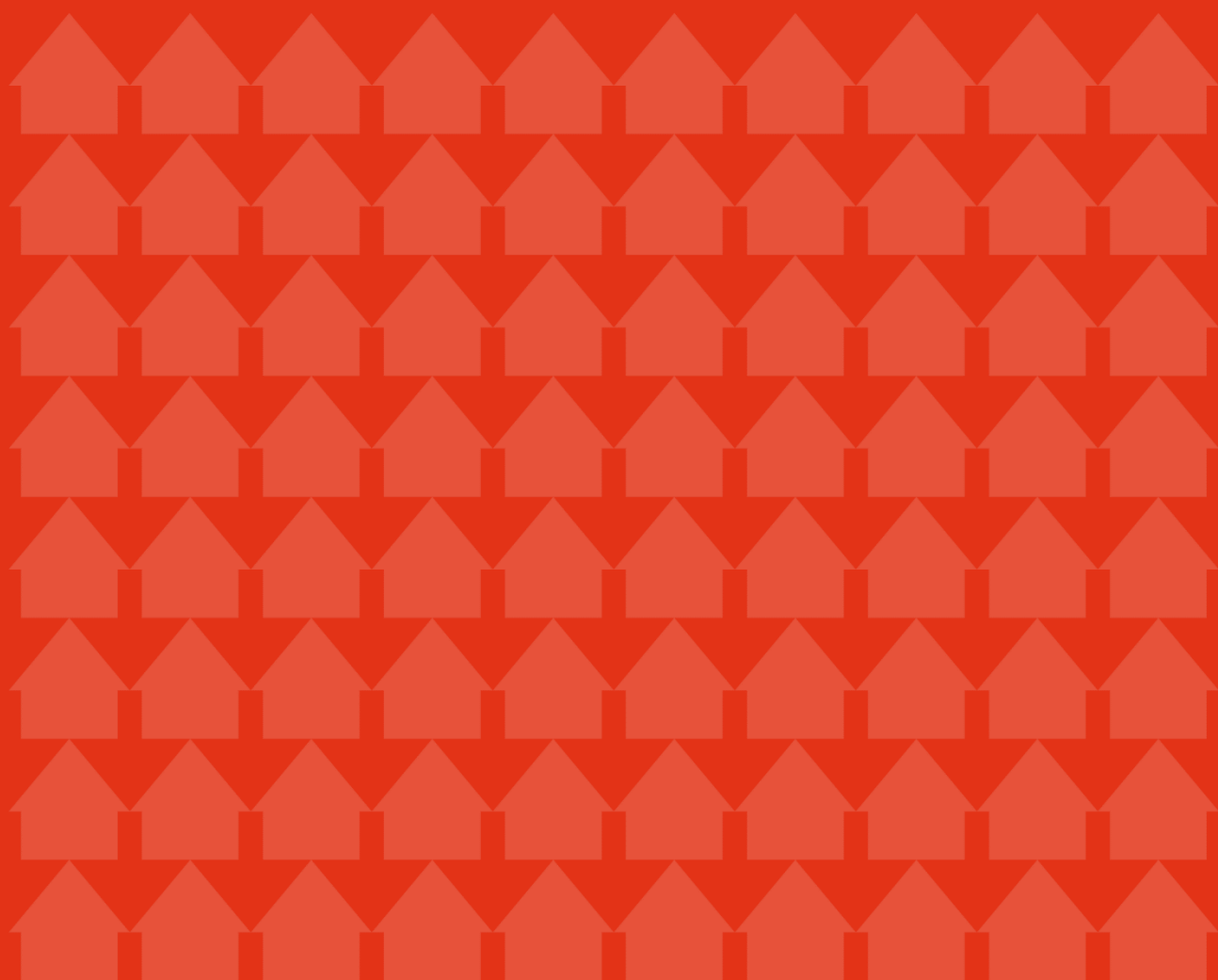


Implementation Plan

Greater Manchester Housing Strategy 2019-2024

At end December 2022



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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.

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|----------------|----------------|
| Continued delivery of Rough Sleeper Initiative [G] | Securing investment from ICS in homelessness projects including ABEN. [G] | Not applicable | Not applicable |
| Further establish and embed inclusion health priorities within ICS structure [C] | Conclusion of Housing First Legacy Project and agreement on funding model up to 2025. [G] | Not applicable | Not applicable |
| Further establish and embed inclusion health priorities within ICS structure [C] | Launch of Rough Sleeping Data Framework June 2023. [G] | Not applicable | Not applicable |

Affordable housing supply via private rented sector to homeless households-

Homelessness reduction and prevention via affordable and secure PRS tenancies

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 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] | Not applicable |

Affordable housing supply via housing providers to homeless households-

Homelessness reduction and prevention via affordable and secure social tenancies

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|----------------|---|----------------|----------------|
| Not applicable | Building on Domestic Abuse Protocol to develop an all-encompassing OOB Protocol [G] | Not applicable | Not applicable |
| Not applicable | Continued support to GMHP Homelessness and Domestic Abuse sub-Groups. [G] | Not applicable | Not applicable |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|----------------|----------------|
| Programme delivery of Youth Homelessness Prevention Pathfinder [G] | Not applicable | Not applicable | Not applicable |
| Not applicable | Annual review of GM Homelessness Prevention Strategy [G] | Not applicable | 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] | Not applicable | 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 the Rugg Review proposal for 'property MOTs' for PRS homes
- Seek devolved powers to designate areas for selective landlord licensing, arguing for Scottish models of security of tenure
- Lobby for greater resources to enforce and raise standards in the private sector.
- Greater influence over the welfare system, including piloting the linking of payments of Housing Benefit/housing element of Universal Credit to the condition of properties, especially given COVID-19 impacts.
- Additional powers for local authorities to intervene, especially where the safety and security of our residents is at risk from the effects of poor housing or rogue landlords, or where we can see ways to remove barriers to delivering the new homes we need.

Progress

- Good Landlord Scheme trainees recruited. Other projects in train
- Good Landlord Charter Coordinating Group convened

- GM awarded £2.14 million to improve recruit new enforcement officers and increase the use of civil penalties
- GM tenant and landlord survey commissioned

Challenges

- Rents still rising after record increases in 2022
- LHA frozen at 202 levels
- Demand particularly outstripping supply in some markets (e.g. student housing)
- Enforcement capacity across GM

Partnerships

- GMCA/NHS GM/GMHP
- PRS Partnership

Data

- Supporting research for Good Landlord Scheme development

Actions

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

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|----------------|--|---------------|----------------|
| Not applicable | Good Landlord Charter Coordinating Group convened and research initiated [G] | | Not applicable |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|----------------|----------------|
| Good Landlord Scheme projects in process [G] | Recruitment of Good Landlord Scheme trainees and start of apprenticeship [G] | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|---|----------------|----------------|
| Award of new Local Enforcement Pathfinder funding to increase formal housing standards enforcement across GM councils [G] | Determination and recruitment of new officers to support increased formal housing standards enforcement [G] | Not applicable | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|--|----------------|
| Work with ELA on Growth Strategy to continue to offer constructive solutions to applicants ineligible for social housing [A] | Review and agree forward strategy and business plan for Let Us to 2025 [G] | Review and agree forward strategy and business plan for Let Us to 2025 [G] | Not applicable |
| Currently behind initial acquisitions target [A] | Not applicable | Not applicable | Not applicable |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|---|----------------|----------------|
| Establish task and finish group to agree further GMHP work on PRS [C] | GMHP PRS task and finish group report to be delivered [G] | Not applicable | 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.

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

Making the case to Government

- Campaign for neighbourhood renewal investment on a business case based on the costs of poor housing in terms of health and social care, to provide the tools, capacity and sources of funding to directly intervene in raising standards of homes across all tenures.
- Use Comprehensive Spending Review and other routes to make the case for urgently dealing with unsuitable, inaccessible and/or unhealthy homes in the context of the widening health inequalities, the impact of the pandemic, domestic retrofit, and the findings of the Good Home Inquiry.
- GMCA response submitted to Government consultation on raising accessibility standards for new homes

Progress

- Consultancy support to develop Healthy Homes Services complete.
- 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

- Evidenced baseline of GM housing stock completed and disseminated
- 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|----------------|----------------|----------------|
| Identify routes through TPA lobbying to build the case for financial investment in neighbourhood renewal approaches [G] | Not applicable | Not applicable | Not applicable |

Action on damp and mould in rented housing

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|---|--|----------------|
| Initial submissions of information on damp and mould by GMCA, GMHP and NHS GM to DLUHC/ coroner [C] | Development and implementation of Tripartite response on damp and mould, including GMHP action plan, social housing quality funding and NHS primary care work [G] | Deployment of social housing quality funding [G] | Not applicable |

Develop baseline model proposal for Healthy Homes services across all

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|--|----------------|
| Dissemination of outputs from Healthy Homes consultancy support Develop action plan to deliver baseline service recommendations [C] | Development of workplan to move towards consistent advice and information on healthy homes services across GM LAs [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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|---|----------------|----------------|
| Develop action plan to support transition plans [C] | Explore funding/ resourcing options to progress work with localities to develop towards baseline service delivery [G] | Not applicable | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|----------------------|----------------------|
| Agreement from localities through arc4 work on policy changes required for baseline delivery [C] | Explore funding/ resourcing options to progress work with localities to implement policy changes required [G] | Not applicable | 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.

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|--|----------------------|
| Roll out of warm homes interventions. Establish evaluation requirements and tender [C] | Continued delivery of warm homes interventions [G] 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.

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

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

Making the case to Government

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

Progress

- Care leaver housing access research underway with support from GMHP
- AHP Strategic Partnership allocations announced
- 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
- Additional pressure in system from COVID-19 impacts

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|---|----------------|----------------|
| Support consultation on care leavers' housing access [G] | Support consultation on care leavers' housing access [G] Produce consultation report with recommendations for housing access on care leavers [G] | Not applicable | Not applicable |
| Develop steering group on housing access for those with a mental health need- subject to Experts by Experience capacity [A] | Develop steering group on housing access for those with a mental health need- subject to Experts by Experience capacity [A] | Not applicable | Not applicable |
| Develop GM Allocations Network to support delivery GMCA /GMHP Homelessness Prevention Strategy priorities [C] | Explore potential areas of consistency for framework for allocations with Allocations Network [G] | Not applicable | Not applicable |
| Engagement with GMHP around co-operation and nominations with LAs [G] | Not applicable | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 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 |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|----------------|----------------|----------------|
| Target social investment to support TA supply and affordable housing [G] | Not applicable | Not applicable | Not applicable |
| Support LAs to develop joint commissioning capability for TA [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

- Successful audit of Green Homes Grant (GHG) Local Authority Delivery Schemes (LADS)
- Ongoing delivery of £19m Social Housing Decarbonisation Fund (SHDF) Wave 1 programme
- GM £97m bid (including ~£40m grant) for SHDF Wave 2.1 submitted
- 'Your Home Better' retrofit and Solar PV offer ongoing
- Green Finance Institute (GFI) partnership established to accelerate green finance initiatives for retrofit

Challenges

- Absence of mainstream, long term grant funding to provide strategic direction for residential retrofit
- 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 starting to emerge
- 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|----------------|----------------|
| Explore options for update to the housing stock modelling data [C] | Commission update to the housing stock modelling data [G] | Not applicable | Not applicable |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|--|----------------|
| Delivery of Your Home Better offer [C] | Continued delivery of Your Home Better [G] | Not applicable | Not applicable |
| Commission Strategic outline case to implement delivery of LAEP outcomes [C] | Delivery of LAEP Strategic Outline Business Case [G] | Implementation of LAEP Strategic Outline business Case recommendations [G] | Not applicable |

Identify and pilot scalable finance and delivery mechanisms to retrofit homes

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|--|----------------|----------------|
| Establishing Green Finance Institute partnership to accelerate green finance initiatives for retrofit (incl. GM Green Mortgage) [C] | Continued relationship with GFI to explore finance initiatives [G] | Not applicable | Not applicable |
| Not applicable | Your Home Better finance offer launched with Credit Unions [G] | Not applicable | Not applicable |

Identify and explore local levers to achieve further progress

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|----------------|----------------|
| Identify and potentially launch Solar PV offer [C] | Your Home Better solar offer marketed [G] | Not applicable | Not applicable |
| Launch of heat pump offer [C] | Continued marketing of heat pump offer [G] MoU with Daikin EU committing GM as innovation test bed for low carbon heating solutions [G] | Not applicable | Not applicable |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|--|----------------------|----------------------|
| Evaluation of skills funding programmes and potential re-development of funding [C] | Not applicable | Not applicable | Not applicable |
| Not applicable | Green Skills Academy launched [G] | Not applicable | Not applicable |
| Not applicable | Daikin EU MoU committing to upskilling GM installer base [G] | Not applicable | Not applicable |

Access Government funding for retrofit programmes

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|--|--|
| Delivery of SHDF Wave 1 retrofit programme [G] | Delivery of SHDF Wave 1 retrofit programme [G] | Not applicable | Not applicable |
| GM-led SHDF Wave 2.1 bid and submission [C] | Potential delivery of SHDF Wave 2.1 retrofit programme [G] | Potential delivery of SHDF Wave 2.1 retrofit programme [G] | Potential delivery of SHDF Wave 2.1 retrofit programme [G] |
| Delivery of GHG LADS Phase 1B [G] | Not applicable | Not applicable | Not applicable |
| Delivery of GHG LADS Phase 2 [G] | Not applicable | 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

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

Progress

- Allocated £27m Brownfield Housing Fund Tranche 3 monies
- Hive Homes Joint Venture with GM Housing Providers first units sold
- Places for Everyone Examination in Public ongoing
- 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 starting to emerge
- 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|---|----------------|
| Examination in Public of Places for Everyone [G] | Examination in Public of Places for Everyone [G] | Not applicable | Not applicable |
| Consultation on Stockport Local Plan [C] | Not applicable | Stockport Local Plan Regulation 19 consultation [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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|---|---|--|
| GM Community-Led Housing Hub established as Community Benefit Society, and secured funding to continue its work [C] | Management services offered to community-led housing groups [G] | Provide support to established groups to ensure they remain strong and viable [G] | Develop new forms of community-led housing [G] |
| Not applicable | Enhance community group relationships with partners [G] | Explore becoming a Registered Provider to expand the offer | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|---|----------------|
| Growth locations – bringing together options for new models to support long term strategic development of key locations around GM, including routes to bringing land to market and development [G] | Growth locations – bringing together options for new models to support long term strategic development of key locations around GM, including routes to bringing land to market and development [G] | Pipeline of available public land developed, considering outcomes of Place for Everyone [G] | Not applicable |
| Hive Homes – first units completed and on sale, contracting the first Brownfield sites [C] | Continued delivery of Hive Homes schemes [G] | Pipeline of available public land developed, considering outcomes of Place for Everyone [G] | Not applicable |
| Chester House: progress to JV to bring forward opportunity on key GMCA-owned brownfield site [C] | Development partner on Chester House site appointed [G] | Pipeline of available public land developed, considering outcomes of Place for Everyone [G] | Not applicable |
| Continue to develop land supply opportunities with public service partners [C] | 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 |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|---|---|
| Offsite Alliance undertaking business planning, including identification and selection of methods to use in future delivery phases [C] | Establishing TANZ Best Practice and Innovation Working Group to learn from national innovation on net zero and Homes England MMC scheme targets [G] | Identify funding sources and formally establish OPC | Identify funding sources and formally establish OPC |
| Developing Off-Site Performance Centre concept and business plan with OSHA, University of Salford and other potential partners [C] | Establishing TANZ Best Practice and Innovation Working Group to learn from national innovation on net zero and Homes England MMC scheme targets [G] | Identify funding sources and formally establish OPC | Identify funding sources and formally establish OPC |

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

- Seek flexible resources to bring forward new housing land and development to meet local needs and demand, tying together the Government capital grant and loan/investment funding at a Greater Manchester scale to ensure strategic approach to a pipeline of residential land and development, better tied to development of necessary infrastructure.
- Continue to make the case for a devolved strategic partnership arrangement with Homes England to fairly allocate housing investment and give Greater Manchester local control of funding to accelerate the delivery of new homes to meet our housing needs.
- Lobby for the freedom to develop a strategic approach to developer obligations and viability issues that fits within the Greater Manchester market.

Progress

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

Challenges

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

Partnerships

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

Data

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

Actions

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

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|----------------|----------------|
| Commence work to co-produce detailed TANZ implementation plan, as part of plans for delivery of 50,000 affordable homes by 2038 [C] | TANZ Implementation Plan forward plan development [G] | Not applicable | Not applicable |
| Work completed with HE to better understand barriers to delivery of the forward pipeline and identify how best to go beyond business as usual delivery [C] | TANZ Monitoring and other working groups developed [G] | Not applicable | Not applicable |
| First TANZ Task Force meeting [C] | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 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] | Brownfield Housing Fund projects include clawback and overage mechanisms to recycle excess profits back into affordable housing delivery. [G] | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|----------------------|----------------------|
| Affordable housing research testing approaches to ensure planning have early visibility of social housing pipeline to proceed with applications in a timely manner [C] | Affordable housing research findings embedded in TANZ Implementation Plan [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

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

Progress

- Allocated £27m Brownfield Housing Fund Tranche 3 monies
- Delivery of Tranche 1, 2 and 3 ongoing, with first completions achieved
- Government to consult on M4(2) higher accessibility standards for implementation through Building Regs

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] | 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 |
| 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] | 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 |

Unlocking the potential of Greater Manchester's brownfield land supply

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|--|--|----------------|
| Additional funding secured and administered from DLUHC for Brownfield Fund (£135m now secured) [C] | Continued delivery of Tranche 1-3 with completions on some sites [G] | Not applicable | Not applicable |
| Delivery starts on some Tranche 3 sites [C] | Seek further funding to enable Brownfield delivery [G] | Seek further funding to enable Brownfield delivery [G] | |

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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|--|---|----------------------|----------------------|
| Develop GM and locality response to ASC Reform White Paper funding opportunities to improve strategic relationship between housing and care and upscale offer of supported housing [C] | Explore opportunities to build on existing offer through Tripartite Supported Housing Action Plan [G] | Not applicable | Not applicable |
| Development of clear GM supported housing offer for commissioners [C] | Not applicable | 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

| July-Dec 2022 | Jan-June 2023 | July-Dec 2023 | Jan-June 2024 |
|---|--|--|----------------------|
| MMU source initial funding to launch Design for Life Agency, as contribution to developing International Centre on Healthy Ageing [G] | MMU source initial funding to launch Design for Life Agency, as contribution to developing International Centre on Healthy Ageing [G] | Not applicable | Not applicable |
| Work on Age Friendly Developer Checklist proposal [G] | Work on Age Friendly Developer Checklist proposal [G] | Not applicable | Not applicable |
| Engagement with key stakeholders on research and evidence-base (Design for Life, Right Place, Victoria North) [C] | Develop workplan for Housing Planning Ageing Group as part of Age friendly GM Strategy refresh [G] Census data analysis of changing ageing population [G] | Launch of refreshed Age Friendly GM Strategy [G] | |
| Complete and disseminate learning from RightPlace prospectus [G] | Complete and disseminate learning from RightPlace prospectus [G] | Not applicable | Not applicable |
| Working with local authorities on district, local and neighbourhood plans [G] | Working with local authorities on district, local and neighbourhood plans [G] | Not applicable | Not applicable |