

**Manchester City Council
Report for Resolution**

Report to: Executive – 16 November 2016
Subject: Manchester – a Housing Strategy 2016-2021
Report of: Strategic Director (Development)

Summary

This report presents the Housing Strategy for Manchester 2016 – 2021 which brings together the principles behind the housing sector’s contribution to achieving the aims of ‘Our Manchester’. The draft Strategy was presented to Neighbourhoods and Environment Scrutiny Committee at its September meeting and incorporates feedback and comments from Members and partner organisations.

Recommendations

The Executive is recommended to:

1. accept the Housing Strategy; and
2. recommend that the Council adopt the Housing Strategy as part of the Council’s formal Policy Framework.

Wards Affected All wards

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The housing strategy will ensure Manchester has the right housing in the right places available to new and existing residents to support a functioning local and sub regional economy.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	Access to appropriate housing and services will support residents to achieve and contribute to the city.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Increasing the supply of good quality homes for sale and rent will provide the opportunity for Manchester residents to raise their individual and collective aspirations.
A liveable and low carbon city: a destination of choice to live, visit, work	The right mix of quality energy efficient housing is needed to support growth and ensure that our growing population can live and work in the city and enjoy a good quality of life.

A connected city: world class infrastructure and connectivity to drive growth	This strategy recognises the importance a balanced housing offer plays within a well connected city and the neighbourhoods within it. It seeks to create neighbourhoods where residents will choose to live and their housing needs and aspirations are met.
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Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Draft Residential Growth Strategy, Executive, 4 November 2015
- Manchester Market Rental Strategy, Executive, 15 January 2015
- Manchester Strategy 2016 – 2025, Executive 6 January 2016
- Manchester Residential Growth Strategy and 2016/17 Action Plan, Executive, 2 March 2016
- Manchester – Housing Strategy and Delivery, Report to Neighbourhoods and Environment Scrutiny Committee 6 September 2016

1.0 Introduction

- 1.1 'Our Manchester', the Manchester Strategy 2016 – 2025, has now been launched following extensive consultation with our residents and stakeholders. The Strategy captures the vision for the city in five themes:
- A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities
 - A highly skilled city: world class and home grown talent sustaining the city's economic success
 - A progressive and equitable city: making a positive contribution by unlocking the potential of our communities
 - A liveable and low carbon city: a destination of choice to live, visit, work
 - A connected city: world class infrastructure and connectivity to drive growth
- 1.2 The Housing sector makes a major contribution to creating a liveable and low carbon city, primarily through developing and maintaining enough high quality energy efficient homes to support economic growth. To guarantee the continued growth of the city for the benefit of all its residents, it is essential that we continue to attract and retain working households. We must deliver more housing in places that are best-connected to future employment opportunities. A diversity of housing that is close to areas of expected employment growth and linked by available transport capacity will offer growth that can be sustained.
- 1.3 Over the next five years we will regenerate key neighbourhoods in the city and expand housing and employment. Major change will be well underway in areas such as Ancoats, Collyhurst, and the Irk Valley. Our new neighbourhoods will incorporate good quality outdoor space to make the most of our natural environment, such as parks, canals and rivers.
- 1.4 One of the hardest challenges the city will face is to manage a transition of our disproportionately high numbers of low-value housing to a more balanced market with a greater proportion of higher-value homes that support our economic growth ambitions. At the same time we need to enable and support our existing resident population to access decent housing that they can afford.
- 1.5 In the context of our economic growth and the success to date, the emphasis has been on supporting higher-value homes, attractive to households that are economically active. Running alongside this has been an absolute recognition that we need to enable and support as many of our existing residents as possible to benefit from this economic growth. Therefore our public service reform programmes are as important, if not more so, if we are to enable existing Manchester residents to increase their earning potential and make housing more affordable to them.

1.6 Whereas the housing sector makes a key contribution to creating a liveable city, in fact the entire vision cannot be achieved if our residents are not in well managed, well designed homes that allow them to reach their full potential and become healthier and wealthier. The sector as a whole works to develop homes that meet the needs of all our diverse residents, actively encourages residents to acquire work and skills, and to contribute to their communities.

1.7 The draft housing strategy for Manchester which is attached at **Appendix 1** has been written to bring together in one place an outline of the principles which will guide the next 5 years of the housing sector's contribution to achieving the aims of the Manchester Strategy.

1.8 The housing strategy sets out a housing vision for Manchester:

'To create successful neighbourhoods that are well connected to areas of future opportunity and employment, and which attract and retain people from diverse communities where people feel secure and can reach their full potential'.

In order to achieve this vision we must ensure we are building places and homes that are affordable and increase prosperity, happiness and health, and which will meet the needs of a competitive city region as defined in the Manchester Strategy. At the core of what we are doing are Manchester's City Council's three objectives:

- **Growth** - Increasing the quantity of housing to ensure the right types of housing are available in the right places
- **Place** - Raising the quality and sustainability of our homes and neighbourhoods
- **People** - Enhancing opportunities to access homes for residents with raised aspirations and a sense of self-esteem

2.0 Developing the strategy

2.1 'Our Manchester' recognises that sustainable economic growth is directly connected to the housing offer in the city. The right mix of housing is needed to support growth and ensure that our growing population can live and work in the city and enjoy a good quality of life. This housing offer is also a fundamental part of any successful neighbourhood and community and will often be across a wide range of tenure, type and affordability.

2.2 The City Council's Strategic Housing Board, which includes the Executive Member for Housing, senior council officers and Registered Provider (RP) Chief Executives has guided and supported the development of a number of specific housing policy documents. The following documents approved by Executive have sought to address specific issues and concerns relating to housing provision and opportunities across the city:

- The Market Rental Strategy
- The Residential Growth Strategy

- Living Longer Living Better
- The Homeless Strategy and Charter

2.3 This has led to an improved partnership approach to housing supply and provision across tenure. However the Board also recognised that there were still key areas that could be strengthened in the same way. These included:

- The links between health, social care and housing
- Place management and access to good quality housing, affordable to a range of households
- Housing options, advice and support

2.4 In order to bring these elements together the Board commissioned the development of a Housing Strategy for Manchester that would look forward 5 years. The strategy was overseen and developed by the Board alongside the Manchester Housing Providers Partnership (MHPP) and key partners operating in the city. It was based on an earlier draft which had been widely consulted on with stakeholders and partners. It sought to provide a document that would combine all of the existing strategies and policies relating to housing into an overarching housing statement made up of a series of ten key principles.

3.0 Ten key principles

3.1 The housing strategy is based around the following 10 principles which aim to capture the breadth of work in and around the housing sector and are summarised below:

- **New homes** - With a growing population and changing lifestyles we need to provide additional homes that are affordable for our residents, in the right place and of the right quality to meet future demand.
- **Pathways to home ownership** - Providing homes that people can afford encourages them to play a bigger role in the city's economy
- **A diverse and high-quality market rental sector** - The private-rented sector makes an important contribution to the city's housing, provided it is well managed
- **Making best use of all our homes** - While housing is in short supply we cannot allow homes to stay empty and must use our social rented stock to meet need.
- **A strong sense of place** - People need a well-designed and managed environment to achieve their full potential
- **Green homes: green neighbourhoods** - Energy-efficiency is good for the city and can save households money and make people healthier
- **Informed choice for all** - People need information and advice so they can take responsibility for their own housing and employment
- **Contributing to health and wellbeing** - A good well-managed home is essential if people are to meet their full potential to be healthier, happier and wealthier

- **Enabling housing services for those households most at risk** - There will be support for vulnerable households that need help to manage their housing journey
- **Contribution rewarded** - There will be wider choices for those who raise their aspirations.

4.0 Governance and Performance Management

- 4.1 This is an overarching housing narrative which reflects a number of policies and strategies contained in a range of existing documents and plans. Governance structures are already established for those with housing nominated leads on them. The City's Strategic Housing Board will be the place where updates on progress are presented by those leads, and the overall housing picture is presented and discussed with linkages drawn across the different plans.
- 4.2 It is proposed that the Strategic Housing Board will provide an overall annual report to the Neighbourhood Scrutiny Committee that will detail progress against the 10 principles within the Housing Strategy.
- 4.3 To assist the Strategic Housing Board in maintaining an overview of progress towards achieving the goals in the 10 principles a limited suite of high level performance indicators has been identified to capture progress. This has been designed as an overview and to avoid duplication with performance management and monitoring structures for existing strategies.
- 4.4 The proposed high level indicators that will be reported to the Strategic Housing Board are:

Principle	Measure
New Homes	2,500 new homes delivered per year
Pathways to home ownership	Number of new homes providing access to home ownership for households on the average income in the city
A diverse and high quality market rental sector	Numbers of high quality market rental units delivered through development schemes
Making best use of all our homes	Number of households downsizing through Manchester Move Number of households moving to more appropriate housing rather than adapting an unsuitable home
A strong sense of place	Outcomes from the proposed online residents survey
Green homes; green neighbourhoods	Percentage of CO ₂ emissions from domestic properties
Informed choice for all	Number of people accessing the Housing Options for Older People advice service Number of unique hits on Manchester Move

Contributing to health and wellbeing	Numbers of new homes delivered to support independent living
Enabling housing services for those households most at risk	To be agreed
Contribution rewarded	Numbers of ESA/Universal Credit claimants

5.0 Communications Plan

- 5.1 This document recognises the critical role of appropriate housing and housing services in supporting the achievement of the objectives outlined in 'Our Manchester', The Manchester Strategy.
- 5.2 Recognising the contribution of housing to Growth, Place and People, it presents an accessible narrative of the key principles that will guide delivery across the housing sector, capture our goals, and outline how we will achieve them during the next 5 years.
- 5.3 It has been developed in collaboration with the Manchester Housing Providers Partnership and forms the basis of the Partnership Business Plan; outcomes will be delivered across strategic and operational housing organisations. The document will form the framework for the work of the Strategic Housing Board over the next 5 years.
- 5.4 Subject to approval by Executive a Communications Plan will be developed to ensure that our residents, potential residents, partners, and fellow agencies can be informed of progress towards the goals set out in this Housing Strategy.

6.0 Conclusion

- 6.1 There are some significant challenges through continued welfare reform and emerging government policy that the housing sector will face now and in future years. This Housing Strategy for Manchester will ensure that as a city along with its partners we are positioning ourselves to deal with these challenges and also maximise opportunities for our residents.

7.0 Contributing to the Manchester Strategy

(a) A thriving and sustainable city

- 7.1 The housing strategy will ensure Manchester has the right housing in the right places available to new and existing residents to support a functioning local and sub regional economy.

(b) A highly skilled city

- 7.2 Access to appropriate housing and services will support residents to achieve and contribute to the city

(c) A progressive and equitable city

- 7.3 Increasing the supply of good quality homes for sale and rent will provide the opportunity for Manchester residents to raise their individual and collective aspirations

(d) A liveable and low carbon city

- 7.4 The right mix of quality energy efficient housing is needed to support growth and ensure that our growing population can live and work in the city and enjoy a good quality of life.

(e) A connected city

- 7.5 This strategy recognises the importance a balanced housing offer plays within a well connected city and the neighbourhoods within it. It seeks to create neighbourhoods where residents will choose to live and their housing needs and aspirations are met

8.0 Key Policies and Considerations

(a) Equal Opportunities

- 8.1 The ten principles outlined in the Housing Strategy contribute to creating equal opportunities for our residents across the range of housing delivery. Providing sufficient high quality homes, across tenures, to match our population growth meets a basic need that our more vulnerable residents sometimes find harder to fulfil. Facilitating opportunities for households to move into home ownership will assist households who may not be able to meet their needs through the market. Disadvantaged groups are more likely to fall into this category; developing pathways to home ownership will support them to access housing of their choice. Ensuring that services are provided to support residents who are most at risk, through the provision of services or developing specialist accommodation, will contribute to the reduction in dependency and improved health and wellbeing. Rewarding contribution will support our customers to reach their aspirations.

(b) Risk Management

- 8.2 Assessment, mitigation and management of risk will be overseen through the city council's governance arrangements associated with residential growth

(c) Legal Considerations

- 8.3 This is a high level strategic document which captures activity that will be delivered by a range of plans and strategies; legal considerations will be included as appropriate within those individual activities and the reports emanating from them.



Manchester

A Housing Strategy 2016–2021



Our Manchester – the Manchester Strategy



Our vision as described in the Manchester Strategy¹ has five themes:

- a thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities
- a highly skilled city: world-class and home-grown talent sustaining the city's economic success
- a progressive and equitable city: making a positive contribution by unlocking the potential of our communities
- a liveable and low-carbon city: a destination of choice to live, visit and work
- a connected city: world-class infrastructure and connectivity to drive growth.

This Housing Strategy sets out our ambitions for the next five years and forms the basis of the Housing sector's contribution to achieving the aims of the Manchester Strategy.

To guarantee the continued economic growth of the city for the benefit of all its residents, it is essential that we continue to attract and retain working households. We must deliver more housing in places that are best-connected to future employment opportunities. A diversity of housing that is close to areas of expected employment growth and linked by available transport capacity will offer growth that can be sustained.

We will continue to build and invest in the city by working with our partners to drive forward growth.

Over the next five years we will regenerate key neighbourhoods in the city and expand housing and employment. Major change will be well underway in areas such as Ancoats, Collyhurst, and the Irk Valley. Our new neighbourhoods will incorporate good-quality outdoor space to make the most of our natural environment, such as parks, canals and rivers.

One of the hardest challenges the city will face is to manage a transition of our disproportionately high numbers of low-value housing to a more balanced market with a greater proportion of higher-value homes that support our economic growth ambitions. At the same time we need to enable and support our existing resident population to access decent housing that they can afford.

In the context of our economic growth and the success to date, the emphasis has been on supporting higher-value homes, attractive to households that are economically active. Running alongside this has been an absolute recognition that we need to enable and support as many of our existing residents as possible to benefit from this economic growth. Therefore our public service reform programmes are as important, if not more so, if we are to enable existing Manchester residents to increase their earning potential and make more housing affordable to them.

¹ manchester.gov.uk/mcrstrategy

Our housing vision

We are creating successful neighbourhoods that are well connected to areas of future opportunity and employment, and which attract and retain people from diverse communities where people feel secure and can reach their full potential.

We are building places and homes that are affordable, increase prosperity, happiness and health, and which will meet the needs of a competitive city region as defined in the Manchester Strategy.

At the core of what we are doing are Manchester City Council's three objectives:

Growth

Increasing the quantity of housing to ensure the right types of housing are available in the right places

Place

Raising the quality and sustainability of our homes and neighbourhoods

People

Enhancing opportunities to access homes – for residents with raised aspirations and a sense of self-esteem

The role of housing

Creating more homes to meet the need of a growing population and economy is our highest priority.

However, a good-quality home that supports access to work, health, care, family and community underpins all the objectives within the Manchester Strategy.

Through its day-to-day contact with tenants and residents in our neighbourhoods, the housing sector is uniquely placed to make a significant contribution to achieving these objectives by:

- Reducing dependency
- Tackling worklessness
- Supporting improved health outcomes
- Promoting financial inclusion
- Fostering aspiration
- Encouraging community cohesion
- Organising youth interventions
- Providing effective neighbourhood management
- Tackling antisocial behaviour
- Maintaining good environment management
- Offering opportunities for resident engagement and contribution.

The story so far

Manchester is a powerful city at the heart of Greater Manchester with a great deal of self-belief and ambition. Our aim is to be a city that meets and exceeds the needs of its residents and stands unique in its enterprise, creativity and industry.

The loss of much of our manufacturing industry in the last century meant that there was a drain of working households to outside neighbourhoods. This led to vacant and abandoned areas, a concentration of social housing with significant pockets of deprivation, unemployment, long-term ill health and disability, and a lack of skills and aspiration. Manchester still ranks as England's fifth most-deprived local authority² and 75% of our neighbourhoods are in the top 30% most-deprived.

Fortunately, because of our residents, strong leadership, innovation and dynamism we have had the determination to rebuild and regenerate the city, and it now has the strength of being the core of the economy of Greater Manchester and the north west. There has been major investment in physical infrastructure and the built environment.

Our population has grown across the whole city, but particularly in the city centre and the surrounding wards. In 1981, fewer than 600 people lived in the city centre, whereas today that figure stands at around 50,000 and apartment schemes have extended outside the centre. Graduates and young professionals in particular have been attracted by the growth in jobs, housing, leisure and cultural opportunities. The Metrolink has expanded to the outer suburbs, widening access and links to employment. In the east of Manchester, former industrial areas have been transformed that now provide good-quality homes and neighbourhoods; in the north of the city we have new housing developments replacing low-demand terraced housing.

In the past ten years, we have demolished more than 4,000 obsolete homes and replaced them with high-quality housing; overall, 24,000 new homes have been built, giving people better choice and quality.

Work by Private Finance Initiatives (PFIs) to revitalise housing estates in Ardwick, Miles Platting and Brunswick is well underway; together with regeneration in Collyhurst and West Gorton there will be around 3,000 new homes in these regenerated neighbourhoods by 2021. This will diversify tenures in those neighbourhoods and contribute to the overall plans for new homes in the city.

In partnership with residents we have made dramatic improvements to the homes and estates of social housing through the Decent Homes Programme, which has transferred our housing estates to new not-for-profit landlords and brought in £1.3billion of investment.

In recent years we have been able to attract employers to the city, so there has been an expansion of economic opportunities leading to a growing population of economically active residents. The number of jobs in Manchester has increased by over 25,000 over the past five years. It has been predicted that the economy will continue to grow, with a forecast of an additional 39,000 jobs by 2025.³ Manchester is now the UK's largest and fastest-growing economy outside London. Ranked by The Economist as the UK's most liveable city, it is fast attracting worldwide investment.

Economic and population growth are naturally linked. The census figures show an increase in population from under 423,000 in 2001 to nearly 503,000 in 2011. This was the highest growth of any

² 41% of Manchester's Lower Super Output areas are in the most deprived 10% in England - this has improved since 2010 when percentage was 45.6%

³ Greater Manchester Forecasting Model 2015

UK town or city. Projections⁴ are that the population will reach 600,000 by 2021. The population of Greater Manchester, which was 2,685,400 at the census, is predicted to reach 2,878,000 by 2026.⁵

Over the last census period, the number of households in the city grew from 179,000 to 204,969, and had reached 224,000 by the end of 2015.

We have successfully attracted young people, including students and young workers, as well as international migrants looking for economic opportunities in the city's job market.

More recently we have had additional challenges. Like the rest of the country the city has felt the effects of the economic downturn and the recent austerity measures. Our housing markets have felt the impact, with some planned developments not being started, and some stalling. This is because less investment money has been available to fund developments, and the housing market has changed. First-time buyers now find it harder to save for deposits and access finance to get on the housing ladder.

Manchester's ambitious Residential Growth Strategy has set out how the city aims to meet the housing challenge to deliver 25,000 new homes over the next decade. The rationale is to accommodate significant population growth in the core of Greater Manchester, developing neighbourhoods of choice close to employment and transport opportunities.

We have taken steps to support the housing market by forming new partnerships, such as Manchester Life and Manchester Place, to promote the delivery of new homes to meet the demand and aspiration

from the new workers we will depend on to further grow our economy. The new partnerships have resulted in substantial increases in planning applications.

A major consideration for the city has been the low proportion of owner-occupation – the lowest of all the major cities – and the correspondingly high proportion of social rent tenure. Partly as a result of the changes in the housing market the balance of tenure across the city has changed significantly, with decreases in the numbers of social rented homes and owner-occupation over the census period, and a significant increase in the number of homes rented through the market rental sector. Helped by the upturn in the rental market we have worked to reduce the number of empty homes in the city: less than 4% of homes are empty, compared to over 7% five years ago.

Through Public Sector Reform we have been working with families to reduce dependency; the housing sector has a key role to play in identifying and working with households that would otherwise not be connected to a healthier and wealthier city.

Our positive approach has been recognised in the Devo Manc agreement with the Government, which – among other benefits – has given Greater Manchester new planning powers to encourage regeneration and development, and a new £300million fund for housing. This operates as the Greater Manchester Investment Fund and provides enough for an extra 15,000 new homes over ten years.

As a direct result of our strong partnerships and our Greater Manchester approach, we will be in the strongest possible position to make the most of the recovery in the housing market and maximise the opportunities from devolution.

⁴ MCC Forecasting Model 2015

⁵ Greater Manchester Forecasting Model 2015

Challenges and opportunities

A key Manchester Strategy theme is that we create a liveable and low-carbon city. Housing has a critical role in delivering this, through the provision of new homes for sale and rent in neighbourhoods connected to employment opportunities.

We have made a good start but we are not yet building enough homes in the places people want to live. The financial crisis, difficulties in getting development or mortgage funding and the reductions in public funding have meant that too few homes have been built so far. The pace of delivery needs to increase in order to boost the building of new homes to support growth and employment in line with the city's **Residential Growth Strategy**. However, we need to ensure a balance between the need for residential growth, employment sites, schools and other infrastructure.

We need to provide housing that attracts and retains residents, from graduates to older households. We need to find new solutions and opportunities for those who want to be homeowners, promoting products that offer access to home ownership, support for mortgages, or opportunities through the allocation of affordable housing for residents who have no other options. It will be critical for the housing sector to encourage our residents to access employment opportunities, reducing dependency and increasing contribution. Our emerging **Affordability Strategy** will outline the city's approach to this issue.

The partnerships we have formed to bring forward development through **Manchester Life** and **Manchester Place** have made a striking start and we must keep the momentum going by using our land and assets to work with the private sector and institutional investors, and provide support to overcome barriers.

The housing market continues to be changeable; the dramatic increase in the number of market rental homes in the city has been recognised in the development of our **Market Rental Sector Strategy**. The challenge will be to improve the standards of all our rental properties at the lower end of the sector through engagement with landlords.

The balance of housing types and tenures is still not right in many of our neighbourhoods. We want all our localities, different as they are, to offer homes for a mix of lifestyles and ages rather than concentrations. While we want to provide opportunities for people to move to meet their aspirations we do not want any neighbourhoods to be places that people always choose to move away from, with no long-term communities or commitment. With a thriving market-rental sector this becomes a greater risk. Our neighbourhoods are diverse, but to encourage people to stay in Manchester we need to ensure that the communities they house can get on well together and enjoy mutual respect. Many residents have concerns that their communities are not safe.

Manchester's **Area Plans** will lay out the Place and People priorities and service needs for our neighbourhoods to deliver. They will include the key strategic role that each area will play in delivering the vision of the Manchester Strategy, including the development of new homes in the right locations to link transport and employment, and the services that will support the residents who move into them.

Many of our social tenants have benefited from exercising their right to buy, and with greater discounts now available, and plans for extension of the right to Registered Provider tenants, we expect more households to take up this opportunity, reducing the number of social rented homes. With current government funding programmes focused on shared ownership tenure, we have fewer options for maintaining the quantum of social homes in the city. The funding that is available to develop rented homes is currently restricted to the provision of specialist and supported housing; we will make use of this to develop homes for older households and vulnerable groups where the new housing will support improved health, and help us make best use of our homes.

An Age-Friendly Manchester. Manchester was the UK's first age-friendly city and housing is one of the eight domains that the World Health Organization recognises as characteristics of an age-friendly city. Working with Health and Social Care colleagues

the housing sector has set out a statement that captures our contributions to improving homes and neighbourhoods for older people: Living Longer, Living Better; Housing for an Age-Friendly Manchester. We have to prepare for the future growth in the older population who need a wider choice of housing so we can provide an offer that allows them to age in place, close to families and communities, and with care available close by.

The contribution of appropriate housing to improved health outcomes has been recognised in the **Locality Plan** for Manchester, which has been prepared as part of the Devo Manc agreements at Greater Manchester level.

Manchester and Salford are home to over 90,000 students – the largest student population in Europe. While many of these are Manchester residents, there is a need to ensure that our housing offer meets the needs of a wide and diverse population that comprises not just undergraduates but postgraduates, international students and student families.

Our **Student Strategy** also highlights the importance of managing the impact of students and other short-term residents in neighbourhoods where families and long-term residents may be affected by the clash of lifestyles.

Meeting the challenge of climate change and managing domestic use of energy is important for our future economy and the wellbeing of our residents. The housing sector has a direct contribution to make to our climate action plans.

We must now maintain momentum and refocus on our residents who still miss out on opportunities. Housing underpins and supports work to promote aspiration and skills, and ensures everyone is included in the benefits of the city's growth. Our housing providers are well placed to take forward actions through **Confident and Achieving Manchester** to ensure that those who are furthest from the job market can begin to benefit from increased wealth in the city. Reform must go hand in hand with Growth.

Through our work with complex families as part of the Public Service Reform agenda, we have

prioritised work to ensure that households at greatest risk of dependency are supported through an Early Help approach that provides key workers to focus on the whole family rather than the individual. An additional 8,000 families will be engaged in the next five years.

Manchester's Local Development Framework

is a collection of planning documents that will be used to deliver the vision for Manchester. It sets out principles for future development, including the distribution of new economic and housing development and the types of homes that are needed to support the economy. It contains our commitment to build 60,000 new homes by 2027. As well as in the City Centre, new homes will mostly be built in the north and east of the city, and in these areas will increase the availability of family housing.

To ensure all our new homes are of the highest standard, a Manchester Residential Quality Guidance document has been prepared. The document, which will complement existing policy, will provide a clear direction on delivering sustainable neighbourhoods and encourage excellence in design.

To achieve our vision we will need innovation and energy to overcome these challenges, but we have many opportunities to help drive the process.

Risks and future challenges

The future is uncertain. Changes that are already in the pipeline will impact on housing markets and the housing sector in ways that we cannot yet assess, such as the impact of Brexit, and further changes to Welfare Reform. We are a world-class city, and as a city in a global economy, continuing political and financial change both in the UK and the wider world during the next five years will affect how we achieve our objectives.

However, our goals remain the same. We are clear about where we need to be in five years' time, and we will adjust our actions and approach to achieve our ambitions.

Links to key strategies can be found at the end of this document.

Wider strategic context

Stronger Together: the Greater Manchester Strategy establishes the priorities of Growth and Reform for the city region. It prioritises the growth of the economy and underlines the importance of helping local people access the opportunities from this growth. It recognises that our homes, neighbourhoods, transport links and services all work together to attract and keep the workforce we need to achieve greater prosperity.

Greater Manchester Spatial Framework

Joint working across Greater Manchester will produce a plan to manage the supply of land for jobs and new homes across the region. The Greater Manchester Spatial Framework (GMSF) will ensure that we have the right land in the right places to deliver the homes and jobs we need up to 2035, along with identifying the new infrastructure (such as roads, rail, Metrolink and utility networks) required to achieve this.

With the innovative **Devo Manc** agreement we have the great opportunity to widen our horizons and look at housing from a Greater Manchester perspective, and with the added ability to prioritise our spending to achieve housing growth. **The Greater Manchester Investment Fund** of £300million can provide funding to promote the development of 10,000 new homes needed, year on year, in Greater Manchester. Many will be in the conurbation core.

With the impetus from **Devo Manc**, Greater Manchester is likely to be the driving force of the **Northern Powerhouse**, which is intended to redress the North–South economic imbalance and attract investment into Northern cities and towns.

To achieve our aims for the city, Manchester's health outcomes need to improve. Well-managed good-quality housing in good neighbourhoods underpins the efforts to improve our delivery of better joined-up health and social care services through the **Living Longer, Living Better** blueprint.

Since October 2015, new decision-making bodies have begun to take responsibility for making important decisions that affect our health and social care needs. These bodies, made up of representatives from GM NHS organisations and local authorities, will gradually be given more powers, and local decision-makers will be given control of the £6billion budget that is currently spent on services such as hospitals, GP surgeries, mental health and social care. This means that local leaders and clinicians will be able to design services to directly meet the needs of local communities. Housing's major contribution to improved health and the sector's close relationship with the city's residents are both recognised, and there is opportunity for the sector to play an important role as more detailed plans for delivery are developed. Manchester's **Locality Plan** sets out the city's priorities.

Through **Public Service Reform** we are reforming public services so everyone will enjoy the benefits of Greater Manchester's growth and prosperity. This means using new ways to support people with difficult and complex lives: identifying problems early, helping them tackle those problems, and learning from their experiences to support others. With priorities around delivering more community-based health and social care, and working with troubled families, the housing sector has an opportunity to make a significant contribution.

Delivery through our partnerships

We have already achieved a massive change through working together – with other local authorities, Housing Providers and landlords, developers, and with residents and tenants.

This strategy outlines the role the Housing sector can play in achieving the objectives of the Manchester Strategy, and through that the objectives of the Greater Manchester Strategy; it also links with other strategies that affect Manchester's neighbourhoods.

We look forward to facing the fresh challenge of engaging with new partners in the private sector to deliver new investment opportunities, and to the challenge of delivering our housing vision with our partners.

Partnership working is at the heart of the development and delivery of this housing strategy, so 'we' means all of us who work together so that our homes and neighbourhoods can benefit the city and its residents:

- the residents of Manchester
- Manchester City Council
- The Greater Manchester Combined Authority
- The Manchester Partnership
- Homes and Communities Agency
- The Manchester Housing Providers Partnership and Registered Providers
- private landlords
- health services
- developers
- universities

and many more.

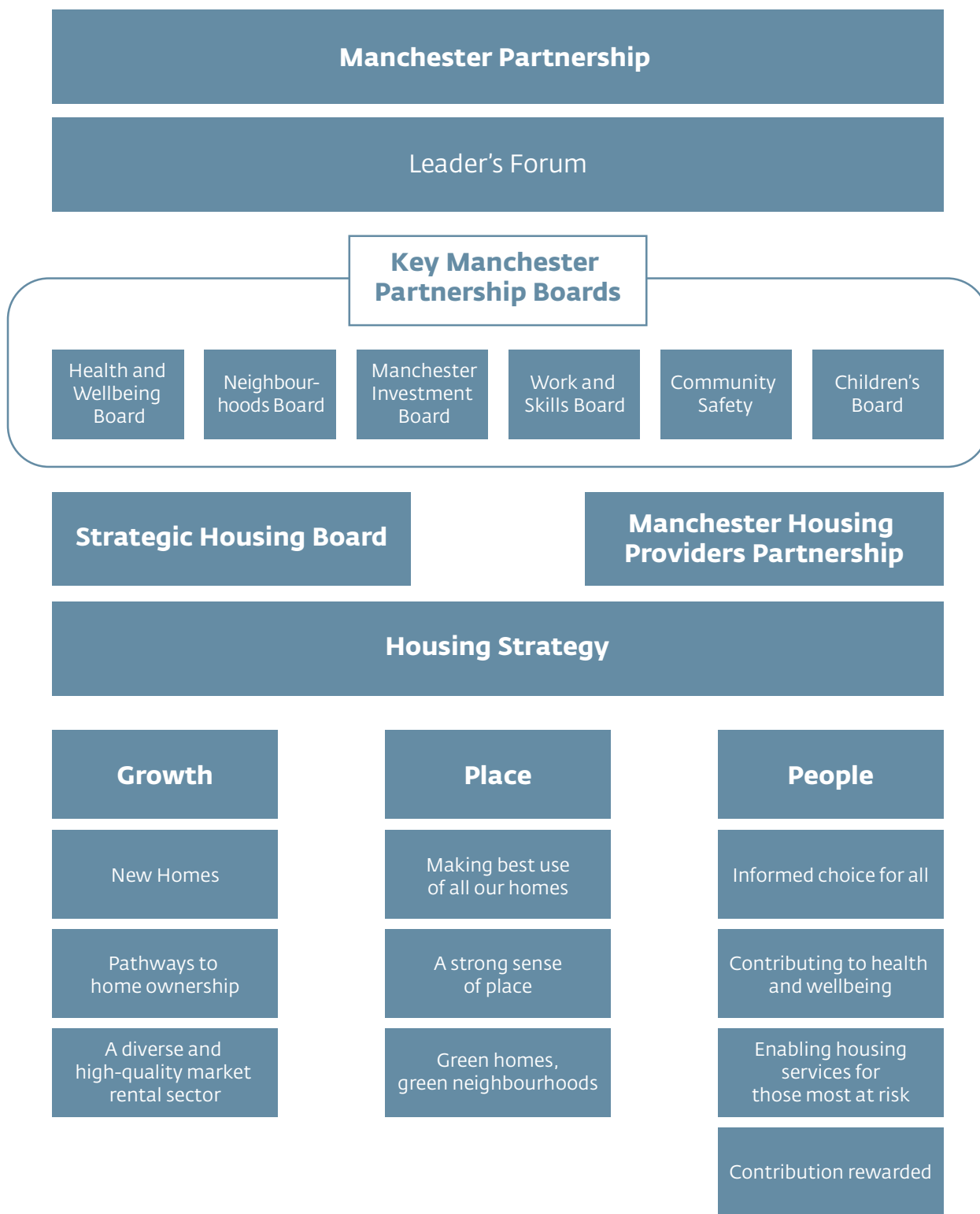
What our Housing Provider partners can offer:

- ✓ Making sure there are the right homes in the right places
- ✓ Ensuring access to housing for the most vulnerable and tackling homelessness
- ✓ Providing advice and information about housing opportunities to support health outcomes
- ✓ Providing opportunities for home ownership to create sustainable communities
- ✓ Managing homes and neighbourhoods to provide safe and secure environments
- ✓ Supporting independent living through specialist accommodation and equipment and adaptations
- ✓ Using experience of engaging with communities to promote healthy lifestyles
- ✓ Working with residents to foster behaviour change
- ✓ Providing volunteering opportunities to encourage community involvement and support neighbourhoods
- ✓ Bringing knowledge of residents and neighbourhoods to inform evidence to support planning of services
- ✓ Engaging with health and care services at a local level
- ✓ Spreading key themes like Our Manchester across their organisations.

The delivery of our strategy will be taken forward through a number of individual plans and strategies. The Strategic Housing Board will retain an overview of the different elements of the delivery and maintain a suite of indicators that capture the high-level outcomes.

The Manchester Housing Providers Partnership Business Plan will reflect the priorities in this strategic statement.

The structure diagram below shows the delivery boards and principles for our strategy.



Our key principles

1 New homes

With a growing population and changing lifestyles we need to provide additional homes that are affordable for our residents, in the right place, and of the right quality to meet future demand.

2 Pathways to home ownership

Providing homes that people can afford encourages them to play a bigger role in the city's economy.

3 A diverse and high-quality market rental sector

The private-rented sector makes an important contribution to the city's housing, provided it is well managed.

4 Making best use of all our homes

We cannot allow homes to stay empty while housing is in short supply, and must use our social rented stock to meet need.

5 A strong sense of place

People need a well-designed and managed environment to achieve their full potential.

6 Green homes: green neighbourhoods

Energy-efficiency is good for the city and can save households money and make people healthier.

7 Informed choice for all

People need information and advice so they can take responsibility for their own housing and employment.

8 Contributing to health and wellbeing

A good well-managed home is essential if people are to meet their full potential to be healthier, happier and wealthier.

9 Enabling housing services for those households most at risk

There will be support for vulnerable households that need help to manage their housing journey.

10 Contribution rewarded

There will be wider choices for those who raise their aspirations.





Theme: **Growth**

1 New homes

Headline statistics

By 2021, the city's population will have increased to **600,000**, which is **63,000** more than today.

Around **70,000** students study in Manchester; **27%** of graduates from Manchester universities remain in the city.

Our goals for 2021

- We have 12,500 more homes in a better-balanced housing market, linked to opportunities through the improving transport network.
- We provide good-quality homes that attract people to live in the city as they take advantage of high-tech employment opportunities; 39,000 new jobs are anticipated in the next ten years.
- We support the housing aspirations of new and existing residents by offering a wide choice of homes to support the increasing population and growing economy.
- The city has a high-quality purpose-built student housing offer to attract the best students – to maximise the benefits they bring to the city.
- More of the graduate population chooses to stay in the city and access an appropriate housing offer.
- Private investment creates more new housing development close to the regional centre.
- New homes are digitally connected.
- We have a wide choice of homes for older households.
- Our new homes have good-quality design and space standards and meet the Manchester Standard.

What is our starting point?

- We do not yet have enough good-quality homes in high-quality environments to support our growing economy and population to attract people to move to the city and stay here.
- The housing market is recovering and beginning to offer more opportunities, so we have taken the initiative to promote new development through a variety of enterprises.
- Our Manchester Life and Manchester Place strategic partnerships are already leading to the development of new homes.
- Through our Housing Investment Fund we have set up Matrix Homes, to use pension fund investment and Council land to bring forward development of sale and market rent units.
- There is a high demand for market-rental properties in the city centre and the extended city centre boundary to house our residents, including our young mobile workforce.
- We have too many areas dominated by social housing that do not provide a good mix of homes or opportunities for people.
- We have a shortage of homes that support people's independence.
- The number of older households is growing – we do not have a sufficiently varied and attractive choice of homes for them for the future.

What do we need to do next?

- Make sure we have the right homes in the right places, and with our partners in GMCA, plan and integrate the development of homes and employment across Greater Manchester to support economic growth with high-density development close to transport.
- Continue with our plans for more homes, particularly in the north and east of the city. Working with the Homes and Communities Agency, Registered Providers and private sector investors and developers, support housing development across the city to provide an additional 12,500 homes in the next five years.
- Maintain the quantum of social housing by using the available funding to support development of specialist and supported homes for older and vulnerable residents.
- Ensure best use is made of public land and planning requirements to support development (particularly the Greater Manchester health estate) and use our influence to ensure that new developments are digitally connected and support opportunities for home working and enterprise to support growth.
- Continue to support the building of new homes through Manchester's Housing Private Finance Initiatives, our Housing Investment Fund, Manchester Life, Manchester Place, and other opportunities of new housing.
- Market clusters of our smaller infill sites to promote development.
- Develop new homes to support older or vulnerable households' independence.
- Meet the new demands from changing lifestyles, eg. home working, younger people, equity-rich older people, and demands for energy-efficiency.
- Set out our quality expectations and make sure quality standards on design, energy-efficiency and access to new-build homes are outstanding – all influenced and guided by the Manchester Residential Quality Guidance.
- Support new development by promoting financial products, so new households and graduates can afford the homes they want.
- Promote the use of modular methods of construction.
- Encourage Registered Providers to work with us to deliver new homes.

Theme: **Growth**

2 Pathways to home ownership

Headline statistics

The average household annual income for Manchester is currently **£27,500**.

Home ownership remains affordable in Manchester, with **50%** of homes selling for £125,000 or less over the past decade; **75%** of the city's housing stock is in council tax band A or B.

Almost two-thirds of the population of England and Wales own their own home (**63%**), but in Manchester the equivalent figure is just above a third (**38%**).

Our goals for 2021

- There is a diverse portfolio of housing for sale, including a low-cost home-ownership product accessible to first-time buyers and working families on average household incomes across the city.
- Housing costs should be no more than 30% of a household's gross income.
- Subject to consultation on our affordability policy, an agreed proportion of the city's residential development is affordable to a Manchester household on an average income.
- Our rented homes – social or private – deliver a vital element of the city's housing offer but also provide a pathway to home ownership.

What is our starting point?

- There will continue to be a growth in higher paid jobs in the financial and professional service areas; however, a high proportion of the job growth is forecasted to be at or below the average household income for the city.
- Houses in many parts of the city are affordable for the average income and there is a good balance between house prices and income levels for many households – increasing the city's competitiveness and attracting new residents.
- The Government's commitment to increasing home ownership, combined with easier access to mortgages, has helped to drive up the number of sales to owner-occupier buyers in the city over the past 12 months.
- There is an affordable market-housing product for aspiring resident homeowners in various parts of the city, and current planning permissions show a significant and sustainable supply.

What do we need to do next?

- Consult and develop our policy framework on affordability in the light of forthcoming changes to housing and planning policy.
- Review our planning policy to align our definition of 'affordable' housing directly with current and projected future household incomes.
- Progress new development in areas such as Brunswick, Miles Platting, Collyhurst and West & Central Gorton, where the market is most likely to provide a low-cost home-ownership product affordable to first-time buyers and working families (at average household incomes).
- Bring to the market smaller sites across the city that offer residents a choice of home-ownership products – including larger family housing at a range of price points.
- Work with Registered Providers to deliver low-cost home ownership and other affordable home-ownership products in the city.
- Work with the Combined Authority to develop a better understanding of the barriers to mortgage finance and develop credible solutions that will assist lower-income households to consider home ownership.
- Ensure housing options advice provides information for homeseekers on affordable home-ownership products, including Help to Buy.
- Take advantage of the developing range of products and models that offer flexible rental or purchase products offering pathways to home ownership.

Theme: **Growth**

3 A diverse and high-quality market-rental sector

Headline statistics

There are over 61,000 households (28% of the city's stock) that rent privately in Manchester – a proportion that is higher than all the other major UK cities.

Our goals for 2021

- There are well-managed high-quality privately rented homes covering a range of affordability, properties and neighbourhoods that meet the needs of a diverse, changing and mobile population.
- The private-rented sector continues to be viewed as a sector of choice.
- Poor property conditions and management standards are tackled by effective enforcement.
- Neighbourhoods of private-rented homes are well managed, safe and secure.
- Poor-quality landlords are marginalised to the point where they improve or leave the market,
- Social-rented tenants are increasingly well informed about their rights and responsibilities and have taken on more responsibility for holding their landlords to account. The same needs to happen in the private rented sector.
- The perceived poor quality of market-rental homes can be a barrier to families choosing this sector, yet there is increased pressure on the sector to provide quality and affordable accommodation in the current economic climate of constrained mortgage lending.
- Some areas have particular problems: concentrations of short-stay rented accommodation (bed and breakfasts) can undermine areas, and high percentages of students can affect the stability of a neighbourhood.

What is our starting point?

- We have developed a Market Rental Strategy to guide future actions to support and improve this tenure.
- There are thousands of landlords and agents with portfolios ranging from a single property to over 1,000. Many, but not all, actively engage with us.
- Poor-quality rented homes are concentrated in some neighbourhoods. This increases the numbers of vulnerable and low-income households, making management more difficult and encouraging antisocial behaviour.
- By contrast, the city centre and surrounding areas have a successful and dynamic rental market, and demand is increasing.
- Changes to the Local Housing Allowance and benefit system are having an impact on private-sector housing that we cannot yet fully assess.
- There is increasing interest in the potential for investment in the market-rental sector, which has delivered successful rental schemes.
- We are promoting good practice – the Manchester Rental Pledge spells out the role of the sector in the city: what is expected from landlords and tenants and what they can expect in return.

What do we need to do next?

- Use the emerging work on neighbourhood analysis to assist in targeting services at key areas and integrate this into emerging Area Plans.
- Continue to track the market to ensure we understand changing trends in the private-rented sector and the impacts of changes to welfare benefits and Buy to Let.
- Target enforcement at bad landlords and poor properties, promoting successful prosecutions and enforcement action through establishing a localised 'task force' approach and a multi-agency approach.
- Pilot selective licensing in key neighbourhoods to address issues and assess its value for wider implementation.
- Continue to develop relationships with trade associations, landlords, and managing and letting agents, and promote self-regulation.
- Work with the universities to manage the impact of students on residential neighbourhoods in line with our Student Strategy Action Plan.
- Increase engagement with troubled families in the market rental sector.
- Ensure that rented homes in the city centre continue to attract an upwardly mobile workforce and support delivery of new schemes.
- Encourage private investors to deliver more new homes for rent.
- Pursue opportunities to provide more security of tenure for privately rented homes, increasing their appeal to families.
- Control the spread of Houses in Multiple Occupation.
- Ensure that antisocial behaviour is tackled effectively in areas of private rented property.
- Explore the potential for a strong co-ordinating development and leadership role through our Housing Provider partners who have a place-based focus.

Theme: **Place**

4 Making best use of all our homes

Headline statistics

We have reduced the number of empty homes to **4%** in the past few years (an all-time low); the majority of these are short-term furnished properties in the private-rented sector awaiting a new tenancy.

48% of our social-rented homes are underoccupied, and **56%** of all our homes are underoccupied. Roughly a quarter of these are older households.

Our goals for 2021

- We have neighbourhoods with a mix of tenure that works, supports mixed communities, family networks and more balanced housing markets.
- With a combination of encouragement and enforcement action we tackle empty homes before they become a problem.
- We have maintained the quantum and quality of social housing and make the best possible use of our existing social rented homes to meet the demand from those who cannot meet their housing needs through the market.
- Investment in new affordable homes for rent is targeted to support the independence of older households and other groups, for whom home ownership is not achievable.
- We have enough properties designed for older people that have created an aspirational offer to encourage them to move to homes where they can keep their independence for longer.
- We make the best use of our adapted homes to provide for those who need them.
- We adapt to changing needs of the market through flexible use of tenancies.

What is our starting point?

- Our social rented homes are of good quality and are well maintained.
- We have a large number of homes that are underoccupied while there is a shortage of homes.
- We have insufficient homes to support independence in a growing older population.
- Many of our residents have aspirations for home ownership that they have been unable to fulfil over the past ten years.
- We have specially adapted properties that we do not make best use of when they become available to relet.
- Through our area analysis work we understand the issues and risks in existing neighbourhoods to inform the development of local Area Plans.
- There are a number of tools and legal powers to tackle empty homes that we need to use more effectively.

What do we need to do next?

- Use available funding, including Right to Buy receipts, to maintain the quantum of social housing, to replace stock lost through Right to Buy, or regeneration, or to re-balance where stock is poorly designed or of the wrong type.
- Use available funding to provide social housing that will support continued independence in specialised or supported homes.
- Provide a wider choice of cross-tenure aspirational housing for older people to support positive choices for older age, and support this with effective housing, care, and financial options advice for older people.
- Encourage tenants and residents to move to smaller homes and across tenures through offering advice and support.
- Encourage people to access appropriate adapted properties rather than remain in inappropriate accommodation with costly adaptations.
- Make use of available products to help social tenants onto pathways to home ownership.
- Adopt a more flexible approach to tenancies through use of fixed-term tenancies and Rent to Buy schemes, but offering secure tenancies to those residents with long-term dependencies where affordable housing will support health or care needs.
- Where we have problems with empty properties, develop neighbourhood-focused empty-property delivery plans showing how we will engage with property owners and tackle empty properties in specific neighbourhoods and ownerships.
- Maximise additional funding and resource opportunities to tackle empty homes.
- Develop long-term strategies for the ongoing refurbishment and regeneration of existing homes in areas at risk of decline.
- Ensure appropriate investment in our social rented homes so they continue to be well maintained and fit for purpose.

Theme: **Place**

5 A strong sense of place

Headline statistics

In the most recent survey, **79%** of residents were satisfied with their local area as a place to live; this represents a significant improvement over the past 15 years. **82%** of respondents felt strongly that they belonged to their neighbourhood.

Manchester ranks as England's fifth most-deprived local authority, and **75%** of our neighbourhoods are in the top **30%** most deprived.

Our goals for 2021

- All our neighbourhoods, though different, are successful and resilient and offer a wide range of housing choice backed up by access to good-quality public and private-sector services, good amenity space and good public transport.
- Our Housing Providers make a strong contribution to an integrated delivery of services through the Our Manchester approach.
- Our neighbourhoods are well managed, well connected, and provide a clean, green and pleasant residential environment with access to amenities, for the benefit of all age groups; services are joined up to provide management, support and improve community cohesion.
- Residents choose their neighbourhood as a good place to live and feel safe and supported; they feel they belong.
- We can build on the great improvements delivered through successive regeneration programmes, and we have Private Finance Initiatives and new regeneration projects making big changes to neighbourhoods.
- We are preparing Area Plans, which will identify the strategic priorities for each area, integrate neighbourhood management, and deliver the Manchester Strategy vision.
- We know that if antisocial behaviour is tackled quickly and effectively, people are more likely to choose to live in a neighbourhood. However, consultation shows that many residents still have real concerns about antisocial behaviour.
- Some of our neighbourhoods have more than the average share of short-stay and temporary homes.
- Some of our neighbourhoods are adversely affected by large numbers of students, which has an impact on families and communities.
- There have been changes to welfare benefits, which is likely to affect the stability of our neighbourhoods over the coming years, and we need to track changes carefully.
- We have strong and committed Housing Providers who contribute to building communities.

What is our starting point?

- There are huge differences between successful neighbourhoods and those that do not attract or encourage people to stay; we need all our neighbourhoods to offer a good choice of homes to build long-term stable communities.
- We have started a process to identify the key characteristics of our neighbourhoods that will enable us to target effectively.

What do we need to do next?

- Focus the efforts of all our services to foster a sense of place and encourage Housing Providers, residents, partners, communities and businesses to work in and for their neighbourhoods.
- Get the best out of our partnerships through our Area Plans, and create a balance between citywide and local neighbourhood priorities.
- Continue with our work to better understand neighbourhoods and their service needs, and build in flexibility to meet the changing needs of individual neighbourhoods.
- Continue with regeneration plans to transform key areas and plan new homes that will meet the needs of individual neighbourhoods.
- Ensure that Housing Providers are actively involved in the work to deliver the Area Plans and use their skills and experience to take a lead role in managing neighbourhoods to improve standards and create stable and attractive places to live.
- Provide more information and more opportunities for residents to influence the development of our neighbourhoods, and build capacity within local communities to help them improve the neighbourhoods they live and work in.
- Tackle antisocial behaviour robustly and support families with complex needs to change their behaviour.
- Ensure that our temporary and short-stay accommodation is appropriately located, well managed, and does not impact adversely on any neighbourhood.
- Identify risks and track housing-market changes in our neighbourhoods to enable early intervention using local solutions.

Theme: **Place**

6 Green homes: green neighbourhoods

Headline statistics

18.6% of Manchester households are in fuel poverty.

Manchester's domestic properties are responsible for **30%** of the city's total direct CO₂ emissions.

CO₂ emissions from domestic buildings have reduced by **25.3%** between 2005 and 2014.

Our goals for 2021

- Fuel poverty has been reduced across all tenures.
- CO₂ emissions from domestic properties are reduced.
- New and existing homes are more energy-efficient, reducing energy waste, carbon footprint and energy costs for residents.
- Green and blue infrastructure makes our neighbourhoods more attractive, healthy and family-friendly.
- An energy-efficient home in a green neighbourhood is one of the key factors in helping tenants and residents choose a new home.
- Housing Providers are signed up to be Carbon Literate organisations.

What is our starting point?

- Largely through our Housing Provider partners we have made progress on the Climate Change Action Plan by providing ground-source heat pumps, solar panels, air-source heat pumps and retrofitting homes.
- Housing Providers and councils across Greater Manchester have worked together to develop a Housing Retrofit Strategy.
- Although new homes are energy-efficient we have not yet made sufficient inroads into improving our existing stock to minimise the impact of fuel poverty on health.
- There is a significant proportion of pre-war housing in Manchester, which will require radical and innovative measures to improve energy-efficiency.
- Fuel poverty is a major issue in the city. With ever-increasing energy prices, we need to reduce fuel poverty by improving the energy-efficiency of homes and providing advice and information on reducing fuel bills.
- Twenty Housing Providers across Greater Manchester have committed to become carbon-literate – extending into the supply chain and into communities.

What do we need to do next?

- Develop innovative and cost-effective domestic energy-efficiency and retrofit projects.
- Make all private-sector owners aware of what they can do to improve the quality and energy-efficiency of their homes through an awareness-raising programme.
- Work with the Greater Manchester Low Carbon Hub and use opportunities to engage with residents and agencies to ensure that more people and organisations become carbon-literate.
- Work with private-sector landlords to encourage them to improve energy-efficiency in all their properties.
- Continue to provide loans and advice for homeowners to help improve the energy-efficiency of their homes through central heating, insulation, replacement doors and windows, or renewable energy through technical support and new financial products.
- Identify funding and encourage innovation in developing a programme to bring all homes up to a 'Better than Decent' standard that meets sustainable energy targets.
- Reduce CO₂ emissions in the domestic sector by improving the heating and insulation in the private sector and among the city's Housing Providers, and by encouraging all individuals, neighbourhoods and organisations into embedding a cultural change of low-carbon thinking into the lifestyles and operations of the city.
- Attract funding by working in partnership with external providers, such as energy utility companies, to enable us to deliver more projects.
- Work with our Housing Provider partners to ensure that the estates they manage offer high-quality and well-maintained green spaces.
- Work with Housing Providers to offer opportunities for community greening, gardening and food-growing with their tenants.
- Embed high-quality green infrastructure as part of new developments, particularly in north and east Manchester where there will be significant new residential development.
- Take opportunities that arise from working with the Energy Company for Greater Manchester to reduce fuel poverty and improve domestic energy-efficiency.
- Encourage new development around transport hubs to encourage sustainable travel choices.

Theme: **People**

7 Informed choice for all

Headline statistics

Around **12,000** households are on our housing register waiting to move at any one time, and approximately **4,500 (38%)** are in a 'need to move' band.

The likely number of available lettings is just below **4,000**, so supply broadly meets demand, though not all will be the right size or in the right area.

Our goals for 2021

- All Manchester residents are able to make informed choices about where they live based on high-quality and readily accessible information.
- Information on housing options for our growing older population is combined with information about finance and care options.
- Manchester Move, our choice-based lettings platform, provides effective signposting about opportunities across tenures and types of home.
- We provide access to consistent advice and support regarding training, volunteering and employment opportunities across the city, to support residents to increase their household income and housing choices.
- We have a greater choice of homes and products to access home ownership, and our residents are well informed about these options.

What is our starting point?

- We have developed Manchester Move – our choice-based lettings platform for applicants for social housing; this provides access to most of the accommodation managed by our Housing Providers. However, this does not yet offer wider access to different tenures and opportunities.
- Our allocations policy offers greater priority to those who contribute through work or the community.
- To reach our potential we need more highly skilled residents; in the past, not enough of them have taken advantage of the job opportunities being created, though this is changing. We need to join up advice on training and employment with advice on housing to help households widen their prospects and raise aspirations.

What do we need to do next?

- Deliver new homes and pathways to home ownership that offer a wider choice across our neighbourhoods, particularly for older households and young families in our growing population.
- Work with partner agencies to ensure that the advice we offer is consistent, co-ordinated, good quality, and encourages people to move into work to increase their incomes and opportunity.
- Work in partnership to make sure Manchester Move offers homeseekers routes to homes of all tenures, builds self-reliance, offers realistic advice on prospects for rehousing, and increases opportunities for existing social tenants to move.
- Take opportunities that will arise through devolution to ensure that a variety of housing options are available across Greater Manchester to support growth and social mobility.
- Work with health and social care commissioners to ensure that older and vulnerable persons' housing options are fit for purpose and that people know how to access them.
- Keep our residents informed so they play a 'good neighbour' role to communicate advice and information in our communities.
- Extend the Housing Options for Older People service across the city.

Theme: **People**

8 Contributing to health and wellbeing

Headline statistics

The city has the lowest life expectancy at birth for women and the second lowest life expectancy at birth for men in England.

18,774 over-65s are expected to be living with long-term limiting illness by 2020.

£23.6million was spent by Manchester City Council on permanent and respite residential/nursing care in 2013/14. In addition, older people occupy around **60%** of general hospital beds.

Our goals for 2021

- We are well prepared to meet the needs of a growing older population that will have more complex health issues.
- We have sufficient accommodation to support residents to maintain their independence.
- The housing sector plays a key role in supporting the improvements to health and wellbeing in Manchester through the integration of services under One Team and delivery of Manchester's Locality Plan.
- Value for money drives the use of technology and home adaptations to support the independence of households with ongoing health issues.
- We have clear pathways to enable access to good-quality housing that supports improved health.
- All households live in good-quality homes.
- There is an increasing number of households living in unsuitable housing because of health issues.
- There are increasing numbers of adults with learning difficulties, mental health problems and more complex health needs.
- There are increasing numbers of older people with dementia and increasing care needs living in unsuitable family homes or residential care.
- While we have provided some Extra Care Housing that allows older people to stay in their homes and communities, the offer is limited, and in the future there will be a greater number of older people living longer who need this type of home.
- We need to better understand the role that sheltered housing can play in meeting the needs of older people.
- We have successfully reviewed the financing and delivery of adaptations that support health and independence.
- There is a well-established Home Improvement Agency service that has helped 50,000 owners to maintain and improve their homes in the past five years.

What is our starting point?

- While new homes are energy-efficient, we have not yet made inroads into improving our existing private stock to minimise the impact of fuel poverty and disrepair on health.

- Our Locality Plan has outlined the key role that appropriate housing can play in achieving improvements in health and social care outcomes.
- There needs to be better understanding of the role that housing-related support services play in preventing admissions to hospital and clinical services.
- With more people living longer, older households don't have enough information about housing, care and finance options to make choices at the right time that can help them to stay independent.
- Support independent living through the development of specialist accommodation with appropriate assistive technology.
- Continue to provide equipment and adaptations to support continued independence and ensure that we make good use of our existing adapted homes to meet needs.
- Engage with health services at a local level through the integration of local services through One Team.
- Look for opportunities to deliver services to support health and wellbeing that arise through the implementation of Devo Manc and Manchester's Locality Plan. This will include models that reduce bed blocking through supporting hospital discharge and step-up/step-down flexible housing solutions.

What do we need to do next?

- Increase the number of good-quality homes in the private sector by promoting loans, equity share products and repair services to help owner-occupiers make their homes safer and more energy-efficient.
- Provide additional Extra Care homes, ensuring that the best use is made of sheltered housing in the city and that access is backed up by good-quality advice and information on housing, care and finance.

Theme: **People**

9 Enabling housing services for those households most at risk

Headline statistics

In 2014/15, over **5,000** people approached the Council for advice and assistance, **2,203** made a homeless application, and **1,488** were accepted as homeless.

There were **70** rough sleepers at the last count, ten times the number five years ago. Analysis indicates that there are nearer **200** people actually sleeping rough in the city.

Our goals for 2021

- No-one is rough sleeping in the city.
- Fewer households access temporary accommodation because of preventable homelessness.
- Homeless households are supported to access and maintain accommodation.
- There are effective move-on arrangements from supported accommodation to independent living.
- Children have better life chances, through integrated support given to break the cycle in families with complex needs, and the right accommodation for those in care.
- Reduced funding and radical changes to welfare benefits will make it challenging to manage the impacts on those who are most at risk, particularly those under 35 who cannot access work opportunities.
- There is a backlog of applicants living in temporary and supported accommodation who want to move into settled accommodation.
- Changes in immigration and EEA national legislation may have an impact on homeless presentations.
- There is a lack of suitable accommodation for single people.

What is our starting point?

- There is an increasingly visible issue of begging and street-homelessness in and around the city centre, which is the result of a wide range of factors.
- At a national level there is considerable uncertainty surrounding factors that affect the delivery of specialist and supported housing.
- We are dealing with single people and households with increasingly complex needs.
- The support we have provided has at times kept people dependent rather than raise their aspirations to help them move forward in their lives.
- Providers are working closely with commissioners to further improve our housing-related support offer that develops the skills needed for more vulnerable groups to live independently in the city.

- The Confident and Achieving Manchester agreement between Housing Providers, the Council and other providers will ensure that families needing help are identified early and receive tailored support to tackle debt, worklessness and tenancy issues.
- There is a developed offer for veterans, and support available to help them become more resilient.
- Undertake further work to understand what the offer needs to be for people with complex needs who are in temporary and out-of-city accommodation.
- Continue to develop the Confident and Achieving Manchester service model.
- Track and analyse the impact of welfare-benefit changes and develop strategies to manage the impacts when assessed.

What do we need to do next?

- Focus on preventing people from becoming homeless through targeted housing-options advice and support services.
- Review the Homelessness Strategy and encourage organisations to support the Homelessness Charter.
- Develop a model to provide accommodation and move-on pathways for rough sleepers over the winter period and reduce the number of people sleeping rough.
- Make the best use of existing specialist and supported accommodation schemes through effective access and move-on arrangements.
- Work with partners to find innovative ways to provide new accommodation.
- Continue to develop the Early Help Hubs and MASH safeguarding practices to ensure we maintain an early-intervention approach.
- Better understand how the Working Well programme is benefiting those groups furthest from employment and training opportunities, and develop strategies to ensure they are able to access the opportunities available.
- Monitor and manage the impact of the Immigration Act on failed asylum seekers' housing circumstances.
- Monitor and manage changes for EEA nationals that will impact on their housing status.
- Continue to develop the veteran village community model and better understand the needs of those veterans with higher and more complex needs.

Theme: **People**

10 Contribution rewarded

Headline statistics

In 2015, the average wage of those working in the city was **£500** per week; the average wage of households in the city was **£441** per week.

In 2015, **2.9%** of working-age Manchester residents were claiming JSA or Universal Credit and were out of work, compared to **1.8%** nationally. The number of out-of-work benefit claimants in 2015 was over **50,000**, approximately **14%** of the working population.

Our goals for 2021

- Households on an average city income have opportunities for home ownership.
- Households that work or contribute to the community are rewarded with increased opportunities to realise their housing aspirations.
- Changes in households' circumstances can be managed through more flexible tenure opportunities.
- People are encouraged to take up opportunities to become involved in their communities or gain employment.
- Our Complex Dependency (Confident and Achieving Manchester), Troubled Families programmes and Working Well pilot have been established, and these are focusing on employment opportunities.
- Eighteen Registered Provider partners have signed a Confident and Achieving Manchester agreement; this commits them to an active role in identifying and supporting the households with complex needs as early as possible and participating in the Early Help Hubs.
- Our Allocations policy now rewards work or community contribution with increased priority, and most of our new-build affordable rent homes are designated for working households.

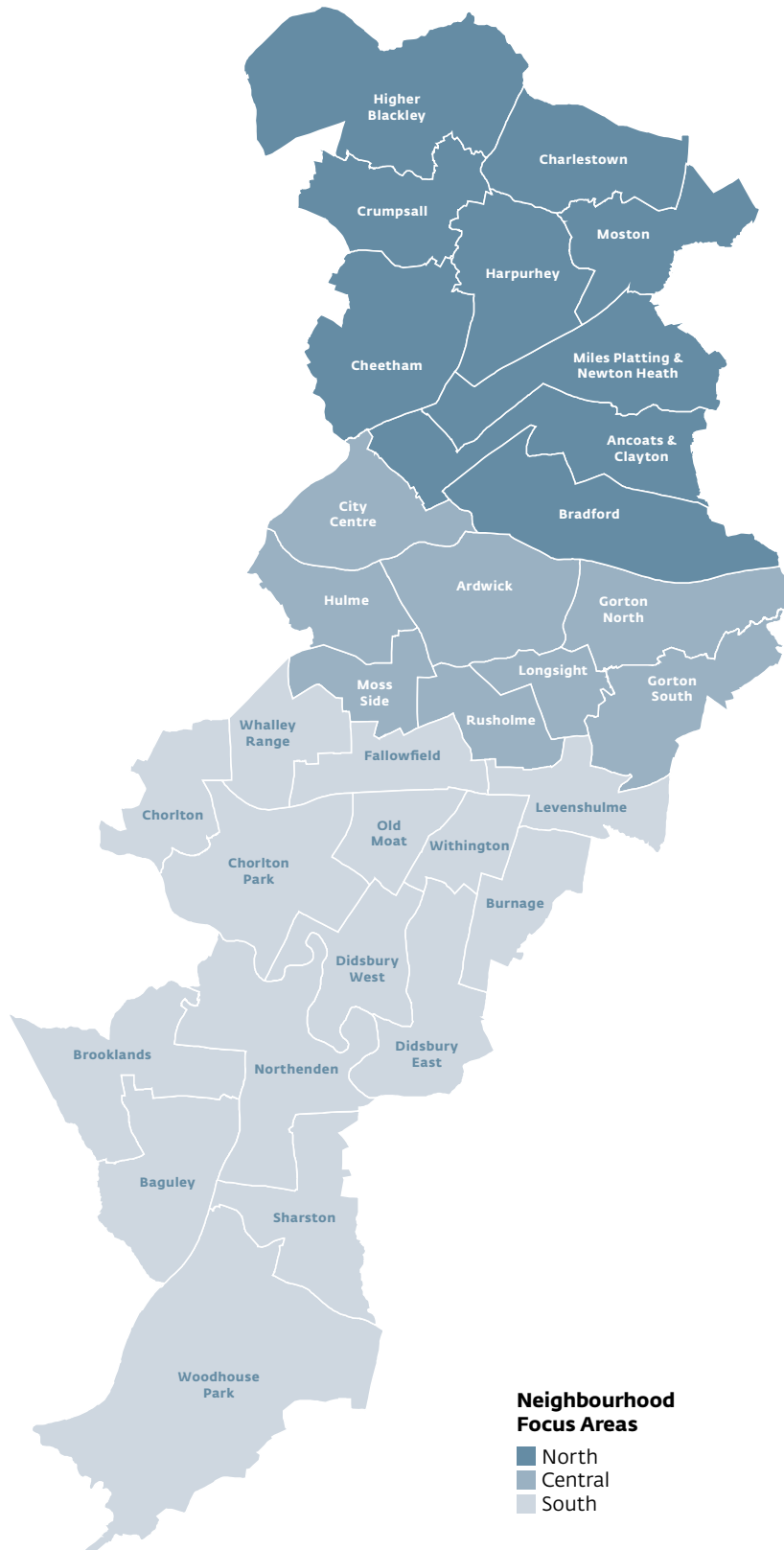
What is our starting point?

- We expect over 39,000 new jobs in the next decade. Not all residents benefit from these opportunities because they lack the skills needed.
- Incentives for households to move into work and achieve their ambitions for home ownership have not been sufficiently strong or well aligned.
- Welfare-reform changes have resulted in concentrations of residents who are poorer; future changes are likely to make this worse.
- There are not enough opportunities or financial products to help lower-income households onto the housing ladder and cushion them in times of difficulty.
- Transition from social tenancy to private-rented or home ownership can be difficult.
- Where there are opportunities for people to get involved in their communities they are not obvious enough and it is not easy enough for people to take part.

What do we need to do next?

- Convey the message that we value self-reliance and enterprise, and provide opportunities for volunteering and community engagement; promote the Our Manchester ethos.
- Continue to promote local labour schemes through our partners and maximise the leverage of our supply chain to support local economic benefit.
- Take advantage of our Housing Providers' relationships with their tenants and neighbourhoods to promote the development of skills and volunteering opportunities that will enable people to move into work.
- Continue to implement the Confident and Achieving Manchester initiative.
- Ensure our housing providers work closely with Early Help, Troubled Families, CAM and Working Well to maximise benefits from the programmes and avoid housing/tenancy issues escalating.
- Continue to encourage residents to gain skills and employment by giving preference to those who make a contribution through the allocation of social-rented properties.
- Maximise opportunities that the introduction of Universal Credit will bring so Housing Providers support claimants into greater work commitments to reduce dependency in the long term.
- Provide apprenticeship and work-experience opportunities for Manchester young people.
- Promote financial products and innovative tenure options to support moves into home ownership for lower-income workers who may struggle with credit or raising deposits.
- Develop flexible tenures and staircasing options so households can weather financial or personal difficulties without losing their homes.
- Better understand the housing requirements of workers across Greater Manchester so we can respond with the right help in the right place, including providing opportunities to move more easily across the city region if a household needs to move for work/skills/education.
- Review how the housing offer can facilitate graduate retention in the city, support the growth of apprenticeships, and retain skills and a knowledge base for economic growth.
- Review support for transition of unemployed residents into work.

Manchester's localities and wards



For more information

If you would like to learn more about any of the policies and strategies we have referred to in the text, these links should be useful.

For Manchester City Council's directory of policies and strategies

manchester.gov.uk/directory/99/a_to_z/a

Challenges and Opportunities section

Our Manchester – the Manchester Strategy

manchester.gov.uk/mcrstrategy

Residential Growth Strategy

manchester.gov.uk/directory_record/91165/residential_growth_strategy/category/763/homes_and_property

Manchester Life

mcrlife.co.uk/

Manchester Place

manchester.gov.uk/homepage/851/manchester_place

Market Rental Strategy

manchester.gov.uk/rentalstrategy

Homes and Communities Agency – Shared Ownership and Affordable Homes Programme

gov.uk/government/collections/shared-ownership-and-affordable-homes-programme-2016-to-2021-guidance

Housing for an Age-Friendly Manchester

manchester.gov.uk/downloads/download/6143/housing_for_an_age-friendly_manchester

Manchester Locality Plan

manchester.gov.uk/meetings/meeting/2377/health_and_wellbeing_board

Student Strategy Report

manchester.gov.uk/egov_downloads/10.1_Student_Strategy_Tribal_Final_Report_140509.pdf

Manchester: A Certain Future

http://www.manchester.gov.uk/info/500002/council_policies_and_strategies/3833/climate_change/2

Confident and Achieving Manchester

manchester.gov.uk/site/scripts/google_results.php?q=work+and+skills+strategy&search-submit.x=8&search-submit.y=15

Complex Families

manchesterpartnership.org.uk/info/40/complex_families

Stronger Together: the Greater Manchester Strategy

archive.agma.gov.uk/gmca/gms_2013/index.html

Greater Manchester Spatial Framework

greatermanchester-ca.gov.uk/gmsf

Greater Manchester Investment Fund

manchester.gov.uk/info/350/invest_or_locate_in_manchester/5521/greater_manchester_investment_fund

Living Longer, Living Better

living-longer-livingbetter.co.uk/Welcome

Greater Manchester Locality Plan

manchester.gov.uk/news/article/7357/five-year_devo_masterplan_outlines_vision_for_better_health_and_social_care_in_greater_manchester

Public Service Reform

greatermanchester-ca.gov.uk/info/20011/public_service_reform

Manchester's Local Development Framework

manchester.gov.uk/site/scripts/documents_info.php?categoryID=200074&documentID=1562

Draft Manchester Residential Quality Guidance

manchester.gov.uk/meetings/2618/executive

1 New homes

Residential Growth Strategy

manchester.gov.uk/directory_record/91165/residential_growth_strategy/category/763/homes_and_property

Local Development Framework

manchester.gov.uk/site/scripts/documents_info.php?categoryID=200074&documentID=1562

Greater Manchester Strategy

archive.agma.gov.uk/gmca/gms_2013/index.html

Greater Manchester Spatial Strategy (in preparation)

greatermanchester-ca.gov.uk/gmsf

Greater Manchester Investment Fund

manchester.gov.uk/info/350/invest_or_locate_in_manchester/5521/greater_manchester_investment_fund

Manchester Place

manchester.gov.uk/homepage/851/manchester_place

Manchester Life

manchester.gov.uk/news/article/7125/manchester_life_project_update_ancoats_and_islington

Matrix Homes

matrixhomes.org.uk/

Homes and Communities Agency

gov.uk/government/organisations/homes-and-communities-agency

Manchester Standard

Item 20 at
manchester.gov.uk/meetings/meeting/2158/executive

2 Pathways to home ownership

Affordability Policy Report to Executive

manchester.gov.uk/meetings/meeting/2617/executive

Help to Buy

helptobuy.gov.uk/

3 A diverse and high-quality market rental sector

Market rental strategy

manchester.gov.uk/rentalstrategy

Manchester Rental Pledge

manchester.gov.uk/info/108/people_renting_from_a_private_landlord/6618/the_manchester_renting_pledge

Selective Licensing Executive Report

manchester.gov.uk/meetings/meeting/2618/executive

Student Strategy

manchester.gov.uk/egov_downloads/10.1_Student_Strategy_Tribal_Final_Report_140509.pdf

4 Making best use of all our homes

Manchester Move

manchestermove.co.uk/

Homes and Communities Agency SOAHP funding prospectus

gov.uk/government/publications/shared-ownership-and-affordable-homes-programme-2016-to-2021-prospectus

5 A strong sense of place Area plans

Neighbourhood Focus Strategy

manchester.gov.uk/directory_record/91169/neighbourhood_focus_strategy/category/765/neighbourhoods_and_communities

Plymouth Grove PFI

yourhousinggroup.co.uk/your-community/greater-manchester/grove-village

Miles Platting PFI

milesplatting.co.uk/

Solutions for Brunswick PFI

s4bmanchester.co.uk//

6 Green homes: green neighbourhoods

Climate Change Action Plan

manchester.gov.uk/info/500002/council_policies_and_strategies/3833/climate_change/2

Green and blue infrastructure strategy

manchester.gov.uk/info/200024/consultations_and_surveys/6905/green_and_blue_infrastructure_consultation

GM housing retrofit strategy

[urbed.coop/sites/default/files/GM_%20Low%20Carbon%20Housing_Retrofit_DiscussionDraft\(1\).pdf](http://urbed.coop/sites/default/files/GM_%20Low%20Carbon%20Housing_Retrofit_DiscussionDraft(1).pdf)

Greater Manchester low-carbon hub

gmlch.ontheplatform.org.uk/

Energy Company for Greater Manchester

Item 15 at
greatermanchester-ca.gov.uk/meetings/meeting/69/greater_manchester_combined_authority

Energy-efficiency information

manchester.gov.uk/site/scripts/documents.php?categoryID=500017

7 Informed choice for all

Manchester Move

manchestermove.co.uk/

Housing Options for Older People

hoop.eac.org.uk/hoop/start.aspx

northwardshousing.co.uk/your-home-neighbourhood/independent-living/

8 Contributing to health and wellbeing

Living Longer Living Better

living-longer-livingbetter.co.uk/Welcome

One team

living-longer-livingbetter.co.uk/Manchester-Health-Devolution/One-Team-%E2%80%93-Place-Based-Care

Locality plan – Manchester

manchester.gov.uk/meetings/meeting/2377/health_and_wellbeing_board

Locality plan – Greater Manchester

gmhealthandsocialcaredevo.org.uk/assets/GM-Strategic-Plan-Final.pdf

Housing for an Age-Friendly Manchester

manchester.gov.uk/downloads/download/6143/housing_for_an_age-friendly_manchester

9 Enabling housing services for those households most at risk

Homelessness strategy

manchester.gov.uk/downloads/download/5665/homelessness_strategy

Homelessness Charter

manchester.gov.uk/news/article/7280/manchester_pledges_homeless_charter_on_eve_of_world_homeless_day

Confident and achieving Manchester

manchester.gov.uk/news/article/7290/manchester_housing_providers_become_a_first_line_of_support_for_vulnerable_residents

10 Contribution rewarded

Work and skills strategy

manchester.gov.uk/site/scripts/google_results.php?q=work+and+skills+strategy&search-submit.x=8&search-submit.y=15

Troubled Families

manchesterpartnership.org.uk/info/40/complex_families

Confident and Achieving Manchester

manchester.gov.uk/news/article/7290/manchester_housing_providers_become_a_first_line_of_support_for_vulnerable_residents

Allocations Policy

.manchester.gov.uk/info/84/rehousing_applicants/4776/rehousing_policy

Public Service Reform

manchesterpartnership.org.uk/manchesterpartnership/info/5/public_service_reform

