

Implementation Plan

Greater Manchester Housing Strategy 2019-2024

At end June 2023



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

[Housing Strategy - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/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 increase the focus on preventing homelessness. 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, Community Accommodation Programme (Tier 3) and the Young Persons Homelessness Prevention Pathfinder. 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

- Multi-year funding settlement being realised through various funding streams as part of 3-year Spending Review process 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.
- 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 and related socio-economic impacts 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 300+ individuals
- Funding secured to extend A Bed Every Night to March 2023 with planning budget to 2025

- Ethical Lettings Agency 200 properties milestone reached

Challenges

- Continued and increasing demand on homelessness services as a result of the cost of living crisis
- Considerable 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, DLUHC DELTA returns and rough sleeping relief dataset.

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Continued delivery of Rough Sleeper Initiative [G]	Women's Rough Sleeping Census carried out to better understand women's' experiences of homelessness. [G]	Results of the 2023 nationally verified rough sleeping count released [G]	Not applicable
Securing investment from ICS in homelessness projects including ABEN. [G]	2023 nationally verified rough sleeping count takes place [G]	End of RSAP Delivery window. [G]	Not applicable
Conclusion of Housing First Legacy Project and agreement on funding model up to 2025. [G]	Not applicable	Not applicable	Not applicable
Launch of Rough Sleeping Data Framework June 2023. [G]	Not applicable	Not applicable	Not applicable

Affordable housing supply via private rented sector to homeless households-

Homelessness reduction and prevention via affordable and secure PRS tenancies

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Delivery of RSAP (phase 2) [G] Bidding for and/or allocating Capital Projects: Single Homelessness Accommodation Programme, Local Authority Housing Fund, Homeless Families Leasing. [G]	Continued delivery of Capital Projects, overseen by new Principal role. [G]	Finalising and contracting potential DLUHC underspend proposals (TBC). [G] Continued development of successor model Ethical Lettings Agency [G]	Not applicable

Affordable housing supply via housing providers to homeless households-

Homelessness reduction and prevention via affordable and secure social tenancies

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Building on Domestic Abuse Protocol to explore an all-encompassing OOB Protocol [C]	Support for options appraisal and needs assessment for future PRS models and medium-term accommodation plan development to increase supply of accommodation [G]	Continued work with Tripartite Group to define system vision for supported housing. [G]	Not applicable
Continued support to GMHP Homelessness and Domestic Abuse sub-Groups. [G]	Not applicable	Not applicable	Not applicable

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

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Programme delivery of Youth Homelessness Prevention Pathfinder [G]	Annual review of GM Homelessness Prevention Strategy [G]	Legislative Theatre Exercise to review the GM Homelessness Prevention Strategy [G]	Not applicable
Not applicable	Develop case making for sustainable models in models of prevention across GM Programmes i.e. Pathfinder, GMHF, Changing Futures etc. [G]	End of Refugee Transitions Outcomes Fund refugee homelessness prevention programme. [G]	Not applicable

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 expands local authorities' role. Housing providers can make a significant contribution, such as One Manchester and Arawak Walton, 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 Renters Reform Bill to seek progress on our PRS priorities
- More ambitious interventions in the PRS, moving away from piecemeal national changes to a more strategic approach.
- A full, national register of PRS homes and landlords, with the opportunity to pilot property checks and property improvement plans, some link between property conditions and Housing Benefit/housing element of Universal Credit, and an exit route for landlords who cannot or will not improve poor properties.
- Seek devolved powers to designate areas for selective landlord licensing, arguing for Scottish models of security of tenure
- 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

- Approval for large selective licensing schemes devolved to GM councils
- Good Landlord Scheme trainees started apprenticeship
- Updated damp and mould training provided for all GM housing standards officers

- Recruitment of additional housing standards officers through GM's PRS Enforcement Pathfinder project

Challenges

- Rents still rising after record increases in 2022
- LHA frozen at 2020 levels
- Demand particularly outstripping supply in some markets (e.g. student housing)
- Enforcement capacity across GM remains tight despite recent investment to increase resource

Partnerships

- GMCA/NHS GM/GMHP

Data

- Supporting research for Good Landlord Charter development

Actions

Key- [R]= Stalled, [A]= Delayed, [G]= Met/on track, [C] = Complete

Good Landlord Charter

Jan-June 2023	July-Dec 2023	Jan-June 2024	June-Dec 2024
Good Landlord Charter Coordinating Group convened and research initiated [G]	Reporting of Good Landlord Charter Tenants' Survey [G] Consultation plan developed and focus groups commissioned [G]	Good Landlord Charter consultation completed [G]	Good Landlord Charter delivery plans developed [G]

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

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Good Landlord Scheme projects in process [G]	Award of support to consider / pursue discretionary licensing [G]	Not applicable	Not applicable
Recruitment of Good Landlord Scheme trainees and start of apprenticeship [C]	Not applicable	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Award of new Local Enforcement Pathfinder funding to increase formal housing standards enforcement across GM councils [G]	Programme of training for new and existing and new officers to support Pathfinder objectives [G]	Continue programme of training to support Pathfinder objectives [G]	Not applicable
Determination and recruitment of new officers to support increased formal housing standards enforcement [G]	Not applicable	Appoint contractor to deliver research on policies and processes relevant to civil penalties [G]	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Review and agree forward plan for Let Us [C]	Let Us to continue to pursue pipeline of acquisitions to July 2024 [G]	Let Us to continue to pursue pipeline of acquisitions to July 2024 [G]	Not applicable
Begin work to explore different models of PRS intervention, gathering case studies of existing models elsewhere in UK [G]	Undertake options appraisal and needs assessment for future PRS models to understand mix of models needed to deliver housing supply	Undertake options appraisal and needs assessment for future PRS models to understand mix of models needed to deliver housing supply	Not applicable

	for priority groups in GM, linked to Medium-term accommodation plan [G]	for priority groups in GM, linked to Medium-term accommodation plan [G]	
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Place-based intervention- GMHP bringing forward place-based investment in neighbourhoods with high risk PRS markets in partnership with districts

Jan-June 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
GMHP PRS task and finish group report delivered [C]	Activity through TPA delivery plan and medium-term accommodation plan to deliver report recommendations [G]	Activity through TPA delivery plan and medium-term accommodation plan to deliver report recommendations [G]	Not applicable

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 NHS Integrated Care

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. The Covid-19 pandemic highlighted that 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.

Since 2017, the GM Housing & Health work programme has worked 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 integrated commissioning system under the auspices of GM NHS Integrated Care. 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.

The tragic death of Awaab Ishak in Rochdale needs to be a defining moment for the housing sector and has reinforced the need for action on damp and mould in the rented sector, with these issues exacerbated by the cost of living crisis. We are working closely with GMHP around the collective and individual response of social housing providers in Greater Manchester, to ensure that provides our communities with the action and assurance that they deserve, and that the working and strategic relationships between local authorities, social housing providers, the health system, and the broader public sector provide an effective and coherent service to residents.

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 Devolution Trailblazer 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

- Resourcing proposal to support Healthy Homes Services in development.
- Tripartite Partnership between GMHP, NHS GM and GMCA prioritising this area of work
- Future delivery of Healthy Homes considered within prioritisation of wider Housing and Health Programme

Challenges

- 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, NHS GM and GMCA.
- GM Ageing Hub Housing, Planning & Ageing Group

Data

- Evidence gathering on damp and mould prevalence

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 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Identify routes through TPA lobbying to build the case for financial investment in neighbourhood renewal approaches [G]	Identify routes through TPA lobbying to build the case for financial investment in neighbourhood renewal approaches [G]	Not applicable	Not applicable

Action on damp and mould in rented housing

Jan-June 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Development and implementation of Tripartite response on damp and mould, including GMHP action plan, social housing quality funding and NHS primary care work [C]	Deployment of social housing quality funding [G] Development of GMHP referral pathway for health and other professionals to share information on damp and mould concerns [G]	Not applicable	Not applicable

Develop baseline model proposal for Healthy Homes services across all localities- To support vulnerable households and improve their health and wellbeing

Jan-June 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Development of initial workplan to move towards consistent healthy homes services across GM LAs [C]	Resourcing proposal for GM Project Management support for Healthy Homes activity [G]	Development of advice and information resources with Practitioners' group, aligned to other GM workstreams [G]	Not applicable

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

Jan-June 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Explore funding/ resourcing options to progress work with localities to develop towards baseline service delivery [G]	Develop detailed Project Management workplan including support for localities to deliver transition plans [G]	Project Management resource in place and activity commences [G]	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Explore funding/ resourcing options to progress work with localities to implement policy changes required [G]	Develop detailed Project Management workplan including support for localities to deliver policy changes [G]	Project Management resource in place and activity commences [G]	Not applicable

Delivery of NHS GM warm homes investment pilot- Pilot to improve homes and also improve the evidence base on effectiveness of housing interventions on health conditions and access to health related services.

Jan-June 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Continued delivery of warm homes interventions [C]	Completion of evaluation [G]	Outputs of evaluation to be shared [G]	Not applicable

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.

Welfare reforms mean that tenants on Housing Benefit/Universal Credit are increasingly 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

- Care leaver housing access research report complete
- GM Allocations Network continues to meet
- GMHP Homeless Prevention Strategy framework development

Challenges

- Continued loss of social housing and financial resources through Right to Buy
- Diverse control of systems makes change difficult to achieve

Partnerships

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

Data

- Gathering evidence of experiences of different groups in the allocations system

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 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Complete consultation on care leavers' housing access and produce report with recommendations [C]	Disseminate care leavers housing access report and work up action plan [G]	Activity to deliver Care leavers Housing Access action plan [G]	Not applicable
Develop steering group on housing access for those with a mental health need- subject to Experts by Experience capacity [A]	Not applicable	Not applicable	Not applicable
Explore potential areas of consistency for framework for allocations with Allocations Network [G]	Continued development of areas of consistency for framework for allocations with GM Allocations Network [G]	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Localities developing evidence based supported housing plans, strategies and / or Market Position Statements. At varying degrees of completion. [G] Review delivery of 10% of AHP earmarked for supported housing [G]	Develop detailed Tripartite Supported Housing action plan to build upon evidence base and strategies already in place to influence commissioning. [G] Review resourcing and capacity throughout the system to progress supported housing activity [G]	Not applicable	Not applicable
Develop Tripartite Supported Housing action plan to build upon evidence base and strategies already in place to influence commissioning. [C]	Refine Supported Housing TPA actions plan and progress through working group [G]	Refine Supported Housing TPA actions plan and progress through working group [G]	Not applicable
Review resourcing and capacity throughout the system to progress supported housing activity [G]	Review resourcing and capacity throughout the system to progress supported housing activity [G]	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	Jul-Dec 2024
Target social investment to support TA supply and affordable housing [G]	Not applicable	Not applicable	Not applicable

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 and extension to the private rented sector is likely to further drive efforts to reduce fuel poverty and carbon emissions. With the Greater Manchester Low Carbon Hub and Mayoral Retrofit Task Force, we will explore and exploit any levers at our disposal to raise the standards in all 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 in 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

Progress

- Ongoing delivery of £19m Social Housing Decarbonisation Fund (SHDF) Wave 1 programme
- GM £97m (including ~£40m grant) SHDF Wave 2.1 programme delivery ongoing, dwelling assessments and procurement in progress
- Appointed three approved installers to deliver ECO4 and launched Retrofit Portal for residents' to check eligibility and apply for funding
- 'Your Home Better' retrofit and Solar PV offer ongoing
- Devolution Trailblazer offering devolved retrofit funding to GM

Challenges

- Installer capacity and competency to deliver the volume of measures by the funding deadlines

Partnerships

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

Data

- Census 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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Commission update to the housing stock modelling data [A]	Exploring options to broaden remit of housing stock modelling data [G]	Not applicable	Not applicable

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

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Continued delivery of Your Home Better [G]	Continued delivery of Your Home Better [G]	Not applicable	Not applicable
Delivery of LAEP Strategic Outline Business Case [G]	Implementation of LAEP Strategic Outline business Case recommendations [G]	Not applicable	Not applicable

Identify and pilot scalable finance and delivery mechanisms to retrofit homes

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Your Home Better finance offer launched with Credit Unions [G]	Your Home Better continued finance offer with Credit Unions [G]	Not applicable	Not applicable
Relationship with GFI to explore finance initiatives [G]	Continued relationship with GFI to explore finance initiatives [G]	Not applicable	Not applicable

Identify and explore local levers to achieve further progress

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Your Home Better solar offer marketed [G]	Continued delivery of Your Home Better [G]	Not applicable	Not applicable
Marketing of heat pump offer [G]	Continued marketing of heat pump offer with Octopus Energy [G]	Not applicable	Not applicable
MoU with Daikin EU committing GM as innovation test bed for low carbon heating solutions [G]	Working with Daikin EU on additional heat pump offer [G]	Not applicable	Not applicable

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

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Green Skills Academy launched [G]	Green Skills Academy operational [G]	Not applicable	Not applicable
Daikin EU MoU committing to upskilling GM installer base [G]	Daikin EU onboarding local installers to deliver heat pump offer [G]	Not applicable	Not applicable

Access Government funding for retrofit programmes

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Delivery of SHDF Wave 1 retrofit programme [G]	Delivery of SHDF Wave 1 retrofit programme [G]	Not applicable	Not applicable
Delivery of SHDF Wave 2.1 retrofit programme [G]	Delivery of SHDF Wave 2.1 retrofit programme [G]	Delivery of SHDF Wave 2.1 retrofit programme [G]	Delivery of SHDF Wave 2.1 retrofit programme [G]
Appointed approved installers to deliver ECO4 and launched Retrofit Portal [G]	Continued delivery of ECO4 [G]	Not applicable	Not applicable

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 deliver 18,000 new homes over the next five years. We are also utilising our Brownfield Housing Fund to unlock brownfield sites for development across the city-region as well as maximising the potential of modern methods of construction. 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

- Maximising the availability and flexibility of resources to bring forward new housing land and development to meet local needs and demand, building on the Devolution Trailblazer deal announced earlier in 2023, and with a view to the establishment of the Single Settlement as set out in the Deal.
- Similarly, working with Government to achieve better alignment of education, training and employment activity in Greater Manchester, including for the construction sector, through the provisions of the Devolution Trailblazer deal but also with a view to further potential for flexible, locally driven programmes to ensure a skilled workforce is in place to build the homes and other development required to meet GM's growth ambitions.

Progress

- Delivery of Tranches 1, 2 and 3 ongoing
- £150m devolved Brownfield Housing Fund, Year 1 programme agreed and £50m committed spend
- Hive Homes Joint Venture with GM Housing Providers developing units
- Places for Everyone Examination in Public concluded
- Growth Locations work programme ongoing

Challenges

- Delivery capacity
- Operational impact of price rises on supply chain and delivery
- Changes to government planning policy- decisions awaited

Partnerships

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

Data

- Census 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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Examination in Public of Places for Everyone [G]	Main Modifications Consultation [G]	Adoption of PfE [G]	Not applicable
Not applicable	Stockport Local Plan timetable dependent on publication of revised NPPF [G]	Stockport Local Plan timetable dependent on publication of revised NPPF [G]	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Management services offered to community-led housing groups [G]	Provide support to established groups to ensure they remain strong and viable [G]	Develop formal partnerships with other organisations that support community-led housing [G]	Develop new forms of community-led housing [G]
Enhance community group relationships with partners [G]	Explore becoming a Registered Provider to expand the offer to groups [G]	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Growth Locations bringing together options for new models to support long term strategic development of key locations around GM [G]	Positioning key projects in Growth Location to access capital funding opportunities [G]	GM Investment Plan published [G]	Not applicable
Continued delivery of Hive Homes schemes [G]	Continued delivery of Hive Homes schemes [G]	Not applicable	Not applicable
Development partner on Chester House site appointed [G]	Not applicable	Not applicable	Chester House planning submitted [G]
Conversations and opportunities explored as part of ongoing meetings and sourcing of available public land [G]	Pipeline of available public land developed, considering outcomes of Place for Everyone [G]	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Establishing TANZ Best Practice and Innovation Working Group to learn from national innovation on net zero and Homes England MMC scheme targets [G]		Exploring options for establishment of OPC [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. This is coupled together with the barriers and constraints to the delivery and supply of affordable housing.

We will set out our approach to increasing the delivery of 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 and which supports our ambitions for a net zero city region by 2038.

Making the case to Government

- Maximising the availability and flexibility of resources to bring forward new housing land and development to meet local needs and demand, building on the Devolution Trailblazer deal announced earlier in 2023, and with a view to the establishment of the Single Settlement as set out in the Deal.
- Making optimal use of the Strategic Place Partnership with Homes England, and ensuring lessons learned are fed back to DLUHC and Treasury to inform future programme and devolution proposals to accelerate the delivery of new homes to meet our housing needs.
- Continue to press for a strategic approach to developer obligations that fits better with the Greater Manchester market and the viability scenarios this presents.

Progress

- GM Delivery Team in place with capacity to support districts
- GMCA-Homes England Strategic Place Partnership Business Plan renewed
- Standard for Truly Affordable Net Zero Homes (TANZ) Task Force agreed

Challenges

- 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

- Census 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

Relationships with Homes England and NHS GM to lever investment to progress 50,000 additional affordable homes by 2038 including 30,000 TANZ homes

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
TANZ Implementation Plan developed [G]	TANZ pipeline development with GM districts and partners [G]	Not applicable	Not applicable
TANZ Monitoring and other working groups developed [G]	Not applicable	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
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]	Not applicable	Not applicable

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 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Affordable housing research findings embedded in TANZ Implementation Plan [G]	HE-led Affordable Housing Working Group established [G]	Not applicable	Not applicable

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

- Maximising the availability and flexibility of resources to bring forward new housing land and development to meet local needs and demand, building on the Devolution Trailblazer deal announced earlier in 2023, and with a view to the establishment of the Single Settlement as set out in the Deal.
- Making optimal use of the Strategic Place Partnership with Homes England, and ensuring lessons learned are fed back to DLUHC and Treasury to inform future programme and devolution proposals 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 flexibilities on Homes England grant regimes 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

- Delivery of Tranches 1, 2 and 3 ongoing
- £150m devolved Brownfield Housing Fund, Year 1 programme agreed and £50m committed spend

Challenges

- Delivery capacity and availability of sites
- Operational impact of price rises on supply chain and delivery
- Delayed activity of Government Task Force for older people's housing

Partnerships

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

Data

- Census data starting to emerge
- 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

July-Dec 2022	Jan-June 2023	July-Dec 2023	Jan-June 2024
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]	Not applicable	Not applicable
Work with local partners to ensure strong bids submitted to expected future rounds of Levelling Up funding, including connection to Growth Locations strategies as appropriate [G]	Work with local partners to ensure strong bids submitted to expected future rounds of Levelling Up funding, including connection to Growth Locations strategies as appropriate [G]	Not applicable	Not applicable

Unlocking the potential of Greater Manchester's brownfield land supply

July-Dec 2022	Jan-June 2023	July-Dec 2023	Jan-June 2024
Continued delivery of Tranche 1-3 with completions on some sites [G]	Continued delivery of Tranche 1-3 with completions on some sites [G]	GMCA approval sought for BHF Year 2 & Year 3 scheme allocations [G]	Not applicable
Devolved £150m Brownfield Housing Fund (BHF) secured [G]	Not applicable	Not applicable	Not applicable
Year 1 BHF programme agreed and £50m committed spend [G]	Submission period for Year 2 & Year 3 BHF programme [G]	Not applicable	Not applicable

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

Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024
Understanding housing priorities in GM Ageing Strategy refresh [G]	Review of Housing, Planning and Ageing Group Action Plan [G]	Housing, Planning and Ageing Group review of LA and GMHP ageing and housing strategies, including supported housing strategies [G]	Not applicable