

Appendices

Appendix 1 - Some issues for consideration

Communication

We have identified that the Regeneration Committee needs to develop a script about its role in this process. We think it would be useful if all the parties agreed how the system works and who does what.

Setting the Tone and Focusing on success

You have invested a lot of time, energy and expertise in the joint venture and your regeneration strategy. You have come too far not to make it work. We believe it would be helpful if everyone focused on what needs to happen to make the JV successful and to help make sure that it delivers good quality housing repairs and achieves the vision for regenerating the estates. Councillors are uncomfortable with the commercial interests. To some extent you have already started to mitigate against this risk by:

- Creating a trust-based structure that makes Mears a 'responsible client' for the housing repairs contract. The structure has reduced operational rigidity and Mears has already returned monies to the Council where previous operations had cost the council too much
- Capping YourMK profits at 3% for each party.

The latter feature is more like a Community Interest Company or social enterprise than a traditional profit orientated business, therefore it might be useful for members to view YourMK as a vehicle for social investment. As Councillor Theo Blackwell (Portfolio holder for Resources at LB Camden) said at the joint Alpine-LGA Workforce conference on [commercialisation](#) councils shouldn't have a problem with profit, it's what you do with it that's important for us'.

Performance management

We suggest that the Regeneration Committee might like to reflect now on how it works with the three YourMK Non-Executive Directors once appointed, to build formal and informal relationships, networks and influence; and how it can act as a sounding board with a risk assessment brief, using an accountability framework.

Re-branding the Regeneration Committee

There was some discussion about whether or not the Committee format and committee title matched the proactive role now required of the body. It clearly has a role as an Appointments Committee but subsequent to that might be more effective with a different title and terms of reference. Moving forward, members could strengthen their influence and impact by giving up the structure and behaviours exhibited by a committee.

There may be some merit in exploring how other Councils have managed their relationships with Council directors on JV's, and possibly doing some research on how the role of elected members with an arms-length relationship have re-positioned to 'grow' their role and influence, and ensure the model and its context are trust-based, agile and investment-friendly. We are happy to explore this further with you, as ensuring trust is reflected in the operations and performance of the JV, will be crucial for engagement with your communities.

The prize for this is great. By revising and rebranding the role, remit and relationships as members you can prototype a new model that the Council is pursuing for other structures, with your insights and skills being transferrable, e.g. appointment of Boards for other companies/structures the Council is involved in. This would also give the Council more consistency and accountability, and partners more stability, all of which are key elements to a trust-based relationship. We also feel this would give you as elected members significant sector-wide profile as political leaders of commercialisation and social investment.

Appendix 2 - Summary graphics of governance terrain

Graphic overview of who does what in the relationship with YourMK



Appendix 1: YourMK and the Council – mapping on who does what

Tasks									
Governance Mechanism/ body	Set up JV	Appoint Your MK Board of Directors	Repairs service Contract	Repair Services: All council owned properties	Complaints and queries from residents	Reporting	Regeneration proposals	On-site Regeneration	Reporting and accountability
Cabinet	Decision in December; Agree contract		Agrees contract and annual budget for housing repairs & maintenance			Cabinet receives an annual report and exception reports	Receives strategic report on approach and funding implications	Receives an annual report and exception report.	Cabinet receives a top level annual and exception reports
Executive Member for Regeneration		Jointly - with Regeneration Committee				Reports to cabinet annually on performance Of Directors and company?	Meets once a year (min), consulted on business plan	May have role in report to cabinet?	Suggestion: watching brief role to report to Cabinet
Regeneration 'Committee' (revise and rebrand, to strengthen influence)		Jointly with Exec Member; Ensure interaction is trust-based and investment-friendly					Support and review how directors have taken decision on order and nature of regen	Support and reviews how directors have taken decisions on managing estate based package of works	Reports to Cabinet annually on performance management of directors in context of company annual report
Scrutiny Committee	Can scrutinise Cabinet decisions					Can call in Cabinet Report	Can call in Cabinet Report	Can call in Cabinet Report	Can call in Cabinet Report
Housing and Community Committee					Overview of performance metrics	Authorising spend on repairs; can report exceptions to Scrutiny and Cabinet	Overview of planned works for large projects (officer delegation)	May consider impact on housing services and long term efficiencies	Suggestion: Trimester watching brief reports to Cabinet
Your Mk			Your MK also client for repair contract with Mears	Delivers service to quality, time & budget	Customer Services first point of contact	Regular reports on performance to own board on performance	Undertakes housing condition survey	Initiates programme works with residents and	Delivers work to Council's objectives (now no need for Council to

Your MK Directors					Review complaints as part of performance Management	Report to RC and Mears on organisational and personal performance	Considers assessment and determines nature of regeneration scheduling of estates	Oversees proposition and considers responses; makes decisions on what and how to go forward	consults on proposals	Oversees works and softer regeneration programmes; reports on progress of how circular funding model	procure); builds relationship with community
Mears	Decision early 2017; Agree contract	Appoints x 3 Directors; And CEO		Ensures effective responsive cost- efficient services		Receives reports from its directors	Receives reports from its directors and funding implications	Receives reports from its director with CBA	Receives reports from its director with CBA	Receives full options reports from its directors	
Council officers			Work with Your MK; Benchmark	Work with Your MK; Benchmark	Work with Your MK	Work with Your MK	Work with Your MK	Work with Your MK	Work with Your MK	Work with Your MK	
Community			Service users engagement: Feedback, satisfaction Star survey	Clear information and signposted to process for resolution; Feedback, satisfaction Star survey	Clear communication with residents on performance; Benchmarking	Clear communication with residents on plans and benefits for them	Participation in development and design of regeneration+ referendum	Engagement and sharing of message of regeneration objectives – modern, fit for purpose, sustainable homes and strong local communities	Engagement and sharing of message of regeneration objectives – modern, fit for purpose, sustainable homes and strong local communities	Engagement and sharing of message of regeneration objectives – modern, fit for purpose, sustainable homes and strong local communities	
Parish Councils								May have developed neighbourhood plan as part of Planning development framework	May have developed neighbourhood plan as part of Planning development framework	Represent and engage residents	
Ward councillors				Normal neighbourhood representation role	Normal neighbourhood representation role			Normal neighbourhood representation role	Normal neighbourhood representation role	Represent and engage residents	