

**HOUSING, PLANNING & ENVIRONMENT
OVERVIEW & SCRUTINY COMMITTEE**

Date: 13 February 2020

Subject: **GM HOUSING STRATEGY IMPLEMENTATION PLAN**

Report of: Paul Dennett, City Mayor of Salford, and Portfolio Leader for Housing, Homelessness and Infrastructure

PURPOSE OF REPORT

To provide Overview & Scrutiny Members with an update on progress in implementing the GM Housing Strategy.

BACKGROUND

GMCA approved the Greater Manchester Housing Strategy in June last year, and asked that an implementation plan be developed to steer and track progress in the delivery of the complex and wide-ranging agenda set out in the Strategy. Attached is the first version of the implementation plan, which sets out activity in the period up to the end of December, and current and future action.

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.

It should be noted that both the Strategy and this Implementation Plan deliberately focus on actions, interventions and analysis where working at Greater Manchester level potentially adds value. The Implementation Plan therefore does not seek to capture the huge amount of work being done around Greater Manchester at district and neighbourhood level by local authorities and other partners.

It is intended to maintain a six-monthly reporting cycle, to strike a balance between timeliness and the work needed to collate updates.

RECOMMENDATIONS:

Scrutiny Members are asked to note and comment on the report and request further updates as appropriate.

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Greater Manchester Housing Strategy 2019-2024

Implementation Plan

At end December 2019

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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

In Greater Manchester we have a strong track record of innovation and collective working to prevent and tackle homelessness and rough sleeping, backed by the personal commitment from the Mayor of Greater Manchester to end the need for rough sleeping across the city region by 2020.

The moral imperative to relieve rough sleeping has led to high levels of activity to provide emergency accommodation and support (A Bed Every Night), housing-led approaches (Social Impact Bond, Housing First and Rapid Rehousing Pathways) and enhanced outreach services (Rough Sleeper Initiative). Government's first national rough sleeping strategy set targets of a 50% reduction in rough sleeping by 2022 and the end of rough sleeping by 2027, but we are aiming to make faster progress.

Mobilising support, the Mayor's Homelessness Charity enables businesses and individuals to donate towards supporting local services. The GM Homelessness Action Network brings the combined efforts and experience of public, private and third sector organisations to drive and deliver a homelessness prevention strategy that can succeed in ending rough sleeping.

Homelessness in GM is far greater than rough sleeping and reflects the experience of hundreds of homeless families and individuals, temporarily accommodated across the region. Mobilising the Homelessness Reduction Act and embedding its core principles of early intervention and prevention will be key to creating a turning point in the flow of people into experiencing homelessness. The ability to remain within or quickly access suitable and affordable accommodation lies at the heart of this.

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).

Progress	Making the case to Government	
<ul style="list-style-type: none"> Funding secured to extend A Bed Every Night to June 2020 Strong and active partnership established across public, private and voluntary sectors in GM 	<ul style="list-style-type: none"> Structural changes are needed to provide more affordable homes, greater security for private renting and early intervention and prevention based support from public services, to help tackle the systemic causes of homelessness. Government is consulting on their plans to end 'no-fault' evictions through the repeal of Section 21 of the Housing Act 1988 – we will respond to their proposals to rebalance the rights and responsibilities of landlords and tenants. Government has announced increased spending on homelessness (£54m additional funding) for 2020/2021 and has sought to provide reassurance on sustaining existing work where needed. 	
Challenges		
<ul style="list-style-type: none"> ABEN funding post June 2020 Systems change needed to build preventative approach reducing homelessness 		
Lead	Partnerships	Data
GMCA Public Sector Reform Team	<ul style="list-style-type: none"> GM Homelessness Programme Board GM Health and Homelessness Task and Finish Group GM Homelessness Action Network 	Work ongoing to bring together data from variety of sources to better track demand, outputs and outcomes of services

	2019	2020		2021	
	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec
Homelessness Prevention Trailblazer To implement and embed the Homelessness Reduction Act and a consistent approach to GM Housing Options services	Launch of Ethical Lettings Agency	Enhanced housing options practise and use of housing options data for joint service improvements			
	Single approach to rough sleeper case management and reporting (GMThink)				
Social Impact Bond for entrenched rough sleepers To radically reduce the experience of entrenched rough sleeping and homelessness	SIB evaluation and review	END of programme			
		Sustainable GM housing-led approaches for rough sleepers			
Housing First Programme To radically reduce the experience of entrenched rough sleeping and homelessness	Established programme governance	Achievement of year 1 targets for persons being supported on programme and housed	Mid-point evaluation. Appraisal of long term sustainability options post project	Achievement of year 2 targets for persons being supported on programme and housed	Support on-going national evaluation.
	Joint working procedures in place: housing providers, support providers, local authorities	Review of year 1 programme to inform future delivery	Work with co-production panel to evaluate success with first graduates of scheme		Developing exit strategy for final cohort
		Commitment to future property			
A Bed Every Night To ensure that no one has to sleep rough in GM	Phase 2 mobilisation – enhanced provision and increased numbers	Programme evaluation	Phase 3 development and implementation	Phase 3 evaluation	
Homelessness Prevention strategy To provide a GM framework for homelessness prevention	Advisory Board formed – oversight of GMHAN and channel for co-production	Consultation and development of prevention strategy	Prevention Strategy approval	Reduction in statutory homelessness acceptances across all local authorities	Place based public service reform delivering homelessness prevention across GM
			Implementation plan in place		

Key

R stalled
A delayed

G met / on track
 completed

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

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 expands 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 Shelter and the Nationwide Foundation 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.

Progress	Making the case to Government	
<ul style="list-style-type: none"> • PRS Policy Lead appointed • GLS and ELA bids submitted to Fair Housing Future fund • Communications strategy being implemented • 40 units brought forward by <i>Let Us</i> 	<ul style="list-style-type: none"> • More ambitious controls 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. • Opportunity to pilot the Rugg Review proposal for 'property MOTs' for PRS homes, tied to a comprehensive 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. 	
Challenges		
<ul style="list-style-type: none"> • MHCLG funds for dedicated Rogue Landlord post now ended • Identifying funding sources for GM housing stock condition survey 		
Lead	Partnerships	Data
GMCA Planning and Housing Team	<ul style="list-style-type: none"> • GMCA/GMHSCP/GMHP • PRS Partnership 	Work ongoing to develop business case for GM housing stock condition survey

	2019		2020		2021	
	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June
GM Private Rented Sector Partnership Bring stakeholders together to devise solutions to challenges faced by tenants, landlords and the sector as a whole		Partnership established, with Terms of Reference and work programme agreed				
Good Landlord Scheme (GLS) To encourage and support landlords to provide a safe, decent and secure home to their tenants	GLS development bid submitted to Fair Housing Futures fund	Model for GLS developed by PRS Partnership	GLS launched			
Rogue Landlord Hub Consistent, coordinated approach to enforcement of standards in the PRS across Greater Manchester by districts and key partner agencies, including targeted interventions against rogue landlords	Frontline officers training delivered Information sharing protocol developed	Suite of policy / procedures for rogue landlord interventions developed				
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	'Let us' work programme established ELA bid submitted to Fair Housing Futures fund Net growth of 40 units achieved	100 units brought forward	100 units brought forward	150 units brought forward	200 units brought forward	
Place-based intervention GMHP bringing forward place-based investment in neighbourhoods with high risk PRS markets in partnership with districts	Workshop held with GMHP and districts to link partners		Two additional areas working in partnership with GMHP bringing forward place-based investment in PRS markets		Four areas working in partnership with GMHP bringing forward place-based investment in PRS markets	

Key

R stalled
A delayed

G met / on track
 completed

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

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

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 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 across all tenures. This should form part of the responsive, integrated delivery of services for households whose home is adding to the day to day challenges they face, but where often relatively minor interventions can make a major difference to their wellbeing and independence.

Progress		Making the case to Government	
<ul style="list-style-type: none"> GM Population Health Plan provides opportunity for scoping of a GM-wide Healthy Homes model Extensive audit of existing services completed 	<ul style="list-style-type: none"> 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. 		
Challenges			
<ul style="list-style-type: none"> Limited capacity to take forward the required programme of work Limited capital resource available to improve poor quality private sector homes 			
Lead	Partnerships	Data	
GM Health and Social Care Partnership	<ul style="list-style-type: none"> GMHSCP Housing and Health Programme Board 	Baseline service provision mapped through Foundations work	

	2019	2020		2021	
	<i>July-Dec</i>	<i>Jan-June</i>	<i>July-Dec</i>	<i>Jan-June</i>	<i>July-Dec</i>
Business case for neighbourhood renewal Capture the impact of housing improvements on health and wellbeing	Build coalition of supportive partners (GM and beyond) and assess options for undertaking business case development	Take forward agreed option			
Develop baseline model proposal for Healthy Homes services across all localities To support vulnerable households and improve their health and wellbeing	Approval of GM Healthy Homes framework from housing, health social care sectors. Co-produce our aims and objectives	Agree a framework and outline standards for delivery of baseline Healthy Homes service		Marketing and awareness campaign on availability of services across GM	
Support localities to establish baseline services (where required) To ensure consistent service provision across 10 localities			Plan transition to baseline services for individual localities	Confirm implementation of baseline services across localities	
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	Review of existing Private Sector Housing Assistance Policies	Develop and agree consistent Greater Manchester Housing Assistance Policy Framework	Approval process and begin implementation in localities where required	Develop and approve additional policies e.g. Housing Provider policies and GM Equity Loan	

Key

R stalled
A delayed

G met / on track
 completed

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

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. 92,000 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, for example in terms of the age profile of social housing residents. 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 already a reality, it may be possible to adopt a more strategic approach to the commissioning of new social housing, particularly an appropriate mix of supported housing, with older households in mind.

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), lower housing benefit payments for under-35 year olds, and the four year freeze on most working age benefits and tax credits). 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 announced by Government as applying 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, while those in work will find rent an increasing burden. 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 a more strategic and collaborative response. 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).

Progress	Making the case to Government	
<ul style="list-style-type: none"> Strong active partnership working with GM Housing Providers and GM Health and Social Care Partnership set out in Partnership Agreement Baseline research on allocations policies 	<ul style="list-style-type: none"> 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. 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. 	
Challenges		
<ul style="list-style-type: none"> Continued loss of social housing and financial resources through Right to Buy Complexity and diverse control of systems makes change difficult to achieve 		
Lead	Partnerships	Data
GM Strategic Housing Group	<ul style="list-style-type: none"> GM Housing Providers GM Health and Social Care Partnership GM Homelessness Programme Board 	Baseline research on allocations policies

	2019		2020		2021	
	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June
<p>Establish task and finish group of key partners to develop action plan, including exploration of coordination of district allocation policies</p> <p>Bring working group together to devise solutions for testing and consultation with stakeholders</p>		Working group established, with Terms of Reference and action plan agreed				
<p>Develop better understanding of current and future need for social housing to help direct commissioning</p> <p>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</p>	Commence delivery of local supported housing strategies		Updated GM SHMA produced			
	Predictive modelling of future accommodation needs for Learning Disability, mental health and physical disability cohorts					
<p>Improve supply and accessibility of high quality temporary accommodation for households in priority need</p> <p>Find routes to raise quality and quantum of temporary accommodation available to districts</p>		Review of potential to access Homes England investment to supply high quality housing options for people seeking route out of homelessness	Identify strategic approaches to generating investment in high quality solutions as part of 10 year homelessness strategy work			

Key

R stalled
A delayed

G met / on track
C completed

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.

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 integrating 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 of retrofit including modular retrofit of existing stock.

Progress		Making the case to Government	
<ul style="list-style-type: none"> Five-Year Environment Plan and GM Spatial Framework set clear aim for carbon neutral city region by 2038 	<ul style="list-style-type: none"> 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 Push for changes to future ECO funding Make case for retrofit as a national infrastructure priority to open up potential of long term investment models 		
Challenges			
<ul style="list-style-type: none"> Absence of mainstream, volume funding from Government for residential retrofit activity 			
Lead	Partnerships	Data	
GMCA Environment Team	<ul style="list-style-type: none"> GM Low Carbon Hub GM Green City Region Low Carbon Buildings Challenge Group 	Work ongoing to develop business case for GM housing stock condition survey	

	2019	2020		2021	
	<i>July-Dec</i>	<i>Jan-June</i>	<i>July-Dec</i>	<i>Jan-June</i>	<i>July-Dec</i>
Improving understanding of condition and challenges of GM housing stock and opportunities for early progress and innovation	Funding secured from LGA for work to build baseline data for a retrofit accelerator	Contractor appointed and work underway to model need and opportunities for retrofit across GM	Evidenced baseline and understanding of GM housing stock developed	Future scenarios for energy and CO ₂ use modelled including costed interventions	
Provide clear strategic and governance framework to take retrofit agenda forward in GM	Decarbonising GM's Existing Buildings report approved by GMCA GM Low Carbon Buildings Challenge Group established	Design of retrofit accelerator underway	Retrofit accelerator proposal finalised for approval by GMCA and key partners		
Identify and pilot scalable finance and delivery mechanisms to retrofit homes	Homes as Energy Systems pilot underway, supported by ERDF funding	Bid for resources to demonstrate potential and deliverability of electrification of heat			
Identify and explore local levers to achieve further progress		Connect MEES (Minimum Energy Efficiency Standard) into Good Landlord Scheme development work			
Encourage and support the expansion and reskilling of the construction and retrofit sector and associated supply chain		Bring skills agencies, training providers, innovation hubs and trade bodies together to understand needs and opportunities of domestic retrofit programmes			

Key

R stalled
A delayed

G met / on track
 completed

Strategic Priority B1: New models of housing delivery

Desired outcomes: delivery of at least 201,000 new homes by 2037, 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

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 Co-operative Housing Hub, to facilitate community-led housing across Greater Manchester.

Progress	Making the case to Government	
<ul style="list-style-type: none"> • Delivery growing since 2014, with 11,525 homes delivered in 2018/19 • Stockport MDC established • Hive Homes Joint Venture with GM Housing Providers established 	<ul style="list-style-type: none"> • 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. Continuing 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. 	
Challenges	<ul style="list-style-type: none"> • Through the Local Industrial Strategy, 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. 	
<ul style="list-style-type: none"> • Government appraisal methodologies (Green Book) mitigate against investing in market transformation in lower value areas • Delivery capacity 		
Lead	Partnerships	Data
GMCA Delivery Team	<ul style="list-style-type: none"> • GM Housing Providers Group • GMCA/Homes England Partnership • GM Community-led Housing Hub 	<ul style="list-style-type: none"> • SHLAA and public estates mapping • Bolton pilot of site analytics

	2019	2020		2021	
	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec
Help to ensure supply of sufficient appropriate sites for the delivery of at least 201,000 new homes by 2037	Programme of engagement around GMSF evidence base		Next GMSF consultation		Adoption of GMSF
	Small sites delivery work plan developed	Full GM One Public Estate Neighbourhood Asset Review published	GMSF Submission and Examination		
		First 3 Stations Alliance agreements signed		GMSF Examination	
Establish a GM community-led housing hub To support the development of co-operative and other community-based housing projects to deliver new homes	Prepare and submit bid for Homes England funding for hub development	Work with partners to develop and resource hub on path to future viability	Pipeline of potential community-led housing schemes being brought forward		
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	Investment Strategy published	Second GM Housing Providers MOU with GMCA and GM Health & Social Care Partnership to include further collaboration on housing delivery			
	Hive Homes - exchange of contract on first site				
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		Complete outline business case assessing options for a GM approach to MMC and agree action plan for preferred route forward		Work closely with key strategic partners 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	Work towards start of first MMC pilot project and confirmed pipeline of MMC housing sites
		Deliver STEM Framework to increase flow of talent into key occupations & action plan for MMC skills			

Key

R stalled
A delayed

G met / on track
 [Grey Box] completed

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

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.

Determining affordability is a complex task and justifies further work and analysis to truly understand the affordability pressures in Greater Manchester. 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 need to get under the skin of the complexity of the issue to help better inform decisions about the new homes needed which our residents can afford. We will set out our approach to affordability and 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.

Progress		Making the case to Government	
<ul style="list-style-type: none"> Research underway to inform a GM approach to affordability 	<ul style="list-style-type: none"> 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. Continuing 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. 		
Challenges			
<ul style="list-style-type: none"> Unavailability of selected Homes England programmes in parts of Greater Manchester Right to Buy disincentive to invest in new supply 			
Lead	Partnerships	Data	
GMCA Delivery Team	<ul style="list-style-type: none"> GM Housing Providers Group GMCA/Homes England Partnership 	GM approach to determining housing affordability	

	2019		2020		2021	
	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	
<p>Consult & agree on a GM approach to housing affordability</p> <p>To drive better targeting of investment and interventions toward the groups of GM households most challenged in accessing homes they can afford</p>		Set out proposed GM approach to affordability to inform work with partners to prioritise affordable housing delivery				
<p>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</p>	Three Dragons work on viability of land supply to provide baseline understanding of scope of wider contributions and benefits potentially achievable					
	GM Delivery Team in place with capacity to provide advice and support to districts including on viability and value capture					
<p>Find routes to invest in provision of additional affordable housing, including for social rent</p> <p>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 GMSF commitment to delivery.</p>	Establish operational Ethical Lettings Agency as a route to securing additional affordable housing supply	MOU between GM Housing Providers, GMCA, GM Health & Social Care Partnership to include joint strategies for provision of social and affordable housing				
<p>Relationships with Homes England and GM Health & Social Care Partnership to lever investment to progress 50,000 additional affordable homes by 2037</p>	Confirm / develop strategic relationship with Homes England with 50,000 additional affordable homes as shared objective	Homes England confirmed as disposal partner and acquiring Health estates via statutory process as first part of possible pipeline	Model developed for affordable key worker homes on health estates			

Key

R stalled
A delayed

G met / on track
 completed

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

Desired outcomes: delivery of at least 201,000 new homes by 2037, including up to 10,000 units from the Greater Manchester Housing Investment Loan Fund; deliver at least 50,000 additional affordable homes by 2037

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 GM Spatial Framework's 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. The GM Spatial Framework 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).

Progress		Making the case to Government	
<ul style="list-style-type: none"> Stockport MDC District supported housing strategies 	<ul style="list-style-type: none"> 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. Continuing 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 		
Challenges			
<ul style="list-style-type: none"> Delivery capacity 			
Lead	Partnerships	Data	
GMCA Delivery Team	<ul style="list-style-type: none"> GM Housing Providers Group 		

	2019	2020		2021	
	<i>July-Dec</i>	<i>Jan-June</i>	<i>July-Dec</i>	<i>Jan-June</i>	<i>July-Dec</i>
Creating attractive new residential choices in and around our town centres	Town centre challenge: Stockport Mayoral Development Corporation approved	Successful Future High Street Fund and Towns Fund bids being developed	Next GMSF consultation includes focus of housing supply on town centre locations		
Unlocking the potential of Greater Manchester's brownfield land supply	Final approval of HIF Forward Funding schemes by Government	Delivery of HIF Forward Funding schemes commences			
Recognising the challenge many Greater Manchester households face in accessing the homes they aspire to in the current market, develop alternative models and pathways which will assist key groups to achieve secure, high quality homes	Commence delivery of local supported housing strategies	Develop and agree Greater Manchester Housing and Mental Health Strategy Confirm housing related input to Dementia United			
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	Right Place project commenced Bid submitted for funding to establish 'agency for age-friendly design' by Age UK, Design Council, School of Architecture, Pozzoni and GMCA	Masterplan programme with NHS Trusts to ensure planned services are matched by estates by June 2020			

Key

R stalled
A delayed

G met / on track
C completed