

GREATER MANCHESTER PLANNING & HOUSING COMMISSION

ANNUAL GENERAL MEETING

DATE: Thursday 16th December, 2021

TIME: 2.00 pm

VENUE: The Hall, Mechanics Institute, 103 Princess Street,
Manchester, M1 6DD

AGENDA

ANNUAL MEETING BUSINESS

1. APOLOGIES

2. APPOINTMENT OF CHAIR

To note the appointment of Mayor Paul Dennett, as the GM Portfolio Leader for Housing, Homelessness and Infrastructure as Chair of the Commission.

3. APPOINTMENT OF VICE CHAIR

To appoint a Vice Chair of the Commission for the Municipal Year 2021/22.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

4. MEMBERSHIP OF THE COMMISSION 2021/22

To note the membership of the Planning and Housing Commission for 2021/2022

District	Member
Bolton	Councillor Toby Hewitt
Bury	Councillor Clare Cummins
Manchester	Councillor Gavin White
Oldham	Councillor Hannah Roberts
Rochdale	Councillor Linda Robinson
Salford	Councillor Mike McCusker
Stockport	Councillor David Mellor
Tameside	Councillor Gerald Cooney
Trafford	Councillor James Wright
Wigan	Councillor Susan Gambles

5. TERMS OF REFERENCE 1 - 4

To note the Terms of Reference

6. APPOINTMENTS

To appoint Councillor Mike McCusker, Salford City Council as of a representative of the Green City Regional Partnership 2021/22.

ORDINARY MEETING BUSINESS

7. CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

8. DECLARATIONS OF INTEREST 5 - 8

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated

with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours before the meeting.

9. MINUTES OF THE MEETING HELD ON 23 MARCH 2021 9 - 14

To consider the Minutes of the meeting held on 23 March 2021.

10. OFFSITE HOUSING ALLIANCE (To Follow)

Presentation of Pete Bojar, Executive Director Growth and Assets, Great Places Housing Group.

11. AUTUMN SPENDING REVIEW AND GOVERNMENT POLICY UPDATE (To Follow)

Presentation of Andy Hollingsworth, Head of Devolution, GMCA.

12. DELIVERING NET ZERO CARBON SOCIAL RENTED HOMES: A WHOLE SYSTEM CHALLENGE FOR GREATER MANCHESTER 15 - 38

Report of City Mayor Paul Dennett, Portfolio Leader for Housing, Homelessness and infrastructure and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure

13. GM HOUSING STRATEGY IMPLEMENTATION PLAN 39 - 86

Report of Steve Fyfe, Head of Housing Strategy, GMCA

14. PLACES FOR EVERYONE UPDATE

Verbal update of Anne Morgan, Head of Planning Strategy, GMCA

15. FLOOD & WATER MANAGEMENT (To Follow)

Presentation of Jill Holden, Greater Manchester Flood and Water Management Programme Manager

- a) Flood Risk Management
- b) Collaborative working
- c) RFCC update

16. HOUSING MARKET MONITOR (To Follow)

Presentation of Lucy Woodbine, Principal Research, Housing and Planning, GMCA

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Lindsay Dunn

✉ Lindsay.duun@greatermanchester-ca.gov.uk

This agenda was issued on 8 December 2021 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

GM PLANNING AND HOUSING COMMISSION

1 ROLE AND TERMS OF REFERENCE

1.1 The role of the Commission is:

To support Greater Manchester fulfil its vision to become one of the best places in the world to grow up, get on and grow old.

To bring together key stakeholders from the planning and housing sectors in support of this vision, helping to create a place in which people are proud of where they live, with a decent home, a fulfilling job, and stress free journeys are the norm.

1.2 To fulfil this role, the Commission will prioritise a number of key ambitions in the Greater Manchester Strategy:

- Ensure we have the right employment sites in the right locations to support economic growth across all parts of GM;
- Support GMs town centres to become quality places where people choose to live and work;
- Become the UKs leading innovator in housing development; and
- See all parts of GM become neighbourhoods of choice, with good quality affordable homes in safe and attractive communities, well served by public transport and with access to excellent to local amenities.

1.3 The Commission will also contribute to several other key ambitions in the Greater Manchester Strategy, with particularly strong links to the work of the GM Homelessness Programme Board and the GM Green City Region Partnership.

1.4 Amongst the ways in which the Commission will fulfil its role will be to:

- Commission and publish research and evidence, to inform policy and decisions by the GMCA/AGMA and other GM strategic bodies, e.g the Local Enterprise Partnership as well as individual districts;
- Provide advice to the GMCA/AGMA on strategic planning and housing issues;

- Ensure that GM Planning and Housing work is clearly communicated to different stakeholder groups, including residents and communities;
- Work with a range of agencies and delivery partners to oversee programmes at the GM scale, ensuring that the planning and housing related ambitions in the GM Strategy are taken forward and implemented by a range of partners; and
- Working with a range of groups and stakeholders, ensure the alignment of other strategies with our planning and housing ambitions, especially in terms of transport, connectivity and the natural environment.

2 MEMBERSHIP AND ADVICE

2.1 Commission membership is made up of:

- The GM Portfolio Holder for Housing, Homelessness and Infrastructure (Chair)
- One GM elected member from each of the ten GM districts, nominated annually at the GMCA/AGMA AGM
- A representative of the GM Housing Providers Group
- A representative of Transport for Greater Manchester
- A representative of the Voluntary, Community and Social Enterprise network in GM
- A representative of the GM Health and Social Care Partnership
- A representative from a University planning or built environment department

2.2 **A vice chair** is also appointed by the group from within this membership.

2.3 **Private Sector engagement** will be through a Panel of private sector stakeholders, led by a small core group but managed flexibly to engage a much wider network of individuals on relevant aspects of work. One member of the Panel will be invited to take part in Commission meetings and the Panel will be invited to make reports at regular intervals in order to commission work or report on findings (agreed as a separate proposal).

2.4 **Local community engagement** will be through individual GM Districts, and the Commission will work with representatives from all 10 Districts to

ensure that meaningful opportunities for community engagement are created in the development of GM planning and housing initiatives.

- 2.5 **Advice and support** to the PHC is provided by the lead Chief Executive for Housing, Homelessness and Infrastructure, as well as the GM Planning and Housing Team.

In addition, the Commission can identify and appoint its own advisors to attend meetings or provide written advice on specific issues. Current advisors are appointed from:

- Homes England
- The Environment Agency

3 ACCOUNTABILITY

- 3.1 The Commission reports to both the GMCA and AGMA Executive Board through its Chair and the lead Chief Executive for Housing, Homelessness and Infrastructure.

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Declaration of Councillors' Interests in Items Appearing on the Agenda

GM Planning & Housing Commission 16 December 2021

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest
Page 5			

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. Any sponsorship you receive.

Failure to disclose this information is a criminal offence

Step One: Establish whether you have an interest in the business of the agenda

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

For a non-prejudicial interest, you must:

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

To note:

1. You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

For prejudicial interests, you must:

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

You must not:

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
participate in any vote or further vote taken on the matter at the meeting.

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PLANNING AND HOUSING COMMISSION MINUTES OF THE MEETING HELD ON 23 MARCH 2021

COMMISSION MEMBERS

Mayor Paul Dennett
Councillor Suzanne Richards
Councillor Hannah Roberts
Councillor David Mellor
Councillor Ged Cooney
Jane Healey Brown
Matthew Harrison

GM Portfolio Holder – Chair
Manchester City Council
Oldham Council
Stockport Council
Tameside Council
Arup
Great Places Housing Association

ADVISORS/OTHER ATTENDEES

Helen Telfer
Derek Richardson
Roy Hymas
Steph Everett
Carl Moore
Councillor Mandie Shilton-Godwin

Environment Agency
Greater Manchester Ecology Unit
Natural England
Homes England
Homes England
Manchester City Council

SUPPORT OFFICERS

Steve Annette
Lee Teasdale
Molly Bishop
Steve Fyfe
David Hodcroft
Jill Holden
Aisling McCourt
Anne Morgan
Steve Rumbelow

GMCA Governance Team
GMCA Governance Team
GMCA Homelessness Lead
GMCA Planning & Housing Team
GMCA Planning & Housing Team
GMCA Planning & Housing Team
GMCA Planning & Housing Team
GMCA Planning & Housing Team
GM Housing, Homelessness, and
Infrastructure Lead Chief Executive

01/21 WELCOME, INTRODUCTIONS AND APOLOGIES

Apologies for absence were received on behalf of Councillors Alan Quine, Tony Cummings, Bury Council, Toby Hewitt, Bolton Council, Derek Antrobus, Salford City Council, James Wright, Trafford Council, Councillor Linda Robinson, Rochdale Council, Terry Halliwell, Wigan Council, Toby Hewitt, Bolton Council and Bernadette Elder, Inspiring Communities.

02/21 DECLARATION OF INTEREST

There were no declarations of interest made.

03/21 MINUTES OF THE MEETING HELD 11 DECEMBER 2021

The minutes of the meeting held on 11 December 2021 were presented for consideration.

RESOLVED/-

That the minutes of the meeting held on 11 December 2021 be approved.

04/21 FLOOD AND WATER MANAGEMENT UPDATE

Jill Holden, GMCA presented an update on flood and water management that outlined progress and developments since the previous meeting.

She reported that a National Strategy had now been published that embedded a new approach to climate resilience, and whilst this had been widely acclaimed and welcomed it would necessarily involve additional burdens for local authorities both in terms of staffing and capacity resources to scope and deliver climate resilience projects, and this would in turn require innovative approaches to financing options going forward. Jill then outlined changes made to governance arrangements that brokered stronger connections with the Planning and Housing Committee and the Regional Coastal Committee, providing crucial service delivery and political connectivity, and she indicated that the impact of these changes would be reviewed

after twelve months. She stressed the importance of making maximum use of available resources and of encouraging funding from external sources in order to supplement mainstream financing streams. Of a national pot of £5.2bn to support 2000 projects designed to protect 336,000 vulnerable homes by 2027, Greater Manchester's share supported 100 projects to provide protection to just 10,000 of the 60,000 homes currently identified to be 'at risk'. The Commission was also advised of work to develop bi-lateral collaborative working with United Utilities and other key partners with the intention that a joint development framework could be established as early as mid-2021.

Members outlined the important role of the Regional Flood and Coastal Committee and the work of local members serving on the RFCC in securing funding for Greater Manchester projects through that body, and Jill was thanked for the support that she gave to those members in making and sustaining the GM case for its resource share through that body.

RESOLVED/-

That the report and the progress being made at many levels be welcomed, and especially the development of integrated approaches to address the often difficult and intractable tensions that exist between the 'built' and 'green' environment and the need for resilience in the development of water management in the city region.

05/21 GM HOUSING STRATEGY IMPLEMENTATION PLAN

Steve Fyfe, Head of Housing Strategy, GMCA provided members with an update on the GM Housing Strategy Implementation Plan. He reported that whilst the top-level ambitions of the Plan remained unchanged perhaps not unexpectedly progress in taking forward some elements had been adversely affected by Covid, and individual projects would inevitably be delayed. He flagged up issues in relation to homelessness and rough sleeping, reminding members that bids had been put to CLG in the Autumn but that decisions on these had not been announced until January, and that the March 2021 delivery on these projects would not therefore be fully achievable. Similarly, the Good Landlord Scheme would need to be re-focussed and re-prioritised in the aftermath of Covid, and the diversion of other resources had

set back progress in relation to vulnerable households which would need to be re-set. In relation to the Retrofit agenda, the opportunity had been taken to refine data in relation to the existing housing stock that would better inform future resource allocation decision making.

Members focussed on measures to deal with fuel poverty and the need to retrofit an average of 61,000 properties to meet 2040 projected targets, and whether this was being effectively monitored so there could be a realistic measurement of progress on that journey. Steve indicated that the necessary rate of progress towards reaching these targets was not being achieved at the present time and that monitoring of progress needed to become more sophisticated to accurately capture the scale of activity by private owners and landlords. Members also sought more information about new models of housing delivery and greater use of devolved powers from MDCs in terms of the creation of investable propositions and creative models of delivery, and whether these were existing powers or new powers. It was considered that the focus at present was on the greater use of current powers, but it was anticipated that the Government's forward legislative programme would herald more change and innovation in the sector and the door was therefore potentially ajar for the consideration of requests for additional local powers if a case of proven need could be made.

Some concerns were expressed about the extent to which modular homes and modern methods of construction were deliverable, and whether the scale of local employment generation would be achieved that local communities were looking for. These concerns were recognised by officers, but it was considered that there remained a sufficient range of opportunities both for housing provision and the generation of employment both in terms of construction; in the building component supply chain and in terms of local college involvement in skills generation and training.

RESOLVED/-

That the report be noted and the contribution made in debate be welcomed.

06/21 HOUSING INVESTMENT LOAN FUND

Laura Blakey, Investment Director, GMCA provided members with an update on the current and forecast commitments of the GM Housing Investment Loans Fund. The Fund was now in its sixth year and on target to create 10,000 new homes with investment of £181m by 31 March 2021.

Members welcomed the report and officers were asked whether discussions were taking place with Government to continue the success of the Fund beyond its current lifespan, and officers that Fund 2 was currently being discussed.

RESOLVED/-

That the report be noted and the success achieved so far be welcomed, especially the support being given to small and medium enterprises within the construction industry and the way that equity investments were leveraging in much valued resources to deliver on the bigger housing picture be welcomed.

07/21 ‘A BED EVERY NIGHT’ - EVALUATION UPDATE

Molly Bishop, Homelessness Strategic Lead, GMCA provided members with an update on the development of the A Bed Every Night service across Greater Manchester, specifically how it will operate and be funded through 2021/22.

The programme had played an important role in securing huge reductions in rough sleeping even before recent Covid interventions and had been successful in terms of shifting mindsets towards homelessness and rough sleeping. The report detailed the investment necessary to continue the service, including seeking direct support from Government as well as existing funding streams and the ways that services would be commissioned going forward.

RESOLVED/

To welcome the report and the success of the scheme and that a further update will come back to the GMCA once the MHCLG funding position is agreed with an update on the evaluation summary.

08/21 PLACES FOR EVERYONE UPDATE

Anne Morgan, Head of Planning Strategy, GMCA provided members with a update on the Joint Development Plan of nine authorities, highlighting the process, rationale for the joint plan of the nine, progress and role of the joint committee to take that forward, future working arrangements and cooperation with Stockport and the next steps.

RESOLVED/-

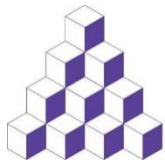
That the update be noted.

9/21 NATIONAL POLICY UPDATE

The Commission noted an overview of the key headlines for the sector from the Budget 2021.

10/21 DATES OF FUTURE MEETINGS

To be confirmed.



Planning and Housing Commission

Date: 16 December 2021

Subject: Delivering Net Zero Carbon Social Rented Homes: A Whole System Challenge for Greater Manchester

Report of: City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure

Purpose of Report:

To share for comment a draft report to GMCA on a proposed approach to the delivery of net zero carbon social rented homes, and to provide an initial interim report on the development of a robust delivery plan.

Recommendations:

The Commission is requested to note and comment on:

1. the ambitions proposed in the draft GMCA paper;
2. the suggested adoption of a whole system challenge approach; and
3. the need for significant support from Government as part of that approach.

Contact Officers

Andrew McIntosh, GMCA Director of Place andrew.mcintosh@greatermanchester-ca.gov.uk

Steve Fyfe, GMCA Head of Housing Strategy steve.fyfe@greatermanchester-ca.gov.uk

GREATER MANCHESTER COMBINED AUTHORITY

Date: 17 December 2021

Subject: DELIVERING NET ZERO CARBON SOCIAL RENTED HOMES: A
WHOLE SYSTEM CHALLENGE FOR GREATER MANCHESTER

Report of: Paul Dennett, Portfolio Lead for Housing, Homelessness and
Infrastructure and Steve Rumbelow, Portfolio Lead Chief Executive for
Housing, Homelessness and Infrastructure

Purpose of Report:

To seek approval for a proposed approach to the delivery of net zero carbon social rented homes, and to provide an initial interim report on the development of a robust delivery plan.

Recommendations:

The GMCA is requested to:

1. endorse the ambitions set out in the GM Mayor's manifesto to achieve delivery of 30,000 net zero carbon social rented homes by 2038;
2. agree the adoption of the whole system challenge approach to delivery of these ambitions set out in the paper, and the commencement of the work outlined; and
3. note that significant support will be required from Government to achieve substantial and sustained progress toward our ambitions

Contact Officers

Andrew McIntosh, GMCA Director of Place Andrew.mcintosh@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire					
Impact Indicator		Result	Justification/Mitigation		
Equality and Inclusion		G	New social housing will be accessible by and at least in part targeted specifically at people with protected characteristics		
			New social housing will be accessible by and targeted specifically to support socially and economically disadvantaged people		
			New social housing developments should be planned to ensure good access to public services		
			New social housing provides a long term, sustainable solution to housing needs and gives a stable base for communities to grow stronger		
Health		G	Safe, permanent, warm and healthy homes will be provided for households in housing need		
			Safe, permanent, warm and healthy homes will be provided for households in housing need		
			New social housing developments will be designed with the need for access to open space and provision for active travel in mind		
			New social housing provides a long term, sustainable solution to housing needs and gives a stable base for communities to connect with each other		
Resilience and Adaptation		G	Delivery of net zero carbon homes at scale will contribute to the transformation of GM's housing stock in line with carbon reduction targets		
			Homes provided will be affordable, net zero carbon and permanent, providing a safe and stable base for people otherwise likely to be made vulnerable by their existing housing circumstances		
			Homes provided will be affordable, net zero carbon and permanent, targeted at people made vulnerable by their existing housing circumstances		
			Homes will be developed in line with Places for Everyone and other relevant policies on blue and green infrastructure		
Housing		G	Safe, permanent, warm and healthy homes will be provided for households in housing need, including those experiencing homelessness		
			Rents will be set at social rent levels, and accessed via local authority housing registers		
			Delivery is likely to be substantially on brownfield sites, and there may be some reuse of existing buildings		
			All homes under this proposal will be at net zero carbon standards, as set out in Places for Everyone		
Economy		G	Economic activity generated by design, financing, construction and supply chain associated with housing delivery		
			Employment will be generated by design, financing, construction and supply chain associated with housing delivery, and by subsequent management and maintenance		
			Yes, through anticipated transition to off-site manufacture construction techniques, one objective will be to transform the working environment of the construction sector		
			Yes, through contribution to long term programme of delivery of net zero carbon new homes, likely to be substantially owned and managed by social housing providers based and run in GM		
			Yes, innovation in design, manufacture, construction and maintenance of new homes will be essential to success of this strategy		
			Yes, inward investment in the supply chain is expected as part of the drive to innovation		
Mobility and Connectivity					
Carbon, Nature and Environment		A	During construction phases, negative impacts are likely		
			By adopting Places for Everyone policies, positive impacts should be achieved		
Consumption and Production		G	Process and technical innovation required to deliver this strategy will significantly reduce waste generated by housebuilding		
			This is one of the key anticipated changes to be driven by this strategy		
			Both are potential benefits from the transition to modern methods of construction		
Contribution to achieving the GM Carbon Neutral 2038 target			Homes built under this strategy will be energy efficient, affordable, are likely to incorporate low and zero carbon energy generation & storage, clean technology innovation, be better adapted to climate change impacts, contribute to increased biodiversity and the improvement of		
Further Assessment(s):			Equalities Impact Assessment and Carbon Assessment		
	Positive impacts overall, whether long or short term.		Mix of positive and negative impacts. Trade-offs to consider.	Mostly negative, with at least one positive aspect. Trade-offs to consider.	Negative impacts overall.

Carbon Assessment					
Overall Score					
Buildings	Result	Justification/Mitigation			
New Build residential					
Residential building(s) renovation/maintenance		A			
New Build Commercial/Industrial	N/A	Unknown			
Transport					
Active travel and public transport	N/A				
Roads, Parking and Vehicle Access	N/A				
Access to amenities	N/A				
Vehicle procurement	N/A				
Land Use					
Land use	#####				
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Equalities impact

The provision of 30,000 additional net zero carbon social rented homes will add significantly to the availability of secure, safe, warm and affordable homes to households in housing need across the city region, and has the potential to significantly address housing inequalities. The new homes will be allocated through local Housing Registers. We know that people can be disadvantaged in meeting their housing need on the basis of protected characteristics, can face discrimination in the housing market or difficulties in accessing suitable homes to meet their needs and aspirations. As the programme sketched out in this report are further developed, we will use evidence of past and current issues to help design the implementation and priorities for delivery of the 30,000 homes, and directly involve communities to ensure any adverse impacts are minimised and the potential to reduce discrimination is maximised.

Risk Management

Delivery of the ambitions set out in the paper will rely on the contributions of combination of GM and national stakeholders, including Government. A fuller implementation plan will be brought to the GMCA for approval, and governance structures put in place to manage progress (paras 7.2 and 7.3).

Legal Considerations

NA

Financial Consequences – Revenue

To be considered in implementation plan if this report is approved (para 7.2)

Financial Consequences – Capital

To be considered in implementation plan if this report is approved (para 7.2)

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

[TO BE ADDED]

Background Papers

Greater Manchester Housing Strategy (GMCA June 2019)

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

Yes

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

NA

Overview and Scrutiny Committee

9 December 2021

DELIVERING NET ZERO CARBON SOCIAL RENTED HOMES: A WHOLE SYSTEM CHALLENGE FOR GREATER MANCHESTER

1 INTRODUCTION

1.1 The Climate Emergency has been recognised globally and there is a systemic need to act in order to mitigate the future damage that will be caused. Every new home that is built that is not Net Zero adds to the retrofit challenge that we face as we try to decarbonise our already poor carbon performing existing housing stock. These challenges exist alongside the long running challenges of social inequality that have been highlighted through the work undertaken by the GM Independent Inequalities Commission. Taking action to address these issues will also create opportunities for the residents of GM to enter into long term jobs in the rapidly growing low carbon sector.

1.2 The GM Mayor's manifesto commitments for the 2021 election include a stepping up of earlier pledges around affordable housing delivery. It does so in two ways:

- Taking an existing (GM Housing Strategy, draft GM Spatial Framework and now Places for Everyone) commitment to deliver 30,000 social and affordable rent¹ homes by 2037, and focusing specifically on 30,000 social rented homes; and
- Further requiring that these 30,000 homes should be net zero carbon, as a step toward the existing 2028 target date for all new development in GM to be net zero carbon.

In simple terms, this requires us to find ways to build more and higher quality homes, and to charge lower rents for them when they are complete, while also driving down the price of construction.

1.3 There is a further Mayoral manifesto commitment to the publication of a detailed plan for the delivery of those 30,000 homes, and this report is a first interim step in the production of that plan. This is a big financial challenge, and **we will**

¹ Affordable rents are set at 80% of market rents in an area; social rents are set by a formula drawing on local income levels, property size and value, and are usually significantly lower than affordable rents]

undoubtedly need additional support from Government to be successful.

In making that case, we should note that Government has set national net zero carbon targets, and that we can offer Ministers a route to make significant progress toward those targets for mutual benefit. By working with us in GM, we can together drive delivery of a national objective while also tying in lasting and substantial levelling up outcomes for Government.

2 FRAMING THE CHALLENGE

- 2.1 The commitment to delivering these targets will come at a significant cost to both the public sector and industry but cannot be avoided if we are to make the step change required to meet our climate change targets.
- 2.2 The steady annual rate of delivery required to meet the 30,000 ambition by 2038 is around 1,875 per annum. We have delivered very few, if any, net zero carbon social rented homes to date in GM, so realistically we will require a number of years to ramp up production and delivery from the very low current base, even if financial and other upfront constraints are quickly resolved. The 2028 target date embedded in Places for Everyone for all new development to be net zero carbon represents a hugely significant point in the achievement of our ambitions. At current day pricing and depending on size and location, the additional cost of delivering a net zero home is in the region of £15k added to which the cost of £30k - £40k per dwelling to change it from an Affordable Rented to a social rented property. Without any innovation in the supply chain or mechanism to capture value increases from regeneration and development this results in an additional capital cost into hundreds of millions to deliver the initial phases of homes, even accepting a phased delivery trajectory ahead of 2028.
- 2.3 These capital costs do not take into account the revenue costs associated with the upfront project development and site investigations required which could potentially add a further revenue burden in the tens of millions over the same time period.
- 2.4 In order to drive down these costs over the medium term to achieve the 2038 targets there is similarly a need for capital and revenue investment in innovation

and R&D projects that need to be funded. While the cost of this is unclear at this stage it is not inconceivable that these costs could be in the tens of millions or higher where we are developing world leading facilities.

- 2.5 There will of course be significant economic and social benefits derived from the interventions envisaged that will, in the long run, far outweigh the investment requirements. Despite these benefits, **there is still a significant financial challenge that needs to be addressed through central government funding allocations**. There are however also areas where only local intervention and funding can unlock the ability to meet these targets.

3 NET ZERO CARBON SOCIAL RENTED HOMES: THE CASE FOR A WHOLE SYSTEM APPROACH

a. Context and constraints

- 3.1 Housing development is a complex process, requiring significant capital with extended delivery timelines, potentially delayed financial returns, and multiple stakeholders around land acquisition and remediation/preparation, infrastructure providers, planning and building control, sub-contractors and workforce, supply chain partners and funding providers. Affordable housing delivery adds further variables – work needed to secure grant or other subsidy contributions, typically from Homes England, to fund a sub-market rental or sale price, and consequent regulatory requirements for social housing providers to meet. Viability can be a significant challenge in the GM market, which impacts on our ability to secure affordable housing through planning policy requirements alongside market sale or rent developments. Supported and specialist housing typically also requires working with commissioners to attract revenue funding for support services (and then ongoing dialogue to retain that funding through the life of the properties) and may also need additional upfront investment for additional facilities to meet the specific needs of residents.
- 3.2 There are also upward pressures on build costs from a number of factors. The increasing scarcity of a skilled construction workforce is an ongoing challenge. Off-site and modular build is still not reliably cheaper than traditional construction methods. Innovative technologies are part of the solution to that

challenge, but are not yet commercialised and there is a need to drive down unit costs. Supply chains manufacturing off-site products and components are growing but need more demand to generate efficiencies, and are not yet at the scale where competition starts to drive cost reductions.

b. Achieving new build for social rent

- 3.3 Recent delivery of affordable housing in GM has been approaching 2,000 per year, if all types of sub-market housing for sale and rent are included. This headline rate would generate somewhere in excess of 30,000 new homes by 2037. But continuing business as usual would see very few of these as social rented homes – in 2020/21, only 277 social rented homes were included in the 1,659 affordable homes built in GM.
- 3.4 Relevant Homes England funding comes mainly through the Affordable Homes Programme (AHP) which offers registered providers of social housing (RPs) grant intended to reflect the additional long term costs of lower rents or sale prices charged to the eventual resident. The AHP for 2021-26 is expected to be split roughly 50% for affordable home ownership products and 50% for affordable rent, though some higher cost per unit grant funding will be made available for social rent development where this can be justified. However social rent funding is not currently available in five GM districts (Bolton, Oldham, Rochdale, Tameside and Wigan) because of restrictions linked to measures of housing affordability imposed by the then MHCLG. So, the availability of grant funding for social rented homes is severely limited in GM.

c. Achieving net zero carbon

- 3.5 Existing Building Regulations do not achieve net zero carbon standards. As such we continue to build homes that do not meet the 2028 target. Improvements to current Building Regulation Standards are therefore required, so that where possible increased costs are included within the land appraisal and land value calculation. This is the driver for us to set net zero requirements in Places for Everyone. Early improvements will also overcome the 'time lag' of policy and delivery before the 2028 date.

- 3.6 Net zero carbon homes require a different approach from our construction sector, including the application of some new technologies and a commitment to consistently achieve higher standards. This is achievable at relatively small scale, and there are successful new-build schemes in GM which have demonstrated that. However, development and delivery costs for net zero carbon homes are currently substantially higher than for mainstream, traditionally constructed homes. These additional costs are associated with elements including higher performance insulation, alternative water and space heating technologies and on-site renewable energy generation and storage, typically solar PV panels and batteries.
- 3.7 At present, while they do give some financial leeway to encourage modern methods of construction, Homes England funding does not directly offer support toward meeting the additional cost of achieving net zero carbon standards in new affordable homes. The ongoing energy costs of net zero carbon homes are likely to be substantially less than traditional housing stock. Where the housing is for social rent, the owner of the property incurs the costs of installation and does not benefit from reduced energy bills that could otherwise pay back the investment over the longer term. This therefore requires capital subsidy to install the measures. Without that additional funding, the best remaining option will be to build new homes in such a way to make future retrofit to net zero carbon more easily achievable.
- 3.8 To illustrate the scale of the challenge of delivering 30,000 net zero carbon homes in GM, one route to delivering net zero carbon homes is to achieve Passivhaus certification. While we are not proposing that we adopt this, it is instructive to note the Passivhaus Trust's report that there are currently only around 65,000 Passivhaus certified buildings worldwide.

d. The case for net zero carbon social rented homes

- 3.9 The connection between housing quality and health is well understood and evidenced, and recently reinforced by the Good Home Inquiry² and by the 2020

² <https://www.ageing-better.org.uk/good-home-inquiry>

Marmot Review³. Marmot summarises the combination of physical and mental impacts of both poor quality and unaffordable housing:

Poor quality housing, particularly damp and cold homes, directly harm physical and mental health and poor housing conditions continue to harm health in England and widen health inequalities. Unaffordable housing also damages health, 21 percent of adults in England said a housing issue had negatively impacted their mental health, even when they had no previous mental health issues, and housing affordability was most frequently stated as the reason. The stress levels resulting from falling into arrears with housing payments are comparable to unemployment. (p.29)

3.10 While new build will make a relatively small contribution to the transformation required in Greater Manchester when placed against the 1.2 million existing homes to be retrofitted, it is nonetheless clear that the broader benefits of new homes will be maximised if they are both affordable and of high quality. High quality in the fullest sense is not necessarily a direct function of net zero carbon homes, but in practice the level of additional care and attention needed through the planning, design and build process to achieve net zero can and should bring with it a similar degree of care in terms of the broader elements of housing quality and design. This should include ensuring that residents will be free of fuel poverty, an increasingly vital part of housing costs as recent developments in the gas supply market have emphasised.

3.11 These issues were also addressed in the GM Independent Inequalities Commission's report⁴, which made a specific recommendation that GM should

scale up public and social sector housebuilding to deliver affordable, decent homes, backed by a plan to acquire land, rental properties, new builds and commercial properties for social housing.

³ <https://www.instituteofhealthequity.org/resources-reports/marmot-review-10-years-on/the-marmot-review-10-years-on-executive-summary.pdf>

⁴ [The Next Level: Good Lives for All in Greater Manchester \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/the-next-level-good-lives-for-all-in-greater-manchester)

The reference to acquisition of existing properties and potentially conversion of properties from non-residential uses does pose challenges – in principle, achieving net zero carbon standards is likely to be more challenging in an existing building than in new construction.

- 3.12 But with our 2038 target to become a net zero carbon city region in mind, we do need to drive retrofit of our current housing stock. There is overlap between the innovation in technology, design, installation and maintenance of zero carbon measures needed for retrofit and new construction respectively. There is huge economic gain to be secured if GM can lead the transition from traditional construction to net zero carbon techniques. For new build, this is likely to be through Modern Methods of Construction (MMC) – including modular build. For existing properties, a variety of techniques and technologies will be involved, given the range of building types which will need to be tackled. But the supply chain and skills required for both are connected – and a substantial programme of net zero new build, underpinned by a broad commitment from GM partners and Government, would incentivise the growth of the net zero carbon buildings ecosystem in and around GM. This would support both local delivery and opportunities outside GM, with value, knowhow and jobs created remaining in GM.

e. Why is this a whole system challenge?

- 3.13 As should be clear from the above, delivery of 30,000 net zero carbon social rented homes is a huge step up from business as usual. It will not be delivered by incremental improvements or adjustments to existing programmes and policies, or simply by stretching existing targets. Briefly, **it requires reengineering our existing ways of working** in these areas:

- **Skills:** to provide the people needed to deliver homes in a different way – from the construction skills needed to install different technologies within homes and on site, to the professionals in development teams and beyond who are able to rethink the funding, commissioning, design and off-site manufacture of homes, and their installation on sites designed with MMC in

mind. Future maintenance of low carbon homes and technologies will also require new skills.

- **Infrastructure:** energy, water, transport and green infrastructure for MMC homes needs to be delivered to the different timelines and specification needed, and to meet net zero and broader sustainability objectives, potentially including off-site renewable generation where on-site potential is limited
- **Supply chain:** manufacture, assembly and installation of MMC homes requires rethinking of the design and delivery of individual elements of new homes, more akin to car or aerospace assembly
- **Land supply:** as with traditional development, land supply is a vital requirement – but for MMC to be effective, a clear secure pipeline of suitable sites, viable in terms of costs of acquisition and remediation will be needed, whether from existing public sector landholdings, or through acquisition
- **Finance:** the funding of net zero carbon homes and MMC facilities to deliver them requires new financial models, made all the more challenging when combined with a requirement to secure long term viability on the basis of social rent being paid by residents. Lenders also need to be assured of the long term benefits of MMC and net zero carbon homes, with the potential for local and central government to play a useful leadership role.
- **People and communities:** we should learn from experience with retrofitting existing homes, where the best outcomes in terms of energy and carbon savings, impact on fuel poverty and improved quality of life have come where residents have been engaged in the design and implementation of the improvements to their homes.

4 DELIVERY TRAJECTORY

- 4.1 Places for Everyone includes a commitment that all new development should be net zero carbon by 2028. The current version of Places for Everyone considers the available housing land supply and identifies the collective Local Housing Need for the nine Places for Everyone districts at almost 165,000 over the period 2021-2037. Stockport's Local Housing Need is around 18,000 homes over the same period.

- 4.2 Given the extremely limited past and current delivery of net zero carbon social rented homes, we need to make some realistic assumptions about the pace at which delivery can be ramped up. Further modelling will be carried out as implementation plans are produced.

5 APPROACH TO DEVELOPING A PLAN FOR DELIVERY

- 5.1 The detailed plan for delivery of the 30,000 net zero homes needs to recognise the current landscape in which we are operating and set some ambitions, steps and milestones that the whole system needs to strive to meet in order to achieve the total delivery target by 2038. With the anticipated adoption of Places for Everyone and the net zero new homes target included for 2028, this plan focusses on the steps needed to ramp up systems during the period from 2022 to December 2028 such that the adoption of the new standards within Places for Everyone are commercially deliverable from 2028 onwards.
- 5.2 This approach recognises that during the period to 2028, there will be an incremental improvement to the carbon emissions of new social homes delivered with Greater Manchester, with the objective of being able to commercially deliver net zero homes beyond 2028 and having the appropriate supply chain in place to deliver at the required annual delivery rate to meet Places for Everyone planned housing targets.
- 5.3 The definition of Net Zero homes is established within Places for Everyone. However, there is a need to set out a more detailed strategy to move the wider housing market to deliver to this definition within the timeframes outlined.
- 5.4 Fundamentally, a whole system challenge requires the involvement of all parts of the system in co-producing an ambitious and achievable action plan. We set out below the action areas to be considered through the different parts of the GM system below, under headings linked to the high level stages of the development process.
- 5.5 The key initial activity under each of those is to bring relevant partners together to talk through current baseline, plans already in progress which could contribute to achieving our ambitions, and the additional actions we will need to

pursue to mobilise the system. The conclusions from those discussions will be used to populate the next iteration of an implementation plan setting out tasks, timelines, partners and leadership of the different workstreams within the whole system approach. The next section of this report sets out our view of the first steps needed on this journey.

5.6 However, as a crucial part of that process, we will need to be clear where and why additional support from Government will be required to build the momentum that is required to make the transformational change our ambitions represent. This will include:

- Support from BEIS to deliver our ambitions in terms of innovation, research and development, necessary to develop the MMC and net-zero carbon supply chain;
- Support from DLUHC and Homes England to fund social rent homes in all ten GM districts at scale, and to invest in the building of net zero carbon affordable homes;
- Driving the national policy framework to support the transition to net zero carbon, including through changes to building regulations to provide a clear pathway for the industry toward net zero.

6 THE PLAN FOR DELIVERY

6.1 LAND SUPPLY AND SITE EVALUATION

Context and challenges

The land supply for the proposed 30,000 net zero carbon social rented homes (and for the further 20,000 other affordable homes by 2038) are part of the overall housing land supply from Places for Everyone (164,881 homes) and the Stockport Local Plan. In a GM context, there are familiar challenges in bringing forward much of this supply on brownfield land, much of which is in need of remediation. With competition for land from developers bringing forward (much needed) market housing delivery and development for other uses, and

landowner expectations of value to be considered, the difficulty of devising viable development schemes can be substantial.

Opportunities

Public sector landholdings, the potential to unlock significant housing delivery in and around our town centres, and our close partnerships with Homes England and GM Housing Providers partnership, and the long term funding available through the Affordable Homes Programme (particularly the Strategic Partnerships element) all represent opportunities to contribute to the development of a strong pipeline of development sites.

By taking a strategic approach to development of sites across Greater Manchester, including potential opportunities to acquire land in addition to developing land in existing ownership, there will be the opportunity to drive growth and value across the city region and to capture this value to cover some of the increased costs associated with delivering these housing targets.

Where Do We Need To Be?

GM needs to be in a position to set out where net zero social rented homes can be delivered in the next 5 – 8 years in advance of the adoption of new planning policy included within Places for Everyone. We also need to increase the pace of the delivery of the social rented housing and agree how we maintain the appropriate pace of delivery in order to meet the 30,000 target by 2038.

It is not, however, simply identifying where the development should occur that will enable GM to deliver the necessary housing. The identified land needs to be brought forward and be capable of being delivered which requires a significant amount of up front resource in terms of development and planning capacity. There will be a need to develop a range of Growth Plans, regeneration frameworks and master plans across multiple sites in Greater Manchester if we are to stimulate the necessary level of development that will see the delivery of the 30,000 net zero homes.

How Will We Achieve This?

- **Land Commission**

Reinvigorating the Land Commission will bring all public sector partners into the discussion about how we best utilise all the land that is available to meet these challenges.

- **One Public Estate**

Working with our public sector partners through the One Public Estate programme, we will bring forward available land for housing delivery with a preference for net zero homes as part of the necessary land supply over the next 5 – 8 years. This will require the review and rationalisation of the One Public Estate Strategic Asset Registers and workshops with the various Strategic Estate Groups to determine the most appropriate way to identify disposal / development opportunities.

- **LA Delivery and Planning Capacity**

Where Local Authorities own land or need to acquire land to bring forward strategically important developments, there is currently a lack of capacity within the Local Authorities to achieve the scale of delivery anticipated following years of Local Authority budget cuts. This will ultimately slow down the pace of delivery.

There are increasing demands on the Local Authority planning teams with the adoption of Places for Everyone and the scale of development coming forward. There is a need to assess whether the capacity is sufficient and GM wide solutions to relieving some of these system pressures considered.

Both these capacity constraints are exacerbated by a lack of young people receiving the appropriate training to progress into long term careers in these areas within Local Authorities. The current impact of this is an inability to recruit the appropriately trained staff to Local Authority posts where budgets exist to appoint. Given this shortage of professionals is a national issue, with development booming across the country, there is a need for a GM focused approach to resolving this issue.

There is a need to develop a longer term Growth Development Capacity Strategy to raise the necessary funding and identify the additional capacity across the system to address these challenges over the short, medium and long term. As part of this strategy there needs to be an assessment of areas where we can work smarter within Greater Manchester collectively to make best use of the resources that we have at our disposal.

- **Land Supply**

While the GM land supply will be set out within Places for Everyone and Stockport Local Plan, there is still the need to define where net zero social homes will be brought forward and a need, therefore, to define the 5 year land supply that will be brought forward to deliver these specific homes. This will be achieved through the creation of a pipeline of sites with target delivery figures attached. The creation of such a pipeline will require a programme of workshops with the Local Authorities and a programme of desktop analysis and site investigation work to determine the constraints on specific sites and opportunities where land value can be captured and utilised to support the increased cost of net zero and social housing delivery. This work will need to culminate in a pipeline of deliverable sites and a clear Delivery Strategy.

6.2 DESIGN AND PROCUREMENT

Context and challenges

While there are many examples in GM and beyond of new net zero carbon homes, mostly developed using modern methods of construction (MMC), the UK still lags in terms of volume delivery of high quality, zero carbon homes. We need to build on the limited current capacity to modernise the construction sector and adopt MMC, both to deliver high quality homes at volume, but also to respond to the challenges in terms of skills shortages in the sector's workforce.

To move the design and supply of net zero carbon homes from limited trailblazers to mainstream volume delivery, we have to tackle the shortages in

our experienced workforce at all levels in the design and manufacture of zero carbon homes, and in delivering via modern methods.

Opportunities

The emerging Off-Site Housing Alliance (OSHA)⁵, GM universities' expertise in manufacturing, construction and advanced materials, GM's devolved skills budget, and considerable local experience in modern high-rise construction all point to the real chance to develop GM as a centre of supply chain excellence and innovation in off-site construction, components and processes. Bringing this together with a plan to deliver 30,000 new net zero homes provides an opportunity to achieve scale of operations which should unlock the potential of off-site modern methods of construction, with the potential to help establish GM as a centre of excellence in what should be a growing future market. We will need to work with willing partners to deliver net zero carbon social homes, including the GM Housing Providers and also developers who share our ambitions.

Where Do We Need To Be?

In the short to medium term, we need to have enabled the production of modular homes within Greater Manchester and formed appropriate partnerships between GMCA / LAs, OSHA, our world leading universities and the supply chain such that there is a co-location of research, innovation and component manufacturing parks linked to modular production. This needs to be aligned with the pipeline and Delivery Strategy such that they are driving the demand for increased production, enhanced innovation expenditure and increased efficiencies in component manufacturing.

How Will We Achieve This?

- **Modular production and on-site delivery**

With modular manufacture being one of the most likely routes to delivering more social and net zero homes, there is a need to support GM Housing Provider partners to enable modular production within Greater Manchester. We will

⁵ <https://www.offsiteha.org/>

therefore support the development of the OSHA Business Case to identify how best to deliver that potential within GM.

The construction of modular homes is not a new concept but the pace and scale of delivery has meant that there isn't the wealth of construction experience in the market to bring forward an increasing number of modular houses. There is a need to work with GM Housing Providers to determine the need to set up a specific procurement framework that will ensure there is an appropriate construction supply chain to deliver the planned modular units.

- **Component supply chain**

The manufacturing supply chain is capable of driving down costs associated with component manufacture where there is the appropriate framework to do so, ordinarily pertaining to sufficient demand and clarity of the specification that will be procured. There is currently not the scale or pace of delivery to warrant large private sector investment in the local supply chain that will drive cost efficiencies sufficiently. The curation of the appropriate partnerships and collaborative working arrangements will take time to evolve and will need suitable sites for growth of these activities across Greater Manchester. GM will develop a Low Carbon Supply Chain Strategy that identifies the most appropriate route to achieve our objectives, making the appropriate linkages across to the parallel work around Retrofit.

- **Modular net zero innovation**

There is a need to drive down the cost of delivering net zero homes and particularly the components that are utilised to minimise carbon emissions. GM will develop a net zero homes innovation Action Plan that sets out a medium term strategy for working with our university partners and the supply chain to undertake R&D to improve efficiency and drive down the cost of supply of components. This will include consideration of developing focussed manufacturing parks that will enable the supply chain to set up new manufacturing facilities within GM to service the demand in the future.

6.3 CONSTRUCTION SKILLS AND CAPACITY

Context and challenges

As with the design and manufacture of MMC homes, and in common with the rest of the UK market, GM has limited capacity and experience in the delivery and installation on site of high quality, zero carbon homes, and the supporting work needed to enable MMC development in terms of site preparation, infrastructure connections and installation of renewable and other innovative technologies. This is a key challenge in moving to delivery at scale (and subsequent maintenance of homes post-construction). Professional and trade skills in areas such as the alternative approaches needed to infrastructure and groundworks to deliver MMC and net zero carbon homes need to be scaled up. However, as seen in the retrofit market, employers will not invest in reskilling unless there is a clear and visible demand for those new delivery methods. This challenge is mirrored for training providers. We can help resolve that by adding certainty about future demand for these new skills.

Opportunities

The devolved GM skills budget, strengths in modern high-rise construction, and our plans to deliver at scale, offer a chance to develop GM as a centre of innovation and knowledge in the manufacture and delivery of net zero carbon homes using off-site construction, components and processes.

Where Do We Need To Be?

GM needs to have a range of appropriate training providers able to provide the necessary training to the appropriate number of GM residents. The construction sector needs to recognise the need to employ locally skilled people from Greater Manchester to service the construction opportunities that exist as a result of this market stimulation.

GM needs an approach that resolves issues with limited construction capacity and experience of Modern Methods of Construction, as well as developing a suitably skilled pool of GM residents able to install and maintain Low Carbon technologies.

How Will We Achieve This?

GM will develop a Low Carbon and Construction Skills Strategy that sets out an approach to delivering a GM Skills programme for modular construction and includes reskilling and upskilling of existing workforce, and new curriculums for trade and specialist roles. This action is to align with those actions arising from “RetrofitGM – Accelerating Retrofit for GM” such that there is a joined up coherent skills approach across these two GM initiatives.

The skills approach will need to see that appropriate training and skills provision is provided across the various skills levels needed to design, manufacture and construct net zero homes. There is work to be done both on the curriculum of existing construction provision (in Colleges and Universities), and to stimulate the provider market to deliver more relevant training and qualifications. In the medium term, more work will need to be done on attracting new entrants to the sector – perhaps by promoting the green credentials of both new build and retrofit jobs. Increasing funding options for these entry level roles will be critical. In the long term, the construction workforce will need to be larger and more flexible in order to meet the retrofit delivery demand.

6.4 FUNDING OUR AMBITIONS

Context and challenges

There is huge demand for truly affordable homes across GM, which is not being met by recent levels of delivery and exacerbated by losses via Right to Buy and historically low turnover rates in our existing social housing stock, meaning fewer relet opportunities to offer to households on Housing Registers. In five GM districts, additional Homes England grant is not currently available to fund social rented new homes, and in the others the Affordable Homes Programme is intended to deliver mainly a combination of affordable rent and affordable home ownership products. This additional grant is crucial, given that rental income from social rent is insufficient to fund development of net zero carbon homes. We therefore need mechanisms/funds to bridge the funding gap if we are to meet our stated ambition.

Opportunities

Partnerships with GM Housing Providers, Homes England and GM Health & Social Care Partnership provide conditions to maximise innovation and efficiency in development processes, and to evidence both invest to save and market-making cases for funding to deliver both net zero carbon and social rent. The Government's 'levelling up' agenda and commitment to achieving net zero carbon targets nationally would seem to provide a basis for dialogue with Departments and Ministers to seek to unlock further support, if we can present a properly evidenced business case.

Where Do We Need To Be?

We need to have access to greater levels of Government departmental budgets in order to deliver at the pace and scale that is envisaged. We need to clearly articulate a coherent case for working with Greater Manchester to support government decisions to make this necessary funding available. The funding needs to be broad ranging to support the whole system change approach that is needed to deliver GM's and Government's ambitions.

We also need to have appropriately allocated funding that is available to GM to support the delivery of these objectives.

How Will We Achieve This?

- **Brownfield Housing Fund grant**

Where further funding is allocated under Brownfield Housing Fund, there may be the opportunity to re-focus grant awards to absorb some of the cost of delivering net zero homes on brownfield allocations. We will ensure that a greater weighting is provided towards net zero homes within brownfield housing funding allocations recently announced in the CSR 2021 and set out a programme and approach for delivery of brownfield targets utilising this funding, demonstrating GM's ability to spend funding in an appropriate way where this funding is allocated. This will demonstrate both our capability to deliver and enhance the case for providing more Government funding to GM.

- **Identifying further funding to meet our ambitions**

We need to identify scale, timing and nature of funding required, resources available from partners, and potential sources and models of investment from

public and private sector to set out a coherent 30,000 Net Zero Social Homes Funding Strategy that can be used to support the case making to Government for the necessary funding that will be identified within the Strategy.

7 CONCLUSIONS AND RECOMMENDATIONS

- 7.1 There is a need to meet the targets set out in this paper as one of the key mechanisms by which GM will address the Climate Change targets that have already been committed to, and address inequalities impacting communities across GM. Of the actions set out there are some which cannot be progressed without central government support. There are, however, actions that can only be progressed within the GM system and need to be progressed locally if progress is to be made to meet these targets.
- 7.2 A full plan will be brought back to the Combined Authority by end May, setting out more specific actions and milestones, with an implementation plan to follow later in the year. The plan will clearly distinguish between those actions which can be delivered by GMCA and partners with available powers, capacity and funding, and those where we will need to seek additional Government intervention, support or funding to deliver. This will be detailed in the full plan, and we will engage with Government in the interim period to understand their focus and areas where they will be able to help such that this can be reflected in the implementation plan.
- 7.3 Given the scale and complexity of the challenge there is a need to establish a governance structure that holds decision makers to account for the progress against the actions defined. There are elements of this work to be led under a variety of GM portfolios, including Green City Region, Education, Skills, Work & Apprenticeships and Economy, as well as Housing, Homelessness and Infrastructure. It is therefore proposed that six monthly reports be brought to GMCA, with respective lead Chief Executives having responsibility for progressing the various workstreams required, coordinated by GMCA's Place Directorate.
- 7.4 Recommendations are at the front of this report.



Planning and Housing Commission

Date: 16 December 2021

Subject: GM Housing Strategy Implementation Plan

Report of: Steve Fyfe, Head of Housing Strategy, GMCA

Purpose of Report

- 1 The GM Housing Strategy was published in June 2019. Developed through an extensive co-production process, the Strategy recognises the importance of housing issues to the achievement of our overall Greater Manchester Strategy objectives, and as a result sets out a broad and ambitious approach to responding to the housing crisis.
- 2 The Strategy includes a commitment to the development of a publicly available Implementation Plan, updated on a six monthly basis. The attached Implementation Plan provides an update for activity between January and June 2021, and shares progress and next steps. Like the strategy itself, it reports on action that is being led or assisted by collaborative working at a Greater Manchester scale.
- 3 The plan has been populated through discussion with relevant policy leads in GMCA and GM Health & Social Care Partnership, and with other key partners including GM Housing Providers representatives, all of whom were involved in the development of the Strategy. It therefore captures activity already underway, as well as new lines of work to be commenced in coming months, and RAG rates activity based on progress.
- 4 This update also includes the development of an accessible version of the Implementation Plan. This accessible Implementation Plan will continue to be updated every six months.

Recommendations:

The Planning and Housing Commission is requested to:

1. Note the activity and progress to date on the delivery of the GM Housing Strategy

Contact Officers

Steve Fyfe steve.fyfe@greatermanchester-ca.gov.uk

Equalities Implications

Housing inequalities are apparent across GM and are known to directly impact many people with protected characteristics, to reinforce and exacerbate economic and other forms of inequality, and to be a means by which many GM residents experience direct discrimination. Many of the priorities and workstreams set out in the Implementation Plan are intended to reduce or mitigate inequalities experienced by GM residents.

Briefly, activity under priority A1 is focused on reducing homelessness and eliminating the need for rough sleeping. Work under priorities A3 and B3 in particular will positively impact people with a disability and older people by supporting the delivery healthy homes services and supported housing. Actions under priorities A1, A2, A4, B2 will positively impact people who are socially and economically disadvantaged via alleviating homelessness and supporting greater access to affordable housing. Workstreams from priorities A1, A2, A3, A5, B3 will improve people's physical and mental health by ensuring they are in the right homes for them that are safe and appropriate, including supported housing provision. Activity under priorities A2, A3, A4, B2, B3 are focused on increasing the accessibility and affordability of homes for GM residents.

Climate Change Impact Assessment and Mitigation Measures

Retrofit of our existing housing stock to reduce carbon emissions and reduce fuel poverty is one of the key priorities within the GM Housing Strategy and this

Implementation Plan, and they also encourage the provision of higher quality, lower emissions new build homes, including through our connected work on Places for Everyone. Priorities A5 and B1 in the Plan set out some of the progress made and to come, and there are further developments on both which will be reported in the next update, including the challenge set in the GM Mayor's manifesto to devise a plan to deliver 30,000 net zero carbon social rented homes by 2038, and the work of the Retrofit Task Force to accelerate work on GM's 1.2 million existing homes.

Risk Management

The GM Housing Strategy is a deliberately broad and ambitious document and sets a programme for collective action by partners beyond GMCA and the ten GM districts. There are risks of lack of clarity and direction associated with this approach, and the Implementation Plan is intended to help ensure the Commission, Portfolio Holder and other leaders and decision makers are able to monitor progress and provide appropriate challenge and direction.

Legal Considerations

N/A

Financial Consequences – Revenue

None direct – revenue consequences of relevant workstreams will be subject of specific decisions by relevant partners

Financial Consequences – Capital

None direct – capital consequences of relevant workstreams will be subject of specific decisions by relevant partners

Number of attachments to the report:

0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

Greater Manchester Housing Strategy (GMCA June 2019)

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

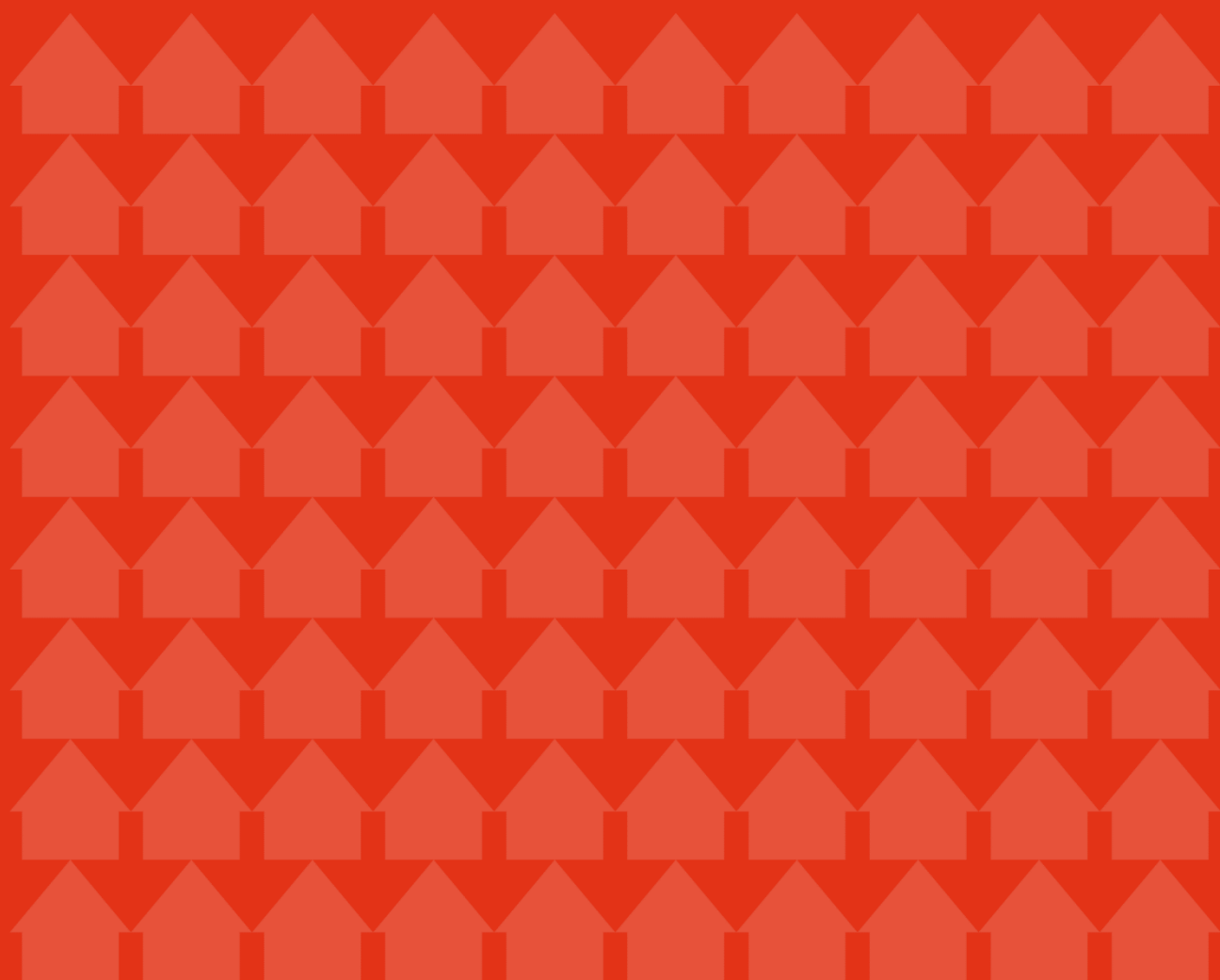
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

Implementation Plan

Greater Manchester Housing Strategy 2019-2024

At end June 2021



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To find out more about the Greater Manchester Housing Strategy, see here:

<https://greatermanchester-ca.gov.uk/what-we-do/housing/greater-manchester-housing-strategy/>

or email us at planningandhousing@greatermanchester-ca.gov.uk

Strategic Priority A1: Tackling homelessness and rough sleeping

Desired outcomes: reducing homelessness, ending the need for rough sleeping

Lead: GMCA Public Service Reform Team

We have a strong track record of innovation and collective action to tackle homelessness. Our effort is backed by strong political and community desire to end rough sleeping and pioneer new ways of working. A lot of progress has been made. We have invested in new ways of working through regional programmes, including A Bed Every Night, Housing First and the Social Impact Bond for Entrenched Rough Sleepers. We have reduced rough sleeping by 57% in four years and have learned more about what is required to prevent homelessness for good.

As part of the new Mayoral term, there is a marked focus on ensuring that we reform public services to better prevent homelessness, considering both universal and targeted risks that people face in Greater Manchester, with a more detailed understanding of intersecting inequalities. The development of a Greater Manchester Homelessness Prevention Strategy codifies this ambition and sets key missions and principles for embedding homelessness prevention. The Homelessness Prevention Strategy complements and builds on this Housing Strategy and should be seen as a progression of the commitments in this implementation plan.

We are at a juncture in trying to maintain and continue to progress the reduction in rough sleeping that has been achieved leading up to and throughout the worst of the pandemic. A wide range of significant risks challenge this target however. The economic and social impacts of Covid-19 are yet to be fully realized, alongside the reversal of supportive policy changes that impacted on evictions, access to asylum and immigration accommodation, and enhances financial help for households and businesses.

The under-supply of social rented homes and the loss of existing properties through Right to Buy contribute to the shortage of appropriate and affordable accommodation that people can access as a route out of homelessness. The role of the private

rented sector is being increasingly explored and a necessary means for permanent rehousing. However there are increasing concerns about the impact of benefit restrictions on the ability of households to access stable tenancies in the private rented sector. We need to invest in reversing the decline in our social housing stock, to increase the supply of stable, well-managed homes at the right quality - and where long-term costs are less than providing subsidy to private landlords for an often lower quality product (see Strategic Priority A4 and B2).

Making the case to Government

- Seeking multi-year funding settlement to enable strategic and joined up commissioning to deliver necessary integrated services and respond to local and regional priorities for crisis, emergency and recovery responses, and upstream prevention.
- Action to prevent evictions due to the impacts of coronavirus pandemic. Seeking support for renters, landlords and mortgage owners and supportive legal protection.
- Use the PRS white paper process to ensure Government commits to plans to end 'no-fault' evictions through the repeal of Section 21 of the Housing Act 1988, rebalancing the rights and responsibilities of landlords and tenants.
- COVID-19 pandemic has multiplied the requirements for additional accommodation and support services for people at risk of and experiencing homelessness.
- In addition, the Homelessness Prevention Strategy prioritises lobbying for: significant changes to welfare and asylum and immigration policies that drive people into homelessness; enabling an approach to health that tackles inequality; reducing homelessness and repeat offending for people in the criminal justice system

Progress

- Housing First accommodated and supporting 250 individuals
- Funding secured to extend A Bed Every Night to March 2022

- Ethical Lettings Agency 200 properties milestone

Challenges

- COVID-19 conditions of delivery and increased homelessness demand
- Lack of genuinely affordable housing and pressure on expansion of temporary accommodation
- Systems change needed to build preventative approach reducing homelessness

Partnerships

- GM Homelessness Programme Board; GM Homelessness Action Network; GM Private Rented Sector Partnership

Data

- Work ongoing to bring together data from variety of sources to better track demand, outputs and outcomes of services, including GM Dashboard, MHCLG DELTA returns and GMThink.

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Rough sleeping reduction- To reduce the number of people new to rough sleeping, returning to rough sleeping, and experiencing entrenched rough sleeping.

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Housing First achieves Year 2 target: 130 people re-housed (C)	Embedding A Bed Every Night approach and enabling sustainability (G)	Cross-sector workforce development programme for homelessness and rough sleeping workforce (G)	
Rough Sleeper Initiative secure increased funding 2021/22 (C)	Implement inclusion health priorities (G)	Securing Housing First extension/ expansion (G)	

Affordable housing supply via private rented sector to homeless households-

Homelessness reduction and prevention via affordable and secure PRS tenancies

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Maximum tenancies insured through Help2Rent product (A)	Delivery of Next Steps Accommodation Programme (G)		
Delivery of Rough Sleeper Accommodation Programme (phase 1) (G)	Delivery of Rough Sleeper Accommodation Programme (RSAP) (phase 1) (G)	Delivery of RSAP (phase 2) (G)	
Ethical Lettings Agency meets quarterly target (200 properties) (C)			

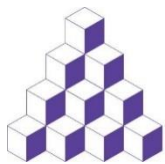
Affordable housing supply via housing providers to homeless households-

Homelessness reduction and prevention via affordable and secure social tenancies

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Scope work to review allocations policy and process across GM maximises opportunities to address housing need (see also Policy A4) (C)	Ensure tracking of Housing Provider commitments, including Homes for Cathy through data assurance mechanism (G)	Embedding flexible, multi-agency approach to allocations for people with multiple and complex needs or entrenched homelessness (G)	
		Improving access to social housing across boundary where domestic abuse is a factor (G)	

Homelessness prevention- Activity to prevent homelessness and provide a framework for homelessness prevention

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Youth Homelessness Outcomes Contract commences (C)	Implement homelessness Prevention activity priorities (G)	Implement homelessness Prevention activity priorities (G)	
GM Homelessness Prevention Strategy agreed (C)	Approval and development of Homelessness Prevention Strategy action plan (G)	Youth Homelessness Prevention Social Impact Bond commences (G)	



Strategic Priority A2: Making a positive difference to the lives of private tenants

Desired outcomes: improving conditions and more secure tenancies in the private rented sector

Lead: GMCA Planning and Housing Team

We need to work together to drive up standards at the bottom end of the private rented sector (PRS), encouraging local authorities to use their enforcement and licensing powers up to their legal limits, not least to ensure safety of residents in the sector. Where tenants are in receipt of Local Housing Allowance, the private rented sector is arguably operating in the absence of social housing, but without most of the access to additional support and regulatory safeguards and security of tenure a social tenant can expect to enjoy.

Resources available to tackle enforcement work in local authorities are stretched, and a recent independent review found the national regulatory framework 'confused and contradictory'. We need to find ways to address the lack of capacity available to enforce and raise standards in the private sector as it grows, especially in light of the extended definition of houses in multiple occupation expanding local authorities' role. Housing providers can make a significant contribution, working with local authorities on a neighbourhood basis, and we are working with Greater Manchester Housing Providers to explore potential to apply those models more broadly.

Given the scale of the sector, it is important that we do all we can to encourage greater and more effective self-regulation for the remainder of the market. We will work with the national and regional professional landlord and lettings agency bodies to help them deliver high quality market lettings, and bring forward plans for a Greater Manchester good landlord scheme. But we will also adopt more collaborative approaches to actively deal with rogue landlords and agents who are seriously or persistently failing in their responsibilities to tenants.

We need to help tenants have the confidence and knowledge to do that, and to make their individual and collective voices heard without the threat of retaliatory eviction.

There are opportunities arising from the work of Fair Housing Futures to explore new models and interventions in the sector to transform tenants' experience, and the proposed expansion in the coverage of the 'ethical lettings agency' model on a more structured basis across the city region.

These varying approaches reflect the diversity of the private rented sector, and we will explore the benefits of establishing a partnership body to bring key stakeholders together at a Greater Manchester level to ensure progress is made and good practice shared across the city region.

Making the case to Government

- Utilise the PRS White Paper, announced in the 2021 Queen's Speech, to seek to make progress on our PRS priorities
- More ambitious interventions in the PRS, moving away from piecemeal national changes to a more strategic approach.
- Seek devolved powers to designate areas for selective landlord licensing, arguing for Scottish models of security of tenure
- Lobby for greater resources to enforce and raise standards in the private sector
- Greater influence over the welfare system, including piloting the linking of payments of Housing Benefit/housing element of Universal Credit to the condition of properties, especially given COVID-19 impacts.
- Opportunity to pilot the Rugg Review proposal for 'property MOTs' for PRS homes, tied to a full register of PRS homes.
- Additional powers for local authorities to intervene, especially where the safety and security of our residents is at risk from the effects of poor housing or rogue landlords, or where we can see ways to remove barriers to delivering the new homes we need.

Progress

- Good Landlord Scheme agreed by GMCA March 2021

- ELA growth supported by Resonance investment and Rough Sleepers Accommodation Programme
- Continued response to COVID-19 and a recovery response emerging
- Partnership established and influencing and informing lobbying agenda
- Appointment to key CA post

Challenges

- Capacity and resources across stakeholders, compounded by competing priorities due to COVID-19

Partnerships

- GMCA/GMHSCP/GMHP
- PRS Partnership

Data

- Work ongoing on modelling GM stock conditions

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

GM Private Rented Sector Partnership- Bring stakeholders together to devise solutions to challenges faced by tenants, landlords and the sector as a whole

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
GM PRS Partnership established (C)	PRS Partnership to provide a focus for discussion of lobbying agendas for White Paper and Renters Reform Bill (G)		

Good Landlord Scheme (GLS)- To encourage and support landlords to provide a safe, decent and secure home to their tenants

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
GLS proposals revised in light of COVID-19 impacts, finalised and agreed (C) GLS approved by GMCA March 2021 (C)	Implementation commenced with audit of existing services and identification of key opportunities for improvement (G)	Investment propositions agreed (G)	

Rogue Landlord Hub- Consistent, coordinated approach to enforcement of standards in the PRS across GM by districts and key partner agencies, including targeted interventions against rogue landlords

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Identify route to step up of eviction prevention work and enforcement interventions, connected into the Good Landlord Scheme (C)	Rolling out the Rogue Landlord information sharing protocol (A)		

Ethical Lettings Agency- By 2024 bring additional 800 units in the private sector to applicants who are homeless, threatened with homelessness or on social housing registers

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Ethical Lettings Agency meets quarterly target (200 properties) (C)	ELA workshops to explore development of different delivery models and closer partnership working with LAs (G)		
Develop new routes to bring new properties into use for target groups (A)			

Place-based intervention- GMHP bringing forward place-based investment in neighbourhoods with high risk PRS markets in partnership with districts

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Neighbourhood activity focused on Covid resilience/recovery (G)	GMHP develop routes to deliver four place-based investment areas (G)	Four areas working in partnership with GMHP bringing forward place-based investment in PRS markets (G)	
Further Explore and develop opportunities and proposals, building on Arawak Walton and One Manchester models (G)			

Strategic Priority A3: Developing Healthy Homes Services to support vulnerable households

Desired outcomes: enabling residents to live independently in their homes for longer

Lead: GM Health and Social Care Partnership (GMHSCP)

The right home helps us to live happier, healthier, more independent lives for longer than would otherwise be possible. The health of older people, children, disabled people and people with long-term illnesses is at a greater risk from poor housing conditions. Variable quality of homes is a driver of health inequalities, with those living in poverty more likely to live in poorer housing, unstable housing circumstances or lack accommodation altogether. Unsanitary and unhealthy living conditions are a major long-term contributor to chronic health conditions, and lack of suitable supported or temporary accommodation prevents timely discharge of people otherwise ready to leave hospital. Unsuitable homes can be dangerous for residents in need of support, poor heating can lead to illness in winter, and vulnerable or older residents in need of support are prone to injury and preventable hospital admission.

In 2017 Greater Manchester Health and Social Care Partnership established a Housing & Health work programme, to make the most of our unique opportunity as a devolved Health and Social Care system to truly embed the role of housing in joined up action on improving health. Committed to furthering Greater Manchester's pioneering work on health and social care integration, we will work to champion the role of housing and promote investment in such services through the new integrated commissioning system. We will use these opportunities to influence development of new housing and communities with the right physical, social and green infrastructure that promote healthy lifestyles and more specialist accommodation for those who require it (see Strategic Priority B3), and to use the housing sector's workforce as key agents of behaviour change.

Ensuring our existing housing stock is suitable, accessible and fit for the future is integral to improving and maintaining our population's health. Research tells us that older households living in non-decent homes with at least one member with a long-term illness or disability are found in greatest numbers in owner occupation. We

need to find ways to ensure more of our homes across all tenures are energy efficient and comfortable to occupy if we are to maintain independence and improve quality of life of older households.

We see the potential for 'Healthy Housing Services', a reimagined version of the familiar home improvement agency or care & repair model, as being the potential key mechanism to bring together and develop the services and support available to vulnerable households in all tenures. This should be part of the responsive, integrated delivery of services for households whose home is adding to the daily challenges they face, but where often relatively minor interventions can make a major difference to their wellbeing and independence.

Making the case to Government

- Campaign 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.
- Use Comprehensive Spending Review and other routes to make the case for urgently dealing with unsuitable, inaccessible and/or unhealthy homes in the context of the widening health inequalities, the impact of the pandemic, domestic retrofit, and the findings of the Good Home Inquiry.
- GMCA response submitted to Government consultation on raising accessibility standards for new homes

Progress

- Approval and commencement of Tripartite Partnership between GMHP, GMHSCP and GMCA
- Future delivery of Healthy Homes considered within prioritisation of wider Housing and Health Programme.

Challenges

- COVID-19 impact on Business-as-Usual activity

- Limited capital resource available to improve poor quality private sector homes
- Limited capacity within GM programme to progress key activity

Partnerships

- Tripartite Partnership: GM Housing Providers, GMHSCP and GMCA.
- GM Ageing Hub Housing, Planning & Ageing Group

Data

- Evidenced baseline of GM housing stock completed and preparing for dissemination

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Business case for neighbourhood renewal- Capture the impact of housing improvements on health and wellbeing

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Publication of evidence emerging from Accelerating Retrofit project to inform business case development (C)			

Develop baseline model proposal for Healthy Homes services across all

localities- To support vulnerable households and improve their health and wellbeing

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
	Agree a framework and outline standards for delivery of baseline Healthy Homes service (A)		Marketing and awareness campaign on availability of services across GM (G)

Support localities to establish baseline services (where required)- To ensure consistent service provision across 10 localities

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
	Plan transition to baseline services for individual localities (A)	Confirm implementation of baseline services across localities (A)	

Review and implement policy changes required to deliver Healthy Homes baseline services- Ensure policies in relation to private sector capital spend are consistent and flexible

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
	Develop and agree consistent Greater Manchester Housing Assistance Policy Framework (A)	Approval process and begin implementation in localities where required (A)	Develop and approve additional policies e.g. Housing Provider policies and GM Equity Loan (A)

Strategic Priority A4: Improving access to social housing for those who need it

Desired outcomes: deliver at least 50,000 additional affordable homes by 2037

Lead: GM Strategic Housing Group

The social housing sector in Greater Manchester has been reducing in size for decades – falling from over 330,000 at the 1981 Census to around 245,000 now. 95,000 social rented homes have been purchased through Right to Buy, many subsequently finding their way into the private rented sector. As the sector has become less dominant, the role it has played in the overall housing market has evolved. Combined with the well documented growth in older households over the next few decades, there are powerful practical drivers for a greater level of integration between social housing providers and the health and social care system. In Greater Manchester, with devolution around health and social care, we should be able to adopt a more strategic approach to the commissioning of new social housing, and particularly supported housing.

As social housing becomes an increasingly scarce resource, the systems used to allocate the homes that become available require additional scrutiny to ensure they are fair and effective. Research into the allocation policies and processes operating around Greater Manchester will help to inform that debate, particularly as Universal Credit rolls out and adds to the impact of other welfare changes (including benefit caps, under-occupancy penalty (bedroom tax), and lower housing benefit payments for under 35-year-olds). Building and managing allocations processes to deal fairly with a complex mix of people with varied needs is a huge challenge for local authorities and housing providers alike. We will explore the benefits of a coordinated Greater Manchester housing allocations framework as one way to improve the accessibility and availability of social housing.

The reintroduction of a CPI+1% rent formula from 2020 potentially allows housing providers greater financial scope. But welfare reforms mean that tenants on Housing Benefit/Universal Credit will increasingly be expected to find a proportion of rent from the rest of their household budget. The development of the Greater Manchester

Housing Providers group, combined with devolved powers in areas such as health and social care and city region wide approaches to homelessness prevention and rough sleeping, offers the potential for more strategic and collaborative responses. The consensus about the central importance of social housing within the broader housing system will continue to drive innovation and good practice, including work to overcome the barriers to delivery of new social housing (see Strategic Priority B2).

Making the case to Government

- Lobbying for access to stable devolved funding to allow a strategic programme of investment and innovation in new supported housing, housing for older people and associated support services, building on the successes of GM's Housing Investment Loan Fund.
- Lobbying for specific additional and ringfenced Adult Social Care revenue budget for supported housing and housing related support to allow for market certainty and longer term commissioning relationships
- Continue to make the case for increasing the supply of social housing. GMCA is committed to finding ways through a problematic legislative and financial environment to maximise the delivery of social housing. We will work with housing providers, local authorities, Homes England and government to maximise investment in new social housing.
- Continue to campaign to scrap the Government's Right to Buy policy in Greater Manchester. As a minimum seek to pilot a different model with control over discounts to guarantee one-for-one replacement of social rented homes, preventing former RTB properties being privately rented and protecting new build via Housing Revenue Account borrowing from future RTB.

Progress

- Approval and commencement of Tripartite Partnership between GMHP, GMHSCP and GMCA
- Awaiting announcement of AHP Strategic Partnership allocations

Challenges

- Continued loss of social housing and financial resources through Right to Buy
- Diverse control of systems makes change difficult to achieve
- Additional pressure in system from COVID-19 impacts

Partnerships

- Tripartite Agreement: GM Housing Providers, GMHSCP and GMCA.

Data

- GM Strategic Housing Market Assessment (SHMA) revised and updated

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Establish task and finish group of key partners to develop action plan, including exploration of coordination of district allocation policies- Bring working group together to devise solutions for testing and consultation with stakeholders

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Identify and agree priorities for GM collaborative work to ensure allocations policies and processes maximise opportunities to address housing need (see also Policy A1) (C)	Engagement with LAs on allocations policies through a series of thematic workshops (G)	Work up priorities/ potential framework for allocations as a result of LA engagement (G) Engagement with GMHP around co-operation and nominations with LAs (G)	

Develop better understanding of current and future need for social housing to help direct commissioning- Ensure evidence base in GM SHMA, supported housing census, etc. is maintained and updated to inform policy and decision-making, and to aid delivery of localities' supported housing strategies

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Commence implementation of key Housing & Mental Health Strategy workstreams (C)	Development of GM Supported Housing offer to localities based on local understanding of need, working with H&SCP and Homes England. (G)		

Improve supply and accessibility of high quality temporary accommodation for households in priority need- Find routes to raise quality and quantum of temporary accommodation available to districts

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Identify strategic approaches to generating investment in high quality solutions as part of five year homelessness strategy work (A)	Implementation of GM Homelessness Prevention Strategy (G)		

Strategic Priority A5: Identifying pathways to volume domestic retrofit and reducing fuel poverty

Desired outcomes: residential sector makes full contribution to Greater Manchester becoming a carbon neutral city region by 2038

Lead: GMCA Environment Team

We need a clear multi-tenure approach to retrofit and improving the energy performance of our existing homes. The Decent Homes Standard and longstanding investment by housing providers has raised the bar in the social housing sector, and the proposed review of Decent Homes Standard is likely to further drive efforts to reduce fuel poverty and carbon emissions. But we know our biggest issues remain in the private sector, and particularly the private rented sector. With the Greater Manchester Low Carbon Hub, we will explore and exploit any levers at our disposal to raise the standards in private homes, and integrate fuel poverty into our wider work with private landlords and owner occupiers.

We published a Five-Year Environment Plan for Greater Manchester at the second Green Summit in March 2019. This sets out our aim for a carbon neutral city region by 2038 and a set of urgent actions over the next five years – for residents, businesses and other organisations (including the public sector) – to put us on a pathway to achieving that longer term aim. A key part of this plan is a step-change in improving the energy efficiency of Greater Manchester's homes and buildings.

We're clear that our challenging targets will only be delivered through the alignment of sustained proactive national policy and a prioritised Greater Manchester programme to generate and apply resources to maximum effect. We will need to find or develop new tools if the required investment in energy efficiency of both new and existing homes is to be achieved. The health, poverty and productivity impacts of inefficient stock need to be addressed, and our existing building stock will remain our most significant challenge.

Identifying cost effective pathways for the domestic retrofit of energy efficiency and low carbon heating systems to our existing homes as part of a coherent whole systems approach is essential to support Greater Manchester's long term

decarbonisation targets. Modelling for our 5-Year Environment Plan shows the scale of the challenge, with on average 61,000 of our existing residential properties needing to be retrofitted each year between now and 2040 if we are to achieve our aims for carbon neutrality. Local energy generation will also be an important part of that approach. We're developing innovative finance and delivery mechanisms to retrofit homes, making them more energy efficient and reducing carbon emissions and fuel bills for residents in Greater Manchester. This includes exploring different models including modular retrofit of existing stock.

Making the case to Government

- Our challenging targets can only be achieved through a combination of sustained proactive national policy and aligned priorities and resources from Greater Manchester. New mechanisms to balance up-front investments in energy efficiency with the rewards of increasing comfort are needed in both new build and existing home and building refurbishment activities if the ill health, poverty and productivity impacts of inefficient stock are to be addressed
- Make case for retrofit as a national infrastructure priority to open up potential of long-term investment models
- GMCA response to MHCLG consultation on improving energy efficiency of private homes submitted

Progress

- Installs of £4.7m Phase 1A BEIS Green Homes Grant (GHG) Local Authority Delivery Scheme (LADS) to c.364 homes underway
- £5.6m GHG LADS Phase 1B bid successful to retrofit 821 homes
- Contracting GHG LADS Phase 2 for £17.6m to retrofit c.1300 homes
- Retrofit Taskforce established

Challenges

- Absence of mainstream, long term grant funding to provide strategic direction for residential retrofit
- Local EON delivery capacity hindering delivery of the GHG LAD scheme to homeowners

Partnerships

- GM Green City Region Partnership
- GM Low Carbon Buildings Challenge Group
- Retrofit Taskforce

Data

- Evidenced baseline of GM housing stock completed and disseminated

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Improving understanding of condition and challenges of GM housing stock and opportunities for early progress and innovation

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Future scenarios for energy and CO ₂ use modelled including costed interventions (G)	Develop a bid with Social Housing Decarbonisation Scheme Wave 1 – Led by GMHP Group (G)		
Digest and share housing stock research with stakeholders (C)			

Provide clear strategic and governance framework to take retrofit agenda forward in GM

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Segmentation of Home Energy Improvement Market in GM completed (C)	Seek to procure partners to deliver a Retrofit Accelerator (G)		
Market value proposition developed, and delivery approach agreed (A)	Retrofit Taskforce established (G)		

Identify and pilot scalable finance and delivery mechanisms to retrofit homes

Jan-June 2021	July-Dec 2021	Jan- June 2022	July-Dec 2022
Work continuing to explore assignment of rights to maximise available renewable heat incentives (G)	Pilot innovative finance approach for retrofit in Stockport (G)		
Task force with the Green Finance Institute to understand different models for retrofit (G)			

Identify and explore local levers to achieve further progress

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Explore an alternative to the Solar Together campaign using local suppliers (A)	Include in Retrofit Accelerator scope (G)		

Encourage and support the expansion and reskilling of the construction and retrofit sector and associated supply chain

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Via ESF Skills for Growth, commission retrofit skills delivery to upskill trades, professionals and training providers (G)			
Plan for integrated retrofit skills pathways across GM to fit alongside			

commissioned delivery (G)			
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Access Government funding for retrofit programmes

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Delivery of GHG LADS Phase 1A (C)	Delivery of GHG Phase 1B (G)		
Contract/ commence delivery of GHG Phase 2 (C)	Delivery of GHG Phase 2 (G)		

Strategic Priority B1: New models of housing delivery

Desired outcomes: delivery of new homes outlined in Places for Everyone and Stockport Local Plan, including up to 10,000 units from the Greater Manchester Housing Investment Loan Fund; Greater Manchester to be a centre of modern building practices and techniques, and a pioneer of models of community-led housing

Lead: GMCA Delivery Team

There is a growing diversity in the means of housing delivery in Greater Manchester. The GMCA-managed GM Housing Investment Loan Fund provides a £300 million revolving pot to support private sector-led development of new homes. It has invested alongside ten housing providers in a new joint delivery vehicle, intended to build 500 new homes per year, part of GM Housing Providers' collective commitment to double their delivery of new homes over five years. There has also been significant delivery of new homes for long term management as private rented properties, backed by financial institutional investment.

We will explore options to aid delivery of the homes we need, including through a closer and stronger relationship with Homes England as the arm of Government charged with 'making homes happen'. This will include the use of devolved powers such as establishing Mayoral Development Corporations, the potential for a Greater Manchester direct delivery vehicle, and One Public Estate work to deliver housing on public land. Greater Manchester is committed to finding ways through a problematic legislative and financial environment to maximise the delivery of social housing.

We need to work with the construction sector and education and skills providers to deal with evident skills gaps, and with key developing partners to use the power of their supply chains to encourage skills development and retention within the industry, for new build and maintenance and retrofit of existing homes. Our Local Industrial Strategy points to the potential for Greater Manchester to be a centre for new manufacturing technologies, helping minimise inefficiencies and delays that affect on-site construction, and raising the carbon and energy performance of homes. This could change perceptions of construction careers, and help diversify the sector's workforce. Supply chains located in Greater Manchester will capture economic benefit from housing growth.

We will explore alternative models of community ownership of housing. Community-led housing can promote community resilience and cohesion, tackle loneliness, provide affordable accommodation and give residents of all ages real influence over their homes. We will work with partners to provide support and guidance for groups, including help to seek grant and loan funding. Our goal is to institute a permanent Community-Led Housing Hub, to facilitate community-led housing across Greater Manchester.

Making the case to Government

- Seek flexible resources to bring forward new housing land and development to meet local needs and demand, tying together the Housing Infrastructure Fund, Shared Ownership and Affordable Homes Programme, and loan/investment funding at a Greater Manchester scale to ensure strategic approach to a pipeline of residential land and development, better tied to development of necessary infrastructure.
- Through the Local Industrial Strategy and Comprehensive Spending Review, make the case for a partnership with Government to achieve better alignment of education, training and employment activity in Greater Manchester, including for the construction sector.

Progress

- Provisional allocations of £97m Brownfield Housing Fund
- Hive Homes Joint Venture with GM Housing Providers fully operational
- Community Led Housing Hub established
- Places for Everyone (PfE) consultation underway

Challenges

- Delivery capacity
- Operational impact of COVID-19 and Brexit on supply chain and delivery
- Changes to government planning policy

Partnerships

- GM Housing Providers Group and Tripartite Agreement
- GMCA/Homes England Partnership
- Community-led Housing Hub

Data

- Wider piloting of site analytics

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Help to ensure supply of sufficient appropriate sites for the delivery of new homes from 2021 – 2037

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Establishment of Joint Committee for Places for Everyone (C)	Regulation 19 Consultation on Places for Everyone (G) Consultation on Stockport Local Plan (G)	Submission of Places for Everyone to Secretary of State for Examination (G)	Examination in Public of Places for Everyone (G) Stockport Local Plan Regulation 19 consultation (G)

Establish a GM community-led housing hub- To support the development of co-operative and other community-based housing projects to deliver new homes

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Pipeline of potential community-led housing schemes being brought forward (G)	GM Community-Led Housing Hub established as Community Benefit Society (G)		

Work with partners to find new delivery models and sources of investment-

Including the joint venture with GM Housing Providers, better use of public sector assets, provision of finance from the GM Housing Investment Loan Fund and supporting the contribution of smaller house builders

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Hive Homes – exchange contract on additional site. Discussions underway with further districts on sites including	Hive Homes – first units completed and on sale, contracting the first Brownfield sites (G)		

Brownfield Housing Fund sites (C)			
	Continue to develop land supply opportunities with public service partners (including Stations Alliance) (G)		

Encourage and support the shift to modern methods of construction (MMC), increased innovation, and the expansion and reskilling of the construction sector and supply chain- To raise productivity and the quality and pace of delivery of new homes, and to assist in achieving our target that all new buildings in GM will be net zero carbon by 2028

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Work closely with Offsite Alliance to implement preferred MMC option. This could include working with partners to identify suitable sites/ partnerships for MMC facility and a pipeline of suitable housing sites (C)	Offsite Alliance undertaking business planning, including identification and selection of methods to use in future delivery phases (G)	Offsite Alliance undertaking business planning, including identification and selection of methods to use in future delivery phases (G)	Following the announcement of Homes England Strategic Partnership allocations, work with providers to support delivery of 25% MMC (G)

Strategic Priority B2: Investing in truly affordable housing

Desired outcomes: set out a Greater Manchester approach to affordability; deliver at least 50,000 additional affordable homes by 2037, with at least 30,000 for social or affordable rent

Lead: GMCA Delivery Team

There are several different groups of households under particular pressure to meet the cost of their homes. Through our supply of new homes we should be providing better choices to ease those pressures. That should include adding to the stock of social rented housing to reverse the losses from Right to Buy. There is a need to develop more supported housing to provide more effective routes away from homelessness, and for a range of others whose needs are currently being inadequately met in mainstream housing, or in expensive and inflexible institutional settings. We should also explore new models that help households to access home ownership in a way they can afford and sustain, or providing homes of all tenures better matched to the need of older households who are currently living in homes which present a risk to their wellbeing and continued independence.

We know the cost of housing can be a challenge to different cohorts within the housing system across Greater Manchester - including those needing access to social rent or trying to maintain a tenancy as welfare rules are squeezed, private renters sharing and saving as prospective first time buyers looking for routes into home ownership, people in unstable employment in any tenure, older owner occupiers without the resources to maintain a decaying property, and people living in overcrowded properties because they cannot afford or access a home large enough to meet their needs.

We will set out our approach to increasing the delivery of affordability and truly affordable housing in Greater Manchester, to help us in our work to deliver homes and a housing market that is truly affordable to all our residents.

Making the case to Government

- Seek flexible resources to bring forward new housing land and development to meet local needs and demand, tying together the Housing Infrastructure Fund, Brownfield Housing Fund, Affordable Homes Programme, and

loan/investment funding at a Greater Manchester scale to ensure strategic approach to a pipeline of residential land and development, better tied to development of necessary infrastructure.

- Continue to make the case for a devolved strategic partnership arrangement with Homes England to fairly allocate housing investment and give Greater Manchester local control of funding to accelerate the delivery of new homes to meet our housing needs.
- Lobby for the freedom to develop a strategic approach to developer obligations and viability issues that fits within the Greater Manchester market.

Progress

- GM Delivery Team in place with capacity to support districts
- Awaiting announcement of AHP Strategic Partnership allocations

Challenges

- Unavailability of selected Homes England programmes in parts of Greater Manchester
- Right to Buy disincentive to invest in new supply
- Resourcing of zero-carbon homes

Partnerships

- GM Housing Providers Group and Tripartite Agreement
- GMCA/Homes England Partnership

Data

- Bringing together information on potential future delivery pipeline of social and affordable homes to identify potential gaps in delivery

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Consult & agree on a GM approach to housing affordability- To drive better targeting of investment and interventions toward the groups of GM households most challenged in accessing homes they can afford

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Emerging findings to be fed into Tackling Inequalities Board workstreams (C)			

Develop a clearer, more consistent and systematic approach to capturing and recycling value generated by market development in the form of additional affordable housing & other community benefits

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Review of Three Dragons work in light of Places for Everyone (C)			
Brownfield Housing Fund projects include clawback and overage mechanisms to recycle excess profits back into affordable housing delivery. (G)	Brownfield Housing Fund projects include clawback and overage mechanisms to recycle excess profits back into affordable housing delivery. (G)	Brownfield Housing Fund projects include clawback and overage mechanisms to recycle excess profits back into affordable housing delivery. (G)	Review Clawback and overage from schemes to enable investment in affordable housing delivery (G)

Find routes to invest in provision of additional affordable housing, including for social rent- To reduce LAs' reliance on expensive and often poor quality temporary accommodation, and to provide stable, high quality homes for GM residents unable to access decent market housing, and meet PfE commitment to delivery

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Work with districts, RPs and Homes England to scope potential for adding capacity or streamlining processes in support of accelerated affordable housing delivery. (C)	GMCA, Local Authorities and Homes England Challenge Group to accelerate affordable housing delivery established (G)		Following announcement of Strategic Partnership allocations, work with Planning Officers Group and RPs to ensure planning have early visibility of pipeline to proceed with applications in a timely manner (G)

Relationships with Homes England and GMHSCP to lever investment to progress 50,000 additional affordable homes by 2037

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Confirm & develop strategic relationship with Homes England with 50,000 additional affordable homes as shared objective (C)			

Strategic Priority B3: Increasing choices in the housing market for Greater Manchester households

Desired outcomes: delivery of new homes outlined in Places for Everyone and Stockport Local Plan, including up to 10,000 units from the Greater Manchester Housing Investment Loan Fund; deliver at least 50,000 additional affordable homes by 2037

Lead: GMCA Delivery Team

Given the mismatch between our existing housing stock and our future needs, new homes must help us to offer broader choices to our residents, in a variety of ways. The Mayor's Town Centre Challenge has focused attention and brought different stakeholders and communities together to plot a new future for town centres across Greater Manchester. Increased town centre living is a common theme - and we need to think about how we make town and district centres attractive places to live. Using brownfield sites in and beyond town centres for housing is a vital part of the Places for Everyone strategy. Brownfield sites are within the grain of existing communities, so are often ideal locations for new homes to meet the needs and aspirations of those communities. We need to find the right tools and funding models to make that happen including support for smaller, local developers who are often well placed to identify and deliver these opportunities. Some sites will pose significant challenges to make them financially viable and will need public sector intervention and investment.

The need to explore diverse housing options for our ageing population means we need new homes to provide options for older households thinking about 'rightsizing' as a means to live independently for longer. New homes need to be more adaptable, and designed with potential care needs in mind. Places for Everyone specifies that all new dwellings must be built to the 'accessible and adaptable' standard, so homes can respond to the changing needs of residents. More broadly, we need to develop a more strategic approach to market provision and public sector commissioning of housing suitable for a range of groups with distinctive housing needs currently not being fully met. Recognising the challenge many Greater Manchester households face in accessing the homes they aspire to in the current market, we need to develop alternative models and pathways which will assist key groups to achieve secure, high quality homes (see Strategic Priority A3).

Making the case to Government

- Seek flexible resources to bring forward new housing land and development to meet local needs and demand, tying together the Housing Infrastructure Fund, Brownfield Housing Fund, Affordable Homes Programme, and loan/investment funding at a Greater Manchester scale to ensure strategic approach to a pipeline of residential land and development, better tied to development of necessary infrastructure.
- Continue to make the case for a devolved strategic partnership arrangement with Homes England to fairly allocate housing investment and give Greater Manchester local control of funding to accelerate the delivery of new homes to meet our housing needs.
- Developing and piloting new models to meet Greater Manchester households' aspirations in partnership with Homes England and Government.
- Joint lobbying / influencing with Social Care leaders on changes to supported housing policy and investment, including; change to the existing Homes England grant regime to allow for grant to be utilised for development of short term accommodation to facilitate discharge from acute settings; increased and ringfenced social care revenue and higher grant rates for supported housing development.

Progress

- Provisional allocations of £97m Brownfield Housing Fund
- Stockport MDC established
- Brownfield Housing Fund successful bids
- Launch of Creating Age-Friendly Homes in Greater Manchester

Challenges

- Delivery capacity and availability of sites
- Impact of COVID-19 on delivery

Partnerships

- GM Housing Providers Group and Tripartite Partnership
- GM Ageing Hub Housing, Planning and Ageing Group
- Housing Solutions Group

Data

- GM Strategic Housing Market Assessment (SHMA) revised and updated
- Monitoring and identifying how to support delivery of small sites in PfE allocations

Actions

Key- (R)= Stalled, (A)= Delayed, (G)= Met/on track, (C) = Complete

Creating attractive new residential choices in and around our town centres

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Progress and develop Towns Fund bids. Utilise other funding e.g. Brownfield Housing Fund, Levelling Up Fund, Resilience Innovation Fund) to support housing development in town centres (G)	Progress and develop Towns Fund bids. Utilise other funding e.g. Brownfield Housing Fund, Levelling Up Fund, Resilience Innovation Fund) to support housing development in town centres (G)		
Places for Everyone to include focus on housing supply in town centre locations (C)	Places for Everyone to include focus on housing supply in town centre locations (C)		

Unlocking the potential of Greater Manchester's brownfield land supply

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Brownfield Housing Fund Tranche 1 schemes 4,983 homes (1,100 affordable) in contract by end March, Tranche 2 (2,720 homes of which 1,350 affordable) in contract by Summer (C)	Delivery underway on site (G)		

Develop alternative models and pathways which will assist key groups to achieve secure, high quality homes- Recognising the challenge many GM households face in accessing the homes they aspire to in the current market

Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
<p>Joint supported housing delivery plan developed with GMHSCP and GMHP. (G)</p> <p>Locality engagement via Strategic Housing Partnerships and DASSs. (G)</p>	<p>Development of clear GM supported housing offer for commissioners. (G)</p> <p>Development and delivery of accommodation options to support DTOC patients and patients who are medically optimised awaiting transfer (MOAT) (Dependent on NHSE funding). (G)</p>		

Growing options to meet future aspirations of older households- Develop a more strategic approach to market provision or public sector commissioning of housing suitable for specific groups, including older households looking for better ‘rightsizing’ choices in their own communities or families with children in the private rented sector

<i>Jan-June 2021</i>	<i>July-Dec 2021</i>	<i>Jan-June 2022</i>	<i>July-Dec 2022</i>
Investigate alternative funding models for agency (C)	MMU to launch formation of Agency; seeking alternative funding, working with Innovation Partnership on Healthy Ageing (G)		
Complete and disseminate ‘Design for Life’ guide to urban practices for an age-friendly city, engage with sector partners to embed learning and good practice (C)	Engagement with key stakeholders (incl. planners, developers) on research and evidence-base (Design for Life, Right Place, Victoria North) (G)	Engagement with key stakeholders (incl. planners, developers) on research and evidence-base (Design for Life, Right Place, Victoria North) (G)	
	Complete and disseminate learning from RightPlace prospectus (G)	Working with local authorities on district, local and neighbourhood plans (G)	Working with local authorities on district, local and neighbourhood plans (G)