
**Manchester City Council
Report for Resolution**

Report to: Neighbourhoods and Environment Scrutiny Committee – 6
September 2016

Subject: Manchester – Housing Strategy and Delivery

Report of: Director of Housing

Summary

This report is set out in 2 parts:

- **Part 1** presents the draft Housing Strategy for Manchester 2016 – 2021 which will be presented for approval to Executive in November 2016. The strategy brings together the housing sectors contribution to achieving the aims of the Manchester Strategy and;
- **Part 2** is the response to requests from the Committee to update on progress in relation to 5 key areas of housing activity across the city:
 - Affordable homes
 - Manchester Move
 - Empty Homes
 - Updates on the Task and Finish outcomes on Market Rental and
 - Homelessness

Although they are distinct areas of work they are all fundamentally about improving access to homes for Manchester residents and supporting the housing offer within our neighbourhoods. They form an integral part of the overarching draft Housing Strategy for Manchester and are practical examples of how this strategy is being delivered across the city.

Recommendations

The Committee is recommended to:

1. Comment on the content of the draft Housing Strategy attached at appendix 1 to this report
 2. To note the progress made to date on delivering the strategy
 3. To provide comments and feedback on each area of work
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Wards Affected: All

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Part 1 - Draft Housing Strategy for Manchester 2016 – 2021

1.0 Introduction

1.1 The draft housing strategy for Manchester which is attached at **Appendix 1** has been written to bring together in one place the housing sectors contribution to achieving the aims of 'Our Manchester', the Manchester Strategy 2016 – 2025.

1.2 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 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 The '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. The housing offer is also a fundamental part of any successful neighbourhood and community and will often be across a wide range of tenures, types and affordability.

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

- The Market Rental Strategy
- The Residential Growth Strategy
- 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 were fragmented. These included :
- The links between health and housing
 - Place management and access to good quality housing, affordable to a range of people
 - 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 narrative 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 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** - We cannot allow homes to stay empty while housing is in short supply, 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 these 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 develop an action plan and provide an annual report to the Neighbourhoods Board that will detail progress against the 10 principles within the Housing Strategy.

5.0 Conclusion

- 5.1 There are some significant challenges through continued welfare reform and emerging government policy that the housing sector will face now and in future years. The 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.

Part 2 of this report provides committee with practical examples of how this strategy is already being delivered across the city.

Part 2 – Delivering the Strategy

1.0 Introduction

1.1 Members of the Committee requested an update on key housing projects across Manchester. This part of the report sets out progress to date on:

- Affordable homes
- Manchester Move
- Empty Homes
- The Market Rental Task and Finish recommendations
- The Homelessness Task and Finish recommendations

1.2 Scrutiny members will note that all of the reported activities within this section are guided by the key principles of the strategy so rather than just a range of individual bespoke projects, they each form a joined up part of the strategy which addresses both demand and supply for housing in the city.

2.0 Affordable Housing

2.1 One of the hardest challenges the city will face in delivering a housing strategy 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 which 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.

2.2 In the context of our economic growth and the success to date, the emphasis has been on supporting higher value homes, attractive to households who 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 therefore make more housing affordable to them. This is a generational change which can only work if there is an effective and consistent transition of both the neighbourhoods' and the communities' prospects.

2.3 Simply trying to meet housing need through increasing low value housing supply just perpetuates the situation that the city has endured for many decades. The delivery of new market homes through private investment meets a different set of needs but does not remove the need nor replace the delivery of affordable and social housing.

2.4 There is a clear on-going demand and need for affordable and social housing in Manchester and our strategy to date has been to maintain the quantum of affordable housing at or around 68,000 homes. This currently represents 1 in 3 of the total housing stock in Manchester.

- 2.5 We can see in the table below that we have been very successful in delivering on this strategy with traditional affordable housing supply developed with our RP partners.

Homes and Communitis Agency (HCA) funded Affordable Homes Programme		
Year	New affordable homes built including shared ownership and shared equity products	Affordable homes lost through Right to Buy, Right to Acquire and demolitions
2010/11	378	169
2011/12	794	385
2012/13	355	350
2013/14	528	465
2014/15	480	439
Total	2535	1808

- 2.6 There are approximately 600 affordable homes planned and in the process of being delivered within the 2015 – 18 programme. The HCA have introduced a new funding programme for the period 2017 -2021 with an absolute focus on low cost home ownership through Shared Ownership and a small Rent to Purchase programme. It should be noted that, apart from a Supported Housing fund, there is no Affordable Rent programme or funding for one. At present Manchester’s RP partners have indicated they will bid for funding to deliver over a 1,000 new homes in Manchester by 2021. The closing date for this funding is 2 September 2016 and officers are working with RP partners to maximise the opportunity between Shared Ownership and Rent to Buy. The City has also supported a number of bids relating to Supported Housing (Extra Care and Learning Disability).
- 2.7 A proportion of these schemes is being delivered through the City’s **infill sites programme**. This programme is part of our Residential Growth Strategy and looks at sites that can accomodate up to 15 new homes and are City Council owned. These sites on their own would not be attractive to large scale developers so the focus has been on bringing forward residential development with RPs and small to medium size developers.
- 2.8 The City Council’s strategy for housing must sit within the context of National Government housing policy. Both the funding programmes described above and the Government’s legislative direction make it increasingly challenging to maintain the level of social and affordable rented stock within the city. Further legislative change is about to be brought forward by 2017 through Regulation introduced in the Housing and Planning Act 2016. These are:
- The extension of the Right to Buy for housing association tenants (NB a concession was made to allow housing providers to introduce the scheme on a voluntary basis but until details are published we will not know how voluntary this will be);
 - The requirement for local authorities to sell off their higher value social housing to support the extended Right to Buy (details are due to be published imminently);

- The removal of secure tenancies for new tenants;
- The Pay to Stay proposal where higher Income (over £30k) households are expected to pay up to the market rent to stay in their home (details are due to be published imminently); and
- Limiting housing benefit to Local Housing Allowance single room rate for U35s. This new rule will apply to all new tenancies from April 2016 and will come into force in April 2018.
- 1% rent reduction for 4 years

2.9 Despite this difficult context, officers are working on the overall need for affordability and affordable housing in Manchester and how it impacts on our economic growth ambitions. For this reason, officers reported to Economy Scrutiny and Executive in June where a number of key principles were approved for officers to consult upon (**see appendix 2**). This work is currently underway and a revised affordability policy will be presented to Economy Scrutiny and Executive in the Autumn.

3.0 Manchester Move

3.1 “Manchester Move” (MM) is the Choice Based Lettings (CBL) operating system for Manchester’s Allocations Scheme; it provides a “common housing register” that the Council shares with 17 other Registered Providers (RP’s) within the city. Around 90% of all Manchester’s social lettings are made through MM in accordance with the Councils Allocation Policy (some RPs still operate their own policy). The partnership is formally constituted by a Collaboration Agreement which was reviewed and agreed in 2016, and is governed by the Housing Access Board (HAB).

3.2 Housing Register

The housing register is dynamic, with people joining and leaving it on a regular basis. People leaving the register have either been rehoused or have not been actively looking for a house for a long period of time and not responded to reminders. Currently there are 12,413 households on the housing register which is an increase from March 2016 but an overall decrease since March 2015. It is worth noting that 30% of the households registered are currently living in social rented stock and seeking to transfer.

3.3 The rehousing bands

Councils, by law, have to give priority for social housing to certain groups of people. This is known as Reasonable Preference. Each Council determines from a persons circumstances who qualifies to be in Reasonable Preference. In Manchester applicants who are in Band 1, 2 and 3 are in Reasonable Preference which means they are ‘in housing need’ in its true sense. NB there are some Reasonable Preference households in band 6a which is explained below.

All eligible applicants are put into a rehousing band, depending on how much they need to move and other circumstances. The higher the band, the more chance they have of being rehoused.

We record the date that each applicant went into that band. This is an “award date”. We compare award dates when people from the same band want the same home.

- **Band 1** - This is the highest band. It is for people who need to move urgently for a reason that the law describes as a high priority eg at risk of violence, urgent medical need etc.
- **Bands 2 and 3** - These bands are for people who have a specific need to move (but do not need to move urgently) as the law describes. Band 2 priority over band 3 is determined by the householder providing a community contribution eg by volunteering, training or working.
- **Bands 4 and 5** - These bands are for people who want to move, but don't have a level of need that would get them into Bands 1, 2 or 3. The same differentiation applies between bands 4 and 5 as to bands 2 and 3.
- **Band 6** - This is a 'reduced priority' band. People go into this band if they: don't live in Manchester and have no recognised connection to the city; or have rent arrears, have broken a tenancy agreement or have acted antisocially in the past; or if they and the people they are moving with earn £60,000 or more a year. This band is split into Band 6a and Band 6b. Households in Band 6a have a specific need to move (and would otherwise be in one of the top three bands). Households in Band 6b do not have a specific need to move (and would otherwise be in Band 4 or 5).

There has been a noticeable increase in the percentage of applicants in Band 3 during the last 6 months and further work is underway to understand why this is the case.

The table below shows the current split of live applications on the housing register over the last 15 months

Housing Register			
	31st March 2015	31st March 2016	6th July 2016
Band 1	714 (5.7%)	707 (6%)	665 (5.3%)
Band 2	855 (6.8%)	832 (7.2%)	941 (7.5%)
Band 3	2332 (18.5%)	2723 (23.5%)	2976 (24%)
Band 4	1859 (14.8%)	1545 (13.3%)	1670 (13.5%)
Band 5	5171 (41%)	4542 (39%)	4795 (38.6%)
Band 6	1672 (13.3%)	1273 (11%)	1366 (11%)
Totals	12,603	11,622	12,413

The following table shows the number of applicants by band and bedroom need within the register as at the 6th July 2016.

Bedroom Need	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6a	Band 6b	Total
1	346	262	963	729	2425	150	631	5506 (1571)
2	193	330	964	650	1515	112	212	3976 (1487)
3	34	199	600	265	727	79	99	2003 (833)
4	78	127	370	24	118	42	30	789 (575)
5	10	21	72	2	12	5	2	124 (103)
6	3	2	6	1		1		13 (11)
7	1		1					2 (2)
Total	665	941	2976	1671	4797	389	974	12413

The greatest demand is for 1 and 2 bedroom properties across all need bands - 9,482 out of 12,413 applicants which are 76% of the register.

For information, tenants who are under occupying (bedroom tax cases) who are willing to be rehoused are placed in Band 1 if they will accept a non-family type property (flat or maisonette) or Band 2 if they want to move to a smaller house. The majority of applicants requiring 1 and 2 bedroom properties are in Band 5 and are not in housing need.

3.4 Lettings

The table below shows the number of properties which were let through Manchester Move during the periods shown and the percentage of lets to applicants in Housing Need (Bands 1-3)

Lettings	Apr 14-Mar 15	Apr 15-Mar 16	Apr 16 –Jul 16
	3564	3133	720
In Housing Need	80.5%	83%	82%

Over 80% of all lets are going to applicants in Housing Need. However, the number of properties available for let has reduced during the period. Data provided by Manchester Move shows that 28% of all lettings are transfers and 81% of properties were let to the 1st or 2nd offer.

The average number of bids per property continues to rise and in quarter 1 hit its highest point (87) to date. This is because we now have more active applicants on the register (50% of applicants are actively bidding within the last 3 months).

Appendix 3 Provides an overview of how Manchester Move bidding works.

3.5 Homelessness

Although the number of homelessness presentations has fallen slightly in 2015/16 against the previous year, there has been a 60% increase in 'full duty' cases since 2012, including homeless families with children. Applicants accepted as in priority need has increased by 15%. The number of rough sleepers under the official 'headcount' has increased by 192% since 2013/4. Forthcoming welfare reform, such as the benefit cap, and restrictions on Housing Benefit will increase pressures further.

483 households assessed as homeless were re-housed within Manchester Move in 2015/16. Of those 340 were statutorily homeless and a 143 were living in temporary accommodation or housing related support.

Statutory Homeless			
Band 1	Band 2	Band 3	Total
7	111	222	340
Temp or housing Related Support			
Band 1	Band 2	Band 3	Total
0	49	94	143

In total over 888 households were accepted as homeless in the same year, highlighting the increasingly difficult challenge of meeting our statutory responsibilities both through our social rented stock and through private sector housing.

To assist with this, during 2015/16 there was some very successful work undertaken across the Manchester Move partnership to respond to the rise in homelessness and the need to move more people on from supported and temporary accommodation. In part, and as a consequence of that work, there is a continuing increase (in percentage terms at least) of lettings to those in temporary or supported accommodation with this now accounting for 17% of all lettings in Quarter 1 of this year. This work will be reviewed in September and the outcomes will be used as part of the Allocations Policy Review and Homelessness Strategy Review.

3.6 Future Challenges

Housing and Planning Act

As mentioned earlier in this report the Housing and Planning Act 2016 has brought other pressures and demands on social housing, most of which have yet to be implemented. Manchester Move will continue to monitor the legislative framework while simultaneously managing the social housing register. Whilst the detail of how the policy changes will be implemented has not yet been specified by Government it is likely that the Pay to Stay policy will either lead to more tenants exercising their Right to Buy if their rent increases significantly (which will put more pressure on the Housing Register. The

Extended Right to Buy for Housing Association tenants is being funded from local authorities selling off their “high value” empty homes. This is likely to be a simple financial levy on the Council and we will have to work out how we will accumulate sufficient resources to pay it, probably from the sale of a range of empty homes or land as we don’t have the high value homes that this London-centric policy assumes. The end of life time tenancies for council tenants will also lead to more churn within the social housing sector leading to even more activity within Manchester Move.

Welfare Reform

One of the biggest challenges facing social housing is the ongoing implementation of Welfare Reforms; this includes the continual roll out of Universal Credit and the new minimum age of Housing Benefit (HB) entitlement rising from 18 to 21. However the biggest challenge will be the caps on HB to Local Housing Allowance levels for those aged 35 and under (known as the Shared Accommodation Rate).

This rule applies to all new tenancies (including transfers) that commenced from April 2016 and will come into force in April 2018. This change potentially has a significant impact for landlords with stock in Manchester and also affordability issues for tenants.

3.7 Manchester Move Actions

Policy Reviews - Manchester Move will assist Strategic Housing to review how the Council can mitigate some of the challenges social housing is facing in Manchester. The review will focus on how the Housing Allocations Scheme is meeting the needs of current applicants and those of the future, focusing on emerging issues around welfare reform, rough sleeping and homelessness.

The review of the Allocations Scheme will strategically link and align to other reviews currently being carried out including the Housing and Homelessness Strategy reviews.

Alongside the review of the Allocations Scheme there will be a review of Manchester’s Local Letting Policies (LLP’s). This review will map out and audit existing policies to ensure that they are continuing to meet local priorities and balance the sustainability of communities.

Alternative Housing Options & Advice - Given the challenges ahead Manchester Move could re-position itself as an Enhanced Housing Options Service. This new future could mean providing a more holistic Housing Options service, and linking into the new prevention agenda, some of the initiatives may include:

- **Social lettings and property management agency** offering a range of landlord services include property advertising, tenant finder service, general property management advice and also property management services. Not only can this service assist landlords, it could help the

Council to bring empty properties back into use, raise property standards and also make the private rented sector a more acceptable housing option for those on the housing register.

- **Proactively providing affordable home ownership advice** to current tenants who may be able to afford to purchase a property via help to buy options and move into their own home, linking this into “Pay to Stay” policies, freeing up more social housing.
- **Employment and training advice** to raise aspirations and opportunities for people who lack the skills, are unemployed or in low paid work and who might struggle to afford to rent a home on their own.

Housing Options Training - Manchester Move is organising housing options training throughout autumn and winter for support workers and others who work with priority groups so that they can provide high quality advice to applicants .

Access to Adapted Homes - RP partners will look to make best use of their adapted property through the creation of an Accessible Homes Service within MM and, where appropriate, advice and support will be provided to help customers move to a more suitable property.

The aim of the Service is to encourage partners to make the best use of stock while ensuring that people can live independently for as long as possible.

The Service will work towards the following objectives:

- Provide a comprehensive understanding of the supply of adapted properties across the city.
- Create common protocols and procedures to make the allocation and letting of such properties fair, transparent and efficient.
- Promote rehousing in preference to further investment in adaptations where an alternative exists.
- Ensure the very best use of stock that has already been adapted.

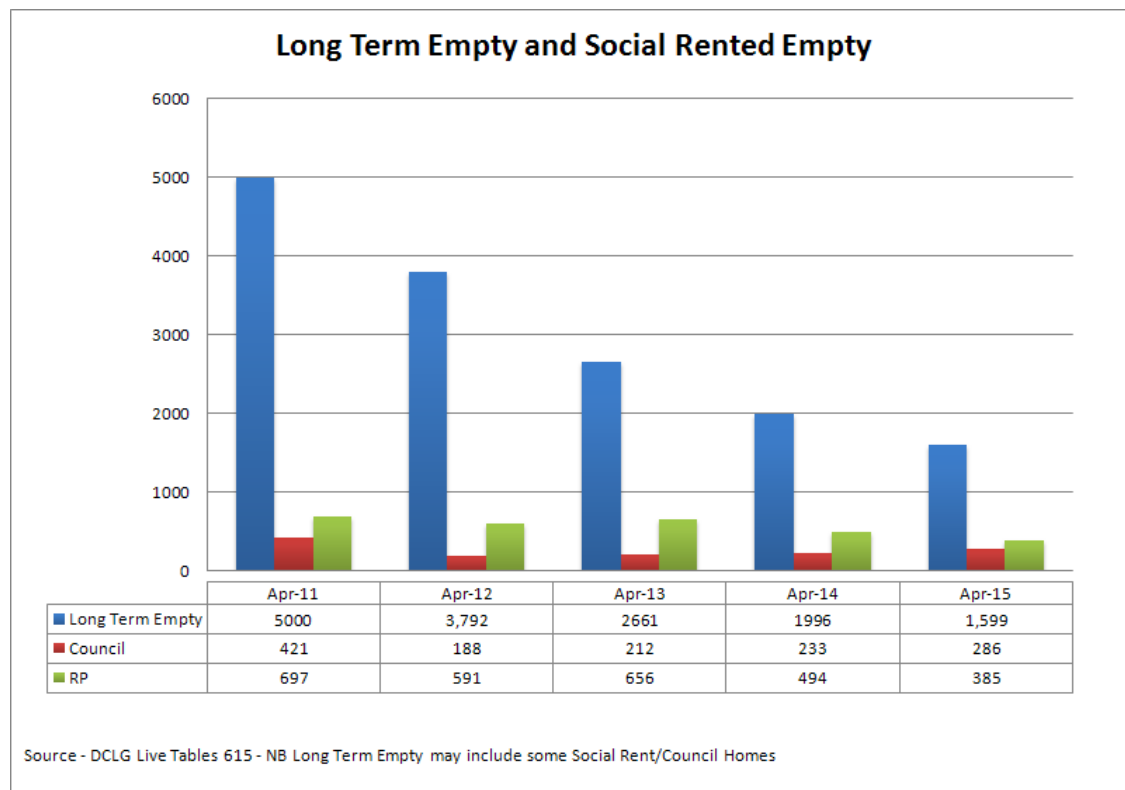
4 Empty Homes

4.1 Strategic Housing’s Empty Homes team (EHT) was established in March 2012 to work with partners and owners to bring empty homes in Manchester back into use. The team’s activity was broken down into 2 elements:

- Contracted delivery - with specific outputs to be delivered within agreed timescales, funded by the Homes and Communities Agency (HCA) and Department of Communities and Local Government (DCLG)
- Programmed delivery - the proactive day to day approach undertaken across the city.

4.2 Over a 2 year period (2013/15) the Empty Homes team successfully brought back into use 823 long term empty properties. This has contributed to the

year on year reduction of long term empty properties across Manchester shown below



During the period 2011 – 2015 the City Council received over £15 million of New Homes Bonus solely for the number of empty homes that were brought back into use over the 5 years.

4.4 The team have delivered and are currently involved in some key regeneration schemes including:

4.5 27 empty properties in Openshaw

In June 2012, Manchester City Council (MCC) Executive made the decision to review proposals for the disposal of 27 miscellaneous properties in East Manchester in order to provide the most cost effective solution that would also meet the City Council’s objective to promote home ownership. Following consultation, there was a competitive bidding process to facilitate the disposal of the 27 properties to Rowlinsons construction that refurbished the properties and sold them to owner occupiers.

4.6 Canada Street and New Street – Veterans’ Village

In the autumn of 2014, Walking with the Wounded and the BBC approached MCC to ask if there were some empty properties which could be refurbished for veterans via the DIY SOS programme. MCC promoted to the BBC two streets in Newton Heath, where there were a cluster of 25 empty properties.

MCC seized the opportunity to bring together a range of partners to deliver a “Veterans Village”. The first phase of the project achieved the following:

- Face-lifting of all 62 properties on Canada Street and New Street;
- Streetscape improvements to provide disabled access and parking, and an attractive environment with tree planting;
- Refurbishment of 8 properties to create 3 larger residential properties with disabled access, a standard size property and an office space from which Walking With The Wounded provides veterans with advice, support and therapy.

Phase two of the Veterans' Village project is now underway. Haig Housing (a veteran housing charity) has appointed a contractor to carry out refurbishment works to the remaining 17 empty properties. Refurbishment work started in April and these properties are due to be completed before the end of September 2016.

The scheme provides benefits above and beyond physical improvements; it is creating a unique veteran community within this local community, re-engaging veterans with civilian and working life so that they are supported to continue to make an important contribution to society.

The BBC will be returning in October to report on how the veterans are settling in and to film the build of the final property, which will be a two into one property which will also have the DIY SOS treatment.

4.7 Purchase and Refurbishment of 18 empty homes

Working with Development colleagues the team identified and purchased 18 empty homes in North and East Manchester. These properties formed part of a tender process with Keepmoat, the successful bidder, refurbishing them for sale to owner occupiers. All 18 properties are complete and sales are progressing against all of them. The sales proceeds are ring fenced to deliver more purchase, refurbishment and sales across the city.

4.8 Ben Street regeneration scheme

Officers have been working with the North Manchester neighbourhood team to bring forward an innovative investment based regeneration scheme in East Manchester. The City Council has purchased a number of empty properties from the Guinness Partnership and as part of a proposed wider neighbourhood regeneration scheme will refurbish and let them at market rent. This will also include a facelift scheme to 240 terraced properties and improvements to the physical environment. Subject to final tenders this scheme should be on site in 2017.

4.9 RP disposal programme

As part of the affordable homes development programme of RPs across Manchester it is necessary for them to dispose of a number of vacant

properties within their ownership. The receipt from these disposals supports a range of development activity including the current Affordable Homes Programme. MCC recognises the importance of the disposal programme but at the same time wants to protect the sustainability and tenure balance of the neighbourhoods the properties sit within.

The overarching aim of the new disposal process is to reduce the time for which properties are empty and to attract owner occupiers into areas where RPs are disposing of stock.

MCC and disposing RPs have agreed and implemented a process to appoint an Approved Landlord and Investor Panel. Landlords/investors have to give a description of the services they would provide as part of the purchase offer. This included options for promoting and securing home ownership and experience of letting and management which included membership of trade associations and accreditation schemes.

To date, two private sector investor partners have been appointed with three additional applications being assessed. The partners will support Manchester's strategic approach to home ownership and high quality property management.

- 4.10 Through this work officers have realised that addressing empty homes has to be part of a wider focus upon neighbourhoods and how they are managed. It was clear that issues such as poor private sector rental stock, criminal activity and anti-social behaviour were impacting upon empty property levels. Consequently, empty homes activity now sits within a wider Housing Access team within Strategic Housing. The team is responsible for a programme of activity including delivery of the market rental strategy, housing allocations and safeguarding

5.0 Delivery of the Market Rental Strategy

- 5.1 In October 2014, the Market Rental Task and Finish Group was concluded and the recommendations incorporated into a Market Rental Strategy which was approved by Executive in December 2014.
- 5.2 The private rented sector has continued to grow and is now estimated to account for about a third of homes in the city with the city centre providing by far the largest proportion. On current forecasts, unless there are significant changes in the market, the sector is predicted to continue growing. The majority of privately rented homes are of a reasonable to good quality and available at rents affordable to many. However, there are exceptions to this.
- 5.3 While creating the right conditions to boost new supply has been the focus of housing policy in recent years, significant progress has been made to ensure that the existing stock is used to its optimum potential, and that quality and management standards meet the expectations of residents. The overall image and reputation of the market-rented sector remains fragile, and much good work can easily be undone by the actions of a few rogue landlords or letting

agents. Strengthening the performance, quality and perception of the sector will therefore be critical in order to protect and attract future investment and growth. The Council has assumed a strategic role designed to lead and develop new mechanisms capable of delivering operational services in an increasingly efficient way. This new approach recognises the strength of the sector and its important role in delivering the city's ongoing economic prosperity, alongside the reality of diminished resources for direct intervention and an increasing need for self-regulation and a strengthened partnership approach.

5.4 The Manchester Market Rental Strategy sets out the city's strategic approach to the sector and is broken down into 3 main elements:

- Promote greater self regulation of the sector
- Target and focus intervention and proactive enforcement on the very worst properties, landlords, agents and neighbourhoods
- Enhance the role of partners

There has been real progress made against these objectives which include:

5.5 Promote greater self regulation; **The Manchester Rental Pledge**

The pledge sets out a number of key behaviours and responsibilities for landlords, managing agents and tenants in the market rented sector of Manchester. To date 52 organisations have signed up to the pledge and between them they cover over 22,000 market rental properties in Manchester. Officers are actively promoting the Pledge and will continue to encourage good responsible landlords to sign up and demonstrate their commitment to the sector in Manchester.

5.6 Target and Focus intervention; **Selective Licensing**

In June 2016, Executive approved a report that authorised officers to consult with residents, private landlords, businesses and other stakeholders to designate selective licensing schemes within 4 areas of the city within the wards of:

- Crumpsall
- Moston
- Rusholme
- Old Moat

Consultation will take place incrementally using a staged approach; this pilot approach will be used to make sure operational resources can be focused on one area at a time. This will also help to improve the consultation process when moving onto other areas using lessons learned; and following analysis of the first pilot it maybe feasible to consult with more than one area if resources permit.

The first formal consultation exercise has commenced in Crumpsall, starting 19 August 2016 to 31 October 2016 (statutory consultation period of 10

weeks). Residents, landlords, businesses and stakeholders such as Registered Providers, National Landlord Associations, Greater Manchester Police and Greater Manchester Fire Service have been asked to provide their views on the proposal for selective licensing.

Informal pre-consultation discussions have commenced with landlord organisations such as North West Landlord Association, and a small number of questionnaires were completed with private landlords at the Association for Residential and Letting Agents event on 28 July 2016. Initial feedback has been supportive of the licensing proposal. This feedback will be considered and contribute to the recommendations to Executive in November 2016, following the end of the consultation exercise and analysis of the feedback.

5.7 Partnership working

Officers are working with RP partners through the Manchester Housing Providers Partnership to explore opportunities at a neighbourhood level to support the city in improving the lower end of the market rental sector.

A group has been established which includes representatives from:

- Manchester City Council
- Liverpool City Council
- Leeds City Council
- National Landlords Association
- Residential Landlords Association
- Association of Residential Lettings Agency

The group will bring together its collective expertise and experience of working in the market rental sector to identify opportunities for improved partnership working, delivery and policy development and response. A good example has been sharing experience of Selective Licensing which has helped shape our approach.

6.0 Homelessness within the city

A Report to the Neighbourhoods Scrutiny Committee on 27 October 2015 presented recommendations of the Homeless Task and Finish Group. These recommendations have since been developed further, and are taken forward in the work of the Homeless Charter. This shows how the needs and improvements identified by experts by experience are the same concerns and priorities that were identified by Members. The links from the Charter work to the Task and Finish Group recommendations are highlighted below.

Alongside the work of the Charter, officers are working hard to improve the data and analysis of homeless figures. A homeless database has been introduced called M Think, and the voluntary sector, rough sleepers' teams and providers are all using it. Over a period of time this database should provide the data required to help estimate demand and plan services for the future.

6.1 Homeless Charter

The Homeless Charter is the epitome of 'Our Manchester' in action and reflects a number of the key recommendations in the task and finish report about engaging homeless people in design of services. It was launched on the 9th May, with individuals, groups and organisations making pledges to help the city as a whole address the issues of homelessness, rather than homelessness being seen as a Council problem' that the 'Council has to fix'. Subsequent to the launch, action groups have been set up to tackle the key issues that people with experience of homelessness say are the most important, rather than the key issues that professionals think are important. This means the groups are focusing on what will make the most difference to the people of Manchester. Each group involves people with lived experience, as well as professional experts from different sectors.

A Partnership Board, chaired by the Bishop of Manchester, is being set up. This Board is also a living example of the 'Our Manchester' approach. It will not govern the process, with the members of the board requesting updates and reports, but the role of the board will be to take up recommendations from the action groups, and have the influence in the city to take forward any of the issues the groups have identified that they are unable to solve.

A website has been developed to work with homeless groups to link support that people are offering with need in the city. The website hosts the Charter and accepts pledges that are made. The link is: **streetsupport.net**.

The action groups that have been set up are:

Big Change

Big Change is the alternative giving section of the Homelessness Charter and was launched in November 2015. The work that is undertaken on the Big Change covers the recommendation that alternative giving campaigns are developed and publicised. The fund has a current balance of £11,160.68. To date there has been £4200.60 awarded to people experiencing homelessness. Examples of what Big Change has funded include 3 tenancy deposits, a bulk buy of clothing for people leaving hospital (to ensure infection control) and in the past 2 weeks it has funded 2 people to travel to work, whilst they have been in a shelter and a squat. There are 9 agencies that can currently access the fund and this list is growing to enable people experiencing homelessness to have more access points to help them off the streets. Allied London has a commitment this year to add an additional £10000 to the fund.

Alongside the fund, work has commenced with the student population of Manchester. They have agreed that the Student Action Group will no longer go onto the streets giving food; instead they will work alongside outreach teams to give advice. The Street Support website will be their main point of guidance when giving advice on the streets. The Student Action Group will

also raise awareness for the new intake of students in September, so they know how they can help (rather than by direct giving).

Work is currently being undertaken on the art work for Big Change; the new campaign is a call to action and the messages will suit the identified target market of the public, students and business. This will be shown to Members as soon as it is finalised.

Substandard Temporary Accommodation

This group responds directly to the task and finish recommendation on the use of bed and breakfast accommodation. The substandard temporary accommodation group has been considering and working on having a clear understanding of:

- Where Manchester's Bed & Breakfasts are situated
- Who typically finds their way into them
- The amount homeless people might be expected to pay above housing benefit costs
- What condition the B&Bs are in
- What could realistically change for tenants

The group have a list of B&Bs in Manchester to commence work with; this will be in terms of long term improvement and quick wins. A rating system for B&Bs is being developed, which could be held on the street support website. This will be updated by tenants and agencies, to ensure an 'Our Manchester' approach, rather than a 'council-approved' list.

The improvement of the B&Bs will be driven by the code of conduct, which is helping to drive the improvement of B&B's used by the Greater Manchester Local Authorities.

Mental Health

This responds to a number of recommendations from the task and finish report but particularly picks up the focus on developing new models and approaches. The first meeting of the Homelessness Charter Mental Health Action Group is on 28 September. Some good preliminary work was undertaken at the Charter launch event, flagging issues and establishing the involvement of people with lived experience of mental health and homelessness. The group will be chaired by Inspiring Change Manchester, the city's Big Lottery funded multiple needs programme. It has a remit to find innovative ways of working and has links with national research around multiple needs that will help the action group develop strong recommendations.

The Action Group has diverse membership with key organisations represented, along with people with lived experience who have used services and will have a perspective on what could work better.

Employment Opportunities

The Employment Opportunities Group has 34 people representing 25 organisations from the public, private and voluntary sector. It has four main 'asks' from businesses:

- Providing volunteers to support people at job clubs with job search and applications.
- Offering work placement opportunities with the prospect of employment.
- Attending job clubs with a view to recruiting from the talented pool of people who have recently completed work experience.
- Encouraging their supply chain to get involved by offering work experience or pledging jobs

Allied London and City Co have agreed to hold an 'employment summit' on 10 October to coincide with World Homeless Day. A number of business have agreed to showcase how they, as businesses, are committed to supporting people with a homeless background into meaningful employment, these include Carillion and the University of Manchester. Business in the Community, Back on Track and Mustard Tree are also showcasing how their programmes prepare people for employment at the event.

Northern Start Productions have agreed to make a short film highlighting the plight of people with a homeless background as they journey into employment, to help win the hearts and minds of employers and encourage them to support the outcomes of the group.

Emergency Accommodation

This group has been meeting since June 2016. The aims of the group are:

- To ensure that rough sleepers have rapid access to good quality emergency accommodation.
- To ensure that there are clear pathways from emergency accommodation into further good quality accommodation.
- That both of the above are in place by October 2016 to ensure that people do not have to sleep on the streets during winter.
- That future accommodation is considered and appropriate ones developed further to ensure a range of accommodation for rough sleepers

The main objectives of the group are:

1. Develop minimum standards for emergency accommodation to be adopted by all providers across the city. These will be developed in consultation with current and former rough sleepers and people who have previously accessed emergency accommodation. A draft set of minimum standards has been written and is currently out for consultation. People with lived experience who are interested in testing out these standards will be trained to be mystery shoppers, and an independent mechanism to be developed that enables people staying in emergency accommodation to feedback their experiences/issues.

2. Map emergency accommodation provision. All providers of emergency accommodation for all different client groups (including young people, LGBT, refugees and asylum seekers and people with complex needs) to be detailed with clear referral routes and what each service offers. A mapping exercise will take place on 6th September.
3. Clear move on pathways to be developed. Clear routes out of emergency accommodation are identified to ensure people are only there for a short amount of time. Work with supported housing providers, Registered Providers and private landlords to develop clear pathways that prioritise accommodation for people who access emergency provision.
4. Identify longer term solutions that reduce the need for night shelter provision.

This group covers many of the recommendations from the Task and Finish Group including improving access to accommodation and looking at how rough sleepers can be provided for during the winter period.

Women's Direct Access

The Task and Finish Group recommended that officers establish a focus group to develop and implement a service improvement plan for Women's Direct Access. This has happened, and last year the Homelessness Service was successful in bidding for Homes and Communities Agency funding to redevelop the Women's Direct Access Centre. The 33 bed hostel has had no significant improvement work since it was built in the late 1980s and homeless people have identified problems with the service model as it stands. The redevelopment work, which is also being funded through the Housing Revenue Account and existing capital funding, has allowed the opportunity for women with lived experience and outside agencies to be involved in the redevelopment of the building and the kind of service that will be delivered there. The building is currently empty and work is underway, with the property due to be handed back to Homelessness in December 2016.

The Women's Voices Lived Experience Group is in the process of organising a creative peer research event - involving pamper stations and a photo booth - that will enable women who have lived at the centre recently to share their experiences and ideas. This in turn will feed back into the work of the group as it begins to look at the kind of service model that may be in place when the building reopens.

Evening Services

A clear message from people with lived experience of homelessness is that there is no indoor offer 7 days a week for people to go to in order to be warm and have something to drink or eat in the evenings. Having no indoor offer also exacerbates the difficulty of managing street kitchens.

The evening service action group have developed a survey for homeless people to complete stating what their priorities are at an evening service. Although the survey is still in the process of being undertaken, clear indications show that a toilet, shower, washing machine and a listening ear are the most important things that people currently on the streets would like in the evenings.

The group are working with organisations to have an evening offer at different locations across the city every night of the week.

Presenting as homeless at the Town Hall

Homeless people have told us that presenting as homeless at the Town Hall is often a negative experience and they have highlighted several areas for concern. These range from the legalistic language used by staff, waiting times, the lack of any meaningful outcome and difficulties even getting to be seen by staff because they are turned away. The action group is jointly led by an expert by experience from Mustard Tree and MCC. The group has run consultation events with people with lived experience of the service and with the Homelessness staff who work in the Customer Service Centre. Members of the group have also visited the Customer Service Centre to gain experience of the working environment in which the service is delivered. The group itself brings together people with lived experience, staff and volunteers from agencies including the Booth Centre, Barnabus and Shelter and staff from the City Council.

The group is still developing its work programme but has already established that everyone involved - including homeless people and MCC staff - shares a desire to see an effective, person-focused service replacing the current delivery model. This responds to the recommendation to improve standards for homeless people accessing services, and reducing the number of times that a person needs to tell their story.

Arts and Heritage

The Arts and Heritage group are looking at opportunities for arts and homelessness organisations to work together in the city to combat homelessness and its underlying causes. Ideas for the group to focus upon include opening up arts institutions across the city to people with experience of homelessness, whether through tours, co-curating programmes, or the exhibition and performance of work; creating a Greater Manchester wide network of organisations; events working in collaboration with homelessness organisations and people with lived experience; and potential areas for joint project work and funding opportunities.

The initial gathering brought together a wide-ranging collective of arts and cultural institutions in the city, independent artists, and creative industries, charities working within the arts and people with lived experience of homelessness. A banner workshop at the People's History Museum took

place on the 9 August with over 20 people attending and taking part to co-produce outcomes for the group and the actions needed to achieve them.

6.2 Prevention Duty

Government interest in the development of an ambitious programme of homelessness reform has grown in response to the rising challenge of rough sleeping and homelessness throughout the UK. Development of an early intervention/targeted prevention response, and wider co-operation across public services is central to this. Both Scotland and Wales have introduced new legislation to deliver a broader approach to homelessness prevention, and a Private Members' Bill proposing a similar approach for England was introduced to Parliament on 29th June by Bob Blackman MP, with strong support from Crisis and St Mungo's, the national homelessness campaign organisations.

Bob Blackman MP visited Manchester on the 17 August to better understand the issues facing the city, and Greater Manchester as a whole. Learning from this visit will inform later versions of the Bill.

Donna Hall, Chief Executive of Wigan, has agreed to lead a Greater Manchester work stream to develop a wider public service reform approach to the prevention of homelessness in GM. This will recognise the parallels with work on Troubled Families and should substantially enhance the life chances for a cohort of mostly single adults with complex issues. AGMA is currently in discussion with DCLG around potential additional funding to support a programme.

6.3 Emergency Overnight Accommodation for rough sleepers

During the winter of 2015/16 the Council opened two empty council buildings to provide emergency overnight accommodation for rough sleepers. The night shelters ran from December 2015 until the end of March 2016 and accommodated 244 people, many of them with complex support needs. Two other night shelters operated over the winter months, run by the voluntary, community and faith sector – the Safe Haven pilot at Cornerstone provided 14 bed spaces each night, and the Greater Manchester Winter Night Shelter provided 10 bed spaces each night. In addition when the Severe Weather Emergency Protocol was in operation there was a range of additional sit ups at temporary and supported housing schemes, as well as an emergency night shelter in the Central Methodist Hall.

An evaluation of the Council night shelters was completed shortly after they closed and the key findings were:

- The buildings were well run and managed by Riverside Care and Support. However they lacked essential facilities such as showers, daytime storage, and equipment for cooking hot meals.

- The limited opening hours compounded by the lack of evening and weekend provision was highlighted as an issue by people using the night shelters, and this continues to be a significant gap in the city.
- The night shelters were relatively expensive to run in comparison to other types of accommodation such as supported housing.
- People spent much longer in the night shelters than anticipated. Access to longer term accommodation was difficult because of lack of supply, and exacerbated by blockages in temporary and supported accommodation.

It is clear from the night shelter evaluation and from other evidence that there is not enough short term accommodation available for the number of single complex rough sleepers currently in the city. The report recommends that the Council invests in additional accommodation for rough sleepers as an alternative to opening winter night shelters. This provision should open as soon as possible and be a mix of emergency short stay accommodation and longer term supported housing, mainly targeted at those with complex needs.

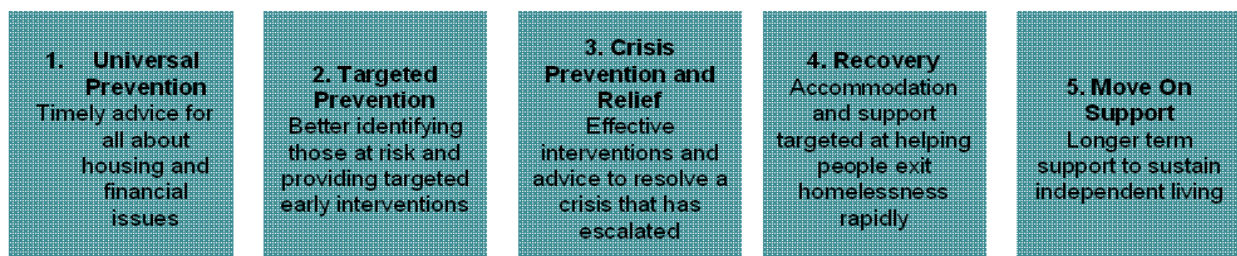
In addition, further work is needed to develop pathways into longer term accommodation for people placed in night shelters and emergency accommodation. This will include improving move-on from temporary and supported housing and ensuring there is sufficient and appropriate level of support to help the person sustain future tenancies.

6.4 Commissioned and In-house Services

Commissioned and in-house homeless services are currently being analysed to improve working practices between the services. Services need to realign to focus upon an 'Our Manchester' approach, focusing far more on housing and support offers from the voluntary sector, and asset based approaches rather than primary reliance on statutory provision only.

Services will align far more closely with the citizens' journey, with improved pathways between in-house, commissioned and voluntary sector services, and a better focus upon preventing people from becoming homeless.

These interventions and improved pathways should result in better housing outcomes for people experiencing homelessness.



6.5 Review of Homeless Strategy

A mid term review is planned of the City's Homelessness Strategy 2013 – 2018. This is to ensure that in a rapidly changing environment that the

Homelessness Strategy remains relevant both at an operational and strategic level. It also provides an opportunity to review progress made against the Homelessness Strategy Action Plan. Key areas that the review will consider are:

- The increase in rough sleeping and the City's response to this.
- The development of the Manchester Homelessness Partnership, the launch of the Manchester Homelessness Charter, and the work of the Charter Action Groups.
- Proposed changes to Homelessness Legislation which will place a much stronger emphasis and legal duty on preventing homelessness.
- Opportunities to collaborate and tackle homelessness at a GM level.
- The likely impact of future welfare reform.
- The availability and accessibility of housing options for homeless people.

A time limited review team has been established with representatives from Commissioning, Homelessness Services, Strategic Housing, the Manchester Housing Provider Partnership, and the voluntary and community sector. Target date for completion of the review is the end of October 2016. The review team will consult with key stakeholders, including with people who have experienced homelessness.



Manchester

A Housing Strategy 2016–2021



Our Manchester – the Manchester Strategy¹



Our vision as described in the Manchester Strategy 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.
-
- Fixed costs like our transport levy, interest repayments and pension contributions

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 in 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 which 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 who 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 making 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 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 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.

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

³ Greater Manchester Forecasting Model 2015

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 private sector and institutional investors, and providing 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 in 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 and is currently the subject of consultation. The document, which will compliment 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.

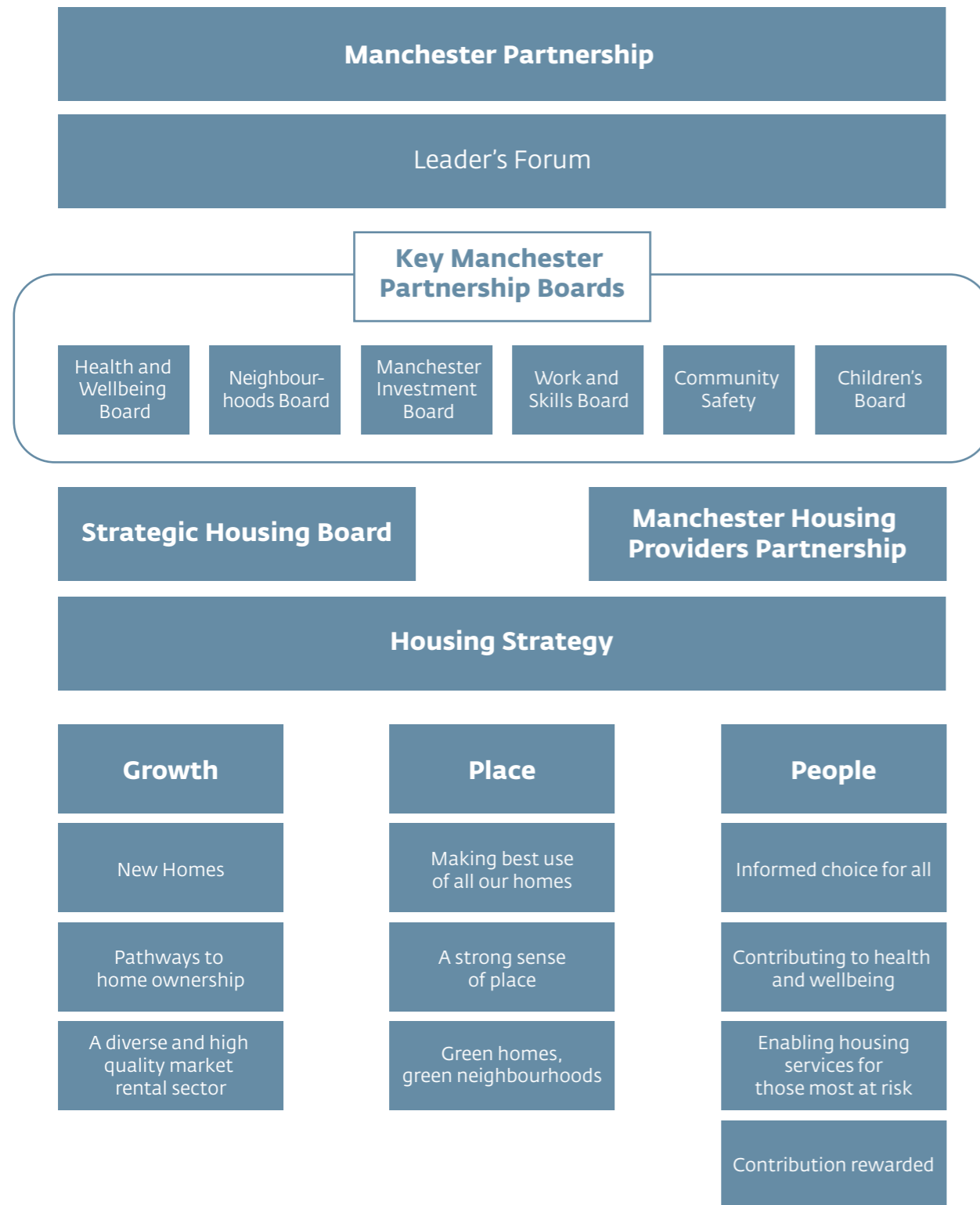
What our Housing Provider partners can offer:

- ✓ 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 housing
- 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 **£27.5K**.

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, 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.
 - 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.
- 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.
 - Social-rented tenants are increasingly well informed about their rights and responsibilities

What is our starting point?

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.
- We understand the issues and risks in existing neighbourhoods from area analysis work 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, or 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 existing 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 to 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 the majority of 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 independence for 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.

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.

- 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.

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.
- 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.

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 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.

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.

- 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.
- 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.

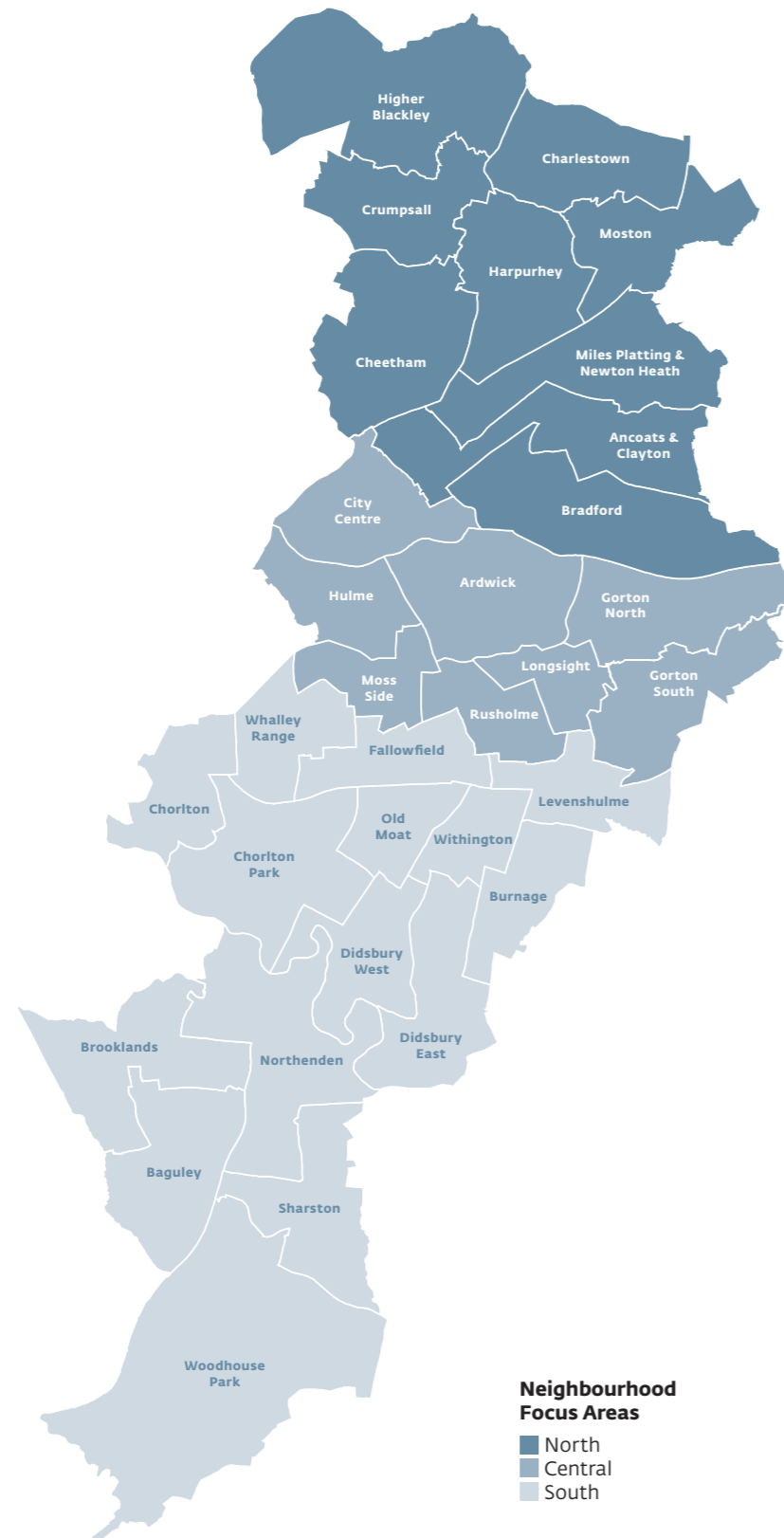
What is our starting point?

- 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 (Athena).
- 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



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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

mcr.life.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

Appendix 2 – Housing affordability key principles

The key principles are:

- Affordability of housing in Manchester should be linked and aligned with household income. As a principle housing costs should not be more than 30% of a household's gross income.
- There should be spatial and geographical considerations in the provision and type of homes that meet our affordability thresholds across the city to help maintain mixed communities and balanced housing markets
- New build social and affordable rented housing should only be developed for specialist and supported housing, replacement homes lost through right to buy, demolition or estate regeneration with the overall aim of maintaining the current quantum of social housing in the city.
- There should be a wide range of tenure blind 'affordable' options for residents in the city, including market sale and rent. We should seek to direct and support those who can afford it, into those homes.
- We should consider where appropriate, our Registered Provider and Council owned affordable housing as an incentive and reward for reducing dependency
- We should offer secure tenancies to those residents with long term dependencies where affordable housing will link into a wider health and social care package, reducing costs on the public purse
- We should make the most efficient use of our existing social housing stock including;
 - Re provision where stock is poorly designed or the wrong type
 - Adopting a more flexible approach to tenancies e.g. use of fixed term tenancies to enable a review of the need for a secure tenancy
- We need to review the use of our planning powers, policies and affordable housing requirements to ensure that we can continue to develop a sustainable housing market that provides for those who work in our economy whilst sustaining the attractiveness of the market to investors

Appendix 3 - Manchester Move – How it Works

Manchester Move advertises ready-to-rent homes for around 17 not-for-profit landlords. You bid for them, the landlord decides who gets them based on their allocations policy.

It's called 'bidding' but there's no money involved. It allows people how to tell us that they are interested in a home.

When can an applicant start looking?

Customers can look at homes at any time, but can only bid for them when:

- They have completed an online registration form.
- They have sent us the documentation we ask for.
- The customers application "papers" are normally held with the applicant's current landlord. If the applicant is not a current tenant then applications are proportionally split between the other landlords.
- The landlord handling the application will tell them if they are eligible for rehousing and can start bidding.

When are properties advertised?

- The landlords who are part of Manchester Move will be advertising properties as soon as they become available, so new adverts will be added daily.
- This doesn't mean that you have to check for new properties every day because all properties advertised can be seen on Saturdays, Sundays and Mondays.
- Properties will be advertised for at least 6 days, but occasionally we may leave adverts on for longer.
- Each advert will have a 'closing date' on it, so you just need to make sure that you bid before then if you are interested.

Bidding for Homes

- Applicants can have up to 3 'active' bids at any one time, as adverts close applicants have their bids refreshed and can bid in other properties.
- Applicants are reminded to bid reminded not to bid on homes that they don't want, as it slows down the process for everyone else.
- When an applicant signs in, they can see the homes they eligible for and get an idea of their chance of getting the home if they bid for it.

For most homes, there is no advantage to bidding earlier in its 'bidding period'. But some homes are marked 'First come first served'. They usually go to the first person who bids for them - so the sooner you bid on these properties, the more chance you'll have.

What are the chances of getting a home?

The traffic light' system shows the likely position if an applicant was to bid, if they are outside the top ten, they are unlikely to be offered the property. When an advert's 'bidding period' is due to close, people may swap their bids around, so applicants may want to look again to check and change their bids.

If your chances are not looking good, maybe try different areas and property types or think again about other housing options.