

Housing & Land Delivery Board

Date	15 July 2019
Report title	Housing & Land Portfolio: Quarterly update (Q2 2019)
Portfolio Lead	Councillor Mike Bird, Leader, Walsall MBC
Accountable Chief Executive	Deborah Cadman, Chief Executive, WMCA
Accountable Employees	Gareth Bradford, Director of Housing & Regeneration Pat Willoughby, Head of Policy (Housing & Regeneration) – Report Author
Report has been considered by	Q1 update considered by Housing & Land Delivery Board in April 2019

Recommendation(s) for action or decision:

The Housing & Land Delivery Board is recommended to agree:

- 1) That the following items should be considered at the September 2019 meeting of the Housing & Land Delivery Board:
 - Regional Design Charter
 - Pipeline of Intervention Opportunities and update on the implementation of the Single Commissioning Framework (Commercially Sensitive)
 - MMC Strategy and Routemap
 - Affordable Housing Delivery Vehicle
 - Town Centre Toolkit

The Housing Land & Delivery Board is also asked to note:

- 1) The positive progress in work under the Housing & Land portfolio in Q2 2019 and some of the key work programmes being progressed during the remainder of 2019;

- 2) That discussions are continuing with Housing & Land Delivery Steering Group and supported working groups on how existing arrangements on engagement, project-based governance and working arrangements are further enhanced between the WMCA, local authorities, the private sector and other organisations.

1.0 Purpose

- 1.1 The purpose of this paper is to provide an update on the various work streams which were agreed by the Housing & Land Delivery Board in December 2018 and contained within the 2019 WMCA Annual Plan. The first quarterly update was considered by the Housing & Land Delivery Board on 10 April 2019; this report provides an update on work undertaken since that time and provides some background for the benefit of new Members.

2.0 Background

- 2.1 In December 2018, the Housing & Land Delivery Board agreed a report which:
- summarised the goals and achievements in the housing and land portfolio of WMCA in 2018
 - described the critical role(s) of WMCA in enabling and facilitating delivery and unlocking new investment, and
 - set out a programme of work for 2019 (both reproduced in Appendix 1).
- 2.2 At that time a number of strands of work were in train and were expected to reach critical moments and delivery in 2019. These included:
- launch of the single commissioning framework, consistent process and funding portal for all devolved housing and land funds
 - targeted work to unlock a comprehensive pipeline of brownfield housing and employment opportunities on key transport corridors
 - submission of an ambitious Affordable Housing Deal to Government
 - securing supply agreements with major Registered Providers
 - launch of the West Midlands Investment Prospectus at MIPIM Cannes
 - submissions to the Government's Future High Streets Fund and HIF fund
 - development of town centre delivery and investment plans for WMCA 'Wave 1' town centres
 - investment in strategic acquisitions and creation of corridor investment plans.
- 2.3 Substantial progress has been made on all of these matters since the last quarterly report and is discussed in more detail below, including one of the most comprehensive brownfield regeneration programmes in the country. So that work on these tasks can be seen in the context of our overall work programme, they are described under the generic headings used in the report of December 2018.

3.0 Progress and current activity

Work Stream 1: Area based programmes

Strategic Investment & Delivery Plan (SIDP)

- 3.1 The revised SIDP was agreed at the meeting of the Housing & Land Delivery Board in February 2019 with delegated powers given to the Director of Housing & Regeneration (following further discussions with the Housing & Land Delivery Steering Group), in

consultation with the Portfolio Lead for Housing & Land, to agree: further minor revisions (provided that these do not change its sense nor purpose); the text for the executive summary; and the design for publication. Detailed, largely factual, comments from Local Authorities, LEPs and other organisations have been taken on board and arrangements are now being made for final publication of the document in Q2 2019.

Growth Corridors and Strategic Opportunities

- 3.2 At its meeting in December 2018, the Housing & Land Delivery Board endorsed a programme of work to unlock the untapped potential of inclusive growth in Corridors and Strategic Opportunity areas, building on those identified in the SIDP. Underlying the concept was intention to align existing and planned public transport infrastructure development with the identification and delivery of new homes and employment opportunities. The Housing & Land Delivery Board also welcomed the positive work to date on two growth corridors i.e. Wolverhampton to Walsall and Sandwell to Dudley (Wednesbury to Brierley Hill).
- 3.3 Work in the Wolverhampton to Walsall Corridor is most advanced with a formal programme board and well-established working and project delivery arrangements at officer level; formal and informal meetings take place on a regular basis. A number of specific development projects are being taken forward on key sites, consultants are being appointed to prepare a detailed investment framework building on information which is already known, sites from the regional site pipeline are being unlocked and work is being aligned with both national and regional town centre initiatives. Consultants are also being appointed to supplement work on individual sites with a narrative describing the overall vision for the corridor. The working arrangements are proving to be an effective model from which to develop working arrangements in other areas and timely progress is being made unlocking key sites in the corridor (e.g. Brewers Yard).
- 3.4 The Sandwell to Dudley (Wednesbury to Brierley Hill) Corridor is at an earlier stage in the process but governance arrangements and technical work are being progressed, facilitated particularly by confirmation of funding for the new Metro extension and work on town centre regeneration. Again key sites are being jointly unlocked in the corridor (e.g. Friars Park).
- 3.5 Work is also being progressed in the Perry Barr/A34 and Greater Icknield to Smethwick Corridors, most interventions being based around specific major development proposals, not least the Commonwealth Games and Greater Icknield Port Loop, both of which are proving to be very effective catalysts for development in the wider area.
- 3.6 During the remainder of 2019, further corridor work will be progressed taking its lead from the Spatial Investment & Delivery Plan where local councils and LEPs, working with WMCA, identified a number of growth corridors and strategic development opportunities.

Town Centres Programme

- 3.7 In July 2018, the Housing & Land Delivery Board identified town centre regeneration and repurposing as an area within which WMCA could add value and support local councils. The Town Centre Programme was subsequently launched in October 2018 at which time the Housing & Land Delivery Board agreed five centres (Bilston,

Wolverhampton; Bordelsey Green, Birmingham; St Matthew's Quarter, Walsall; St Thomas' Quarter, Dudley; and West Bromwich East, Sandwell). These would form pilots for the programme, with learning shared across all other areas, developing a knowledge base to inform dialogue with national government. The objective of the programme is to work with local authorities to accelerate and deliver Local Authority plans for these centres, bringing WMCA resource and expertise to assist in the process and unlock delivery of plans.

- 3.8 Working collaboratively with Local Authorities, WMCA has since established a town centre officer working group and agreed a number of key interventions to take forward as an early priority within each centre. These priority interventions were identified by Local Authorities on the basis of their emerging and adopted plans for the five pilot centres. The Investment Board and Housing & Land Delivery Board, in February 2019, agreed an investment package of up to £20m for these early interventions and work is in progress across the five centres. As several of these interventions have medium term delivery potential, we are working with local authorities and other groups to identify 'softer' interventions which can be delivered more quickly to show momentum and demonstrate that change is taking place. We are also considering what other routes might deliver priority interventions quickly.
- 3.9 The town centres work programme also includes the establishment of a Regional Town Centres Task Force to champion and challenge the programme. The Task Force comprises a range of experts whose expertise and commercial focus will help us to establish the five pilot centres into investable propositions.
- 3.10 The Task Force met for the first time on 5 June 2019 and received presentations from all five centres on their overall vision, ambitions, current interventions and the type of help needed from the Task Force. The Task Force will be visiting all five centres on 17 July 2019 and their briefing papers will include draft Delivery & Investment Plans for each centre, prepared by the local authorities and the toolkit (see below). The Task Force will review each of the plans in the role of 'critical friend' offering advice and guidance on how to make them 'investor ready'. The aim remains to have town centre plans, where possible, formally agreed by each council during Q3 2019.
- 3.11 The town centres work also includes the preparation of a new regional 'town centres toolkit', essentially a very practical and usable guide, summarising a wide range of potential interventions that could be explored and adapted to suit the circumstances in retail centres across the West Midlands. A draft toolkit has been prepared and circulated to the town centre working group for comments and feedback and will be included in the briefing papers for the Task Force on 17 July for comment/feedback as they visit each of the centres. The aim is for a revised version of the toolkit to be considered at the September 2019 meeting of the Housing & Land Delivery Board.
- 3.12 The Housing & Regeneration Team continues to liaise with Government on links to the Future High Streets Fund and related Heritage Fund; and on the 'Stronger Towns' Fund.

Work Stream 2: Sites based programmes

Sites Delivery

- 3.13 The Housing & Regeneration Team are progressing and intervening in an extensive number of key sites and opportunities (agreed with each council) to accelerate and

secure delivery of new homes and jobs across the WMCA area in close partnership with colleagues in the respective local authorities and the private sector. The objective of the work is predominantly to unlock development potential, removing barriers to delivery (including fragmented land ownership), remediating contaminated land and providing essential infrastructure. The delivery of such sites will act as a catalyst for wider delivery in the region.

- 3.14 A commercially confidential dashboard of progress on these key opportunities is being prepared, following extensive engagement with local councils and the private sector during Q1 and Q2 2019, enabling efficient monitoring and reporting of progress to this Board. A clear communications plan is also being created and hoardings have now been agreed to maximise the communications benefits of each intervention. WMCA funding to date will support the delivery of approximately 3,650 new homes to the end of 2018/19; for reasons of commercial confidentiality the individual sites are not named in this report.

Key Sites Pipeline

- 3.15 WMCA has been working with local authorities, Transport for the West Midlands and external advisors to produce a composite database of potential development sites in the region, for both housing and employment land, and to identify key barriers to delivery. The database brings together information from a number of sources and supports a number of work streams, providing readily available access to data, where known, on such matters as site location, size, existing and future land use, planning status, indicative dwelling numbers and/or floorspace, land ownership, barriers to development, etc. Different access arrangements are being set up so that different parts of the database can be accessed by different groups, both inside and outside WMCA.

Work Stream 3: Topic based programmes

Affordable and Social Housing Programme

- 3.16 Data released by the Office for National Statistics on 28 March 2019, assessing housing affordability in England and Wales, shows that the regional ratio between average incomes and average house prices continues to rise. The issue of housing affordability identified by this data underlines the importance of WMCA's key priority, agreed by the WMCA Board in January 2019, to "*submit an ambitious regional affordable and social housing deal to Government.*"
- 3.17 The Housing and Land Portfolio goals, projects and workstreams for 2019/20 included key deliverables to "increase the supply of affordable and social housing in the region", and "submit an ambitious regional affordable and social housing deal to Government."
- 3.18 In May 2019 a joint workshop was held with the NHF and West Midlands Housing Association Partnership (WMHAP) regarding emerging proposals for a joint development vehicle. This proposed venture would look to combine the assets, expertise and networks of the member parties to accelerate delivery and additionality, recycle investment to create long term value and benefits, unlock stalled "difficult to deliver" sites, and maximise Brownfield land and transport corridors. A working group consisting of representatives from housing associations, the NHF, Combined Authority and legal advisors has now been formed to develop a business case and delivery plan to proceed to the next stages, and will report back to the Housing & Land Delivery Board on a regular basis including its board meeting in September 2019.

- 3.19 Work is continuing on the development of “an ambitious regional affordable and social housing deal to Government”, as agreed by the WMCA Board in January 2019. This proposal will form part of the Combined Authority’s submissions to HM Treasury as part of the Comprehensive Spending Review process, being held during Autumn 2019. The proposal to Government sets out the region’s ambition to treble the annual delivery of affordable homes through devolved funding and delivery programme and complements neatly the recommendations of the recently launched Devolution report by Lord Heseltine.
- 3.20 The challenges of affordable housing supply and the region’s approach to how affordability is defined has been the subject of ongoing collaborative work with the Mayoral Homelessness Taskforce and the wider sector. This is the subject of a separate paper on today’s agenda.

Work Stream 4: Other policy work to support delivery

Regional Design Charter

- 3.21 At its meeting in February 2019, the Housing & Land Delivery Board agreed to the preparation of a Regional Design Charter which would align Local Authority and WMCA aspirations to deliver at pace and scale whilst defining new quality benchmarks. Following this, WMCA undertook work to focus on the scope and priorities of existing design documents and compiled a literature review of key documents in the West Midlands.
- 3.22 Since the last update, WMCA has formed a working group including Local Authority and LEP representatives. Using the literature review as a starting point, the working group is identifying a number of ‘core principles’ that represent essential placemaking qualities and could add value to the existing design landscape in the West Midlands.
- 3.23 This group is meeting regularly over Summer to refine the Charter’s principles and format. Additionally, the group will test the draft Charter by applying the agreed principles to a variety of developments across the region and determining the impacts the principles could have on viability.
- 3.24 The draft Charter will be brought to the Housing & Land Delivery Board for approval in September 2020 and subsequently will be added to the new Single Commissioning Framework to explain the criteria on high quality design in that framework. Subject to board approval, WMCA will look to publish the Charter in Autumn 2020.

Strategy and route map for Advanced Methods of Construction

- 3.25 As part of the Housing Deal, WMCA committed to securing a nationally leading programme for ‘Advanced Methods of Construction’ (AMC). This commitment is recognised in the Spatial Investment & Delivery Plan, the HIF Business Case and in the operating principles of the Single Commissioning Framework.

- 3.26 Work to date has included the establishment, in 2018, of a suppliers' panel: the Advanced Methods of Construction Advisory Panel. This Panel has supported WMCA in understanding the private sector position on AMC in housing. Additionally, WMCA has sought to learn from the significant amount of research that has been undertaken by government and industry bodies to understand industry output, benefits and drawbacks of MMC and barriers to uptake.
- 3.27 At the same time, the Ministry of Housing, Local Communities and Local Government is developing national policy, guidance and tools to support the uptake of AMC by developers and providers. To date, this work has looked at how best to support the mortgage finance, insurance and valuation communities in better understanding and supporting use of MMC in residential development. This has included the development of a 'definition framework' which identifies 7 MMC categories across a spectrum, from homes built entirely off site to improved on-site processes. This definition framework will also be used by Homes England within their procurement framework.
- 3.28 Rather than seek to replicate the work of others, we would suggest that, moving forward, WMCA's AMC strategy focuses on those barriers external to the financing of AMC products and primarily on where WMCA could intervene to accelerate the delivery of AMC products that are high quality and deliver new skills and employment provision.
- 3.29 In this context, the next steps for WMCA are to:
- establish a working group involving Local Authorities and LEPs to identify local challenges to delivering AMC and lessons that can be learned from those that are already delivering AMC products in their area.
 - align findings from wider research, the Suppliers Panel, the working group and emerging national strategy to identify where WMCA could add value to the existing national and regional AMC landscape.
 - continue to identify opportunities to showcase and pilot quality AMC products on WMCA-owned sites or through joint ventures with providers.
 - develop the regional AMC vision, plan and delivery programme (initial proposals to this Board in September 2019)

Communications Plan

- 3.30 Communications is being managed through a variety of local media sources and is an important part of the process. The Housing & Regeneration and Communications Teams have worked up a 'communications grid' to ensure that announcements are made at the right time; this is updated weekly. The grid ensures advance notice of key events and allows all media activity to be co-ordinated with Local Authorities, LEPs, other public sector organisations and private sector developers and investors.
- 3.31 Other communications work includes making use of signboards and hoardings around development sites to explain what is happening and who is involved in the process.

Work Stream 5: Funding and Finance

Single commissioning framework

- 3.32 The key operational principles of the Single Commissioning Framework, a key deliverable for 2019/20, were agreed at the meeting of WMCA's Investment and Housing & Land Boards in February 2019. Authority was delegated to officers to produce the document and this was undertaken using a collaborative process using workshops, face to face meetings and on-line document sharing systems to allow virtual collaboration. This worked well and the authorship process has now been completed. The Single Commissioning Framework is now being applied by WMCA's Investment Board and Housing & Land Delivery Board on all applications for WMCA funding. A public-facing document is also being prepared and progress will be reported to this Board.

Public Sector Investment Programme

- 3.33 During the first quarter of 2019, negotiations have continued on the release of funding (£165m) for the regeneration of the Perry Barr area, announced by Government at the time of the Autumn Statement 2019. This funding has now been secured and payment has been released.
- 3.34 A HIF application for a further £85m of investment in infrastructure in the region was submitted at the end of March 2019 and is now being considered.
- 3.35 As part of its delivery programme, WMCA is progressing the disposal of a number of sites in which it has a direct land interest. WMCA's involvement has enabled development to take place earlier than would otherwise have been the case and some sites have required remediation and advance infrastructure works. This too has increased the amount and pace of delivery.

Private Sector Investment Programme

- 3.36 WMCA continues to shape investor interest in the West Midlands through a variety of mediums e.g. the creation of investible opportunities, investor engagement plans, creation of an investor prospectus, etc. Discussions are held on a regular basis with major development companies and investment institutions around specific opportunities, supported by investor engagement plans to ensure that credible opportunities are matched with appropriate investors at all levels: regional, national and international. The new Investor Prospectus was released at MIPIM 2019 and was very well-received. Highlighted investor opportunities attracted substantial interest and initial conversations are now being pursued with local councils and West Midlands Growth Company.

Work Stream 6: Joint Programmes

The One Public Estate Bid (Phase 7 Funds)

- 3.37 The West Midlands OPE Partnership submitted a bid for additional funding in Round 7 of the OPE Programme and has been successful in securing £320,000, a combination of grant and sustainable grant funding.

Public Land and Asset Disposal programme (augmented OPE programme)

- 3.38 The OPE Programme and bid expressed the ambition of the West Midlands Partnership, led by WMCA, to augment the existing arrangements and expand the current regional OPE programme so that it becomes a highly effective public land and asset disposal programme. Since the last meeting:
- additional public sector land owners have been invited to join the partnership
 - existing partners, through service delivery reviews, have identified the potential for release of additional public sector land and this pipeline of opportunities is being worked through and will be presented to the September 2019 OPE Board
 - new governance arrangements have proved to be an effective means of delivering on programme commitments and identifying additional projects which, if future rounds of the programme are announced, can form the basis of a future bid.

WMCA/Homes England Joint Team

- 3.39 The Housing Deal with Government made provision for a joint team to be established between WMCA and Homes England. This would bring together the combined resources of the Government's national housing delivery agency with WMCA's regional focus. Terms of Reference have been agreed, sites have been identified for joint intervention, additional resource has been made available from Homes England to work on the pipeline, work is underway to secure more Homes England funding for delivery (e.g. on affordable) and working arrangements are being put in place.
- 3.40 Since the last meeting, working arrangements have been finalised and negotiations on individual sites by the joint team are taking place.

Work Stream 7: Arrangements for Monitoring and Review

- 3.41 Since the last meeting, programme management arrangements have been put in place. This will allow better monitoring of outputs and overview of delivery targets.

4.0 Items for agenda in September 2019

- 4.1 Based on the progress made on the projects described above, it is proposed that the following deliverables should be considered by the Housing & Land Delivery Board at its meeting in September 2019:
- Regional Design Charter
 - Pipeline of Intervention Opportunities and update on the implementation of the Single Commissioning Framework (Commercially Sensitive)
 - MMC Strategy and Routemap
 - Affordable Housing Delivery Vehicle

- Town Centre Toolkit

5.0 Conclusions

- 5.1 Substantial progress has been made across all work streams since the last meeting and there is significant commitment to ensuring that work continues at pace and is produced in a collaborative manner. Further discussion will continue to take place between officers of WMCA and local authorities and LEPs on how engagement, project-based governance and working arrangements might be enhanced to ensure continued success.

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 develop the prospectus will be undertaken through existing in-house resource and any external support requirement will be funded from the Housing & Regeneration revenue 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 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.

- 9.2 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.

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 1

Summary of WMCA goals and achievements for 2018

(Reproduced from report to Housing & Land Delivery Board December 2018)

2.1 The WMCA set itself some challenging goals (many of which were agreed with Government) e.g. at the meeting of the Housing & Land Delivery Board in February 2018 and in the landmark £350m Housing Deal which the region secured with Government in March 2018. These include:

- Increasing the supply of new homes to 16,500 new homes per annum (from 12,000 in 2017)
- Introducing a new quality of design through a regional design charter
- Development of a regional spatial investment and delivery plan (SIDP)
- Deployment of devolved housing and land funds to secure a step change in the quality, quantum and pace of housing and employment delivery (see Fig 1)
- An ambition for 80% of new housing supply on brownfield land
- Significant increase in diversity of housing types and tenures including the supply of new affordable and social housing
- Securing a nationally leading advanced methods of construction programme
- Unlocking stalled and complex sites through brokering and direct intervention
- Initiating a comprehensive town centre regeneration and renewal programme
- Developing genuine, attractive investment proposals to the market
- Securing new partnerships with developers and investors
- Taking on responsibility for the One Public Estate Programme, and
- Effective delivery of nationally significant projects and programmes.

Fig 1: Devolved WMCA Housing and Land Funding*

	£620m
Land and Property Investment Fund	£150m
Brownfield Land and Property Development Fund	£50m
Collective Investment Fund	£70m
Housing Deal: Housing infrastructure Fund	£250m
Housing Deal: Land Fund	£100m

* Note: Since April 2019, additional funds have been made available for the Collective investment Fund (and additional £70m) and a new Residential Investment Fund (£70m) has been set up. Both are detailed in the Single Commissioning Framework effective from 1 April 2019

- 2.2 For the first 6 months of 2018, the work programme of WMCA's Housing & Regeneration Team was primarily focused on:
- Negotiating the landmark regional Housing Deal with government (the largest and most ambitious of any region)
 - Agreeing the terms of the £100m Land (Acquisition) Fund
 - Developing a Spatial Investment & Delivery Plan (SIDP), and
 - Submitting a full business case for £250m of Housing Infrastructure Funds.
- 2.3 Since Summer 2018 further work has progressed on:
- Development and launch of a high profile Town Centre Regeneration programme with 5 centres identified in a first wave of projects
 - Securing the first £165m of the HIF bid for Perry Barr and developing associated funding agreements with Birmingham City Council
 - Developing new supply proposals with new and existing housing associations
 - Production of a robust evidence base for new Government investment in the region's housing affordability challenge
 - Submitting a highly ambitious One Public Estate Bid to Government including proposals for a new regional public land disposals strategy and supporting database
 - Development of specification for a Single Commissioning Framework for all devolving housing and land funds for launch Spring 2019
 - Securing successful investment decisions by WMCA Board in housing and land (e.g. Phoenix 10, Walsall Waterfront, Chelmsley Wood, Coventry Telegraph site)
 - Unlocking a pipeline of stalled brownfield sites (e.g. Goscote Lane)
 - Development of a comprehensive programme of targeted investor and developer engagement and creation of robust investible propositions in growth corridors
 - Preparation of an investment prospectus for launch Spring 2019
 - Development of a WMCA Housing and Regeneration Business Plan to provide clarity on purpose, strategic goals, key milestones and deliverables
- 2.4 The role of WMCA which has evolved is centred on 4 key delivery-focused areas:
- Setting a strategic investment and delivery strategy to unlock housing and employment delivery on brownfield sites (e.g. SIDP, corridor investment frameworks, affordable housing delivery plan)
 - Attracting new and deploying existing public and private investment and expertise to support delivery (e.g. Investment Prospectus, investor engagement)
 - Building new and strengthening existing partnerships and relationships with investors, Government and other public sector organisations
 - Direct intervention and deal-making (e.g. joint ventures, site acquisition, site assembly, brownfield remediation).