

Greater Manchester Combined Authority

Date: 22nd March 2024

Subject: GM Housing Delivery Plan

Report of: Councillor Ged Cooney, Portfolio Lead for Housing and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure.

Purpose of Report

This paper sets out the GM Housing Delivery Plan and associated Implementation Plan for approval by the GMCA. This Plan has been developed to clearly set out the GMCA role in enabling delivery of new homes across Greater Manchester, acknowledging that this is led by Local Authorities. The plan brings into a single document the range of programmes and delivery mechanisms currently underway to upscale delivery of homes, including the housing growth elements of the Devolution Deal. It has been developed to support the housing related commitments and targets set out in key GM strategies, such as Places for Everyone, GM Housing Strategy and the Mayoral commitment to deliver 30,000 Truly Affordable Net Zero homes.

The Plan is a 5-year approach with a shorter-term Implementation Plan to be reviewed on an annual basis.

Recommendations:

The GMCA is requested to:

Agree the GM Housing Delivery plan as set out in this document and the Implementation Plan as set out in Annex 1.

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

The GMCA are requested to agree the GM Housing Delivery plan as set out in this document and the Implementation Plan as set out in Annex 1. The Housing Delivery Plan sets out activity that will drive forward delivery of more homes across GM which will respond to the high levels of housing need we have in Greater Manchester. Delivering new homes will have positive economic impacts and on the health and wellbeing of GM residents. The Plan provides the mechanisms by which the 30,000 Truly Affordable Net Zero homes will be delivered.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health	G	The Housing Delivery Plan sets out activity that will drive forward delivery of more homes across GM, including affordable rented homes. The provision of somewhere safe, secure, and affordable to live is a core part of enabling GM residents to live healthy lives and in particular impacts positively on mental health and wellbeing.
Resilience and Adaptation		
Housing	G	The Housing Delivery Plan will facilitate long term development of new homes in response to high levels of housing need and demand in the system. It aims to upscale delivery of homes across GM, which would improve availability of affordable homes. The Plan includes an intention to develop a pipeline of land supply aligned to delivery of new homes. The main focus of the Housing Delivery Plan is to set out tools, led by GMCA, that will facilitate construction of new build homes.
Economy	G	The delivery of new homes facilitated through the plan may stimulate economic growth and bring further investment into the city region for development of new homes. The Housing Delivery Plan sets out actions that look to support Local Authorities with increased capacity and also training opportunities for the construction and development sectors, including a skills programme for the Construction sector on low carbon construction methods, via the TANZ programme.
Mobility and Connectivity		
Carbon, Nature and Environment	G	The Housing Delivery Plan provides the delivery mechanisms for the Truly Affordable Net Zero homes programme, which aims to deliver 30,000 new zero-carbon homes by 2038.
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		

Further Assessment(s):

Carbon Assessment

G	Positive impacts overall, whether long or short term.	A	Mix of positive and negative impacts. Trade-offs to consider.	R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR	Negative impacts overall.
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Carbon Assessment

Overall Score

[Redacted]

Buildings

Result

Justification/Mitigation

New Build residential	[Redacted]	The Housing Delivery Plan will bring together existing programmes of work support on housing delivery and look at long term delivery of new homes including the TANZ programme. Delivery of specific energy efficiency standards, renewable requirements, and interventions will be determined on a scheme by scheme basis. Costs and financial viability assessments will also be undertaken on a scheme by scheme basis.
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Residential building(s) renovation/maintenance	N/A	
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New build non-residential (including public) buildings	N/A	
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Transport

Active travel and public transport	N/A	
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Roads, Parking and Vehicle Access	N/A	
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Access to amenities	N/A	
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Vehicle procurement	N/A	
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Land Use

Land use	N/A	
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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.
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Legal Considerations

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report:

N/A

Comments/recommendations from Overview & Scrutiny Committee

Background Papers

N/A

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

GM Transport Committee

N/A

Overview and Scrutiny Committee

TBC

1. Background

- 1.1. The Greater Manchester Strategy commits to ensuring local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone (PfE) spatial plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy targets.
- 1.2. The spatial plan has identified the amount of new development that will come forward in GM, including housing development, and allocates the land to do this. Unlocking land for housing is key to the Housing Delivery Plan to promote inclusive growth, increase housing delivery, tackle inequalities and support decarbonisation.
- 1.3. The GM Investment Plan sets out how the growth tools set out in the Devolution Deal will be utilised to deliver against Greater Manchester growth ambitions. The Housing Delivery Plan sits underneath the Investment Plan to describe how these tools will be used to increase supply of new homes.
- 1.4. The GM Housing Strategy acknowledges that we need to continue and increase the pace of delivery if we are to meet local needs, support economic growth, and help to reduce the pressures which contribute to overcrowding, rough sleeping and homelessness. To do this we need to consistently deliver the right homes in the right places, that are affordable for all GM residents, providing the right number and mix of new homes for the future needs of Greater Manchester. The Strategy sets out an ambitious target of 50,000 new homes for Greater Manchester by 2038. A Mayoral commitment in 2021 stated that 30,000 of these new homes should be Truly Affordable Net Zero (TANZ) homes.
- 1.5. Recent focus from the GM Reform Board on the importance of housing delivery and housing interventions in responding to health inequalities, alongside the confirmed relationships between the housing sector and NHS GM through the Tripartite Agreement (between NHS GM, GM Housing Providers and the GMCA), provides new context for the work we will progress to deliver more new homes.
- 1.6. There now a need to set out the plan for delivering against these ambitious targets to ensure that the GMCA is fully participating in supporting Local Authorities deliver

their objectives, ensuring that the two work together in a complementary way to deliver most effectively.

2. Purpose of the Plan

2.1. The purpose of the Housing Delivery Plan (The Plan) is to set out the role of GMCA and where it can undertake activity that supports Local Authorities in delivery of new homes. It has been developed to clearly set out a series of actions that can be taken by GMCA to accelerate local housing delivery in support of the housing related commitments and targets set out in key GM strategies. Further detail on this role is included in Section 5.

2.2. To accelerate delivery towards these targets, the Plan sets out how the Devolution Trailblazer tools relating to housing delivery will be utilised and the new mechanisms that will be developed to upscale delivery of homes, based on the needs of GM residents and in support of the objectives and targets outlined in key GM strategies.

2.3. This will include:

- Approach to supporting general new build homes (all of which should be pushing towards net zero and will include general social, affordable and shared ownership homes).
- Approach to increasing the quality of the private rented sector.
- Increasing the supply of supported and specialist homes across GM.

2.4. Delivery of new homes happens at a Place level and is led by Local Authorities. All ten GM Local Authorities have a vision for the homes they need and extensive plans in place to deliver them, alongside meeting their responsibilities to assess housing needs and facilitate the delivery of new homes through the planning system.

2.5. The Housing Delivery Plan does not seek to duplicate or supersede these plans or the Local Authority role. Instead, it is seeking to build on the successful collaboration around the spatial planning framework for new housing delivery targets, consider where GMCA can usefully support using the resources available to bring housing delivery forward, and set out the role GMCA should play in

providing support to the Local Authorities to enable them to meet their local targets. The Plan can also provide the means by which to facilitate cross LA boundary working, for example on cross boundary sites and Growth Locations.

2.6. In a system with much reduced resources, there is a need to ensure all partners are collectively making the best use of the tools and the limited capacity available to make the most effective use of what we have. The Plan will set out where GMCA can support and bring capacity into Local Authorities to increase the supply of new homes, through the tools in the Devolution Deal and other identified mechanisms where value can be added.

2.7. The GM Housing Delivery Plan is a 5-year approach with an Implementation Plan that will ensure focus on milestones to be achieved in each year of the plan period to drive forward the increasing supply of housing across GM. An annual review will ensure the Implementation Plan remains relevant and reflective of changing priorities and policy objectives, including recommendations from the GMCA Scrutiny Committee on Affordable Housing. This is especially important given the changing local and national context with local, mayoral and national elections all scheduled this year.

3. Supply and Demand

3.1. Data and evidence on the housing market in Greater Manchester tells us there is a considerable demand for more of the right homes to meet the needs of our residents. Many issues in the housing market such as unaffordability, lack of available properties, lack of 'flow' through the market, lack of accessible and supported homes, are driven or exacerbated by undersupply. Fundamentally, more homes are needed to increase capacity in the housing market which in turn will increase choice, affordability and mean that we are able to make the best use of the housing we have.

3.2. Places for Everyone sets a target to build at least 201,000 new homes over the period 2018 to 2037 (not including Stockport). The commitments set out in the GM Housing Strategy and through the TANZ programme projected on an annual basis means over 3,300 new affordable homes each year, 2,000 of which should be TANZ homes.

- 3.3. The GM Strategic Housing Market Assessment sets out an annual housing need figure for Greater Manchester as a whole of 10,583 new homes per year, with an additional 4,678 affordable homes for needs that are not being met by the market.
- 3.4. This is reinforced by the demand we see in Local Authority housing systems, with 68,947 households on housing registers across GM and 49% of these have priority through a reasonable preference category. Of these households, 34,191 require a 1 bed property, 19,208 require 2 beds, 11,533 require 3 beds and 4015 require 4 or more beds.
- 3.5. Numbers of homeless households and those in temporary accommodation are increasing alongside Local Authority housing registers:
- Between April and June 2023 5,394 households were assessed as owed either a Prevention or Relief homelessness duty. 61% of all those owed a duty were single adults.
 - On the 31st March 2023 there were 5,014 households in temporary accommodation; 3,071 of these were households with children.
- 3.6. Wider pressures in the housing system, particularly for Local Authorities, responding to ever increasing temporary accommodation costs and the continued effects of the cost of living crisis, impact ability to deliver more homes within finite resources and at the same time, reinforce the high levels of demand for good quality, affordable homes that will support alleviating these pressures.
- 3.7. Properties of the right size and affordability can contribute to this response and in the short term this is likely to need an approach that sees the re-provisioning of existing accommodation to address the challenges faced by those that most need it alongside increasing the number of new homes in the medium term.
- 3.8. Alongside this demand for more affordable homes, there is increasing demand for specialist and supported homes for a range of populations with care and support needs. Recent modelling has demonstrated that to the period 2031, there is a requirement for an additional:
- 8,500 Housing with Care units and 7,800 Retirement Housing units for older people.

- 1,296 units of supported accommodation for people with a learning disability
- 2,535 units of supported accommodation for people with mental health needs

3.9. Increasing accommodation of this nature will help to address social care pressures and shift demand away from institutional care for those who are able to live more independently with the right support available. New housing can only be built where land exists and supported accommodation may be best suited to areas where new build has limited options and re-provision of existing accommodation is the most effective approach.

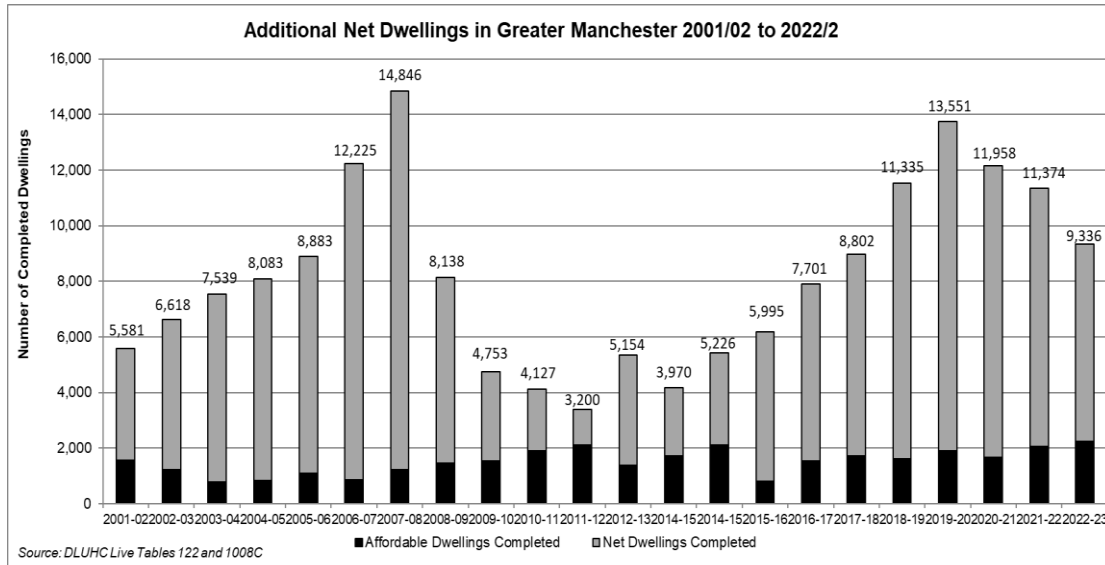
3.10. The approaches currently underway to upscale affordable housing, through both new development and interventions within the private rented sector, are delivering sizeable number of new homes and are an important part of our delivery infrastructure.

3.11. The Homes England Affordable Homes Programme (AHP) supports delivery of the vast majority of affordable and social rented homes in GM working with our Housing Provider partners. Compared to the rest of the country, AHP spend in Greater Manchester is considerable, around three times higher than comparative areas, and accounts for a significant proportion of the national grant allocation available outside of London.

3.12. Despite this, the position remains that we do not have the numbers of new homes that Local Authorities need to meet the demand in the system and to alleviate the pressures in the wider market.

3.13. Historically the delivery of new homes we have seen in GM across all tenures is not consistent. The net additional dwellings graph below demonstrates this over a 21-year period (Fig 1.) where the average completion rate is 8,109 dwellings, with 1,518 of these being affordable completions which is 23% of the total.

Fig. 1



4. System pressures and risks

4.1. Places for Everyone has allocated land for housing at a scale that means we can deliver the homes we need. However co-ordinated action is required to unlock these sites and bring forward the delivery of new homes required. Land in Local Authority ownership is in short supply and there is a need to ensure private land supply is driven forward. There are also a significant proportion of PFE sites in high density areas, which may require different approaches to realise delivery.

4.2. Current grant availability through Homes England Affordable Homes Programme, although delivering a sizable number of new homes, is not consistently high enough to deliver social and affordable rented homes across all parts of GM at the rate required, given construction inflation pressures. Despite grant levels having risen, financial appraisals of new build housing schemes are increasingly unviable due to significant increases in scheme costs. For development where higher grant rates are required, such as delivery of the GM commitment on Net Zero homes, this is even more challenging.

4.3. Alongside responding to challenges on financial viability through AHP in partnership with Homes England, there is a need for a substantial increase in S106 affordable housing delivery, which historically has been low across GM, alongside this to truly deliver homes at the scale needed.

- 4.4. The costs associated with developing new homes have increased significantly since the Covid pandemic and the inflationary pressures experienced since this period. Land value expectations have not re-calibrated and are unlikely to given demand. Increased pricing for materials driven by demand, issues with supply chain and increased labour costs have all contributed to drive up overall build costs, while values have not increased at a pace to offset the rising costs.
- 4.5. Issues have been experienced with availability and capacity of contractors. This is exacerbated further for more specialist homes where an even smaller pool of contractors is available with the right experience and skills to deliver. SME's are an essential part of the supply chain and benefit from certainty in the market to enable them to train the right skilled workers to meet demands.
- 4.6. We have a reliance on the capacity and capability of Housing Providers as the primary delivery vehicle of affordable homes. There are currently many conflicting demands on the Housing Provider sector with costs rising, as outlined above, and income not increasing at the same rate. High levels of investment required in existing housing stock on the back of increasing compliance and regulation has exacerbated this, with the implementation of a new Decent Homes Standard and requirements for zero carbon led retrofit bringing further costs that have potential to impact on their build programmes. The not-for-profit nature of Housing Providers and their financial regulation consequently means there is less risk appetite around delivery.
- 4.7. In this challenging financial context, the Housing Provider sector cannot sustain the same levels of new housing development, with many organisations making strategic decisions between investment in existing homes and investment in new homes. For supported and specialist homes, financial viability is much harder to achieve due to higher cost requirements and current short term commissioning arrangements create further financial risk for housing providers.
- 4.8. The work to deliver 30,000 Truly Affordable Net Zero (TANZ) homes is an important statement of our commitment to tackle the need for more affordable homes and a vital mechanism intended to drive early adoption of net-zero standards, however viability challenges are amplified further here meaning this will be increasingly challenging to achieve in the current delivery context.

- 4.9. The rising costs of rent and mortgages are a key driver of the cost-of-living crisis in Greater Manchester, and the support available from the welfare system doesn't provide an adequate safety net for too many of our residents. In the time since Local Housing Allowance rates were frozen in April 2020, private rents in Greater Manchester have risen faster than ever on record. Research has demonstrated that rents on new tenancies are rising much faster, up 12% across Greater Manchester between April and October 2022. The research also found that only 4% of new tenancies in Greater Manchester were affordable within Local Housing Allowance rates. The change in LHA rates should start to alleviate some of this pressure in the rental market. However, it does not go far enough to ensure properties are accessible for all households in GM.
- 4.10. The capital and revenue resource available to make delivery of new homes viable is limited at both a local authority and combined authority level. While there is the possibility that this will be partially addressed through the Single Settlement this will still be an area for concern and require efficiencies in approach to delivery.
- 4.11. Capacity in Local Authority Building Control, Development and Planning Departments is already stretched, meaning there is not enough resource in these crucial areas to bring the right level of new housing development through the system. The capacity here will require bolstering to deliver at the pace and scale required. To do this, housing delivery will need to be prioritised above other competing Local Authority pressures in order to give the right attention to meeting this political priority. The role that the GMCA can play in alleviating these pressures will vary across the system and there is a need to consider the most effective way that the GMCA and the available funding can be used to support districts, recognising that in a number of areas there is a need for a local team that has the capacity to deliver.
- 4.12. Delivery of new homes cannot be viewed in isolation and sits alongside efforts to improve the quality of homes across GM. Without the investment to deliver regeneration and improvements to housing quality at scale there will continue to be a lack of good quality housing across Greater Manchester. It is clear that addressing these issues will be complex and require a multifaceted and collaborative approach to make a meaningful shift towards delivering the right

levels of housing supply across GM. This means there is need to align a range of programmes, included new housing supply, domestic retrofit and strategic regeneration programmes, such as within Town Centres, to make the most effective use of what we have to drive wider regeneration and reduce health inequalities.

5. Roles and mechanisms to support delivery

5.1. The purpose of the Housing Delivery Plan is to set out the role of GMCA and where it can undertake activity that supports Local Authorities in delivery of new homes. To help define where this can be most effective, it is important to be clear on what this role consists of to provide a better understanding of what GMCA can do to add value.

5.2. There are several existing mechanisms and programmes led by GMCA that already support delivery of these housing targets and needs, complementing the role of the Local Authority. This has been strengthened further by the Devolution Trailblazer Deal (Fig 2.)

Fig 2.

Devolution Deal– Housing Elements



5.3. Whether describing these current approaches, or new opportunities that GMCA could bring on line, there are broadly three themed areas that speak to actions on new build and improving existing homes where GMCA activity can be described:

- Partnerships
- Influencing
- Funding and Capacity

5.4. Partnerships

- Along with our GM Housing Providers (GMHP), 25 of the biggest Registered Providers in GM, committed to delivering more affordable homes to meet our needs, there is a need to consider new delivery models for social and affordable housing such as the expansion of -
- Hive Homes, a unique 'profit for purpose' development joint venture set up GMHP and GMCA to develop high-quality new homes for sale across the city region.
- Strengthening the Strategic Place Partnership with Homes England through the Trailblazer Devolution Deal, building on the enhanced ways of working and joint strategic objectives already in place, to facilitate closer working relationships.
- The Tripartite Agreement with NHS GM and GMHP as a mechanism to develop a longer-term approach to commissioning supported housing.
- Establishment of a GM Land Commission bringing together public sector land holders in a commitment to engage with local delivery plans and ambitions.

5.5. Influencing

- Influence and oversight of the Homes England Affordable Homes Programme (to 2026 and future programmes) to ensure we continue to use AHP resources effectively and ensure they are deployed to meet GM priorities such as TANZ and supported housing.
- Lobbying national government for further flexibilities and investment through Devolution Deals, and for more collaborative cross-departmental working that would enable more effective local delivery, including;
 - DLUHC on Affordable Housing Programme, funding for existing housing stock, and on wider system pressures that impact delivery of new homes, such as homelessness, temporary accommodation pressures and cost of living.
 - DESNZ for further investment that supports retrofit and net-zero new build.
 - DHSC for longer term, ringfenced investment for supported and specialist housing and related support.
 - Influencing in relation upscaling use of Modern Methods of Construction
 - National Highways to support necessary road infrastructure.

- Regulators for utilities to have greater flexibilities to support our spatial ambitions.
- Cross departmental approaches to large scale regeneration schemes and supported housing.

5.6. Funding and Capacity

- Support to deliver Growth Locations programme, where opportunities for residential development can be driven as a key part of wider strategic regeneration sites.
- Development of land acquisition strategy.
- Implementation of the Housing Investment Fund providing loans that bring forward housing development and recycled funding back into GMCA.
- Devolved Brownfield Housing Land Fund to unlock strategic housing sites across GM including housing-led, mixed-use opportunities where projects face delivery or viability challenges.
- A single settlement bringing together funding for multiple national programmes into a single pot to enable better alignment to GM priorities, including a focus on the skills and capacity needed to deliver these priorities.
- Funding programme that can support addressing quality issues and retrofit of existing property as part of the single settlement

5.7. Despite the availability of the tools above, responding to these ambitious numbers is a significant challenge. We also have the challenge of transitioning to a point where new homes are routinely delivered to net zero carbon emission standards, given the commitment to deliver a net zero city region by 2038 and the requirement embodied in Places for Everyone for all new development to be net zero from 2028. The above mechanisms will equally need to be used to support the delivery of this ambitious target.

6. Implementation Plan – The GMCA role in accelerating delivery

6.1. The Implementation Plan (Annex 1.) looks to set out the totality of activity taking place at a GM level to drive delivery of new homes. It:

- Brings together the programmes and activity already led by GMCA to give a holistic overview of housing related activity, setting out activity for the year ahead.

- Provides clarity on additional areas where there is a GMCA role in responding to the issues outlined in this document, in line with the role of the GMCA.

6.2. The Implementation Plan looks to make best use of the tools available through the Devolution Deal, upscale existing things that work well, and bring in new approaches, investment capacity and delivery models. It is framed across those three themed areas and activity that could be enacted to accelerate delivery is outlined under each section.

6.3. The activity in each section is high level action that will enable a series of options appraisals to take place. The outputs of these appraisals will confirm where resources and investment are best spent to have the most impact on housing delivery and support decisions around the most effective use of GMCA resources to support Local Authorities.

6.4. The Implementation Plan covers the next two-year period, however it will be refreshed annually with the aim of providing a rolling 10 month plan that can reflect progress, outputs and recommendations from the previous period.

7. Governance and Oversight

7.1. Formal oversight of the Implementation Plan and progress against the actions set out will be provided through the existing governance mechanisms in place for Growth Locations. This will ensure a clear line of responsibility through the GM Directors of Place and Local Authority Chief Executives.

7.2. A report will be shared with GM Combined Authority on an annual basis to update against the Implementation Plan and take account of any new or revised activity.

7.3. The existing governance arrangements around the GM Tripartite Agreement will be utilised for oversight and accountability from GM Housing Providers and NHS GM, and the Strategic Place Partnership Board for oversight and accountability for progress on Homes England related actions.

8. Recommendations

8.1. The GMCA is requested to:

- Agree the GM Housing Delivery plan as set out in this document and the Implementation Plan as set out in Annex 1.

ANNEX 1. Housing Delivery Implementation Plan

Theme 1. Partnerships			
Action area	Action timeline – Apr 24 onwards		
	Short term - Phase 1 (Apr 24 – Sep 24)	Short term – Phase 2 (Oct 24 – Mar 25)	Medium term - Phase 3 (Apr 25 – Mar 26)
Delivering with GM Housing Providers	<p>Agree GMHP development target that contributes to policy commitments and associated action plan.</p> <p>Agree Tripartite Agreement business plan for FY 24 / 25 with focus on accelerated social and affordable housing delivery.</p>	<p>Determine shortlist of delivery options / model for increasing the number of social and affordable homes delivery.</p> <p>Agree target to upscale use of MMC to increase standardisation and pace of planned MMC development.</p> <p>Develop proposal for GMHP development capacity aligned into models of joint working with LA's.</p>	<p>Agree Tripartite Agreement business plan for FY 25 / 26</p>
Homes England Strategic Place Partnership	<p>Agree Business Plan for FY 24/25 with a focus on accelerated housing delivery across tenures.</p>	<p>Agree Homes England Affordable Housing Action Plan to respond to delivery issues.</p>	<p>Agree Business Plan for FY 25/26 with a focus on accelerated housing delivery across tenures.</p>

	Agree allocation of Homes England revenue support for FY 24/25		Agree allocation of HE revenue support for FY 25/26
Commissioning of supported housing	Health and care system engagement on commissioning new supported housing with GM Housing Providers.	Development of health and social care Commissioning Partnership Agreement through NHS GM.	Commissioning Partnership Agreement document for sign off with NHS GM, GMADASS and GM Housing Providers

Theme 2. Influencing

Action area	Action timeline – Apr 24 onwards		
	Short term - Phase 1 (Apr 24 – Sep 24)	Short term – Phase 2 (Oct 24 – Mar 25)	Medium term - Phase 3 (Apr 25 – Mar 26)
Influencing the Affordable Homes Programme	Agree formal mechanism with DLUHC to influence the Affordable Homes programme for 2021 – 26 programme.	GM partner engagement on AHP flexibilities to ensure SPP arrangements lead to more flexible investment approaches in line with GM priorities Prepare options paper on AHP flexibilities.	Engagement with DLUHC on a successor programme post 2026, with support from Homes England. Agreement of GM principles for AHP delivery post 2026 in place. Implementation of new AHP programme with clear outcomes aligned to GM targets.
GM Single Settlement	Engagement with process to develop Single Settlement Outcomes Framework – including agreed Affordable Housing targets.	Develop proposal and prepare options report for housing delivery skills and capacity (including within LA's) connected to Single Settlement for Adult Skills.	Agree approach for deployment of housing related element of single settlement.

	Agreement to GM position on outcomes framework.		
Influencing Government and Devolution negotiations	Prepare joint plan to map engagement routes and opportunities linked to progressing influencing activity (paragraph 5.5).	Sign off of joint Influencing Plan with relevant governance. Capture lessons from implementation of AHP to inform negotiation with DLUHC through lessons learnt report.	Capture learning from implementation of TANZ flagship schemes to inform future devolution negotiations on upscaling delivery to 2038 through lessons learnt report.
Land Commission	Established with clear agreement on the approach to land disposals within GM.		Prepare report on Public Sector assets and outline further actions to capitalise on any opportunities to deliver accelerated housing across GM.

Theme 3. Funding and Capacity

Action area	Action timeline – Apr 24 onwards		
	Short term - Phase 1 (Apr 24 – Sep 24)	Short term – Phase 2 (Oct 24 – Mar 25)	Medium term - Phase 3 (Apr 25 – Mar 26)
Strategic Land Assembly & Land Buying Strategy	Options appraisal of funding models that would support land purchase by GMCA, LA or partners including review of approach to utilising CPO.	<p>Test approach to building relationships with strategic land-owners via TANZ programme. Prepare report setting out options for development.</p> <p>Report on opportunities for strategic land assembly in GM that could be taken forward as priorities as part of Growth Location programme.</p>	<p>Develop and agree strategy for GM capacity to pursue CPO that supports strategic land assembly e.g. Town Centres.</p> <p>Report on GM approach to land value capture developed and agreed through governance.</p>
Brownfield Land Fund	<p>Implementation of Year 2 allocations in line with GM commitments and targets.</p> <p>Develop and agree formal process for alignment between AHP and Brownfield</p>	<p>Full expenditure of Yr 2 Brownfield allocation</p> <p>Define brownfield housing fund pipeline to enable allocation of identified programme underspend.</p>	Implementation of Year 3 allocations in line with GM commitments and targets.

	processes for schemes seeking funds from both.		
Growth Locations	<p>Agree pipeline of Truly Affordable Net Zero for delivery over next 5 years.</p> <p>Confirm scale of residential sites within Growth Locations.</p>	<p>Facilitate early engagement with GMHP on mixed tenure sites to increase delivery through S106.</p> <p>Prepare report setting out options for increasing S106 delivery, including local and national learning.</p>	<p>Prepare report setting out options for increasing the supply of net zero social and affordable homes across Growth Location programme based on lessons learnt.</p>
Investment Models	<p>Options appraisal on investment models to support:</p> <ul style="list-style-type: none"> • Leasing and acquisition of properties to address housing needs long term Increasing private sector new build • Facilitating land supply • 'In-house' new build • Revenue generation for additional capacity 	<p>Prioritisation and agreement of investment models to pursue and develop based on viability and impact in line with options appraisal.</p>	<p>Pilot use of investment fund models with identified Local Authorities.</p>

<p>System capacity</p>	<p>Support LA's to undertake housing development and delivery workforce analysis to identify skills and capacity gaps.</p> <p>Utilise workforce analysis to identify resource requirements to meet GM ambitions.</p>	<p>Set up GM Graduate programme for development and housing delivery.</p> <p>Set up GM Skills academy for Legal support related to housing development and delivery.</p>	<p>Develop and agree Delivery and Development skills strategy for the housing / development sector – TANZ programme.</p> <p>Development of training opportunities connected to roles in LA's, responding to future skills shortages.</p>
<p>Construction Sector support</p>	<p>Develop Low Carbon and Construction Skills Strategy (as part of GM Skills strategy) – TANZ programme.</p> <p>Define and agree what TANZ and development related subjects are needed to align to the MBacc.</p>	<p>Develop skills programme for the Construction sector on low carbon construction methods– TANZ programme.</p>	<p>Secure funding for skills programme for the Construction sector on low carbon construction methods – TANZ programme.</p>

