mechanism(s) for the Milton Keynes context building on the research listed above and a full understanding of the pros and cons for each option/scenario, to be discussed with senior officers and Cabinet before further development. Secure DD/Cabinet decision to proceed to next stage to give political cover for development of business case. 	<p>Mid 2022</p> <p>c.9 months</p>

	Workstream	Indicative timing
5	<p>Development of preferred delivery mechanism(s)</p> <ul style="list-style-type: none"> - Prepare scope, commission and manage consultants to develop detailed proposals (Outline Business Case) for the establishment of the preferred delivery mechanism(s) and a programme (roadmap) for its establishment. This should include proposals for securing funding and resources, creating new governance structures, securing executive sign-off, create statutory instruments where necessary, and ensuring evidence in place for the local plan examination process to demonstrate deliverability of growth ambitions, including alignment of delivery trajectory. - Will require public and industry engagement on proposed approach - Secure political support for final business case (to include political briefings ahead of Cabinet/Council sign-off) - Ensure proposed mechanism(s) and evidence available meets requirements for the local plan process and can withstand scrutiny at examination in public on the submitted plan. 	<p>Main work to be done by consultancy support.</p> <p>Early – Late 2023</p> <p>c.9 months</p>
6	<p>Establishment of proposed delivery mechanism(s)</p> <ul style="list-style-type: none"> - Use roadmap developed in Stage 5 to initiate programme to create the new mechanism(s) and progress towards the start of operation. Move forward plans to set up the chosen delivery mechanism(s) including accountability, management and stewardship responsibilities, appointing staff, going through all necessary statutory, legal and policy processes - Seek and secure further funding as necessary to cover start-up costs ahead of long-term operation (when any mechanism(s) should become self-sustaining) 	<p>Late 2023 – Early 2024</p> <p>c.7 months</p>

B. Renaissance:CMK

Purpose and key objectives

To work with Milton Keynes Development Partnership (MKDP) to prepare and agree a Renaissance:CMK Strategy which expands on the Strategy for 2050 for the future of the city centre, and sets out a delivery programme for a range of projects and other interventions, including the intention to explore the potential to form a joint venture or partnership with a major development partner.

We have developed three aspirations for CMK – to be better connected, more vibrant and increasingly resilient – and the various workstreams of the R:CMK programme should work towards achieving those aspirations.

This workstream is developed from the Strategy for 2050 (Chapter Seven) which reflects the need for a future framework (developed through our Renaissance:CMK Strategy) to provide a clear vision for CMK that helps us create a stronger city centre, with a thriving economy and where different activities are in the right locations and fit together well, which will also help us to integrate commercial and public sector projects.

Resources (staff, financial, other)

The project will be led by the Special Projects Director at MKDP with support from the MK Futures 2050 Programme Manager as lead for the R:CMK Strategy element in particular. There is clear overlap with the wider Delivery Mechanisms workstream and issues relating to CMK and the potential for a future partnership or joint venture should be explored in conjunction with that city-wide work. The MHCLG funding, if secured, will help to fund this CMK specific element. As above, if the MHCLG funding is not forthcoming, we will need to review the approach and timescales for this workstream to ensure the scope is still achievable.

Deliverables and outputs

Draft and final versions of the Renaissance:CMK Strategy will be prepared.

A report summarising research and evidence gathering including site specifics and development opportunities, and delivery partner options, will be prepared internally (or with the help of consultants). If it is recommended that we pursue the option of a future joint venture or delivery partner, then a full procurement pack will be needed to set out the opportunity.

At key points, we will also produce briefing materials, Cabinet/Delegated Decision reports and MKDP Board papers.

Governance arrangements

Management of the project will be led by the Special Projects Director within MKDP with assistance from the MK Futures 2050 Programme Manager. The project will report to the Renaissance:CMK Steering Group, with the Managing Director of MKDP as the Project Sponsor.

Interdependencies and linkages

Work to consider delivery options should be done in conjunction with the wider delivery mechanisms project for the borough's growth programme (see above). Wider delivery mechanisms project will run over a longer period (due to greater complexity and scale of issues and options to be

considered), so any outputs for CMK specifically will need to be aligned with the recommendations for the wider city.

Through the Renaissance:CMK work, we will also provide input to the preparation of the new local plan as part of the development and testing of policy approaches for CMK. The project should also engage with the CMK Town Council if they take the opportunity to review the CMK Business Neighbourhood (Alliance) Plan.

Risks and Opportunities

The development of the R:CMK Strategy and opportunity to secure a delivery partner will help to create a stronger future for the city centre. The delivery partner element in particular will allow the Council and MKDP to create a comprehensive development approach, delivered with private sector finance, whilst retaining a significant public sector stake in the programme.

Stakeholder engagement will be particularly important in both of the key elements of the R:CMK work, both in ensuring their buy-in to the R:CMK Strategy and in ensuring any future delivery approach is well-supported. This will be addressed through regular engagement with key stakeholder groups across the city centre throughout the lifetime of the programme.

Work packages and milestones

	Workstream	Target date
1	<p>Renaissance:CMK Strategy</p> <ul style="list-style-type: none"> - Working with colleagues to draft R:CMK Strategy and engagement with key stakeholder groups in finalising document, which will include a programme of projects and interventions to be covered under the Renaissance:CMK programme - Informal engagement with external stakeholders during Summer 2021, to finalise the Renaissance:CMK Strategy by the end of 2021 	Finalise R:CMK Strategy by end of 2021
2	<p>R:CMK delivery options</p> <ul style="list-style-type: none"> - Review options for securing a major development partner for CMK. Link with Delivery Mechanisms work for wider growth programme - Review development opportunities for CMK (integrated with the Local Plan call for sites process), assess barriers to development, infrastructure requirements, and mechanisms, capabilities, resources etc needed for delivery on specific sites and CMK-wide. - Options appraisal of range of delivery mechanisms suitable for delivery in CMK and assess against requirements. - Develop recommended approach based on best alignment of requirements against capacities. To include engagement with key CMK stakeholders and developers/landowners. Prepare report covering findings and recommended next steps for establishing the recommended mechanism for agreement by MKC and MKDP board. 	Confirm proposed delivery approach early 2022
3	<p>Development Programme/Action Plan</p> <ul style="list-style-type: none"> - Determine Action Plan for R:CMK interventions through R:CMK Strategy, Section Four. Developed with involvement from a range of MKC and MKDP teams, including short, medium and longer term projects. - Ongoing management, delivery and review of Development Programme/Action Plan. Should be kept under review and updated as appropriate. Consider the programme management approach needed to ensure ongoing continuity and linkages between projects and interventions 	Ongoing throughout R:CMK programme
4	<p>Policy Development and Stakeholder Engagement</p> <ul style="list-style-type: none"> - Building on the R:CMK Strategy and in developing a recommended delivery approach for CMK, work closely with the planning team in the development of CMK policies for the new local plan, including involvement of drafting policy content for the local plan if needed, and providing input to the delivery and viability approach for the plan. Also work with CMK Town Council on any emerging neighbourhood plan policies. 	Ongoing throughout R:CMK programme

	Workstream	Target date
	<ul style="list-style-type: none"> - Work with colleagues and consultants preparing major evidence studies in support of the local plan (e.g. Mass Rapid Transit, City Wide Infrastructure Plan, and Cultural Infrastructure Plan) and specific sites (including Station Square) to ensure Renaissance:CMK aspirations (and therefore link with Strategy for 2050 on CMK issues) are properly integrated into the study brief, ongoing work and study outputs. - Wider stakeholder engagement on CMK issues, as well as engaging on emerging R:CMK Strategy, in considering delivery approaches and site-specific proposals, to help ensure R:CMK aspirations are integrated into partner projects. - Ensure that CMK is properly considered in the city branding/place marketing approach, and that the R:CMK aspirations are reflected in the messaging approach emerging from that work. Represent the CMK project in reviewing submissions from prospective consultants in procurement process and throughout the project in discussions with the consultant team, and in reviewing outputs etc. 	

3. MK:U

Purpose and key objectives

We will continue to work with Cranfield University on delivery of the university project, expanding on the MK:U Accelerator degree apprenticeships programme commencing summer 2021 at Bouverie House. This will include continuing engagement with central government on the potential for funding (including contributions through any Central Area Growth Deal covering Milton Keynes).

MK:U is a priority project for Milton Keynes, with many social and economic benefits for the city and wider area. It is an important element of Renaissance:CMK and part of our future economic positioning and skills agenda.

Resources (staff, financial, other)

The Council has made significant financial contributions to the MK:U project to date, including a total of £4.306m between 2018 and 2020 in further developing the MK:U business case, course development, and project delivery. No further budget is allocated towards the MK:U project at this stage. It is possible that some or all of the remaining c.£6m of Tariff funding that has been, or will be, collected for higher education will be allocated to the MK:U project at a later date, but this is not yet confirmed.

Cranfield University is the Council's lead Higher Education partner on the MK:U project and leads the delivery of the project, with regular engagement with MKC, and our input as needed. The MKC Chief Executive is an MK:U Ltd Director and both he and the MK Futures 2050 Programme Manager attend the regular MK:U Board meetings. Internal staff resources engaged in the ongoing delivery on the MK:U project will also include the Council's Strategic Lead for Economy and Policy, and the Special Projects Director from MKDP, reflecting the link with the Renaissance:CMK project and intended delivery of the university on MKDP-owned land.

Deliverables and outputs

Main outputs from the MK:U project are delivered by Cranfield University as the lead Higher Education partner, with assistance and input from MKC as needed. An immediate output of the project will be the launch of four new degree apprenticeship courses under the MK:U name as part of the Accelerator Project in facilities funded by SEMLEP and Santander. This will create 200 degree apprenticeship places in September 2021 offering opportunities for school and college leavers, as well as existing employees, to gain a university degree whilst working, with tuition fees paid from their employer's existing government levy.

Governance arrangements

As above, the MKC Chief Executive is an MK:U Board member. Day-to-day engagement with the Cranfield University team is through the MK Futures 2050 Programme Manager. Cranfield University provide monthly highlight reports to MKC to update on progress, risks and issues. Regular briefings are held with the Leader of the Council as needed on key elements of the MK:U project.

Interdependencies and linkages

Several companies have cited MK:U as a key reason for investing in MK, including Santander's commitment to a new £150m headquarters in the city.

MK:U is a key part of the Renaissance:CMK project as an important catalyst for change in the city centre, bringing in a wider range of visitors and residents, increasing economic opportunities and securing investment. Through our work on delivery options for R:CMK, we should consider how alternative models/mechanisms could help in the delivery of the MK:U project.

Risks and Opportunities

Cranfield University prepare detailed programme management documentation including comprehensive risk and issues registers which are regularly reported to the MK:U Board and in monthly informal briefings with officers.

The ability to secure significant Government investment is the key risk at this stage to the long-term delivery of the project. Without such funding in place, or in the face of continued uncertainty about the availability of funding, Cranfield University, in partnership with MKC, will need to consider its options. The project continues to be a pivotal development for digital skills development for Milton Keynes and the wider Oxford-Cambridge Arc. The Arc is formally identified as a 'Project Speed Pathfinder Project' with the Build Back Better plans for growth published with the budget in March 2021. The Government has also recently published its approach to developing a Spatial Framework for the Arc and is supporting the development of a deal for the Central Area of the Arc. Cranfield University and MKC are working hard to secure Government support for MK:U as part of these opportunities.

Work packages and milestones

As stated above, work is led by Cranfield University with input from MKC as needed. The following milestones are planned over the coming months

MK:U Accelerator

- May-June 2021 – Fit-out of Bouverie House
- June 2021 – Small pioneer cohort as a first trial of the new systems and processes (virtual delivery for first semester)
- September 2021 – All four degree apprenticeships first pilot intake (Chartered Manager, Digital and Technology Solutions Professional, Cyber Security Technical Professional, and Data Scientist, with 50 places per course)

Innovation Hub

- Early 2022 – open SEMLEP-funded Smart City Living Lab in Bouverie House

MK:U Full Launch – to be confirmed

- Ongoing – continued engagement with central Government (via MHCLG) in order to secure funding for full MK:U project. MKC to lead on Central Area Growth Deal which is intended to include MK:U as a key project.
- Delivery milestones to be developed once we have certainty about funding situation

D. Strategy for 2050 monitoring and delivery

Purpose and key objectives

This workstream intends to ensure that the ambitions of the Strategy for 2050 are tested, maintained and delivered through the development of new policies, including the new Local Plan, the Oxford-Cambridge Arc Spatial Framework and the work of the Central Area Growth Board. This may also involve providing input to consultations or funding bids, and importantly will be part of the preparation of major evidence studies to support the new Local Plan, including the Mass Rapid Transit and City Wide Infrastructure studies.

It will involve working across a range of service areas within the council and with other parties and organisations, including Homes England, MHCLG and SEMLEP. This workstream should also include the development of any formal arrangements or partnership with such bodies or with neighbouring authorities, linking with the work to develop a growth deal for the Central Area of the Ox-Cam Arc.

Over the longer term, this workstream will also include a review of the Strategy for 2050, commencing April 2024, as required by the Council decision of January 2021.

Resources (staff, financial, other)

The MK Futures 2050 Programme Manager will remain the key point of contact for this workstream who will work closely with other service areas and teams as appropriate, for example with the Development Plans team as part of their work to prepare a new Local Plan, or with the Strategic Lead for Economy and Policy on the Central Area Growth Deal.

If we are successful in securing funding from MHCLG for the Delivery Mechanisms project, the additional staff resources that will provide will also be engaged in supporting this workstream.

Deliverables and outputs

Deliverables from this workstream will in large part be through engaging in the development of other products, including the new Local Plan and various evidence studies.

Governance arrangements

The role of the MK Futures 2050 Programme Manager within existing governance arrangements for the new Local Plan and several major evidence studies will be continued. Later in the programme, new arrangements for the review of the Strategy for 2050 may be needed.

Interdependencies and linkages

This workstream enables stronger linkages across other projects in ensuring alignment with the ambitions of the Strategy for 2050.

Risks and Opportunities

In large part, this workstream relies on working with other services and teams in the development of their policies, strategies or evidence, to ensure the ambitions of the Strategy for 2050 are tested, maintained and delivered. This provides the opportunity to fully embed the 2050 ambitions across a range of services and importantly into statutory policies, in particular through the Local Plan. However, it is important to remember that the Local Plan will be subject to extensive public consultation and an examination as part of a statutory process which must robustly test and challenge the approaches laid out in the Strategy for 2050.

As noted above, it is hoped that the MHCLG funding for the delivery mechanisms project will allow us to recruit additional staff which will also provide input into this workstream. If that funding is not secured, the scale and range of involvement from the team in other projects may be more limited.

Work packages and milestones

The work to be delivered through this workstream will largely be responsive to the requirements of other service areas, in providing input at the most appropriate opportunities.