

## GREATER MANCHESTER HOUSING PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY

### SUPPLEMENTARY AGENDA ITEM

- 5.A      **TRIPARTITE AGREEMENT BETWEEN GMCA, GM HOUSING PROVIDERS      1 - 16**  
**AND GM HEALTH AND SOCIAL CARE PARTNERSHIP**

Item 5(a) had been accepted by the Chair as urgent business, under section 100B(4) of the Local Government Act 1972, and Standing Order 1.10A(1), in order that a timely mechanism for reviewing this item is provided to Members.

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 Governance & Scrutiny Officer: Matt Berry



This agenda was issued on 03.09.20 on behalf of Julie Connor, Secretary to the  
 Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street,  
 Manchester M1 6EU

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## GM HOUSING, PLANNING AND ENVIRONMENT SCRUTINY

**DATE:** 10 SEPTEMBER 2020

**SUBJECT:** TRIPARTITE AGREEMENT BETWEEN GMCA, GM HOUSING PROVIDERS AND GM HEALTH AND SOCIAL CARE PARTNERSHIP

**REPORT OF:** STEVE FYFE, GMCA HEAD OF HOUSING STRATEGY

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### PURPOSE OF REPORT

1. To seek comments from Members on the draft Tripartite Agreement between GMCA, GM Housing Providers and the GM Health and Social Care Partnership, with a view to take this to the GMCA on 25 September 2020.

### RECOMMENDATIONS

2. Members are asked to:
  - a) Note and comment on the attached draft Tripartite Agreement.

### BACKGROUND

3. In 2016, the Greater Manchester Housing Providers agreed a Memorandum of Understanding (MOU) outlining their commitment, plans and intentions of working with the Combined Authority. The focus then was on growth and reform and shortly afterwards developed a health and housing work stream.
4. A new Tripartite Agreement, including the Greater Manchester Health and Social Care Partnership, builds on this success to focus on delivering the ambitious GM Strategy through shared resource and delivery capability. The Tripartite Agreement will capture the commitment made by the GM Housing Providers (GMHP), Greater Manchester Health and Social Care Partnership (GMHSCP) and the Combined Authority to work more closely together to add value and share outcomes. The conditions of COVID-19 make this partnership working even more critical to provide resilience and enable continued and ambitious delivery at scale.
5. Working together, this partnership is bigger than the sum of their constituent parts and the Tripartite Agreement explains how the partners will work together, how resources will be shared, how ambitious they can be as a partnership and how this supports the strategic framework of the Combined Authority and people living and working in Greater Manchester.
6. The Tripartite Agreement has been co-produced incorporating the values and resources of its individual partners, and will deliver outcomes that fully embed

the health, housing and combined authority agendas. Whilst it is not a work programme, it should provide very specific and measurable outcomes, clearly underpinning the GM strategic framework and playing to strengths, experience and knowledge.

## **RESPONSE TO COVID-19**

7. The Tripartite Agreement has been developed during the COVID-19 pandemic, which has not changed the ambition of the Agreement, rather has strengthened the resolve of the partnership with the vision, objectives and outcomes more critical than ever. However, it is important to recognise the context of the work has changed. The pandemic response by Greater Manchester has included a focus on the recovery from COVID-19, including the one year living with COVID-19 recovery plan, consistent with Greater Manchester Strategy objectives.
  
8. A series of thematic areas are leading the recovery planning many of which are underpinned by the objectives and outcomes of this Agreement. The partners recognise the importance of supporting the Year One and longer term recovery in these areas and will work within the partnership to support them, with this role encompassing:
  - Developing more affordable and supported housing that underpins the health and wellbeing of residents and helps to unlock the economic potential and liveability of the city region.
  - Accelerating the delivery of more homes at pace using different delivery mechanisms and maximising the opportunities of Modern Methods of Construction.
  - Maximising the opportunities to create homes for households who are homeless and hidden homeless as well as providing advice and support to improve housing access.
  - Identifying priorities for improving existing homes such as retrofitting possibilities, fire safety works, carbon reduction and fuel poverty in social housing.
  - Prioritising the commitment to improve the private rented sector to better support vulnerable households and supporting the ethical lettings agency (Let Us) to take more homes into management to help to improve standards and management practices.
  - Equip the housing workforce with the skills and opportunities to better support the health and mental wellbeing of GM residents.
  - Ensuring to build back in a way that puts anyone that may be 'underserved' as a society at the centre of priorities and decisions.
  - Working with the GMCA to support practical solutions and resources dealing with inequalities, including actions around antipoverty, employment and skills, protected characteristics and young people.

## **PRINCIPLES**

9. The draft Tripartite Agreement is attached at Appendix 1. The guiding principles in establishing the document are:

- That each partner is trusted and already delivering across Greater Manchester and therefore moves away from an 'offer and ask' document.
- Each partner has a proven track record in delivering on their own and the partnership's agenda.
- That it is designed to complement the strategic framework of Greater Manchester and the devolution agenda.

10. The agreement recognises that:

- The partnership is a collaboration of individual organisations.
- Each organisation within the partnership retains their own identities and priorities.
- This diversity brings the expertise and influence.
- Partners deliver some projects through your own resources, for others you are contracted to deliver.
- Each partner will have priorities to deliver within the partnership and individually.

## **PROCESS AND CONSULTATION**

11. The partners have taken an inclusive approach to the development and consultation of the Tripartite Agreement. This has included development sessions with GMHP Chief Executives, officers from the GMCA Housing team, GM Strategic Housing Group colleagues from the ten districts and the GM Health and Housing Programme Board. An online consultation also took place between 1 April to the 12 June 2020 inviting feedback from partners and stakeholders. There was wide support to the stated approach and commitments, and many of the comments received have been incorporated into the Tripartite Agreement or embedded within the operational work plans.

## **CONTACT OFFICERS**

Steve Fyfe, GMCA: [steve.fyfe@greatermanchester-ca.gov.uk](mailto:steve.fyfe@greatermanchester-ca.gov.uk):

Cath Green, GM Housing Providers: [cath.green@greatermanchester-ca.gov.uk](mailto:cath.green@greatermanchester-ca.gov.uk)

Helen Simpson, GM Health & Social Care Partnership: [helen.simpson11@nhs.net](mailto:helen.simpson11@nhs.net)



### Our Agreement

This Tripartite Agreement is a collaboration between the Greater Manchester Combined Authority, Greater Manchester Housing Providers and the Greater Manchester Health and Social Care Partnership. It offers a compelling commitment to the people of Greater Manchester and to the stakeholder organisations that we work with. It is a commitment that sets out our vision and plans to work alongside local people and neighbourhoods to deliver positive change. The partnership formalises how we will align our expertise, resources, influence, knowledge and capacity to deliver better outcomes with local people. Supporting this agreement are detailed workplans for each partner that outline how our strategic commitments translate into projects and outcomes 'on the ground'.

We know that good housing and good health are at the heart of the commitments in the Greater Manchester Strategy to 'Start Well, Live Well, Age Well' but whilst health creation is dependent on good housing, it also dependent on access to good quality jobs, our physical environment, education and skills, resources and social connections. Our partnership has the influence to make a positive impact on health creation. Each of the partners deliver on many of the challenges that Greater Manchester faces such as homelessness and rough sleeping, improving skills and training, accessing good jobs, building and retaining social connections, building resilient communities, clean air and growing the economy. Our ambitions for future generations, and the importance of housing as a building block of good health, creates a natural alignment between our organisations. Our partnership is a platform to underpin the commitments set out within the strategic framework of Greater Manchester, the Greater Manchester Housing Strategy, the Public Service white paper and GMHSCP Prospectus. We think strategically, work in partnership and deliver locally.

Each of the partners are people focused; service provision and engagement are at our very core and we work alongside the people living in Greater Manchester to create solutions to complex problems. We are financially strong and can commit resources to deliver those solutions and can commit for the long term, delivering change that will make a positive and permanent improvement to people's lives.

Our challenge has been to develop commitments that are as innovative as they are efficient, as passion filled as they are pragmatic, based on collaboration, making the best use of the

## APPENDIX 1: Draft Tripartite Agreement

resources that are available and effectively competing for new ones. Our ability to add value, to be greater than the sum of our parts mean that we can fully support the ambitious deals and undertakings of devolution. By working together, we are unlocking fresh thinking, better integration and more effective delivery. We have developed detailed plans, put new infrastructure in place and strengthened relationships to help us meet our core objectives.

This is a three-year agreement, but we are thinking longer term; we will do things differently, identifying the challenges and co-produce unique place level solutions ensuring that they deliver better outcomes for people. Each individual partner has a track record of delivering positive change; in making these commitments, we are aware of the level of expectation and optimism about what we are doing, both within and beyond Greater Manchester. We are ready to deliver.

### **About the partners**

Our partnership is unique; each of us is a collaboration of individual organisations that already fulfil local needs; we choose to work together to achieve greater outcomes. The Greater Manchester Housing Partners are a collaboration of 26 individual Registered Providers, the Greater Manchester Combined Authority brings 10 individual local authorities on board and Health and Social Care, all NHS provider organisations in Greater Manchester, together with NHS England and NHS Improvement. We are experienced partners who have the expertise to challenge one another, to maximise the potential of our partnership and to identify and create opportunity.

### **Greater Manchester Combined Authority (GMCA)**

The GMCA is one of the country's most successful combined authorities and made up of the ten Greater Manchester Councils and Mayor, who work with other local services, businesses, communities and other partners to improve the city-region. The ten councils (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan), have worked together voluntarily for many years on issues that affect everyone in the region, such as transport, regeneration, and attracting investment. The GMCA gives local people more control over issues that affect their area. It means the region speaks with one voice and can make a strong case for resources and investment. Its vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

### **Greater Manchester Housing Providers (GMHP)**

Greater Manchester Housing Providers house one in every five people across the region, owning more than 250,000 safe, decent and affordable homes and have built more than 8,000 new homes in the last five years. Made up of 26 housing providers who contribute £1.2bn in GVA to the Greater Manchester economy and support more than 28,000 full-time jobs across local communities. GM Housing Providers individually are a collaboration of individual organisations working on a broad range of issues connected to local growth and public service reform. A substantial investor in their communities, and in recent years have been delivering

## APPENDIX 1: Draft Tripartite Agreement

around 40% of new homes across Greater Manchester. Many of their tenants are key to the success of their strategies and interventions on a wide range of issues such as health and social care, employment and skills, fuel poverty and the ageing population. As organisations, individually and collectively, GM Housing Providers are already active on all those agendas and more.

### **Greater Manchester Health and Social Care Partnership (GMHSCP)**

The partnership is made up of all NHS provider organisations in Greater Manchester, the ten Clinical Commissioning Groups, and all 10 councils, together with NHS England. It also includes the Mayor of Greater Manchester and Greater Manchester Combined Authority, Public Health England, Greater Manchester Police, Greater Manchester Fire and Rescue Service, primary care, the voluntary, community and social enterprise sector and Healthwatch.

The partnership's aim is to see the greatest and fastest improvement to the health and wellbeing of the 2.8m people of Greater Manchester. Under our unique Taking Charge devolution arrangements the partnership brings together the leadership, decision-making and long-term planning needed to achieve this goal.

### **Covid-19**

The Covid-19 emergency demonstrated both the fragility of how the world's economy was organised, but also the immense power of communities working together. As the impact has worsened, it is those living in the areas of highest deprivation and in most acute housing need that have been impacted most. Where we live has even more significance when asked to stay in our homes for prolonged periods. For many living in unsuitable, inaccessible or unhealthy homes, this will not have been a positive experience. We have already seen the widening of existing health inequalities, and the long-term impact of the pandemic is yet to be realised. We know it will have a legacy on the way we work, how we provide services and which services are considered essential.

We also know that the crisis that we have faced, strengthens commitments that good quality housing is a fundamental right that underpins good health and wellbeing, and that long term investment into both temporary and truly affordable housing and communities to support those in the most acute housing need is essential.

This agreement, its vision, objectives and outcomes will bring private and public sector intervention together to bring the delivery of new homes forward. It will drive growth and investment that will play a significant role in the Greater Manchester social, physical and economic recovery.

## APPENDIX 1: Draft Tripartite Agreement

### **Our motivation and achievements**

A safe, warm and secure home underpins people's ability to build a better quality of life; it improves general health outcomes and enables people to maintain independence. Poor housing is a driver of poor health and of pervasive and growing health inequalities.

However, housing also has a huge influence on our mental health and wellbeing, affordability has a major impact on our ability to keep homes warm, how we are able to travel to work and how we maintain social connections. Living where you can afford and having security in knowing you won't be 'kicked out' at a moment's notice helps us to put down roots and have a stable base, a sense of community and belonging.

Unfortunately, not everyone has the same opportunities for good health. Those who are elderly or young, isolated, without a support network, and adults with disabilities are more likely to be affected and this has a significant impact for society and individuals. People are unable to work because of poor health and will need more support and care. Poor health carries a high financial cost for the state, including the costs of treating avoidable illness and social security costs associated with poor health.

Delivering affordable, good quality housing in safe, clean and quality neighbourhoods is not only a matter of social justice, it also helps to support and improve people's immediate and long term health prospects – and is fundamental to a society where people can grow up, get on and grow old. That is why the high-quality homes built and managed by the Greater Manchester Housing Providers in safe and secure neighbourhoods make such an important contribution to healthy communities, preventing illness caused by damp, cold conditions and overcrowding. It is why every area of public service in Greater Manchester has health benefits as one of its recognised objectives, just as inclusive economic growth is recognised for its health potential by NHS partners. Housing, crime, transport, employment and economic inclusion, community resilience, employment and skills all play a part too.

Our focus has been about improving the quality of lives for people living in Greater Manchester; that may be by building new homes, a priority for the Greater Manchester Housing Providers, delivering a range of joint services, such as the Healthy Homes Services to enable people to live well and for longer in those homes, reducing our carbon footprint through investment in our assets and being good employers. We focus where we can make the most impact and challenge where we cannot, bringing innovative thinking and approaches.

A '**Bed Every Night**' (**ABEN**) has been developed and delivered as the Greater Manchester system wide response to the immediate crisis of street sleeping. Our partnership and expertise have made us integral partners in ABEN providing accommodation and personal support for anyone who is sleeping rough, or at imminent risk of doing so. GMHSCP and its commissioning partners invested £2m into ABEN, acknowledging the considerable impact homelessness can have on person's physical and mental health. It has also undertaken additional activity to support the service, offering workforce training and coordinating alignment of health services to support people accessing ABEN. GMHP have collaborated across their partnership to provide accommodation, delivery of support to service users and practical assistance to set up provision. During the period that ABEN has been running, the

## APPENDIX 1: Draft Tripartite Agreement

rough sleeper figures for Greater Manchester have decreased substantially from 241 in November 2018 to 151 in November 19, a drop of 37%.

**Let Us**, the Greater Manchester Ethical Lettings Agency is a collective of housing providers working together to improve quality and increase access to private rented sector homes at affordable rent levels. The project offers a range of services to private sector landlords, from advice and support to make property improvements, through to a full property leasing option. Properties leased or managed by a Let Us member are made available to households who are homeless or at risk of homelessness. In this way Let Us contributes to the wider strategy to end the housing crisis.

Through our joint working and learning, we have strengthened our offer to **armed forces** veterans. GM Housing Providers train and support staff to identify opportunities to bring together those who might be socially isolated and to connect those in need with specialist armed forces agencies. The GM Housing providers have offered guaranteed interview schemes for armed forces veterans, provide flexible policy approaches to families of the armed forces when they return from an operational deployment and they ask all new potential customers if they have served in the armed forces.

Through our shared expertise and knowledge, GM Housing Providers have established the **Housing Options for Older People** service in Manchester providing information and advice for people over 50 and their families. The service is targeted towards those whose health condition is being exacerbated by inappropriate housing, and aims to allow people to stay independent, active and in good health by maintaining networks and ensuring people are in the right accommodation, reduce isolation for older people, and support people to move or remain in their accommodation as appropriate. The HOOP service expects to handle around 750 cases per year across Manchester. Referrals are received from health and social care services, local authority services and charitable organisations. Over the three years that the service has been operating in north Manchester, 778 people have received advice or support, with 236 supported to move to a more appropriate home.

A ground-breaking collaboration of private and public organisations, housing providers, the GMCA, health and social partners and charities operates a **Social Impact Bond** working with entrenched rough sleepers to provide long-term, sustainable accommodation, employment, education and training, and personalised support. The learnings and best-practice will have a lasting impact on the way Greater Manchester approaches and tackles rough sleeping. To date the GM Housing Providers have enabled 320 participants into accommodation, sustained 214 to remain in their current home, supported 180 into mental health, alcohol or drug support and enabled 50 to start employment, training or education.

Greater Manchester **Housing First** is a three-year pilot project that aims to provide safe, secure homes for more than 400 people who are homeless or at the risk of being homeless, Housing First is an internationally evidence-based approach, which uses independent, stable housing as a platform to enable individuals with multiple and complex needs to begin recovery and move away from homelessness. Through the provision of intensive, flexible and person-centred support, evidence shows that 70-90% of Housing First residents are able

## APPENDIX 1: Draft Tripartite Agreement

to remain housed. Having a place to call home also leads to improvements in health and wellbeing and reduces ineffective contact with costly public services. By working together our partnership can tackle accommodation requirements as well as care and support packages to create stable futures for people.

This Tripartite Agreement builds on the success of the Memorandum of Understanding signed in 2016 between the Greater Manchester Combined Authority and Greater Manchester Housing Providers. The focus was on growth and reform and shortly afterwards developed its health and housing work stream. We have a track record of partnership and delivery and our early success has made us eager to do more, faster.

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## APPENDIX 1: Draft Tripartite Agreement

### Our Vision

*Our vision is in line with the Greater Manchester vision to make Greater Manchester one of the best places in the world to grow up, get on and grow old.*

*We have a passion for progress and want to be the best that we can. We want to deliver opportunities to help people start well, live well and age well. We want to ensure that people who need support, receive it and that our partnership helps to build resilience and independence. By working together, we will deliver outcomes that could not be achieved individually and that make a significant difference to people's individual lives.*

How we work together is as important as many of the outcomes that we want to achieve. We are value driven organisations who work to build trust and make positive impacts.

These objectives describe how we work together:

- **learn from Covid-19** and ensure that all of our priorities are focused on 'building back better'. For many the personal crisis of housing affordability will not go away when the emergency ends;
- **accelerate progress**, and **challenge systems** to improve the scale, pace and impact of what we can achieve;
- work alongside communities to **build resilience** and independence;
- support **democratic accountability** and genuine **co-production** of services;
- build on what **individuals, families and communities can achieve**, rather than focusing on what they lack;
- be flexible with the resources that we have and **maximise new resources** that we can bring;
- respond to people's immediate needs, whilst **focusing on prevention**;
- influence local, regional and national policy through our **research, expertise and learning**; and
- share good practice across Greater Manchester to **raise standards**, bring innovative approaches and **push the boundaries**.

## APPENDIX 1: Draft Tripartite Agreement

Our Commitments:

### **Supporting health creation for future generations.**

We will do things differently and embrace health creating strategies and practices, encouraging others to do the same. We are champions of public service reform and creating inclusive and sustainable transformation. We support people, their aspirations and their communities and our focus is to develop preventative actions that can contain future costs and enable full participation in the economy and society. Our focus will be to truly embed the role of housing in joined up action on improving health.

We will do this by:

- aligning resources and expertise, to improve outcomes in existing homes and neighbourhoods;
- influencing the development of new housing and communities with the right physical, social and green infrastructure that promote healthy lifestyles;
- supporting public service reform by aligning health and social care systems to wider public services such as education, skills, work and housing; and
- embedding the principles of Inclusion Health into the way we work, deliver services and commission, to ensure that supporting the most vulnerable is everyone's business.

### **Creating safe places for people to start well, live well and age well**

The bedrock of health creation is the 'right' housing and we will build more of the 'right' type of homes. Creating the quality environment for those homes and ensuring that the services that are provided to support people to live in them for longer is a long-term goal of our partnership. The pandemic has highlighted the potential that the social housing sector has in terms of capability and organisation to rise to the challenges that the crisis brought over and above the private rented sector, and our commitment to build more homes is critical.

We will do this by:

- building more truly affordable homes in neighbourhoods of choice where people can thrive;
- improving and upscaling supported and specialist homes in collaboration across housing and social care, which meet the needs of some of our most vulnerable residents;
- using our collective influence around development and investment to deliver homes, neighbourhoods and infrastructure that support healthy lives;
- creating choice in the housing market by building intermediate and market homes to meet GMSF commitment to delivery;
- developing creative delivery models for new housing which impacts positively on pace of delivery and quality;

## APPENDIX 1: Draft Tripartite Agreement

- better targeting of investment and interventions toward the groups of GM households most challenged in accessing homes they can afford;
- developing a neighbourhood quality and health standard, across Greater Manchester;
- campaigning for neighbourhood renewal investment on a business case based on the costs of poor housing in terms of health and social care, to provide the tools, capacity and sources of funding to directly intervene in raising standards of homes across all tenures;
- developing place-based working across localities, sharing our joint intelligence to influence and shape local plans;
- using modern methods of construction and invest and enhance our assets supporting place making and high-quality design; and
- exploring alternative models of community ownership of housing which can promote community resilience and cohesion, tackle loneliness, provide affordable accommodation and give residents of all ages real influence over their homes. Our goal is to institute a permanent Co-operative Housing Hub, to facilitate community-led housing across Greater Manchester.

### **Focusing on those who need the most support**

- In 2017, we established a Housing & Health work programme, to make the most of our unique opportunity to truly embed the role of housing in joined up action on improving health. Through our partnership we intend to drive forward our plans to improve the outcomes of more vulnerable households who are often at a greater risk from poor housing conditions and health inequalities. We will ensure that the homes, neighbourhoods and environment that we work in are tailored to the needs of vulnerable households and those that require specialist housing.
- We will do this by:
  - reducing the pressures on health and social care by introducing our Healthy Homes services across all ten authorities; to support vulnerable households and improve their health and wellbeing, providing an effective route to support local people where they live;
  - developing a better understanding of current and future need for all types and tenures of housing to help direct commissioning;
  - exploring diverse housing options and invest in new modern homes and models of support for people who are older, living with learning disabilities, mental health issues and physical disabilities, young people leaving care and people who are homeless as a means to live independently for longer;
  - championing and advising on specialist accommodation for those who require it and to use our workforce as key agents of behaviour change;

## APPENDIX 1: Draft Tripartite Agreement

- supporting delivery of the Greater Manchester Age Friendly Strategy, particularly where housing and spatial development can support people to 'ageing in place' and improve health outcomes for our older population;
- creating a range of accommodation and support for care leavers that meets their needs and ambitions to live independently;
- delivering the Greater Manchester Housing and Mental Health Strategy to develop alternative models and pathways which will assist key groups to achieve secure, high quality homes and support;
- supporting a greater proportion of the population to remain independent and reduce their need for formal care;
- innovating to lower the cost of long-term care e.g. use of technology or asset-based approaches; and
- developing stronger links with housing, social care and community mental health teams to ensure the best possible outcome for people receiving services in the system.

### **Supporting people who are homeless and rough sleepers**

Tackling homelessness and rough sleeping are key priorities in Greater Manchester and for our partnership. We have a strong track record of innovation and collective working to prevent and tackle homelessness and rough sleeping and our commitments continue to prioritise this. We will support independence and homelessness prevention, to reduce the need for crisis services and build on people's potential, delivering access to appropriate health and care, employment opportunities, training and mentoring for people who are homeless.

- We will do this by:
  - learning from the lessons during Covid-19 and retain the practical solutions that supported these households;
  - offering a more collaborative approach to finding solutions to support households negatively impacted by welfare reform;
  - reducing reliance on expensive and often poor-quality temporary accommodation by providing emergency accommodation and support (A Bed Every Night), housing-led approaches (Social Impact Bond, Housing First and Rapid Rehousing Pathways);
  - extending the ethical lettings agency so that by 2024 an additional 800 units will be supplied through the private sector to applicants who are homeless, threatened with homelessness or on social housing registers;
  - continuing to develop our health and care system response to homelessness, advocating for a universally high standard of healthcare and embedding the principles of inclusion health to facilitating change to improve access to mainstream services; and

## APPENDIX 1: Draft Tripartite Agreement

- providing key health services into ABEN and other temporary accommodation to improve health outcomes for our homeless population.

### **Improving access and choice to quality homes and neighbourhoods.**

We want to create opportunity for local people to live in better-quality environments. This means creating better neighbourhood environments and creating more clarity around access to better homes.

- We will do this by:
  - working toward a consistent approach of accessing better neighbourhoods, by creating a coordinated Greater Manchester housing allocations framework;
  - investing to improve accessibility and quality and provide improved quality of life outcomes for those living in the private rented sector;
  - bringing forward place-based investment and interventions in neighbourhoods with high risk private rented sector markets to find ways to raise standards; and
  - championing and supporting further integration of housing into neighbourhood models, further demonstrating the impact of the housing sector on the health and wellbeing of our population.

### **Maximising our positive impact on the environment and the economy**

The impact that we make matters, and this cross-cutting theme maximises the positive impact we are able to make through our partnership and priorities.

We will do this by:

- supporting the Green City Region agenda and contributing to meeting national and Greater Manchester zero carbon ambitions;
- embedding social value into our internal procurement and contract management processes;
- providing a compelling, therapeutic model of support for people to get back into work that can be rolled out nationally;
- creating people centred solutions – whatever training, health services or advice people need to get into work. Our ambition in Greater Manchester is to create an employment, health and skills ‘ecosystem’ that has the individual (and employers) at its heart; and
- ensuring that when we spend our Greater Manchester pound, we will deliver new employment, training and mentoring opportunities and create new apprenticeships.

## APPENDIX 1: Draft Tripartite Agreement

### Using our influence for change

We will do this by:

- using our expertise, experience and evidence and the intelligence, we will influence and lobby for change on local, regional and national platforms, pushing the boundaries and bringing innovation, focusing in the first 12 months of lobbying to create a positive lasting legacy from the Covid-19 recovery.

### Delivering Social Value

We recognise that we have a responsibility to spend our money in a way that maximises our impact on our local economy. Our social value work highlights the importance of spending these resources wisely and our network promotes the sharing of ideas and opportunities. We support the Greater Manchester Social Value Policy and are committed to:

- promoting employment and economic sustainability;
- raising the living standards of local residents;
- promoting participation and citizen engagement;
- building the capacity and sustainability of the voluntary and community sector;
- promoting equity and fairness; and
- promoting environmental sustainability.

### Our commitment to Equality and Diversity

Individuals with different cultures, perspectives and experiences are at the heart of the way that our partnership works. We are committed to promoting a culture that actively values difference. We recognise that people from different backgrounds and experiences can bring valuable insights to the way we work. We are guided by our values in everything we do and recognise that being a diverse and inclusive partnership helps us fulfil our responsibility to make a difference in Greater Manchester.

### Governance arrangements

It is important that we monitor and report our performance against our commitments. We want to be accountable and we will publish our achievements. Each of the partners have a lead representative for their organisations as part of this agreement and is responsible for collating and holding information on progress against our commitments. We want to avoid duplication of effort and will include as many of the joint actions as possible in the Greater Manchester Housing Strategy Implementation Plan, any actions that fall outside of this process will be included in the most relevant implementation plan and monitored that way. Progress against each action will be reported in line with each partner's performance monitoring arrangements.

APPENDIX 1: Draft Tripartite Agreement

**Signatories**

**GMCA**.....

**GMHP**.....

**GMHSCP**.....

**DATE**.....

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