



Housing & Land Delivery Board

Date: Monday 27 April 2020

Time: 10.00 am **Public meeting** Yes

Venue: This meeting is being held entirely by video conference facilities

Membership

Councillor Mike Bird (Chair)	Walsall Metropolitan Borough Council
Sarah Middleton	Black Country Local Enterprise Partnership
Councillor Sharon Thompson	Birmingham City Council
Councillor George Adamson	Cannock Chase District Council
Councillor Jacqueline Sweetman	City of Wolverhampton Council
Councillor Tariq Khan	Coventry City Council
Bill Blincoe	Coventry and Warwickshire LEP
Councillor Angus Lees	Dudley Metropolitan Borough Council
Marc Lidderth	Environment Agency
Simon Marks	Greater Birmingham and Solihull LEP
Karl Tupling	Homes England
Councillor David A Wright	North Warwickshire Borough Council
Councillor Julie Jackson	Nuneaton & Bedworth Borough Council
Councillor Matthew Dormer	Redditch Borough Council
Councillor Sebastian Lowe	Rugby Borough Council
Councillor Joanne Hadley	Sandwell Metropolitan Borough Council
Councillor Robert Macey	Shropshire Council
Councillor Ian Courts	Solihull Metropolitan Borough Council
Councillor Daren Pemberton	Stratford on Avon District Council
Councillor Jeremy Oates	Tamworth Borough Council
Councillor David Wright	Telford and Wrekin Council
Councillor Peter Butlin	Warwickshire County Council
Kevin Rodgers	West Midlands Housing Association Partnership

Quorum for this meeting shall be at least eight members.

If you have any queries about this meeting, please contact:

Contact Carl Craney Governance Services Officer
Telephone 0121 214 7965
Email Carl.Craney@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
1.	Apologies for Absence (if any)	Chair	None
2.	Notification of Substitutes (if any)	Carl Craney	None
3.	Declarations of Interests (if any) Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
Business Items for Consideration			
4.	Minutes of last meeting [For approval]	Chair	1 - 8
5.	Affordable Homes Delivery Vehicle: Update	Gareth Bradford / Pat Willoughby / Rob Lamond	9 - 14
6.	Advanced Methods in Construction: Update on the Project Execution Plan and future work programme	Gareth Bradford / Pat Willoughby / Rachel-Ann Atterbury	15 - 22
7.	Zero Carbon Homes: Definition and future work programme	Gareth Bradford / Pat Willoughby / Rachel-Ann Atterbury	23 - 30
8.	Delivery and Investment Plans: Town Centre and Inclusive Growth Corridors - progress and next steps	Gareth Bradford / Pat Willoughby	31 - 36



**West Midlands
Combined Authority**

Housing & Land Delivery Board

Wednesday 15 January 2020 at 10.00 am

Minutes

Present

Councillor Mike Bird (Chair)
Sarah Middleton

Councillor Peter Bilson
Marc Liddeth
Karl Tupling
Councillor David Humphreys
Councillor Joanne Hadley
Councillor Ian Courts
Councillor Andy Mackiewicz
Councillor Daren Pemberton
Councillor David Wright
Kevin Rodgers

Walsall Metropolitan Borough Council
Black Country Local Enterprise
Partnership
City of Wolverhampton Council
Environment Agency
Homes England
North Warwickshire Borough Council
Sandwell Metropolitan Borough Council
Solihull Metropolitan Borough Council
Solihull Metropolitan Borough Council
Stratford on Avon District Council
Telford and Wrekin Council
West Midlands Housing Association
Partnership

In Attendance

Richard Lawrence
Deborah Ward
Simon Tranter
Rachel-Ann Atterbury
Gareth Bradford
Colin Clinton
Carl Craney
Rob Lamond
Patricia Willoughby

City of Wolverhampton Council
Homes England
Walsall Metropolitan Borough Council
West Midlands Combined Authority
West Midlands Combined Authority
West Midlands Combined Authority
West Midlands Combined Authority
West Midlands Combined Authority
West Midlands Combined Authority

Item Title No.

27. Apologies for Absence (if any)

Apologies for absence had been received from Councillor Sharon Thompson (Birmingham City Council), Councillor George Adamson (Cannock Chase District Council), Councillor Tariq Khan (Coventry City Council), Councillor Angus Lees (Dudley Metropolitan Borough Council), Simon Marks (Greater Birmingham and Solihull Local Enterprise Partnership), Councillor Julie Jackson (Nuneaton and Bedworth Borough Council) and Councillor Robert Macey (Shropshire Council).

28. Chair's Remarks

The Chair referred to a number of incidents Members of the Board had

encountered in gaining access to the car park at the building despite reservations having been made. He asked the Officers to look into this matter and to seek to ensure that the difficulties were addressed.

He also referred to the absence of Councillor Robert Macey, the representative from Shropshire Council as he had hoped to speak with him regarding recent press reports on the proposed development at Tong.

29. Notification of Substitutes (if any)

No notification of Substitute Members had been received. Councillor Ian Courts reported that he had invited his Substitute, Councillor Andy Mackiewicz to join him at this meeting.

30. Declarations of Interests (if any)

No declarations of interests were made relative to items under consideration at the meeting.

31. Minutes of last meeting

Resolved:

That the minutes of the meeting held on 4 November 2019 be confirmed as a correct record and signed by the Chair.

32. Affordable Housing Policy

Gareth Bradford and Rob Lamond presented a report which provided an update on the implementation of the regional approach to housing affordability and which sought the agreement of the Board to the principles of the proposed definition as set out in Section 5 of the report and its application through the Single Commissioning Framework (SCF).

The Chair highlighted that the house price to earnings ratio in 2018 for the Redditch Borough Council and Stratford on Avon District Council areas were considerably higher than other areas in the region and, indeed, above the England average. He also referred to the difficulties faced by those who could afford to rent private properties but struggled to raise the initial deposit required. Gareth Bradford advised that there were a number of initiatives to assist those encountering such difficulties including 'Rent to Own'. He reminded the Board that under the SCF, any developers seeking financial support were required to provide a minimum of 20% of affordable houses on any development above 200 units. To date, this had been successful in delivering an increase in the number of affordable units and was having an impact on the market.

Councillor Peter Bilson queried whether other funding partners, especially Homes England, supported this approach. Gareth Bradford confirmed this to be the case. Councillor Joanne Hadley commented that an increase in the number of social housing units as well as affordable units were required. Rob Lamond explained that provision for such units were included within the definition of 'Affordable Housing'.

The Chair referred to the need for appropriate accommodation to be provided for 'Key Workers' in areas close to, for example, hospitals. He referred to a concept where additional car parking could be provided at such

sites with residential accommodation provided by it. He suggested that such a concept would work easily as well adjacent to railway stations and transport hubs and requested the Officers to investigate this matter further. Gareth Bradford reported on an approach from a local NHS Trust for such an initiative and this was being investigated currently by the One Public Estate Board. He offered to arrange for a report on this matter to be submitted to a future meeting. He advised that the WMCA was also considering the suitability of its assets (car parks, bus stations etc.) for such initiatives.

Councillor Daren Pemberton commented that this was far from a new idea as a similar principle had been used for the development of Bourneville. He acknowledged the issue with affordability in the Stratford on Avon District and advised that the Council had a policy requiring 35% of affordable units to be provided on all developments. This was challenged consistently by potential developers who referred to the 20% requirement under the SCF. He requested the assistance of the WMCA in challenging arguments on the viability of developments. Councillor Ian Courts commented that there was no easy answer to the problem but that local authorities needed to adopt a consistent approach.

In response to a further comment by Councillor Ian Courts, Gareth Bradford assured the Board that the suggested definition had been confirmed by the Ministry of Housing, Communities and Local Government to be in compliance with Planning Policy Guidance and the National Planning Policy Framework.

Karl Tupling reported that Homes England financial support was not available for developments funded through Section 106 Agreements other than in exceptional circumstances. He offered to make Homes England viability model available to Gareth Bradford.

Councillor Peter Bilson reminded the Board that other development models, including the establishment of 'Local Housing Companies' were available. He acknowledged that this particular option would not be suitable for some local authorities but commended its consideration.

Gareth Bradford offered to circulate a list of examples and case studies where the WMCA had been successful in acquiring land at a significantly lower level than the initial valuation. He invited Homes England to provide examples of interventions it had been involved in. Karl Tupling agreed to make such examples available but advised that these would need to be anonymised in order to protect commercial confidentiality.

Gareth Bradford reported that an approach had been made to H M Government in July 2019 for grant funding of £300 million for affordable housing shovel ready schemes. He suggested that a similar request be made to the 'new' Government.

Resolved:

1. That the proposed regional definition of housing affordability to secure an increase in the delivery and accessibility of genuinely affordable homes in the region that meet local needs be endorsed;

2. That the application of the proposed regional approach through the Single Commissioning Framework process, in order for the WMCA's housing and land investments and acquisitions to drive a more bespoke and locally informed approach that enabled increased supply of affordable homes be approved;
3. That the excellent support and engagement received by the WMCA from a number of local authorities across the region in developing the above approach be noted;
4. That the One Public Estate Board be requested to submit a report to a future meeting of this Board on the provision of housing / car parking schemes adjacent to hospitals / transport hubs etc.;
5. That a list of examples and case studies where the WMCA had had been successful in acquiring land at a significantly lower level than the initial valuation be circulated to the Board;
6. That Homes England be requested to provide a list of anonymised examples of interventions it had been involved in for circulation to the Board;
7. That a further request be made to H M Government for £300 million of funding for affordable housing shovel ready schemes;
8. That a report on the current position with the Local Housing Companies established by Birmingham City Council and the City of Wolverhampton Council be submitted to a future meeting.

33. Inclusive Growth Corridors - Update on Delivery and Investment Plans

Pat Willoughby presented a report which advised on the work undertaken by the WMCA in collaboration with its local authority partners, had embarked upon regarding a programme of development and investment opportunities focussed on a number of inclusive growth corridors across the West Midlands. For two of these corridors, this Board was managing a programme of preparing a Delivery and Investment Plan. It was anticipated that these Plans would be finalised in Quarter 1 of 2020. The report explained the background to and progress with the preparation of the Delivery and Investment Plans and a PowerPoint presentation was given to provide additional information.

Resolved:

1. That the current progress on the emerging Delivery and Investment Plans being prepared for the Walsall to Wolverhampton and West Bromwich to Dudley Corridors be noted;
2. That the programme for Delivery and Investment plans in 2020 – namely key milestones and timescales to ensure that the plans were approved and published in final form before the end of Quarter 1 in 2020 be noted;
3. That the final iterations of the Delivery and Investment Plans be submitted to the next meeting for consideration and approval.

34. Town Centres - Update on Delivery and Investment Plans

Pat Willoughby presented a report which advised on the work undertaken by the WMCA in collaboration with its local authority and business partners in relation to town centre regeneration and revitalisation. For an identified set of pilot town centres (Wave 1), this Board was managing a programme of preparing Delivery and Investment Plans. It was anticipated that each Plan

would be finalised during Quarter 1 of 2020. The report explained the background to and progress on the preparation of the Delivery and Investment Plans. The Board received a PowerPoint presentation which provided additional information.

Councillor Joanne Hadley reminded the Board that H M Government had identified West Bromwich High Street for attention and questioned whether the work proposed would link to these initiatives. Pat Willoughby reminded the Board that the WMCA Town Centre Programme had commenced in October 2019 with H M Government's Task Force starting subsequently. The latter was focussed on the theory behind the difficulties experienced but the former was concentrating upon delivery. She confirmed that the work of the Government Task Force would be aligned with work of the West Midlands Regional Town Centres Task Force. Councillor Joanne Hadley commented that whilst all town centres had experienced similar and different problems a common concern related to public safety. Pat Willoughby advised that the West Midlands Police was an active Member of the Regional Task Force.

Councillor Peter Bilson commented that the fear of crime was often greater than actual crime. He asked whether local businesses were involved with the Task Forces and suggested that Community Groups could be established to consider issues of community safety. He opined that improved street lighting and public transport would also assist in addressing a number of concerns. Furthermore, the impact of media reporting of incidents, however isolated, could not be ignored.

Gareth Bradford reported that the Officers had been asked by the Regional Town Centres Task Force to prepare a formal briefing paper on all offers of support and funding opportunities. Once the Delivery and Investment Plans were approved a strong communications campaign would commence. He gave an example of an intervention in Bull Street, West Bromwich as an indication of the work supported by the Task Force. He also assured the Board that Wave 2 of the Town Centres Programme would be led by 'Lessons Learnt' from Phase 1.

Councillor Daren Pemberton commended the work undertaken to date but suggested that each town centre required a 'Unique Selling Point'. Councillor Ian Courts queried what interventions were possible and advised that he would be unable to support any initiatives to support failing businesses. He supported the suggestion that Wave 2 schemes would benefit from identifying which interventions had been successful in Wave 1 of the programme. He supported the suggestion of 'Unique Selling Points' but was of the view that it was unlikely that the respective town centres actually competed against one another.

Councillor David Wright asked as to information mapping as he understood that Government funding was available for such an exercise. He suggested that the Board should concentrate on the main transport corridors in selecting the town centres for Phase 2 of the programme. He requested additional information on the type of interventions made to date and any others which were available. Gareth Bradford advised that a corridor mapping exercise was underway as part of the programme. The wider

benefits of investment needed to be considered including measures relating to community safety. He explained that some interventions would need to be above market value and stressed the need to deliver on the agreed proposals.

Resolved:

1. That the current progress on the emerging Delivery and Investment Plans which were being prepared for the 'Wave 1' town centres be noted;
2. That the programme for Delivery and Investment Plans in 2020 – namely the key milestones and timescales to ensure that the plans were approved in final form before the end of Quarter 1 of 2020 be noted;
3. That the final iterations of the Delivery and Investment Plans be submitted to the next meeting for consideration and approval.

35. Advanced Methods of Construction (AMC) Strategy

Gareth Bradford presented a report which updated the Board on progress in implementing its decisions made on 30 September 2019 to secure additional expert Modern Methods of Construction (MMC) resource and to move towards mainstreaming MMC on sites coming through the Single Commissioning Framework (SCF). The report also proposed a series of principles intended to guide the development of a future MMC strategy. He commented that the proposed move to MMC was also linked closely to energy efficiency measures and that the preferred reference to MMC was now AMC (Advanced Manufacturing in Construction).

Councillor Ian Courts welcomed the report but reminded the Board that the issue was not solely confined to the reduction of carbon emissions but also, inter alia, with the reduction of waste. This comment was supported by the Chair who gave an example of an MMC/AMC development site in the Walsall area where only one skip had been required in the duration of the works. Marc Liddeth reminded the Board of the need to consider recycling, water use and re-use and the wider environmental considerations which should be included in any final strategy. He also referred to the need to aim for zero carbon emissions and to aspire to sustainability and legacy considerations in developments associated with hosting the Commonwealth Games.

Councillor Andy Mackiewicz advised that innovative measures could be expensive if they were introduced hastily and advised that the construction industry needed sufficient lead-in time to prepare and adapt.

Gareth Bradford stressed to the Board that without the use of MMC / AMC the target housing numbers would not be met and that delays in supply should not be contemplated.

Sarah Middleton commented on the need to link this workstream with the Industrial Strategy and the work of the Innovation Board.

Resolved:

1. That the progress to date in delivering the WMCA's vision, route map and strategy for a Modern Methods of Construction

Programme (MMC) to be implemented across the region, including key milestones and decision points be noted;

2. That the proposed incremental approach to developing the MMC Strategy, to be prepared using a process of wide-ranging engagement with industry experts and practitioners to enable the final strategy to benefit from such input be noted;
3. That the adoption of 'Advanced Manufacturing in Construction' (AMC) as the term used to describe the WMCA's strategy and desired products be approved;
4. That the principles detailed in the report be approved as the basis of the WMCA's future AMC strategy

36. Housing Delivery Numbers - Update

The Board considered a report which provided an update on the latest housing delivery data as published by the Ministry of Housing, Communities and Local Government.

Resolved:

That the report be received and noted.

The meeting ended at 11.35 am.

This page is intentionally left blank



**West Midlands
Combined Authority**

Housing & Land Delivery Board

Date	27 April 2020
Report title	Affordable Housing Delivery Vehicle Update
Portfolio Lead	Councillor Mike Bird, Leader, Walsall MBC
Accountable Employees	Gareth Bradford, Director of Housing & Regeneration (Accountable Director) Pat Willoughby, Head of Policy (Housing & Regeneration) (Accountable SRO) Rob Lamond – Strategic Delivery Advisor (Report Author)
Report has been considered by	The proposal to create an Affordable Housing Delivery Vehicle has been considered at various meetings of the Housing & Land Delivery Board

Recommendation(s) for action or decision:

The Housing Land & Delivery Board is asked to:

- Note the strong progress that has been achieved collectively since the meeting of the Housing & Land Delivery Board of November 2019 on creating a Collaborative Delivery Vehicle.

1.0 Purpose

- 1.1 The purpose of this paper is to update the Housing & Land Delivery Board on progress in developing the Board's proposal for an Affordable Housing Delivery Vehicle with a number of Registered Providers operating in the West Midlands. As a reminder, the key purpose was to create a dedicated vehicle to unlock challenging brownfield opportunities in the region which would not come forward through other means – providing added value to the work of the WMCA under the Single Commissioning Framework, local housing partnerships, Homes England and local authorities on affordable housing delivery. A particular focus has been addressing the questions raised by members during the Housing & Land Delivery Board discussion and by officers before and subsequently.

2.0 Background

- 2.1 In March 2018 the Government's Housing Deal with the West Midlands agreed the region would work up a new dedicated partnership proposal to deliver affordable homes with the West Midlands Housing Association Partnership. The Housing & Land Delivery Board agreed in February 2019 that a key part of its cross-cutting affordable housing policy and delivery programme throughout 2019 and 2020 was the creation of a dedicated new "Affordable Housing Delivery Vehicle". This was subsequently endorsed as a key 2020/21 Housing and Land portfolio deliverable by the WMCA Board
- 2.2. Discussions have been ongoing with the West Midlands Housing Association Partnership (WMHAP) and the National Housing Federation (NHF) ever since the Housing Deal was signed in March 2018 regarding proposals and ideas for a bespoke affordable housing delivery vehicle to help secure affordable housing delivery above and beyond those of housing association committed and approved business plans.
- 2.2 As a reminder, the current concept agreed in principle by Housing and Land Board in November 2019, looks to bring together the combined expertise and resources of six of the largest housing associations within the region to form a dedicated Limited Liability Partnership known as West Midlands Housing Association Partnership Investments (WMHAPI). In conjunction with the Combined Authority, the idea is that this proposed venture would seek to combine the assets, capital, expertise and networks of all the partners to the vehicle (as appropriate and necessary) and wider public sector to accelerate delivery and additionality, recycle investment to create long term value and benefits, unlock stalled "difficult to deliver" sites, and unlock challenging brownfield sites land along key transport corridors.
- 2.3 At its meeting in November 2019 the Housing & Land Delivery Board approved four underpinning criteria for the WMCA's continuing development of these proposals, namely:
1. To comply with the criteria and governance systems set out in the WMCA Single Commissioning Framework (SCF) and all related assurance processes
 2. The vehicle must explicitly deliver additional homes overall and especially affordable homes against the SCF affordable housing definition to meet local need on Brownfield land
 3. To be clearly and demonstrably addressing market failure and providing real added value – i.e. delivering sites that evidently cannot be brought forward by the private sector, public bodies or individual housing associations, as part of a blended pipeline of sites
 4. To provide an appropriate return on any WMCA investment.

3.0 Current position

- 3.1 The Affordable Housing Delivery Vehicle proposal has progressed significantly in recent months against these criteria. The WMCA team would like to thank officials from across the region and the NHF for their support, challenge, questions and guidance in the creation, refinement and development of this work. This progress includes:
- Establishing a project working group of representatives of the WMCA, WMHAP and legal advisors to develop the governance and business models for the proposed vehicle

- Preparing a draft Memorandum of Understanding between the parties to set out the joint commitment to the criteria the Board set out
- Development of a robust Green Book compliant business case that will be provided to the Housing & Land Delivery Board and Investment Board, including business modelling for example sites to show indicative delivery outputs, cashflow, returns etc.
- Drafting a Heads of Terms document for the proposed vehicle to establish the structure, governance and operating principles to help guide the next stage of work on the vehicle proposal
- Establishment of an internal WMCA project group consisting of representatives from Housing & Regeneration, Assets, Legal, Finance, Investment and Procurement to assess and advise on all aspects of the proposal and ensure that all internal governance and processes are adhered to.
- Progress by the relevant housing associations, in parallel with the WMCA approval process, on their respective governance to confirm commitment to and scope of investment in the proposed vehicle.
- Engagement with local authorities and housing professions across the region to ensure the vehicle adds value to local housing partnerships and complements the work of local authorities on affordable housing delivery.

3.2 The partners consider the Delivery Vehicle has the potential to deliver a significant range of outcomes, including:

- Increasing the number of affordable homes built in the region
- Broadening the range, mix and supply of homes available to residents
- Addressing market failure to unblock dormant sites
- Maximising delivery on brownfield land across the region
- Trailblazing the implementation of WMCA's affordable housing and inclusive growth objectives, including outcomes for social value, economic growth, education and skills impact and sustainability.
- Leveraging investment across partners to maximise returns on funding and reinvesting proceeds into further stages of development
- Establishing an inclusive and collaborative regional approach - maximising local expertise, assets, networks and partnerships that demonstrates an innovative approach to collaboration with local anchor institutions
- Exemplifying WMCA's role as a change agent and placemaker for the region through working in partnership with established anchor institutions.

4.0 Next steps

4.1 Agreement of the Memorandum of Understanding is the next key milestone for the proposed Affordable Housing Delivery Vehicle, and this is expected to take place in the coming weeks.

4.2 The subsequent business case to the Housing & Land Delivery Board and Investment Board will follow with a target date of June/July 2020. Subject to approval, the vehicle will then be established with an agreed business plan and operating model for an initial phase beginning in 2020/21

4.3 Subject to approval, the initial phase of sites is intended to demonstrate proof of concept for the vehicle and test the approach.

4.4 The work continues to show the Delivery Vehicle has the potential to contribute significantly to the region's collective ambitions for securing significant additional affordable housing.

5.0 Financial Implications

5.1 There are no direct financial implications from the information contained in the report. The Single Commissioning Framework provides a single set of criteria and governance systems that will be applied to all applications for available devolved WMCA Housing, Land and Property Development funds, together with a consistent process and timelines for decision.

5.2 WMCA investment in the proposed Delivery Vehicle would be governed and administered through the Single Commissioning Framework and WMCA Assurance Framework, and in line with the accounting and taxation policies of the WMCA and HMRC.

6.0 Legal Implications

6.1 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives the CA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any economic development and regeneration in the constituent councils are exercisable by the CA. Part 3 of The West Midlands Combined Authority (Functions and Amendment) Order 2017 confers functions corresponding to the functions of the Homes and Communities Agency has in relation to the combined area. Paragraph 10 (2) (a) of the 2017 Order confers the function of improving the supply and quality of housing to the Combined Authority, 10 (2) (b) to secure the regeneration or development of land or infrastructure in the combined area, 10 (2)(c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being and 10 (2)(d) confers the function of contributing to the achievement of sustainable development and good design.

6.2 It is noted that the Affordable Housing Delivery Vehicle proposal has progressed significantly in recent months to include the drafting of a Heads of Terms document for the proposed vehicle in order to establish the structure, governance and operating principles for the next stage of work. Also noted is the establishment of an internal WMCA project group which includes legal representation to provide legal input. This will enable appropriate governance structures and legal agreements to be put in place at the relevant stages. Any co-investments including grant and/or loan funding from WMCA will need to comply with the criteria and governance systems set out in the WMCA Single Commissioning Framework and will need to be considered on a case by case basis

7.0 Equalities Implications

7.1 There are no immediate equalities implications in relation to this report. However, individual strategies and delivery schemes will need to take into account local area needs and local stakeholder needs to ensure the schemes developed through the delivery vehicle benefit local residents, including harder to reach groups. To that effect equality impact assessments will need to be conducted to understand demographics, key inequality issues and how investment can help address key inequality gaps. Engagement and consultation with key equality stakeholders is also crucial.

8.0 Inclusive Growth Implications

- 8.1** The proposed Delivery Vehicle would operate via the WMCA's Single Commissioning Framework which includes Inclusive Growth outcomes including affordable housing, use of local labour and suppliers, and quality of design and placemaking as part of the key criteria for investment of Combined Authority funds.

The proposed Vehicle will establish key outcomes and measures relating to Inclusive Growth as part of the business case.

9.0 Geographical Area of Report's Implications

- 9.1 The recommendations of this report apply to the whole of the WMCA area.

10.0 Other implications

- 10.1 None.

11.0. Schedule of Background Papers

- 12.1 None.

This page is intentionally left blank



Housing & Land Delivery Board

Date	27 April 2020
Report title	Advanced Manufacturing in Construction (AMC): Update and future work programme
Portfolio Lead	Councillor Mike Bird, Leader, Walsall Council
Accountable Employee	Gareth Bradford, Director of Housing & Regeneration, WMCA Patricia Willoughby, Senior Reporting Officer, WMCA Rachel-Ann Atterbury, Report Author
Report has been considered by	Delivery Steering Group, 8 April 2020

Recommendation(s) for action or decision:

The Housing & Land Delivery Board is asked to:

- 1) **Note** the AMC pre-qualification requirement is within the Single Commissioning Framework as amended (April 2020)
- 2) **Agree** the future programme of work on AMC and specific deliverables including the proposal to bring an AMC Charter to Board in Summer 2020, followed by a full AMC strategy by the end of the year.

1.0 Purpose

1.1 The purpose of this paper is to update the Housing & Land Delivery Board on progress in implementing the decisions made by the Board on 15 January 2020 regarding its Advanced Manufacturing in Construction (AMC) Programme; specifically, the decision to move towards mainstreaming AMC on sites coming through the Single Commissioning Framework for WMCA investment and the decision to produce a new regional AMC strategy and routemap.

2.0 Background

- 2.1 WMCA committed to increasing the uptake of advanced construction technologies in WMCA's 2019/2020 Annual Plan in response to the findings of the West Midlands Land Commission and national 'Farmer Review of Construction Skills' which highlighted the role that advanced construction technologies could play in accelerating housing delivery.
- 2.2 At the 15 January 2020 meeting, the Housing & Land Delivery Board received an update on the work on AMC in the region. The Board endorsed a programme of work and series of AMC principles (Appendix 1) to support the implementation of the pre-qualification criterion¹. This included agreement to the development of a routemap and strategy. The rationale for the routemap is addressed in detail in Appendix 2, but the primary purpose is to ensure that AMC delivers not only numbers, but social value, inclusive growth and environmental benefits.
- 2.3 Since the January meeting, conversations through the Officer working group, with suppliers and with the skills sectors, have sought to identify the main challenges, risks and opportunities around implementing our bold AMC ambition in the West Midlands. Based on these conversations, a project execution plan for delivering the strategy and routemap has been produced.
- 2.4 The broad contents of the AMC routemap are discussed in the following sections of this report and the Board are recommended to agree these.

3.0 Proposed Structure and Contents

- 3.1 Through the routemap, WMCA will seek to understand the extent to which AMC could and should deliver additionality as prescribed by the Housing Deal and in recent business cases to Government for further brownfield funding. This would be used to inform deliverable action plans that balance the long term ambition for AMC, with the pragmatic short-term actions required to meet the 2031 housing target.
- 3.2 To ensure that the routemap is accessible to those less familiar with the AMC sector, but robust enough to inform credible actions, a two-part structure is proposed:
- An Executive Summary - which would be a standalone, focussed and accessible document. The summary would broadly address the opportunities and challenges provided by AMC, and the key strategic and policy drivers for the West Midlands. As well as this, it would suggest short, medium and long term actions, with recommended next steps.

¹ 20% units on large sites (>200 units) to utilise categories 1 and 2 of MHCLG's definition framework.



- A detailed report – which would underpin the summary, providing a comprehensive evidence base and analysis of the AMC sector in the West Midlands.

3.3 Supporting both parts would be a series of research pieces that seek to clarify the position of the AMC sector at the regional scale and the West Midlands' position in the sector. The main purpose of this research would be to provide a high-level mapping of the West Midlands AMC eco-system and to monitor the effectiveness to date of the AMC requirements in the Single Commissioning Framework.

3.4 Three key research areas have been identified and are detailed below:

- a) An AMC eco-system research review - which would seek to assess existing supply, development, research and skills capacity in the region. This mapping exercise would enable WMCA to both calculate the growth potential of AMC in the region, and to identify how it might differentiate itself from other regions who are undertaking similar work.
- b) An Economic Assessment – which work seek to quantify the impacts of engaging with AMC, including job creation, carbon savings, health and wellbeing improvements and other perceived benefits
- c) An assessment of AMC and construction skills provision – which maps the current provision and scale of jobs and existing businesses and report on the skills and training requirements for expanding the sector.

3.5 The routemap would conclude with both key recommendations and immediate next steps that would enable short term momentum building, medium term capacity building and a long-term vision for AMC in the region.

4.0 Governance arrangements

4.1 Throughout the routemap development process, WMCA will continue to engage the Officer Working Group on a monthly basis, maintaining link to local work and seeking sense checks and challenge on the routemap's recommendations.

4.2 Additionally, WMCA has convened an Expert Advisory Group, chaired by Mark Farmer, which will steer the scope of routemap and provide peer review. This group will meet three times between now and the routemap launch.

5.0 Next steps

- 5.1 Work on the routemap will begin imminently, with a more detailed outline of contents presented for comment at the officer working group in April.
- 5.2 As agreed by the Board in January 2020, officers will revisit the principles and look to form these into a charter that could be released ahead of the full routemap. This will be presented at the next Housing & Land Delivery Board.
- 5.3 A good draft of the routemap will be presented to Housing & Land Delivery Board in July, followed by a final version and later launch in Autumn 2020.

6.0 Financial Implications

- 6.1 There are no direct financial implications from the information contained in the report. The Single Commissioning Framework provides a single set of criteria and governance systems that will be applied to all applications for available devolved WMCA Housing, Land and Property Development funds, together with a consistent process and timelines for decision.
- 6.2 WMCA investment in the proposed Advanced Manufacturing in Construction would be governed and administered through the Single Commissioning Framework, WMCA assurance Framework and in line with the accounting and taxation policies of the WMCA and HMRC

7.0 Legal Implications

- 7.1 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives WMCA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any economic development and regeneration in the constituent councils are exercisable by WMCA. Part 3 of The West Midlands Combined Authority (Functions and Amendment) Order 2017 confers functions corresponding to the functions of the Homes and Communities Agency has in relation to the combined area. Paragraph 10 (2) (a) of the 2017 Order confers the function of improving the supply and quality of housing to the Combined Authority, 10 (2) (b) to secure the regeneration or development of land or infrastructure in the combined area, 10 (2)(c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being and 10 (2)(d) confers the function of contributing to the achievement of sustainable development and good design.
- 7.2 It is noted that the purpose of this paper is to update the Housing & Land Delivery Board on its decision to move towards mainstreaming AMC on sites coming through the Single Commissioning Framework for WMCA investment and the decision to produce a new regional AMC strategy and routemap. Legal advice should be sought as and when required in the development of the AMC strategy and routemap. Any additional

requirements identified as a result of the research and analysis on the effectiveness of the AMC requirements in the Single Commissioning Framework should be reflected in the relevant funding agreements on a case by case basis through agreed wording.

8.0 Equalities Implications

8.1 There is no equality impact in relation to these reports.

9.0 Inclusive Growth Implications

9.1 The proposed AMC Charter and strategy are intended to increase the availability of good quality housing for all West Midlands residents and provide new employment and upskilling opportunities in the construction sector. As this is a relatively new area of innovation, implementing the strategy in a phased way will give WMCA time to sufficiently understand its inclusive growth impacts and who benefits from these.

10.0 Geographical Area of Report's Implications

10.1 The proposed AMC Charter and routemap would be used to guide WMCA investment decisions across the whole geography of the WMCA area.

11.0 Other Implications

11.1 There are no other implications.

12.0 Schedule of Background Papers

13.1 There are no background papers.

Appendix 1 Proposed AMC Principles

The following principles were agreed by the Housing & Land Delivery Board as a basis for WMCA's AMC strategy at its 15 January 2020 meeting:

Principle/Theme	Principle	Supporting Information
Leadership	It is proposed that WMCA adopts a leadership position, in prioritising the development of genuinely advanced manufacture, and seeking opportunities for the regional supply chain to benefit from that.	Currently the UK manufacturing market for homes is in its infancy, with a wide variation in the extent to which new homes genuinely utilise advanced manufacturing, with some manufacturers deploying broadly traditional approaches, albeit in factory settings.
Consumer Choice	It is proposed that the WMCA actively prioritises AMC models that maximise consumer choice and customisation.	One clear potential benefit of AMC is the opportunity for a product-led mindset to deliver high-quality, design flexibility and opportunities for mass customisation in new homes in a manner that is beyond what is possible in traditional construction.
Design Quality	It is proposed that WMCA actively prioritises AMC models that achieve a high standard of design and enable a varied response to the local context.	New AMC homes should balance the efficiencies of standardised manufacturing processes with good quality architectural design, opportunities for variation in form and to respond to the local context.
Achieving Zero Carbon	It is proposed that WMCA prioritises AMC models that offer the zero-carbon homes now, or the potential to achieve that in the future.	Advanced manufacture in construction, in controlled conditions, offers great potential to move towards carbon neutral homes. AMC processes minimise construction waste, achieve



		very high standards of in-use energy performance, and can minimise construction vehicle movements, with follow-on air quality benefits.
Skills and Employment	It is proposed that the AMC strategy has a specific and detailed focus on construction work and skills opportunities.	AMC has the potential to support fundamentally different roles compared to traditional construction. The AMC workforce will have specialisms in, for instance, complex logistics, digital product design and manufacture and robotics. Equally, as current MMC providers move towards AMC models, they can offer a different work experience for construction workers, and opportunities to transition and upskill for some of the current workforce
Modernisation	It is recommended that the AMC strategy should also consider how modernisation might be achieved on all homes on all sites, and opportunities for the WM supply chain and workforce to benefit from this.	The MMC definition framework includes seven categories (the latter of which are effectively process and technology improvements that can be deployed on traditional sites). It is important to recognise that there will be a transition from traditional to AMC that will incorporate the entire spectrum of the framework, over a number of years and in various ways; and that this process is likely to provide additional opportunities to improve quality, process and outcomes for residents and the supply chain.

Appendix 2: Purpose of an AMC routemap

- 1.1 As agreed by the Housing and Land Board in January, the rationale for moving towards AMC in the West Midlands is multi-faceted, with the following considered some of the key drivers:
- Meeting housing need, and the targets in the WMCA/HMG Housing Deal
 - The construction sector's skill and capacity challenge, exacerbated by Brexit and potential recession in late 2020.
 - Wider ambitions around carbon reduction and the risks of continuing with status quo in meeting WM2041 targets.
 - Wider ambitions around housing quality and reducing the performance gap.
 - Opportunities to provide better construction careers, with improved worker health and safety.
 - Supporting local industrial growth and ambitions in the Local Industrial Strategy through construction.
- 1.2 Despite opportunities presented by the AMC sector, there are still a number of barriers to uptake - the majority of which exist at a national scale. Central to this issue is that the AMC industry is still in its infancy and escalating production at a local or regional scale is likely to require significant changes to traditional construction processes, including skills programmes, financing, procurement and approaches to standardisation.
- 1.3 For this reason, it is not possible to simply raise the AMC pre-qualification target and expect the market to deliver. A routemap is therefore required to ensure the region's approach focuses not just on investing in more AMC units, but on wider changes to the construction industry in the West Midlands that also deliver inclusive growth, social value, quality and improved environmental performance.



Housing & Land Delivery Board

Date	27th April 2020
Report title	Zero Carbon Homes: Definition and future work programme
Portfolio Lead	Councillor Mike Bird, Leader, Walsall Council
Accountable Employee	Gareth Bradford, Director of Housing & Regeneration, WMCA Patricia Willoughby, Senior Reporting Officer, WMCA Rachel-Ann Atterbury, Report Author
Report has been considered by	Delivery Steering Group, 8 th April 2020

Recommendation(s) for action or decision:

The Housing & Land Delivery Board is asked to:

- 1) **Support** the proposal to adopt the UKGBC definition of “zero carbon buildings” for homes in the West Midlands (as set out in section 3 of this paper) which addresses operational, embodied and whole life net zero carbon.
- 2) **Note** the proposal, in responding to the Housing and Land Board zero carbon buildings commission, to take a phased approach to delivering the zero carbon homes ambition in the 2041 Climate Change Action Plan, which will include establishing the current level of low/zero carbon building, producing an agreed routemap to 2025 and a zero carbon homes charter to encourage take up.
- 3) **Agree** the proposed governance structure for the zero carbon homes programme which seeks to draw in expertise from across the private and public sectors, including:
 - Appointment of West Midlands Zero Carbon Homes Champion
 - An expert soundingboard
 - An officer working group

1.0 Purpose

- 1.1 The purpose of this paper is to seek views from the Housing & Land Delivery Board on the proposed approach to producing a 2025 Zero Carbon Homes standard and routemap, agreed by Housing and Land Delivery Board as deliverables for 2020/21.

2.0 Background

- 2.1 In January 2020, the Combined Authority launched its 2041 Climate Change Action Plan (WM2041) including a commitment to achieving a Zero Carbon Homes (ZCH) standard by 2025. Simultaneously the Housing & Land Delivery Board agreed that a major deliverable for the Housing & Land Portfolio in 2020/21 was to establish a ZCH standard alongside a routemap with supporting guidance to meet the 2025 target. The Board commissioned WMCA to take forward this work during the year in partnership with local councils and the private sector.
- 2.2 The WM2041 consultation finished in March 2020 and WMCA's Environment team is working to understand how best to prioritise resources in light of the response. Whilst these findings are likely to inform the decisions taken by Housing & Land Delivery Board in the future, the nature of the climate emergency is such that the earlier we seek to mitigate climatic impacts, the more we will be able to limit them.
- 2.3 There are some first steps that the Housing & Land Delivery Board could take now in building on its zero carbon homes commission to demonstrate a commitment to the climate emergency as well as to make good early progress on delivering a ZCH standard this year. These include:
- Agreeing a definition of 'zero carbon homes' in the West Midlands, providing clarity of the 2025 goal
 - Agreeing an approach to developing the standard which can add value at the regional level
 - Agreeing a broad programme governance structure, that considers the best approach to engaging internal, public and private sector partners, and can guide the emerging routemap.

3.0 Defining 'zero carbon'

- 3.1 Understanding what 'zero carbon' means, and how this translates into impacts on the ground, can vary depending on the definition and approach taken by policymakers and industry.
- 3.2 The Advanced Methods in Construction programme has demonstrated the benefits of using existing definitions, that are robust and nationally recognised, when explaining

aspirations or negotiating requirements. For this reason, it is proposed WMCA look to do the same for ZCH.

3.3 A number of 'zero carbon construction' definitions already exist, with the most widely accepted and well established nationally having been published by the UK Green Buildings Council (UKGBC). Within its ['Net Zero Carbon Buildings: A Framework Definition'](#), UKGBC defines net zero carbon for both construction and operation, as well as for whole building life as follows:

- Net zero carbon – construction: *"When the amount of carbon emissions associated with a building's product and construction stages up to practical completion is zero or negative, through the use of offsets or the net export of on-site renewable energy."*
- Net zero carbon – operational energy: *"When the amount of carbon emissions associated with the building's operational energy on an annual basis is zero or negative. A net zero carbon building is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset."*
- Net zero carbon – whole life: *"When the amount of carbon emissions associated with a building's embodied and operational impacts over the life of building, including its disposal, are zero or negative."*

3.4 Meeting net zero is currently aspirational requiring we address all aspects of a building's carbon footprint. The benefit of the framework definition is that it identifies the steps required to shift towards whole life net zero carbon as well as defining the overall ambition.

3.5 Further detail on how varying definitions could impact delivery of ZCH in the West Midlands is included in Appendix 1.

4.0 Approach to delivering a 2025 standard

4.1 Prior to considering actions WMCA could take to enable delivery of more ZCH, it would be helpful to understand the current level of, and opportunity for, low/zero carbon building and retrofit across the West Midlands region, including on WMCA's own estate. It is proposed that WMCA seeks to commission a data workbook that could include items such as:

- information on building performance and the performance gap
- mapping and costing of new build and retrofit projects, and
- costing of baseline, improved and zero carbon housing products

From this information, WMCA could begin to understand how to prioritise its investment, land or other intervention to deliver the most meaningful impacts as early as possible.

4.2 This approach to scaling up zero carbon delivery and expanding the scope of 'zero carbon' through the definition framework would be detailed in the routemap. It is proposed that the contents of the routemap could seek to:

- Establish the scale of existing/in progress ‘sustainable development’, based on the data workbook.
- Provide an options analysis of what WMCA could/should target to improve environmental performance in new/existing development.
- Detail local and national exemplar projects that demonstrate the level of ambition in the West Midlands.
- Include a ‘zero carbon buildings charter’, to be co-developed with key stakeholders including Local Authorities, LEPS and industry amongst others.
- Note additional investment, public sector support, finance etc required to meet the 2025 standard.
- Provide timeframes for actions to 2025, including monitoring arrangements, and for any necessary or recommended actions beyond.

4.3 It is understood that local authorities are already working to identify the impact of the forthcoming Future Homes Standard, limit fuel poverty and make progress towards their own net zero targets. The routemap should acknowledge the various timeframes and specific environmental challenges across the region to ensure it is able to add value at a local level, complimenting and supporting the activities of local councils.

4.4 It is suggested that the routemap and its Zero Carbon Homes Charter could be launched in Autumn 2020. The charter could then be included within the Single Commissioning Framework as a consideration for WMCAs investment decisions.

5.0 Proposed ‘Zero Carbon Homes’ Governance

5.1 In other programmes, such as those for the regional design charter and AMC, officer working groups have proved a useful way of sharing knowledge and enabling input from across the region. Such a group could work particularly well for zero carbon homes, which the majority of us are trying to address within challenging timeframes.

5.2 Additionally, WMCA has found close engagement with leading professionals useful in developing strategies and raising the profile of the West Midlands. It is proposed that, as with town centres and AMC, WMCA appoints a nationally recognised champion for zero carbon homes in the West Midlands. This person should be a figurehead from the sustainable built environment, who brings with them significant expertise and professional networks.

5.3 Furthermore, whilst low and zero carbon approaches to homebuilding have been around for some time, delivering these at scale is a relatively new concept. Challenges around technical specifications, financing, skills provision and more still exist. It is proposed, therefore, that WMCA seeks to draw on expertise across the low and zero carbon construction sector through a Zero Carbon Homes Sounding Board, chaired by the regional champion, that could inform and challenge WMCA’s emerging routemap.

6.0 Next steps

- 6.1 Subject to agreement by the Hosing & Land Delivery Board, the next step would be to issue the Zero Carbon Homes commission, which would include technical support for both the data workbook and routemap.
- 6.2 In the meantime, WMCA would seek to identify individuals for its national champion and sounding board, as well as seek regeneration officials from its local councils for representatives to sit on the Officer Working Group.
- 6.3 Once the data workbook is prepared, WMCA would seek to convene these groups to consider next steps in producing the routemap.

7.0 Financial Implications

- 7.1 This paper makes a request to fund a Zero Carbon Homes commission and appoint individuals to its national champion and sounding board. The WMCA investment in the proposed Zero Carbon Homes would be governed and administered through the Single Commissioning Framework, WMCA Assurance Framework and in line with the accounting and taxation policies of the WMCA and HMRC.
- 7.2 The Single Commissioning Framework provides a single set of criteria and governance systems that will be applied to all applications for available devolved WMCA Housing, Land and Property Development funds, together with a consistent process and timelines for decision.

8.0 Legal Implications

- 8.1 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives WMCA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any economic development and regeneration in the constituent councils are exercisable by WMCA. Part 3 of The West Midlands Combined Authority (Functions and Amendment) Order 2017 confers functions corresponding to the functions of the Homes and Communities Agency has in relation to the combined area. Paragraph 10 (2) (a) of the 2017 Order confers the function of improving the supply and quality of housing to the Combined Authority, 10 (2) (b) to secure the regeneration or development of land or infrastructure in the combined area, 10 (2)(c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being and 10 (2)(d) confers the function of contributing to the achievement of sustainable development and good design.
- 8.2 It is noted that the purpose of this paper is to seek views from the Housing & Land Delivery Board on the proposed approach to producing a 2025 Zero Carbon Homes standard and routemap. Although there are no direct legal implications of producing the standard and routemap legal advice should be sought as and when required. Once the

charter is included within the Single Commissioning Framework as a consideration for WMCA's investment decisions then the requirements can be reflected in the relevant funding agreements on a case by case basis through agreed wording.

9.0 Equalities Implications

9.1 There is no equality impact in relation to these reports.

10.0 Inclusive Growth Implications

10.1 The Zero Carbon Homes programme will seek to improve the performance of residential properties across the region, as part of wider transition to a more resilient, people-centred low carbon economy. Improving building performance means addressing some of the key impacts of deprivation, such as fuel poverty, reduced levels of comfort and higher risk of disease related to poor air quality. It will also involve limiting exposure to future climate risks. This means that a key output and measure of the programme would be the degree to which it reduces climate inequities related to housing.

10.2 Additionally, the programme would seek to provide new opportunities for local residents and businesses to prosper, through the creation of a low and zero carbon pipeline that brings with it new employment, upskilling and growth opportunities across the region.

11.0 Geographical Area of Report's Implications

11.1 The results of the Zero Carbon Homes programme would inform WMCA investment decisions across the whole geography of the WMCA area, including the 3 LEPs and non-constituent Member authorities.

12.0 Other Implications

12.1 There are no other implications.

13.0 Schedule of Background Papers

13.1 There are no background papers.

Appendix 1 Defining Zero Carbon

- 1.1 Existing UK climate policy largely focuses on operational energy, such as heating, cooling and electricity use, with limited consideration given to the embodied energy of new builds.
- 1.2 Whilst building operations do account for a significant proportion of overall UK emissions (30%), this percentage does not include embodied emissions in construction, which contribute up to half of the carbon impacts of a new building. In the West Midlands, failure to address embodied emissions would translate to 107,500 new homes being delivered at the current baseline in the next decade, regardless of any wider commitments to in-use performance. The extent of the region's commitment to zero carbon will therefore depend on the definition used.
- 1.3 It is important to note that whilst definitions of whole life net zero carbon exist, there is still work to do around developing this approach in detail. Meeting net zero carbon in the built environment will require a transitioning phase, including identifying new approaches to construction, education around building use, deployment of new skills programmes and changes to energy management and monitoring.
- 1.4 Identifying the separate aspects of zero carbon within the definition is necessary to ensure that not only are all aspects of the home's carbon footprint addressed, but also that the WMCA has some flexibility during this transition to apply parts of the definition on a site by site basis, whilst still encouraging an overall shift towards whole life net zero carbon.

This page is intentionally left blank



Housing & Land Delivery Board

Date	27 April 2020
Report title	Delivery & Investment Plans: Town Centres and Inclusive Growth Corridors
Portfolio Lead	Councillor Mike Bird, Leader, Walsall MBC
Accountable Employees	Gareth Bradford, Director of Housing & Regeneration (Accountable Director) Patricia Willoughby, Head of Policy (Housing & Regeneration) (report author)
Report has been considered by	Housing & Land Delivery Steering Group Previous Housing & Land Delivery Boards since inception of the programme.

Recommendation(s):

The Housing & Land Delivery Board is asked to:

- 1 **Note** the positive progress and engagement on the preparation of Delivery & Investment Plans which are now nearing completion in line with the framework, format, purpose, approach and characteristics set out by this Board over the last 12 months. The Delivery & Investment Plans relate to:
 - *Town Centres:*
 - Bilston
 - Bordesley Green
 - Dudley
 - Walsall
 - West Bromwich
 - *Inclusive Growth Corridors:*
 - Walsall to Wolverhampton
 - Sandwell to Dudley.

- 2 **Note** that this paper has been considered, and the contents endorsed for submission to the Housing & Land Delivery Board, by the Housing & Land Delivery Steering Group in discussion with relevant Members as appropriate.

3 Delegate to the Director of Housing & Regeneration, in consultation with the Portfolio Lead for Housing & Land, authority to agree the final versions of the Delivery & Investment Plans (for publication) for the town centres and inclusive growth corridors listed above. This is conditional on each plan being agreed, in advance, by officers and Members of the relevant local authorities.

1.0 Purpose

1.1 The purpose of this paper is to:

- explain the background to this work
- describe the progress to date
- agree to the delegation set out above for the final agreement of the Delivery and Investment Plans.

2.0 Background

2.1 At meetings of the Housing & Land Delivery Board throughout 2019, Members agreed that Delivery & Investment Plans should be prepared for:

- *Town Centres:*
 - Bilston
 - Bordesley Green
 - Dudley
 - Walsall
 - West Bromwich
- *Inclusive Growth Corridors:*
 - Walsall to Wolverhampton
 - Sandwell to Dudley

2.2 Members also agreed the format, purpose, style and approach of these plans and the added value they should bring. An interim presentation was given to the meeting of the Housing & Land Delivery Board in January 2020. The presentation summarised the rationale and added value agreed by the Board previously, underlying the preparation of the plans and what they would contain. It also gave a summary of the key assets and opportunities within each town centre and corridor. This approach and the next steps and timelines suggested was supported by the Board and further work with officers has taken place since that time. By way of a reminder, the rationale for, the added value of and typical content of each plan agreed at the January 2020 meeting, is summarised below.

The purpose of Delivery & Investment Plans

2.3 The Board agreed that the purpose of preparing Delivery & Investment Plans was to provide:

- a single, clear statement of ambition, potential and commitment to change
- a clear focus on delivery – making things happen, articulating public and private sector roles
- co-ordination of activity across multiple partners
- commitment to quick and efficient processes (e.g. planning, procurement)
- a demonstration of a collective commitment to the Regional Town Centres Programme and inclusive growth corridors.

2.4 The Delivery and Investment Plans will be used to help councils and the WMCA unlock public and private sector funding and investment and to assist in acquiring assembling and disposing of land. The Board agreed the documents should be tailored to an investor audience in order to help secure the funding to deliver inclusive growth in the corridors.

The content of the plans

- 2.5 In terms of content, the Board agreed that the plans should:
- provide a clear and succinct synthesis of evidence – infrastructure, investment, housing, skills, property market, etc.
 - articulate a clear coherent single statement of ambition, vision and aspirations
 - demonstrate an understanding of our local assets and unique qualities
 - set out a framework and high level programme for public sector interventions
 - highlight key investor and development opportunities.

What difference they will make

- 2.6 The Board agreed that the Delivery & Investment Plans should provide a clear framework for action in areas around which other streams of work can be focused. Specifically, as agreed by the Board in January, they will:
- demonstrate the potential for transformational change in a defined area
 - show commitment to a shared ambition and outcome
 - facilitate public sector investment decisions
 - help to unlock private sector investment
 - co-ordinate actions and interventions across a multitude of organisations.
- 2.7 Since the meeting in January 2020, the Coronavirus pandemic has disrupted life in the UK and it is clear that local and regional government will need to play a key role in helping the economy to recover and supporting local communities. Supporting our town centres and inclusive growth corridors as centres of future growth is already a major focus of the Board's work programme but is likely to become increasingly significant in the months ahead.

3.0 Current work and decisions needed

- 3.1 Since the January meeting, a significant amount of work has been undertaken by officers within each local authority, WMCA and Local Economic Partnerships. Work on all plans has reached an advanced stage and 'draft final' versions of all plans have now been prepared and agreed by officers.
- 3.2 Before the plans can be finalised, however, officers appropriate time to discuss them with local Members and, in some cases, go through formal governance processes. It has not been possible to complete these consultation and formal governance processes with all authorities in the time available prior to the meeting of this Board.
- 3.3 However, feedback from officers at the recent Delivery Steering Group meeting was that these discussions could all be completed over the next few weeks, and certainly well in advance of the likely next meeting of this Board (date to be confirmed). To avoid further delay, therefore, and acknowledging that the documents have reached an advanced stage of preparation, Members of the Housing & Land Delivery Board are asked to delegate authority to agree the final versions of the plans to the persons listed in the recommendation, all on the assumption that the necessary discussions and governance processes have been completed to the satisfaction of each local authority.

4.0 Next steps

- 4.1 The overarching principle relating to next steps for these plans is recognition that different places need different responses. At the meeting in January 2020, a range of possibilities was presented to the Board. These were discussed at the recent Delivery Steering Group of officers and are set out for consideration by each lead council with the WMCA below:
- continue development of a programme of public sector interventions supported by WMCA – work up detailed delivery programmes if appropriate
 - use these plans to inform business case development to HMG/Single Commissioning Framework
 - prepare investment propositions for private sector - consider need for investor prospectus and development briefs for sites
 - continue work of Regional Town Centres Task Force
 - develop communications and media strategy
 - engage with local communities, businesses, etc.
- 4.2 Much of this work will be common to all town centres and corridors but the timing of the actions will vary. The next steps for each town centre or inclusive growth corridor will, therefore, be the subject of focused discussions now between local authority and WMCA officers the objective being to produce high quality, highly visual documents with a portfolio of technical documentation underlying and supporting this work.
- 4.3 The scope, specification and programme for the additional work set out in para 4.1 will be brought forward for consideration at a future meeting.
- 4.4 Once the current delivery and investment plans have been published, we will endeavour to move forward with the creation of plans for other town centres and corridors, engaging with constituent and non-constituent council across the region, several of whom are keen to start the process.

5.0 Financial Implications

- 5.1 There are no direct financial implications from the information contained in the report. Funding (including any pre/enabling work) for future programmes will be analysed on a case by case basis and projects on which funding is sought will need to demonstrate a clear relationship with the direct outputs required by the WMCA assurance framework and Single Commissioning Framework (as amended following recent meetings of the Housing & Land Delivery Board).

6.0 Legal Implications

- 6.1 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives WMCA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any economic development and regeneration in the constituent councils are exercisable by WMCA. Part 3 of The West Midlands Combined Authority (Functions and Amendment) Order 2017 confers functions corresponding to the functions of the Homes and Communities Agency has in relation to the combined area. Paragraph 10 (2) (a) of the 2017 Order confers the function of improving the supply and quality of housing to the Combined Authority, 10 (2) (b) to

secure the regeneration or development of land or infrastructure in the combined area, 10 (2) (c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being and 10 (2) (d) confers the function of contributing to the achievement of sustainable development and good design.

6.2 If the Plans are to be relied upon by third parties it is important that any representations in the Plans are accurate and final plans therefore may require legal input and checking.

6.3 It is noted that funding for the interventions is being developed jointly with the local authorities. Once sources of funding have been established, legal input will be required on a case by case basis to agree funding agreements with the relevant local authorities. The funding agreements should ensure that the funds are spent on agreed projects and should cover the matters referred to in the financial section and should provide the outputs required by WMCA's Single Commissioning Framework.

7.0 Equalities Implications

7.1 There are no immediate equalities implications in relation to this report. However, individual strategies and delivery schemes will need to take into account local area needs and local stakeholder needs to ensure the schemes benefit local residents, including harder to reach groups. To that effect equality impact assessments will need to be conducted to understand demographics, key inequality issues and how investment can help address key inequality gaps.

7.2 Engagement and consultation with key equality stakeholders is also crucial to ensure that the programme takes into account diverse community needs. Overall, regeneration in some of the most deprived and diverse West Midlands town centres and inclusive growth corridors is likely to have a positive impact on equalities but it needs to be done in a way that enables a wide range of residents (including the harder to reach groups) to benefit.

8.0 Inclusive Growth Implications

8.1 The proposals themselves are neutral when it comes to inclusive growth. However, implications will arise as investments are made and strategies are devised – in terms of who benefits from those investments and in who is involved in shaping and contributing to them. As such, any programmes should be devised with the responsibility to deliver inclusive growth. The Inclusive Growth Framework and burgeoning Investment Toolkit can be as a guide to shape this process.

8.2 Current governance arrangements are satisfactory for building a strategic picture, but the shaping and delivery of specific programmes will need to involve a wider variety of stakeholders in order to be inclusive.

9.0 Geographical Area of Report's Implications

9.1 This paper relates to five town centres (Bilston, Bordesley Green, Dudley, Walsall and West Bromwich) and to the Walsall to Wolverhampton Inclusive Growth Corridor. None of these areas are formally defined with hard and fast boundaries so that development opportunities can be maximised.

10.0 Other implications

10.1 None.

11.0. Schedule of Background Papers

11.1 There have been regular updates on matters relating to WMCA's Town Centres Programme and inclusive growth corridors since the inception of both programmes. These reports have been considered by WMCA's Housing & Land Delivery Board and/or Investment Board.