



Housing & Land Delivery Board

Date: Thursday 4 November 2021

Time: 10.00 am **Public meeting** Yes

Venue: Room 116, 16 Summer Lane, Birmingham B19 3SD

Membership

Councillor Mike Bird (Chair)	Walsall Metropolitan Borough Council
Councillor Zahoor Ahmed	Sandwell Metropolitan Borough Council
Bill Blincoe	Coventry and Warwickshire LEP
Councillor Peter Butlin	Warwickshire County Council
Councillor Matthew Dormer	Redditch Borough Council
Councillor Adrienne Fitzgerald	Cannock Chase District Council
Councillor Bhupinder Gakhal	City of Wolverhampton Council
Councillor Shabrana Hussain	Birmingham City Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Robert Macey	Shropshire Council
Councillor Andy Mackiewicz	Solihull Metropolitan Borough Council
Simon Marks	Greater Birmingham and Solihull LEP
Sarah Middleton	Black Country Local Enterprise Partnership
Jo Nugent	Homes England
Councillor Jeremy Oates	Tamworth Borough Council
Councillor Daren Pemberton	Stratford on Avon District Council
Kevin Rodgers	West Midlands Housing Association Partnership
Suzanne Ward	Environment Agency
Councillor David Welsh	Coventry City Council
Councillor Kristofer Wilson	Nuneaton and Bedworth Borough Council
Councillor David Wright	Telford and Wrekin Council
Councillor David A Wright	North Warwickshire Borough Council

Quorum for this meeting shall be at least one member from five separate constituent councils

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

Contact Wendy Slater Senior Governance Services Officer
Telephone 0121 214 7016
Email wendy.slater@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
1.	Apologies for Absence (if any)		None
2.	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).		None
3.	Chair's Remarks (if any)	Chair	None
4.	Minutes of the last meeting	Chair	1 - 8
5.	Quarterly Report on Housing & Land Portfolio Deliverables and Progress on Housing & Land Annual Business Plan	Gareth Bradford/Rob Lamond	9 - 16
6.	Affordable Housing Programme Update	Gareth Bradford/ Rob Lamond	17 - 22
7.	A Public Land Charter : Progress Report	Gareth Bradford/ Gurdip Nagra	23 - 32
8.	Presentation : Investment Prospectus Update	Gareth Bradford/ Lauren Rigby- Hopkins	Verbal Report
9.	Exclusion of the Public and Press [To pass the following resolution: That in accordance with Section 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (including the authority holding that information)]		None
10.	Appendix to Quarterly Report	Gareth Bradford/Rob Lamond	33 - 38
11.	Date of next meeting - 19 January 2022		None



West Midlands Combined Authority

Housing & Land Delivery Board

Wednesday 15 September 2021 at 10.00 am

Minutes

Present

Councillor Mike Bird (Chair)

Philip Farrell

Councillor Adrienne Fitzgerald

Councillor Ian Kettle

Councillor Andy Mackiewicz

Councillor David Welsh

Councillor Matt Jennings

Walsall Metropolitan Borough Council

Homes England

Cannock Chase District Council

Dudley Metropolitan Borough Council

Solihull Metropolitan Borough Council

Coventry City Council

Stratford on Avon District Council

Participating via MS Teams

Councillor Zahoor Ahmed

Councillor Bhupinder Gakhal

Kevin Rogers

Sandwell Metropolitan Borough Council

City of Wolverhampton Council

West Midlands Housing Association
Partnership

Item Title No.

1. Inquorate Meeting

The meeting was inquorate and therefore decisions taken at the meeting would be submitted to the WMCA Board on 19 November for approval.

2. Apologies for Absence

Apologies for absence had been received from Councillor Peter Butlin (Warwickshire County Council), Councillor Matthew Dormer (Redditch Borough Council), Councillor Shabrana Hussain (Birmingham City Council), Councillor Robert Macey (Shropshire Council), Councillor Daren Pemberton (Stratford on Avon District Council), Councillor Kristofer Wilson (Nuneaton and Bedworth Council) and Councillor David Wright (Telford and Wrekin Council).

Apologies for absence had also been received from Bill Blincoe (Coventry and Warwickshire LEP) and Suzanne Ward (Environment Agency).

3. Notification of Substitutes

Councillor Matt Jennings had been nominated as a substitute for Councillor Darren Pemberton (Stratford on Avon District Council)

4. Declarations of Interests

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

5. Chair's Remarks

The Chair reminded board members of the need to attend the meeting in person to ensure the meeting was quorate. He asked that members nominate a substitute to attend on their behalf, if they were unable to attend the meeting in person for any reason.

6. Terms of Reference

The terms of reference for the board were submitted for information.

The Chair commented that the terms of reference for this board, in common with other WMCA boards, did not refer to the appointment of a vice-chair. He considered this provision should be included, so that meetings could be held in the absence of the Chair and asked that the matter be referred to the WMCA Board for consideration.

Resolved : That the terms of reference be noted.

7. Minutes - 3 March 2021

Resolved: That the minutes of the meeting held on 3 March 2021 be approved as a correct record.

8. Public Land Progress Update

Gareth Bradford introduced the report that provided an update on the new approach to public land disposals that was endorsed by the board in September 2020 and an update on the work of the Public Land Taskforce that was subsequently established.

Gurdip Nagra outlined key areas of the report and in particular reported on the 6 key recommendations of the Public Land Taskforce. This included the creation of a public land charter that would look at best practice in the management and disposal of land similar to AMC and other taskforce charters; assessing the benefits of convening meetings at a regional level with individual public landowners, the Taskforce and WMCA together; 'deep dive' sessions on unlocking and accelerating specific sites; commissioning comprehensive mapping of surplus public land, preparing a best practice/partnership guide and a report highlighting the key messages from the working groups. He emphasised that the objective was to add value to existing processes and, through collaboration, maximise the potential of land ownerships. All landowners would retain full control over their own land and the WMCA's role would be to support local authorities and other public sector landowners; help to bring land forward for development; accelerate the process of land disposal; and provide assistance in the process.

The local authority members of the board considered that surplus public land could be 'parcelled' together to obtain greater benefits and the WMCA could assist through its collaborative role, mapping process and the potential to provide enabling support.

The Chair reported on the challenges faced by local authorities when considering the future use of land and the need to consider the social and economic benefits it could bring.

Gareth Bradford advised that the public land charter would create consistency on how surplus land was interpreted and reported that the WMCA would be seeking to hold round table conversations with a wide range of public sector partners (e.g. NHS, Network Rail and Highways England) to undertake a collaborative approach to unlock sites and take these forward with the Single Commissioning Framework. The process of land assembly and amalgamation of public sector land ownerships has the potential to increase the scale and scope of benefits that could be delivered. There is also the potential to accelerate delivery.

He asked the board to identify sites or provide case studies in their area where the WMCA could provide enabling support to unlock or repurpose land.

Resolved:

1. That the update on progress with public land work commissioned by the Housing and Land Delivery Board in September 2020 to support the board's approved Covid-19 Recovery Plan which was discussed and endorsed at the Delivery Steering Group be noted;
2. That the work of the expert Public Land Taskforce, its progress to date, key recommendations this far and the matter it has discussed be noted;
3. That the proposed activities the WMCA is overseeing on this agenda as outlined in section 3.7 of the report be endorsed and
4. That members put forward specific projects to the WMCA so that officers can test the principles and approaches with the taskforce to position the West Midlands at the national vanguard of emerging approaches to public land.

9. Business Cases to HM Government: Update Report

Rob Lamond presented a report that updated the board on the business cases being developed to secure further funding from HM Government for the region as agreed by the board and set out in the portfolio's High Level Deliverables for 2021/22.

The report provided the latest position with regards to business cases for the proposal for the new Commercial and Employment Land Development Fund, Affordable Housing, Advanced Manufacturing in Construction (AMC) and Zero Carbon Homes.

In relation to a comment from the Chair regarding the different definitions for affordable housing which often vary between different authorities, Rob Lamond advised that the WMCA used the definition for affordable housing that was agreed in January 2020 and which is applied in the Single Commissioning Framework. He added that consideration was being given to

reviewing the WMCA's definition of affordable housing alongside the national definition and a report would be submitted to a future meeting on the matter.

Resolved: That progress of business cases and proposals to HM Government for new funding and investment as agreed by this board and in alignment with the Housing and Land portfolio's High Level Deliverables for 2021/22 be noted.

10. Quarterly Report on Housing & Land Portfolio Deliverables and Progress on Housing & Land Annual Business Plan

Rob Lamond presented a report that provided a quarterly update on progress to date and next steps in delivering the High Level Deliverables for the Housing and Land Portfolio and outlined the key highlights since the last report.

In relation to the delivery of the brownfield regeneration and housing delivery programmes, Gareth Bradford advised that the WMCA was in the process of commissioning an assessment of the potential for additional brownfield land / development capacity in the Black Country. The study was expected to be completed by Christmas time.

Councillor Welsh reported that Coventry was undertaking an assessment of its brownfield sites and was looking forward to having a conversation with the WMCA with regards to bringing forward sites for affordable housing.

The Chair noted that brownfield sites are more expensive to develop and therefore required a subsidy from Government to take forward. He considered that developers should approach local authorities in the first instance who can advise/assist them on their proposals before seeking planning approval.

Councillor Ahmed concurred with the need for Government to provide more funding for brownfield sites given the limited number of greenfield sites in Sandwell.

In relation to an enquiry from Councillor Welsh regarding a request for a breakdown of housing on brownfield sites that have been developed with WMCA funding, Rob Lamond undertook to provide Councillor Welsh with this information.

Further to an enquiry from Councillor Kettle as to how the approval process could be expedited for development proposals, Gareth Bradford advised that expressions of interest for WMCA investment funding take around 12 weeks to be submitted to the Investment Board. However, he noted the time taken by developers to start work on site following the funding award varied greatly and reported that he would ask Rob Lamond to look at how the end to end process could be shortened with the Planning Officers Group.

The Chair also noted the need to speed up the legal process following the agreement of a scheme's funding allocation.

Gareth Bradford undertook to investigate building timescales into legal

agreements for the Investment Board approval process.

Resolved:

1. That the positive progress underway to achieve the Housing and Land portfolio's Annual Deliverables in Q2 2021 and the clear plans in place for progressing the agreed High Level Deliverables work programmes during remainder of 2021/22 be noted;
2. That the key performance highlights set out in section 3.0 of the report be noted and
3. That the positive performance and effective deployment of WMCA's Devolved Housing and Land Funds illustrated by the Single Commissioning Framework schemes summarised in appendix 1 of the report (many of these schemes are now in delivery phase having progressed through the end to end SCF process which shows the role of the WMCA in unlocking, accelerating and problem solving difficult to deliver schemes) be noted.

11. Affordable Homes Programme Update

A report updating the board on the progress of the approved Affordable Housing Work Programme and the associated activities was submitted.

The report had been considered by an informal Housing and Land Delivery Board on 7 July.

Resolved:

1. That progress and next steps for the WMCA's Affordable Housing [Delivery] Programme as set out in the Housing and Land Portfolio's Annual Deliverables for 2021/22 and its approved Covid 19 Recovery Plan be noted;
2. That progress in the development of a funding proposal to HM Government that was a key ask in the Recharge West Midlands document, seeking additional investment to the West Midlands specifically focused on accelerating and increasing the supply of affordable homes in the region be noted and
3. That the formation of a small Task and Finish Group to co-develop the proposals to HM Government for affordable housing; review progress of the affordable housing definition and review the requirements of affordable housing provision under the Single Commissioning Framework be noted.

12. Future Homes Standard and Zero Carbon Homes: West Midlands as a UK Pioneer

A report outlining the known upcoming changes to building regulations covered by the Future Homes Standard (FHS) and the

potential implications of these on the WMCA's approved Zero Carbon Homes (ZCH) route map and wider aspirations in relation to the 2041 agenda was submitted.

The report had been considered by an informal meeting of the Housing and Land Delivery Board on 7 July 2021.

Resolved:

1. That the purpose and requirement of the upcoming Future Homes Standard and identified approaches for achieving these requirements be noted;
2. That the potential implications of the Future Homes Standard for future development in the region be noted;
3. That the proposal for the WMCA to implement its identified zero Carbon targets to achieve the Future Homes Standard and go beyond the Future Homes Standard requirement on the new development be noted ;
4. That the intention to prepare an investment case to Government to ease and accelerate the transition to zero carbon building in the region which is a key intervention of the approved Housing and Land Portfolio COVID-19 Recovery Plan and is a major deliverable in the Housing and Land Delivery Board's 2021/22 Deliverables be endorsed and
5. That the intention to engage the Zero Carbon Homes Officer Working Group and our industry led Taskforce overcoming months as the WMCA refines its approach to going beyond the Future Homes Standard and the investment case for this work be endorsed.

13. Advanced Manufacturing in Construction: Proposed Update to the Definition Used by the WMCA

A report that outlined the proposal to explore updating the existing AMC definition to more closely align with regional specialisms, the national modular construction strategy and the Combined Authority's retrofit programme and set out a revised programme work for the updated definition was submitted.

The report had been considered by an informal meeting of the Housing and Land Delivery Board on 7 July.

Resolved:

1. That the proposal to update the AMC definition used by the WMCA to focus on pre-manufactured value as opposed to restricted AMC categories be agreed;

2. That the proposal to explore options for a new funding methodology that takes into account the wider benefits of AMC, including those related to build out rates, build quality skills and jobs creation be agreed;
3. That the high level principles of a funding ask to HM Government which has been worked up with the AMC Officer Working Group and the AMC Taskforce, seeking additional funding to accelerate delivery of AMC, investor confidence in AMC and growth of the region's AMC sector be endorsed and
4. That the Officer Working Group and the AMC Taskforce are involved in the AMC programme of work and ongoing refinement of the funding ask to HM Government both of which have been agreed as key interventions of the approved Housing and Land Portfolio Covid-19 Recovery Plan and is a major deliverable in the Housing and Land Board 2021/22 Deliverables be noted.

14. Exclusion of the Public and Press

Resolved: That in accordance with Sections 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (including the authority holding that information).

15. Quarterly Report on Housing & Land Portfolio Deliverables and Progress on Housing & Land Annual Business Plan (private appendix)

The board considered a private appendix relating to agenda item number 7, the Quarterly report on Housing and Land Deliverables and progress on the Housing and Land Annual Business Plan.

Resolved : That the report be noted.

16. Thursday 4 November 2021 at 10.00am

The meeting ended at 11.30 am.

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West Midlands
Combined Authority

Housing & Land Delivery Board

Date	4 th November 2021
Report title	Quarterly report on Housing and Land Portfolio Deliverables and progress on Housing and Land Annual Business Plan
Portfolio Lead	Councillor Mike Bird, Leader, Walsall MBC
Accountable Chief Executive	Laura Shoaf, Interim Chief Executive WMCA
Accountable Employees	Gareth Bradford, Director of Housing & Regeneration Pat Willoughby, Head of Policy (Housing & Regeneration)
Report has been considered by	Quarterly reports have been considered since 2018 at Housing and Land Board and Delivery Steering Group

Recommendation(s) for action or decision:

The Housing & Land Delivery Board is recommended to note:

- 1) The **positive progress** underway to achieve the **Housing & Land portfolio's Annual Deliverables thus far in 2021** and the clear plans in place for progressing the agreed High Level Deliverables work programmes during the remainder of 2021/22.
- 2) The key performance highlights set out in Section 3.0.
- 3) The **positive performance and effective deployment of WMCA's Devolved Housing and Land Funds**, illustrated by the Single Commissioning Framework schemes summarised in Appendix 1 to this report. Many of these schemes are now in **delivery phase** having progressed through the end to end SCF process which shows the role of WMCA in unlocking, accelerating and problem solving difficult to deliver schemes.

1.0 Purpose

1.1 The purpose of this paper is to **provide our regular quarterly update** on progress thus far and next steps in delivering the High Level Deliverables for the Housing and Land Portfolio as co-developed with Housing & Land Delivery Board throughout 2020/21 and agreed by WMCA Board in February 2021. As with previous years, the portfolio's annual deliverables were co-developed with local authorities, industry taskforces and other partners in the region. They are fully informed by and aligned with the Housing & Land Recovery Strategy (approved by Housing & Land Delivery Board in September 2020), the WMCA Business Plan and the regional "Recharge" document from Summer 2020.

1.2 **To date in 2021/22 considerable progress has been made against each of these deliverables. This report provides a summary of the current position and highlights particularly notable progress.**

2.0 Background

2.1 As part of the formal process to determine the WMCA's budget, levy and precept levels for 2021/22, the WMCA Board approves each portfolio's annual deliverables. The Deliverables for the Housing and Land Portfolio were presented in draft at the WMCA Board of 15th January 2021 and agreed by the WMCA Board on 12th February 2021.

2.2 The table below sets out each of the approved Housing and Land High Level Deliverables alongside a summary of progress to date and, where appropriate, information on next steps.

2.3 In response to feedback from Delivery Steering Group and Housing & Land Delivery Board and to provide both forums with an update on the delivery of the first High Level Deliverable in the table ("Deliver our nationally leading brownfield regeneration and housing delivery programmes"), the appended document provides a synopsis of the schemes we have approved for investment to date or which are seeking approval through the Single Commissioning Framework to date. Due to commercial confidentiality we are unable to provide exact details of schemes which haven't yet been approved.

3.0 Key Highlights Since Last Quarterly Report

3.1 Since the last quarterly report significant progress has been made on several of the High Level Deliverables (HLDs). The summary table in section 4.0 gives an update against each HLD, whilst **this section is intended to highlight particularly notable advancements that have been made.**

3.2 **Delivery of our nationally leading brownfield regeneration and housing delivery programmes** has progressed well since the last quarterly update, with several schemes moving towards approval at Investment Board since the last Housing and Land Board meeting. 6 schemes, located in Birmingham, Coventry, Sandwell and Walsall and representing a total investment of £15 million (see Appendix 1 for more detail) are due to be received at Investment Board in November and December. These 6 schemes have the potential to deliver 257 new homes, 868 jobs and over 410,900 square feet of commercial floorspace towards the targets of our devolved Housing and Land Funds (subject to approval).

3.3 The WMCA has successfully secured a **further £33million of government funding** to accelerate brownfield regeneration in the region, creating new homes, jobs and facilities. The funds form the second tranche of the £84m Brownfield Housing Fund to be released over a three-year period, to unlock **7,500 new homes** across the region, alongside wider

benefits including the WMCA’s criteria of a minimum of 20% affordable homes on every housing scheme invested in. This second tranche will support a diverse range of housing and regeneration projects – including new homes in town centres and mixed-use developments around key transport hubs and major brownfield housing projects.

3.3 The **development of a compelling proposal** for Commercial Land funding is ongoing, with engagement and dialogue ongoing between WMCA officers and HM Government officials. We would like to thank local authorities for their excellent and continued support on this work. These proposals have been shared with senior Civil Servants and project pipelines are continuing to develop, with input from local authorities and our industry partners who are asked to continue to identify possible schemes and opportunities in their local areas for inclusion in these pipelines.

4.0 Progress and current activity: summary table

High Level Deliverable	Q3 Update
<p>Deliver our nationally leading brownfield regeneration and housing delivery programmes to achieve the prescribed KPIs and Output Requirements set by HMG and WMCA Board</p>	<p>This is an ongoing extensive programme of investments, interventions and disposals under the Single Commissioning Framework. During 2021 numerous multi-million pound schemes have been progressed all the way through the end to end journey and an increasing number of projects are now on site or in the delivery phase. A strong pipeline of schemes are continuing through due diligence processes ahead of Investment Board decisions later in the year (see appended document), in addition to those already approved via Investment Board in Q1 and Q2. There is a good pipeline of new projects coming through and extensive engagement with industry and local authorities to leverage private sector investment and maximise existing public investment.</p> <p>Delivery of the Housing Deal Land Fund programme remains ahead of trajectory to exceed the delivery target of 8,000 new homes and the programme for the new Brownfield Housing Fund and National Competitive Fund forecasts them performing ahead of schedule too. Tranche 2 of the funding from BHF and NCF have been received from HMG in recognition of the region’s performance and continued delivery record of brownfield regeneration.</p>

<p>Ensure delivery of the requirements of the 2018 Housing Deal and lead performance reporting to Government</p>	<p>Local Plan monitoring is a requirement of the Housing Deal and the H&R team reports on a monthly basis to MHCLG and support local authorities with local plan progress and evidence. This informs the dialogue held with MHCLG on a monthly basis, the submission of business cases and the quarterly reports included in Land Fund monitoring arrangements.</p> <p>Regular performance updates on the delivery of Brownfield Housing Fund (£84m) and National Brownfield Fund (£24m) are also now programmed on a quarterly basis with MHCLG alongside meetings with key civil servants, in line with the successful approach taken during the Land Fund monitoring.</p>
<p>Effectively develop, collaborate and submit compelling business cases for additional funding from HMG to deliver WMCA approved priorities</p>	<p>Business case proposals are being developed for Affordable Housing, AMC and Commercial Land. These are being fully co-developed with local authority officers, industry taskforces and other key stakeholders to inform negotiations with and submissions to HMG, with submissions throughout Autumn 2021. Project pipelines to support these proposals are also being developed with support and input from DSG members.</p> <p>Funding submissions for town centres and the Future Homes Standard/Zero Carbon Homes are also under consideration and engagement with partners and industry led Taskforces is informing our approach.</p>
<p>Implement the approved Housing & Land Board Covid19 Recovery Strategy and Pipeline Development</p>	<p>The H&LB approved Recovery Plan (September 2020) continues to inform all the deliverables in this report and the work of the WMCA Housing and Regeneration Team, including the work on business cases for HMG, the approaches to Public Land and Employment land, and the development and implementation of town centre strategy.</p> <p>The project pipeline developed as part of the Covid-19 Recovery Strategy is constantly updated and reviewed with local partners at our regular 6 weekly engagement meetings and informs funding schedules and project identification for the SCF. Business cases to HMG and inclusions are reviewed on a regular basis with local partners through an extensive suite of bilateral conversations.</p>
<p>Establish new partnerships and joint ventures and delivery vehicles</p>	<p>Work is ongoing with housing association partners to establish a new vehicle for affordable housing delivery.</p> <p>Discussions are ongoing with several developers to establish further Strategic Partnerships alongside those already in place with Lovell and Urban Splash and the recently signed MoU with St Modwen. These further partnerships, to secure significant investment and delivery in the region, are expected to be agreed by December 2021.</p> <p>Discussions are ongoing with public and private sector partners to create new joint ventures and delivery vehicles</p>

	<p>building on current joint ventures, like Help to Own and Friar Park JV.</p>
<p>Create strong investor engagement and developer relationships, working alongside West Midlands Growth Company</p>	<p>The West Midlands Investor Prospectus is programmed for revision and launch at MIPIM in March 2022. This project is being delivered with support from WMGC and the final document will supplement and complement individual area prospectuses and investment collateral. A dedicated project team is developing a programme for the creation and production of the document. As with previous documents this prospectus will be co-developed with local authorities, LEAs and industry partners to provide key collateral to attract investment to the region. Project sponsors have been engaged and a steering group was launched in August 2021 to oversee the production and strategic focus of the prospectus. A stakeholder engagement plan has been established and soft market testing with investors is ongoing.</p> <p>WMCA works closely with the British Property Federation in convening the Commercial Property Forum on a quarterly basis. Feedback and engagement with this forum has informed the Commercial and Employment Land proposal and creation of investible propositions.</p>
<p>Develop and collaborate on identified policy development work that supports delivery of the Housing and Land Board's KPIs and the Recovery Strategy</p>	<p>WMCA maintains frequent engagement with MHCLG & Whitehall more broadly on emerging policy issues and priorities, including employment land, AMC and affordable homes.</p> <p>Our industry led taskforces (eg town centres, commercial property, AMC, public land) act as critical friends and sounding boards for policy development.</p> <p>Working groups on specific policy areas – e.g. Employment Land, Town Centres, AMC – have been established with local authority representation.</p> <p>The H&R team are working closely with colleagues in TfWM to address shared priorities and establish joint approaches to investment in the region.</p>
<p>Town Centre Regeneration</p>	<p>WMCA investment in town centre schemes continues to progress via the Single Commissioning Framework (see appended document for specific examples).</p> <p>The regional Town Centre Taskforce is focussing on 3 priority areas for 2021/22: Engagement & Lobbying, Future of Town Centres, and the Role of Public Land in Town Centres. Small working groups have been established to tackle these priority areas and sessions of these workstreams have been held throughout the year. In addition, the Taskforce is working closely with Local Authority colleagues in Walsall and Dudley on specific areas of interest.</p>

<p>Advanced Manufacturing in Construction</p>	<p>An AMC business case proposal arising from announcements in the Budget 2021 is the subject of discussions with HMG. The £50m ask of Government included in the region’s 2020 “Recharge” document is currently under review and subject to engagement with colleagues including the AMC Taskforce and the Education sector to maximise the economic and skills impacts of the proposal.</p> <p>Negotiations and engagement with developers looking to establish new AMC facilities in the region are continuing.</p>
<p>Zero Carbon Homes</p>	<p>The ZCH routemap has been completed and approved.</p> <p>Business case proposal to HMG is being scoped with the ZCH taskforce over autumn/winter 2021- timing of submission to HM Government is to be agreed.</p>
<p>Affordable Housing</p>	<p>A revised proposal for a regional Affordable Homes fund/funding was submitted to HMG in Autumn 2021 and conversations are ongoing.</p> <p>The business case for the Affordable Housing Delivery partnership with registered providers is progressing towards Investment Board decision in 2022 with options and delivery proposals currently being developed by a joint working group and Programme Board of WMCA and housing association representatives.</p> <p>The “Help to Own” scheme in Wolverhampton, which was brought forward by joint investment from WMCA and City of Wolverhampton Council, welcomed its first tenants in September 2021.</p>
<p>Regional One Public Estate Programme</p>	<p>The outcomes of OPE8 funding proposals have not yet been formally announced by the Cabinet Office and LGA but are expected in autumn 2021.</p> <p>Existing programmes for OPE6 & OPE7 continue to be managed and evaluated by the WM OPE Board.</p>
<p>Public Land Taskforce</p>	<p>The Public Land Taskforce is working towards achieving five main outputs: creation of a Public Land Charter, exploring methods and vehicles of pooling assets, compiling best practice case studies, progressing the mapping of Public Land in the region, and adding value to various sites, projects and examples. The findings and progress of the four previously established working groups is being recorded and the groups have restructured in order to focus on delivering the five agreed outputs.</p> <p>The Taskforce is now proactively co-developing the Public Land Charter with H&R Officers. H&R Officers are undertaking an engagement programme both internally with the wider WMCA and externally with Local Authority Officers. A separate report on this agenda details the progress to date</p>

on the development of the Charter and the draft principles to be included in it.

5.0 Conclusions

5.1 The updates set out above and the appended SCF schemes quarterly update illustrate that the WMCA and local authority partners are making considerable progress together in achieving the Housing and Land Portfolio Deliverables for 2021/22. Further reports will be provided to Delivery Steering Group on a quarterly basis throughout the year.

6.0 Financial Implications

6.1 There are no un-budgeted financial implications as a result of the recommendations within this report. The majority of the work to achieve the Deliverables will be undertaken through existing in-house resource and any external support requirement will be funded from the Housing & Regeneration budget. Sites requiring acquisition or remediation will come, as appropriate, to the WMCA Investment Board.

7.0 Legal Implications

7.1 Section 10. 1 and schedule 3 of The West Midlands Combined Authority Order 2016 No. 653 (the Order) confers Economic development and regeneration functions to the WMCA in the CA area. Schedule 3 sets out a duty under section 69 of the 2009 Act for the CA to prepare an assessment of economic conditions.

7.2 By virtue of section 113A of The Local Democracy, Economic Development and Construction Act 2009 as amended by section 13 The Localism Act 2011 the WMCA may do anything it considers appropriate for the purposes of the carrying-out of any of its functions.

7.3 Section 22 (i) of the West Midlands Combined Authority (Functions and Amendment) Order 2017 expressly states that the power pay grant is a function exercisable only by the Mayor with Section 22 (2) requiring the Mayor to seek the assistance of members and officers in the exercise of this function.

7.4 There are no direct legal implications identified as a result of this report. However, the proposals set out in this report will have legal implications and risks in the future which will be considered at the appropriate time through future reports as necessary.

8.0 Equalities Implications

8.1 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. Engagement and consultation with key equality stakeholders is also crucial.

9.0 Inclusive Growth Implications

9.1 The High level Deliverables have been developed in close consideration of Inclusive Growth principles and are themselves 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.

10.0 Geographical Area of Report's Implications

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

11.0 Other implications

11.1 None.

12.0. Schedule of Background Papers

12.1 None.



Housing & Land Delivery Board

Date	4 th November 2021
Report title	Affordable Housing Programme Update
Portfolio Lead	Councillor Mike Bird, Leader, Walsall MBC
Accountable Chief Executive	Laura Shoaf, Interim Chief Executive, WMCA
Accountable Employees	Gareth Bradford, Director of Housing & Regeneration Rob Lamond, Strategic Planning Manager
Report has been considered by	Reports on the Affordable Housing Programme have been presented to Housing and Land Board consistently since 2018. A presentation covering the items included within this report was received and supported by Delivery Steering Group in October 2021

Recommendation(s) for action or decision:

The Housing & Land Delivery Board is recommended to:

- 1) **Note** the general progress in securing a minimum level of affordable housing through Devolved Housing and Land Funds under the WMCA's Single Commissioning Framework
- 2) **Note** specific progress in the development of a full business case for the Affordable Housing Delivery Vehicle/Joint Venture proposal with Housing Associations
- 3) **Note** the progress of the Help To Own scheme in Wolverhampton and the potential - subject to ongoing evaluation - for further Help to Own schemes across the region.

1.0 Purpose

1.1 The purpose of this paper is to update the Housing & Land Delivery Board on the work of the WMCA on its approved Affordable Housing work programme and in particular two new affordable housing options: the proposed Affordable Housing Delivery Vehicle with Housing Associations and the Help To Own model being piloted at the Marches in Wolverhampton.

2.0 Background

2.1 As part of the formal process to determine the WMCA's budget, levy and precept levels for 2021/22, the WMCA Board approves each portfolio's annual deliverables. The Deliverables for the Housing and Land Portfolio were presented in draft at the WMCA Board of 15th January 2021 and agreed by the WMCA Board on 12th February 2021.

2.2 An "Affordable Housing" deliverable was included as part of this process and was also identified as a critical deliverable in the Housing and Land Board's Covid19 Recovery Plan. This report provides an update on the latest progress with activities and key developments under the affordable housing work programme.

2.3 To date, the **Affordable Housing programme has demonstrably leveraged more affordable homes on the schemes in which WMCA invests**. The minimum affordable housing target in the Single Commissioning Framework has been successfully secured and a minimum 20% affordable housing commitment has been achieved in all housing-led schemes. The target was introduced at a time when the average across the region of affordable provision on development sites was around 12.5% and sometimes less than 10% due to viability issues, and so represents a significant uplift in affordable provision. The target is delivering genuinely additional affordable housing on the ground; **an overall average of 25% affordable homes provision has been achieved across the Single Commissioning Framework land funds**. Further detail is provided in the table below:

Fund	Total Units	Of which affordable	% affordable delivery
BHF Tranche 1	94	20	21
BLPDF - approved	692	168	27
CIF - committed	513	24	10
Land Fund - approved	5368	1197	31
NCF Tranche 1	350	70	20
RIF - committed	77	8	7
Total	7094	1487	25

2.4 Furthermore, in February 2020, the Housing and Land Delivery Board agreed a new localised definition of affordable housing, based on local residents spending no more than 35% of their gross household income on mortgages or rent to be applied through the Single Commissioning Framework. **This made WMCA the first region in the UK to introduce its own localised definition which links to real world incomes rather than to local house prices**. The definition is applied alongside a more flexible approach to the types of housing products classed as 'affordable' to ensure those groups currently

locked out of the housing market (e.g. key workers, young people, single income households) are able to access secure, long-term housing.

- 2.5 In line with our Covid19 Recovery Plan, WMCA is continuing to discuss with Government further devolved funding for affordable housing delivery.

3.0 Affordable Housing Delivery Vehicle

- 3.1 The proposal to establish a joint delivery vehicle with several of the major housing associations located in the West Midlands has been in development since 2019 and subject to several reports and updates to Delivery Steering Group and Housing and Land Delivery Board in 2020 and 2021.

- 3.2 In January 2021 the Housing and Land Delivery Board endorsed the background, strategic context and rationale for developing a proposal between WMCA and a selected group of housing associations (Accord, Bromford, Citizen, Midland Heart, WHG), and agreed the work to develop a Full Business Case to be prepared for approval by Investment Board and WMCA Board in due course. From the outset of these discussions, the focus was on a regional proposition to help address regional conditions and provide additionality.

- 3.3 Since January 2021 work has been ongoing to develop Heads of Terms, the full business case, the business model for the proposed vehicle and the governance processes for any subsequent approved investment into the venture. An internal working group of WMCA officers, including representatives from Finance, Legal, Investment and Assets teams meets on a weekly basis to maintain momentum, in recognition of the good practice and lessons learned from the Marches/Help To Own proposal development. An officer working group from Delivery Steering Group members is being formed. In addition, there is ongoing engagement with Homes England to ensure that the proposed vehicle can access the relevant funding programmes and address joint priorities. We are working closely with Overview and Scrutiny Committee Members to ensure we address their concerns and incorporate their views and feedback.

- 3.4 **Significant progress has been made in recent months regarding the proposed vehicle and its potential to deliver additional affordable homes beyond those already being delivered in the region.** The proposal has progressed through active response to engagement and feedback. Accordingly, in line with the **clear steers provided by Housing & Land Delivery Board, Overview & Scrutiny Committee and expert sounding boards**, the business case for the proposed vehicle is to be **focused on the key principle of maximising affordable housing delivery on all potential schemes, with the first phase of this work intended to be 100% affordable housing**, alongside bold commitments to low carbon, Advanced Manufacture in Construction, and wider inclusive growth requirements, social returns and benefits. The housing association partners are developing delivery proposals for example schemes and a Programme Board of officers has been convened to manage the progress of the full business case to Investment Board. As with Help To Own, the concept will be driven by one or two demonstrator sites. **Central to these proposals will be the vehicle's potential to**

deliver significantly more affordable housing on sites than other development models.

3.5 Workstreams have been established for collaborative working with the housing association partners to jointly co-develop the business case, with the intention that the proposed vehicle could demonstrate and operationally exemplify the collaborative approach central to the regional affordable housing programme from 2022 onwards. **The proposed vehicle will not be a new governance vehicle at the outset but rather a committed joint venture between the consortium of housing association partners and WMCA.**

3.6 As set out in the January 2021 report, the delivery vehicle proposal has the potential to deliver multiple benefits to WMCA and the region, for example:

- It maintains influence over the **quality, delivery and community benefits** of developments through this vehicle
- It secures further investment into affordable housing in the region, and delivers **genuine additionality** above the existing delivery plans of providers
- It attracts and recycles investment into further schemes, and
- It implements policy objectives **centred on additional affordable housing**, design, construction, brownfield development, and promoting inclusive growth.

3.8 The next steps and proposed timeline for development of the business case are included below:

- **Early November 2021:** Partnership workshop and Programme Board
- **November/December 2021:** Draft Business Case Completion: Working groups (legal, finance, property etc) feeding in to the Programme Board Update to the Overview & Scrutiny Housing Group on Business Case Progress
- **10th January 2022:** Draft Business case to Overview & Scrutiny Committee
- **19th January 2022:** Business case to Housing & Land Delivery Board
- **14th February 2022:** Business case to Investment Board

4.0 Help To Own

4.1 The Help to Own Scheme is a collaboration between WMCA, City of Wolverhampton Council and Frontier Development Capital, established in April 2021 to purchase 100 units at The Marches development in Wolverhampton. The houses, consisting of two, three and four-bedroom properties at a site close to Wolverhampton's New Cross Hospital, are being developed by WV Living, a housing development company wholly owned by City of Wolverhampton Council.

4.2 The Marches Help To Own development is currently in the first phase of occupation, with 32 homes being occupied in October 2021 and more successful applicants due to move in in due course following high demand from potential tenants. The scheme provides long-term rent security for tenants and enables them to build up a Loyalty Premium as they make their monthly payments. This can then be released as cash if they leave the scheme

within 20 years or the tenants can buy the home for £1 on their 25th anniversary. **With no deposit necessary, the scheme offers a unique route to homeownership and is a demonstration of the wider remit of the WMCA's Regional Affordable Definition – including over 40% of successful applicants thus far being classed as key workers.**

- 4.3 The WMCA's financial involvement in the Help To Own scheme consists of equity investment, with £4.7m of Land Fund investment to secure the 100 homes. This is the first such equity investment made by devolved WMCA Housing and Land funds. As agreed by WMCA Investment Board this "proof of concept" pilot project will be subject to ongoing evaluation to assess its impact and potential for further roll out across the region. The results of this evaluation will be reported to this Board in due course.

5.0 Financial Implications

- 5.1 This paper is to provide an update on the Affordable Housing Vehicle, specifically on the progress of the Business Case and Help To Own scheme in Wolverhampton.
- 5.2 Although this paper is not directly seeking funding, there are financial implications from the Affordable Housing Collaborative Delivery vehicle. Firstly, to bring forward the Business Case will require use of already available grant funding, through external commissions and office time. Secondly, the creation of the delivery vehicle itself will require a detailed financial appraisal to fully understand all financial and tax implications to the WMCA. This appraisal will be completed in due course as part of the Business Case and any subsequent Investment Board process.

WMCA investment in any proposed Affordable Housing Collaborative Delivery Vehicle and subsequent projects, due diligence, feasibility or studies would be governed and administered through the Single Commissioning Framework, WMCA Single Assurance Framework, Commission Pathway 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 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 It is noted that the purpose of this paper is to provide an update on WMCA's approved Affordable Housing Work Programme particularly the proposed Affordable Housing Delivery Vehicle and the Help to own model being piloted at the Marches in Wolverhampton. WMCA have been supported by external legal advisors in developing these options and further legal input will be sought as and when required.

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 commercial land development fund benefit local residents, including harder to reach groups.

8.0 Inclusive Growth Implications

8.1 The proposed new funds will enable investment in sites encouraging housing, business growth and new jobs in local areas. The physical fabric of local environments will see significant improvement where once blighted brownfield sites are transformed into areas of thriving activity. This in turn will lead a better quality of life for existing residents

9.0 Geographical Area of Report's Implications

9.1 The implications of this report cover the whole WMCA geography.

10 Other implications

N/A

11 Schedule of Background Papers

N/A



Housing & Land Delivery Board

Date	4 th November 2021
Report title	A Public Land Charter: Progress Report
Portfolio Lead	Councillor Mike Bird, Leader, Walsall MBC
Accountable Employees	Gareth Bradford, Director of Housing & Regeneration (Accountable Director) Jemma Hodgson, Head of Strategic Assets, Housing & Regeneration (Senior Reporting Officer) Gurdip Nagra, Strategic Delivery Advisor, Housing & Regeneration (Report Author)
Report has been considered by	The work was commissioned by the Housing & Land Delivery Board of September 2021 and has been discussed at meetings of the Delivery Steering Group and Public Land Taskforce

Recommendation(s) for action or decision:

The Housing Land & Delivery Board is asked to:

- a) **Consider, discuss and contribute** to the development of a Public Land Charter for the West Midlands produced following the Covid19 Portfolio Recovery Plan and a subsequent commission from the Housing & Land Delivery Board in September 2021; and
- b) **Note** the programme and next steps to developing and launching the charter.
- c) **Note** the formation of an officer working group to co-develop the charter alongside the public land taskforce in a similar manner to the approach used successfully for the Design Charter and AMC Charter

1.0 Purpose

- 1.1 The purpose of this paper is to set out the next steps and programme for co-developing a Public Land Charter; to summarise work to date; and to note the formation of an officer working group to work alongside the public land taskforce.
- 1.2 The public land charter will set out key themes and principles which can be adopted and deployed by public sector organisations across the WMCA area in order **to improve the speed, quality and benefits derived from the disposal, management and development of public sector land assets.**
- 1.3 For the purposes of the paper, public land is defined as *'land that is owned or in use by a public sector organisation, or company or organisation in public ownership, or land that has been released from public ownership and on which housing, employment or commercial development is proposed'*.

2.0 Why a public land charter?

- 2.1 The Housing & Land Delivery Board in its Covid19 recovery plan recognised that a more co-ordinated effort by public sector organisations to public land could deliver significant benefits to the organisations themselves, local residents and business.
- 2.2 The Board agreed that a public land charter for the West Midlands should be produced. It should set out the key principles which will help public organisations collectively to exemplify best practice in the disposal and delivery of their land using intelligence, expertise, brokering, funding and creativity. Co-development of the charter with other public and private sector partners was emphasised by the Housing & Land Delivery Board as an essential pre-requisite to its development and implementation.
- 2.3 By working together, vacant and underutilised public land could be targeted more effectively and efficiently through a joined up approach, sharing information and identifying opportunities for additional funding and partnership working.

3.0 Initial work to date

- 3.1 At a workshop on 6th October 2021, members of the Public Land Taskforce reviewed and provided feedback on an initial list of themes and principles for the charter (see Appendix A). It was clear from the first meeting of the taskforce on this item that the themes and principles need to be considered more comprehensively by a wider range of stakeholders and particularly their practical application in different scenarios. Ongoing engagement will be a critical part of shaping the charter.
- 3.2 Initial views have been sought from public sector organisations in the region who will be offered the opportunity to sign up to the Public Land Charter. The draft charter has been well received so far by our partners and a number of suggestions and positive comments have been made.

4.0 Roles and responsibilities

- 4.1 The Housing & Land Delivery Board requested that the charter follow a similar process to that of the Design Charter, the AMC Charter and the Zero Carbon Homes Charter i.e. the approach, utilisation and purpose of the document would be agreed in the same collaborative manner, capturing the expertise of a wide range of stakeholders including, for example, local authorities, other public sector organisations and the private sector

(including those represented on the Public Land Taskforce and the Commercial Property Forum). This co-development and design approach has worked well has produced documents that have secured wide-ranging support and buy-in and been practically effective when implemented.

- 4.2 The public land charter will be developed collaboratively using the combined skills of WMCA, local authorities and other public sector organisations which own land within the WMCA area. Project support will be provided by officers within WMCA. Governance arrangements have been put in place to ensure that there is widespread engagement with all public sector organisations in the region, input from expert advisers and appropriate input and decision-making by Members.
- 4.3 Officer engagement will be through the Housing & Land Delivery Steering Group and WMCA's Strategic Assets Board, supported by additional working groups as necessary. These groups will develop a draft charter for discussion, setting out the proposed key themes and principles, and developing an approach to deliver best practice.
- 4.4 The Public Land Taskforce will act in an advisory capacity to offer insight into the barriers, risks and opportunities in developing and disposing of public land and will champion new ways of working between public and private sectors. Their advice will be taken into consideration in developing the charter and reported to both officer and member-level groups.
- 4.5 Formal decision-making within WMCA will be provided by the Housing & Land Delivery Board. Individual public sector landowners will report separately, through their own individual governance processes, and in this way will decide which assets should be brought forward and when this should be done.

5.0 Next steps

- 5.1 As stated above, the next steps in the process are to further develop the charter so that it can be considered by key groups and, ultimately, by the Housing & Land Delivery Board. The programme of work assumes that the charter will be taken to the Housing & Land Delivery Board for consideration in January 2022 and the table below sets out the formal engagement processes along the way which will be supplemented by numerous bilaterals and informal engagement. Meetings of the officer working group will be worked into this programme.

Stage	Date
Draft charter presented at Public Land Taskforce	21 st October 2021
Draft charter presented and comments invited at One Public Estate Board	14 th December 2021
Draft charter is considered by Housing & Land Delivery Steering Group	15 th December 2021
Final draft charter is considered by Housing & Land Delivery Board	19 th January 2022

6.0 Financial Implications

- 6.1 This paper is to consider, discuss and contribute to the development of a Public Land Charter. The charter will be developed through an officer working group, to co-develop the charter alongside the public land task force, similar to the design and AMC Charters.
- 6.2 There are no direct financial implications arising from approval of the Charter by the Housing & Land Delivery Board. There may be, in future, financial implications arising from decisions to progress projects in line with the provisions of the Charter but any such decisions would be subject to WMCA's approved assurance processes.
- 6.3 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.
- 6.4 All disposals of Land must follow the Disposals policy following approval at Strategic Asset Board.

7.0 Legal Implications

- 7.1 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 the functions corresponding to the functions of the Housing Community Agency has in relation to the combined area.
- 7.2 The contents relate to informal discussions which may or may not lead to the need for further legal input and contractual arrangements. Legal will provide assistance and support as and when requested.

8.0 Equalities Implications

- 8.1 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.

9.0 Inclusive Growth Implications

- 9.1 None at this stage.

10.0 Geographical Area of Report's Implications

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

11.0 Other implications

- 11.1 None.

12.0. Schedule of Background Papers

12.1 None.

Appendix A – Working Draft Public Land Charter Headline Themes and Principles



Theme 1 – Placemaking



Principle 1

- Public sector landowners should use public land as an enabler within town centres and around public transport hubs to support sustainable urban regeneration



Principle 2

- Proposals for public land should have a clear commitment to promote inclusive placemaking, including contributing to the net-zero agenda, promoting health & well-being and increasing accessibility



Principle 3

- Be the national lead on using public sector land to deliver on the levelling up agenda and enable the West Midlands to fulfil its potential



Principle 4 (outline)

- Public sector landowners should be open to ideas, doing things differently and being creative

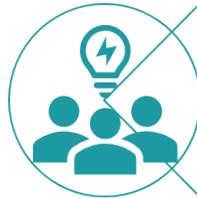


Theme 2 – Partnership Working



Principle 5

- WMCA expects and encourages landowners to use their land efficiently and work collaboratively to achieve more than the sum of their parts at both pace and regional scale



Principle 6

- Public sector landowners should proactively seek out partnerships/joint ventures with the private sector where this can deliver greater outcomes and bring together land assembly



Principle 7

- The private sector will be encouraged to collaborate in a similar way with public sector partners, being prepared to innovate and take a longer-term view.



Theme 3 – Redefining Value



Principle 8

- A consistent, joined-up approach to best consideration should be jointly developed by public sector landowners and influence national policy where change is required



Principle 9

- Public sector landowners should take a consistent approach in measuring the wider benefits from disposals and development



Principle 10

- Public sector landowners should aim for absolute clarity regarding when it is appropriate to accept less than best consideration



Theme 4 – Delivery and implementation



Principle 11

- Public sector landowners should actively consider how their land can contribute to regional ambitions like the delivery of new homes, jobs and commercial floorspace



Principle 12

- Clear objectives and outcomes for public land disposals and development should be stated up front and these objectives should be consistent across different departments



Theme 5 – Future-readiness



Principle 13

- Public sector landowners should take a long-term view to their assets and should consider how best to retain and grow value through them



Principle 14

- Transactions should be viewed in terms of their long-term investment potential, not just immediate capital receipts.



Principle 15

- Public sector landowners should have clear aspirations for their entire estate and have a clear plan for how they will deliver wider benefits in addition to capital receipts

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