

PRIVATE RENTED SECTOR STRATEGY
Delivery Plan 2020-25 (Revised Annually)

Theme 1 - Improve Property and Management Standards						
1. Target and focus intervention and proactive enforcement on the very worst properties, landlords & agents and improvement of neighbourhoods						
	Objectives	Description	Time scales	Lead Officer	Key Actions	Measuring success
1.1	Designate further areas of Selective Licensing across the city (a rolling programme) to respond to problems of poor property management, crime and anti-social behaviour (ASB) within a defined geographical area.	Evaluation of the success of Selective Licensing (SL) in four pilot areas of the City was shared at Scrutiny Committee (March 2020). The Committee expressed support for further targeted SL areas, in consultation with local councillors. Schemes of around 400 properties enable a focused and effective approach. Specific areas will be selected based on data analysis showing areas which are experiencing higher levels of poor property management, crime	May 21	Breige Cobane	<ul style="list-style-type: none"> ● PRI team to analyse data and identify areas which meet the criteria. ● Produce ownership lists using Land Registry/ Council Tax data. ● Carry out statutory consultation. ● Carry out external and some internal inspections of properties ● Create an online questionnaire. ● Organise drop-in sessions. ● Liaise with existing residents groups/ community groups/Registered Providers. ● Update SL web pages. ● Report to the Executive on the outcome of consultation. ● If approved, move on to the Designation phase. 	10,000 more licensed properties by end 2025 at approx 2,000 per year.

		and anti-social behaviour (ASB).				
1.2	Maintain Proactive Rogue Landlord resource to target the poorest property and management standards across the city.	Continue proactive work using area based initiatives, working with partners in Immigration Enforcement as well as neighbourhood colleagues. Identify and systematically review portfolio landlords' stock working with HMRC and GMP to tackle illegal activity.	Mar 21	Breige Cobane	<ul style="list-style-type: none"> • Proactive work targeting locations with known high risk properties with poor and unsafe conditions. • Tackling rogue portfolio landlords who demonstrate continued unsafe and/or illegal practice. • Identify funding for Rogue Landlords Team if Civil Penalty Notice (CPN) income decreases. 	Average of 150 inspections carried out per year.
1.3	Identify baseline health data of people living within the PRS to enable initiatives to improve health outcomes for residents.	Work with Public Health colleagues to identify where poor housing is having a significant impact on residents' health. Ensure all key health personnel (GPs/Health Visitors/Care Navigators/Health Development Coordinators) are aware of how to report concerns re property conditions.	Dec 20	James Greenhedge	<ul style="list-style-type: none"> • Approach services to identify baseline data • Update information for health organisations. • Work with national landlord and agent organisations to raise awareness of safeguarding issues. • Link into the "Be Well" service focussing in on the Moss Side SL area initially as a pilot. • Link to the Nesta 100 day challenge - work across boundaries with the integrated neighbourhood team (including health colleagues) to try something new and to work in a different way to meet the needs of local people. 	Baseline data obtained (Dec 20) for analysis.

1.4	Use rent repayment orders (RRO) to strengthen the enforcement against problematic landlords	Housing Compliance & Enforcement have developed a process for use. Will be employed where certain offences have been committed and where housing benefit has been used for payment of rent. If an RRO is granted, this can require the repayment of rents received by the landlord back to the Council.	Mar 21	Breige Cobane	<ul style="list-style-type: none"> ● Track use of RROs and impact on landlords' behaviours. ● Track recovered income to the Council to demonstrate savings for the Council. ● Publicise information of rent recovered for housing offences to send a clear message to landlords. ● Determine income that could be potentially returned to the council 	2 RROs served by March 2021.
1.5	Improve the standards of property management and letting agency practices	<p>Compliance & Enforcement undertake proactive work as part of the rogue landlord team to engage with partners at Immigration Enforcement, GMP, HMRC and Electricity North West to have a multifaceted approach to tackling criminal landlords.</p> <p>Establishing links with landlord groups to understand what advice and support landlords</p>	Mar 24	Breige Cobane	<ul style="list-style-type: none"> ● Continue to use CPNs to take direct action against landlords who do not meet required standards. ● Identify funding sources for training to simplify regulation. ● Re-form links with landlord forums and link to any GM work. ● Consider a "paid for" advice service for Landlords re property standards. ● Consult on proposal to introduce Selective Licensing to address issues with problematic flats above shops. 	<p>Landlord forum re-established and/or regular attendance at existing landlord forums. Intangible at this time however measuring this will be established following reintroduction.</p> <p>This will include:</p> <p>Number of Landlords provided with advice.</p> <p>Number of Landlords provided with training.</p>

		<p>need to understand their duties.</p> <p>Continue to tackle poor housing conditions in all workstreams (Responding to complaints, identifying issues as part of programmed licensing work as well as proactive work).</p>				<p>Number of Landlords engaged with through forums.</p> <p>Reduction in number of Landlords with repeat compliance issues.</p>
1.6	Provide a coordinated approach to place-based neighbourhood management	<p>Integrate with the “Bringing Services Together” hubs working with RP partners on a range of projects and initiatives as part of a place-based approach specifically around neighbourhood management.</p>	Mar 22	James Greenhedge/ Jude Millet	<ul style="list-style-type: none"> • Discuss with RPs how neighbourhood and property management expertise can be potentially expanded into service delivery within the PRS and place-based neighbourhood services. • Progress potential initiatives into workstreams and projects for delivery. 	<p>Deliver 1 pilot neighbourhood management hub by March 2022.</p>
1.7	Implement and use Empty Dwelling Management Orders (EDMOs) and Interim Management Orders (IMOs)	<p>There are a number of occasions where management orders may be necessary: as a sanction in Selective Licensing areas and to deal with long term empty properties.</p> <p>We have had agreement in principle from RPs to take on the</p>	Mar 22	Breige Cobane	<ul style="list-style-type: none"> • Funding proposal for EDMOs to be considered by the Executive. • Compliance & Enforcement to contact MHCLG regarding potential capital funding for this. 	<p>EDMOs and IMOs process in place by March 2021.</p>

PRS 2020 - Draft

		management of properties that will be subject to the Management Orders.				
1.8	Launch Short Term Lettings Charter	Agree content for a Charter for Landlords, Letting Agents and the Council. Encourage landlords/letting agents to sign.	Dec 20	Fiona Sharkey / Gary Sullivan	<ul style="list-style-type: none"> A task group is working with the Short Term Accommodation Association (STAA) to develop a Considerate Short Term Letting Charter. Target date: Dec 2020. 	<p>Charter launched Dec 2020.</p> <p>Baseline data of complaints of ASB and waste analysed to review improvements.</p>
1.9	Increase the number of properties within the PRS that meet energy efficiency standards to assist the City with its commitment to reduce carbon emissions	Exploring options to reduce carbon emissions in the PRS, to improve energy efficiency and reduce fuel poverty. Pilot projects to assess retrofitting options and working with national landlord organisations to draw up a 'road map' to assist landlords in understanding potential improvements they can make.	Mar 21	Breige Cobane	<ul style="list-style-type: none"> Extrapolate information from the Northwards/GM stock condition surveys. Lobby government (GM) for funding for zero carbon/retrofitting measures. Pilot projects - consider the use of equity loans for pilot projects in the private sector to demonstrate what can be done to retrofit existing housing. Add reducing carbon emissions to any landlord training developed. 	<p>Calculate potential cost of improving PRS properties by Jan 2021.</p> <p>Undertake pilots to identify cost of measures by March 2021.</p> <p>Include zero carbon strategy in landlord training by June 2021.</p>
1.10	Enforcing Minimum Energy Efficiency Standards in the PRS -	From 1 April 2020, all domestic private rental properties must be a minimum Energy Performance Certificate	Timescale missing	Breige Cobane	<ul style="list-style-type: none"> Identify EPCs below E through investigations at requests for service. Request EPC certification as part of HMO and Selective Licence application process. 	Review data held on the public register of properties below E rating.

	contributing to the Council commitment to be carbon neutral by 2038.	(EPC) band E, unless a valid exemption is in place.			<ul style="list-style-type: none"> Enforcement action requiring remedial works to be carried out (e.g. Improvement Notice) to ensure properties meet the minimum domestic energy efficiency standards. Issuing penalty notices for non compliant properties of up to £4000, with a further £2000 to be added to those that do not comply with bringing properties up to the minimum standard. In addition to or as an alternative to a financial penalty, issuing a publication penalty, which registers details of the landlord breach(es) on the National PRS exemption register. 	<p>Identify properties where action is required.</p> <p>Number of properties engaged with and action taken.</p> <p>Number of Penalty notices issued.</p>
--	---	---	--	--	--	--

2.	Theme 2 - Increase Opportunities within the Sector for Low Income Households					
	<i>Narrow the quality gap between the lower end and the middle / higher end of the market so that people on lower incomes have greater access and more choice.</i>					
	Objective	Description	Time scales	Lead Officer	Key Actions	Measuring success
2.1	Deliver opportunities in the PRS for move-on from temporary accommodation	Working with RPs and other housing organisations to deliver tangible projects to increase the number of move on properties within the PRS.	Mar 2022	Gareth Clarke / James Greenhedge	<p>Continue to work with RP partners to purchase larger homes for settled accommodation.</p> <ul style="list-style-type: none"> 6 RPs have committed £9.3M Will purchase approx 63 units of settled accommodation, to meet demand for larger properties by families currently in temporary accommodation. 	Over 60 homes purchased and families rehoused by 2022.

					<ul style="list-style-type: none"> MCC have match-funded £5M. <p>Princess Road Project</p> <ul style="list-style-type: none"> The proposal is to refurbish an empty 8 bed property to bring it back into use for move-on accommodation. The property is owned by One Manchester (OM). Refurbishment work will be carried out via funding from OM and MCC. This will be an annex site to the Longford Centre and will provide support to people who need help to move on to fully independent living. 	Property refurbished and occupied, 8 - 11 bed spaces to be provided (there are three double rooms) by Dec 2020.
2.2	Develop investment opportunities to increase the level of affordable PRS homes in Manchester	Work with Homes England, private investors and RP partners to identify funding streams to build more affordable housing as part of mixed tenure developments.	Mar 24	Steve Sheen	<ul style="list-style-type: none"> Monitor/research new funding streams being introduced. Establish acceptable Sale and Leaseback model(s) for Manchester. Create a Local Housing Development and Management Company to deliver affordable housing. 	<p>A preferred Sale and Leaseback model established by March 2021.</p> <p>Local Delivery Vehicle created and properties bought, leased and built 2024.</p>
2.3	Introduce a range of good quality affordable homes to rent in Manchester	RP partners in Manchester are making the transition to acquiring and managing new homes in the PRS via the MHPP Growth Group. This is linked to the development of their	Mar 24	James Greenhedge	<ul style="list-style-type: none"> Continue work with RPs to ensure that any potential disposals stay within the social rented sector. Refer to Let Us as a potential alternative option to retain properties for affordable rent. Share learning/good practice examples where RPs are intervening in the PRS. 	<p>2019/20 no homes transferred from social rent to the PRS - target is to maintain this.</p> <p>300 new homes built by RP partners as part of a multi tenure</p>

PRS 2020 - Draft

		business and role in placemaking.				newbuild programme 2024.
2.4	Invest the Council's Housing Affordability Fund (HAF) to increase supply of affordable homes for rent in the PRS	Provide funding through Manchester's HAF for a range of schemes and products that will deliver affordable homes for rent in Manchester	Mar 22	Steve Sheen	<ul style="list-style-type: none"> Review the Cheetham Rent to Purchase scheme and establish a lessons learned log for future use. Identify further opportunities to roll out the Rent to Purchase scheme. Explore the use of the government's 'Affordable Private Rented' product and how this could be developed for Manchester. Set out a rolling investment plan for new affordable homes in the PRS market. 	<p>Second rent to purchase scheme developed (subject to positive feedback from the pilot) 2022.</p> <p>Financial support provided for the delivery of 100 affordable homes in the PRS March 2022.</p>
2.5	Reduce Empty Homes	Continue to use intelligence to identify empty homes and get them back into use as quickly as possible.	Mar 24	James Greenhedge	<ul style="list-style-type: none"> Use recycled grant funding to acquire and refurbish approximately 14 long term empty properties for sale to first time buyers/ owner occupiers. Sales receipts will be reinvested for a further phase. Use MCC funding from the HAF to bring empty properties back into use for affordable home ownership via a Section 22 agreement with a RP. New technologies to reduce carbon emissions will be trialled and learning to be shared. Sales receipts will be recycled and reinvested. approx 40-60 properties depending on costs. Compliance officers to take enforcement action as necessary. 	<p>14 homes bought, refurbished and sold by Jan 2022.</p> <p>30-60 properties brought back into use by using the s22 if piloting low carbon retrofit. March 2024.</p>

3. Theme 3 - Develop Greater Communication across the Sector						
<i>Raising awareness of landlord, agent and tenant responsibilities; sharing good practice and an enhanced role for the relevant professional bodies will help ensure standards continue to be met at all levels of the market</i>						
	Objective	Description	Time scales	Lead Officer	Key Actions	Measuring success
3.1	Continue to share information and good practice with trade bodies and regional and GM Local Authorities to benchmark and develop specific interventions	<p>Continue to work collaboratively to address the following issues:</p> <ul style="list-style-type: none"> - Data and information sharing that will support our collaborative working across Leeds, Liverpool and Manchester - Raising standards - share good practice - Improving the lower end of the rented market through innovation - Attracting investment into high quality market rental new build e.g. Build To Rent - Policy development and lobbying - joint responses to legislative 	Mar 21	James Greenhedge	<ul style="list-style-type: none"> • Working group to agree list of priority areas for future meetings, to be shared with trade bodies and core cities for input. • Share information and good practice in relation to post Covid-19 work. 	<p>Undertake 4 meetings per year with the PRS regional group.</p> <p>Obtain 2 areas of working practice that can be utilised within Manchester from one of the key issues identified.</p>

PRS 2020 - Draft

		and operational changes.				
3.2	Strengthen PRS landlord and resident forums	During consultation on the strategy, tenants and landlords expressed support for forums, to share good practice and enable a closer relationship with the Council. Strengthen presence at existing forums.	Mar 21	Breige Cobane/ James Greenhedge	<ul style="list-style-type: none"> Identify existing and relevant forums for tenants/residents and landlords and engage with them. Link the forums into the “virtual hub” with a range of information, advice and links to other support organisations. 	Introduce 3 new landlord forums (North Central & South) by March 21.
3.3	Increase visibility of the PRS through modern methods of communication	Maximise use of MCC communications resources: web pages, social media, Neighbourhood Twitter accounts, campaigns, and relevant networks to raise awareness of rights and responsibilities of landlords, agents and tenants.	Mar 21	James Greenhedge / Breige Cobane	<ul style="list-style-type: none"> Continue to run social media “takeover days”. Develop a Communications strategy for the PRS over the year. Develop a tagline for refresh of the strategy and use this to raise awareness (branding of the strategy). 	Deliver 4 media campaigns per year. Increase in engagement following successive media campaigns.
3.4	Introduce Tenant and Landlord training	Identify potential funding to set up training for tenants and landlords.	Dec 21	James Greenhedge / Breige Cobane	<ul style="list-style-type: none"> Investigate whether this could be part of a GM initiative using Fair Housing Futures funding. 	Training programme introduced by Dec 2021.

Emerging Workstreams/Projects to be scoped, and Overarching Analysis.					
	Activity	Description	Times cales	Lead Officer	Key Actions
a	Monitor market intelligence in PRS	Use market intelligence to monitor the overall market rent in	Qtrly	Nick Cole / Steve Sheen	Provide themed reports and intelligence updates on a quarterly basis and upon request

PRS 2020 - Draft

		<p>Manchester including:</p> <ul style="list-style-type: none"> - City Centre and city centre fringe - LHA markets - Impact of new purpose built supply in the city centre and secondary markets. - Sales and rent prices - Mortgage market - Voids - Homelessness and mediated tenancies - Segmentation of PRS - Short term lets - Affordability 			
b	Monitor and Influence government policy / lobbying in relation to housing legislation	<p>An ongoing assessment of emerging policy and legislation including:</p> <ul style="list-style-type: none"> ● Homes (Fitness for Habitation) Act 2018 ● Welfare reform ● Reforms within PRS legislation including new 	Continuous	James Greenhedge	Work with GM PRS Strategic Partnership.

		<p>regulations around ASTs and Section 21 notices</p> <ul style="list-style-type: none"> ● EPC Minimum Energy Efficiency Standards (MEES) Regulations ● MCC Housing Affordability Policy ● Homelessness Reduction Act ● Fire Safety Bill ● Building Safety Bill ● Monitor Greater Manchester Mayoral housing activities 			
c	Respond to the impact of Covid-19 on the sector	<p>Assess the impact of Covid-19 within the PRS in particular on BAME communities. Monitor the behaviour of landlords with regard to rent arrears and intervene where appropriate. Identify opportunities to use empty PRS properties to support</p>	Sept 20	TBC	<p>Working group to draw up post Covid-19 plans including:</p> <ul style="list-style-type: none"> ● Joint work with GM regarding assistance to tenants facing potential eviction. ● Comms to landlords and tenants around responsibilities and working together to manage arrears. ● Monitoring risks across compliance and homelessness around increased illegal evictions and harassment. Need to coordinate support and prevention work. ● Landlords to ensure non urgent repairs are carried out, when restrictions are lifted. ● Analyse whether short-term lets will continue to offer long term PRS options.

PRS 2020 - Draft

		homelessness rehousing.			<ul style="list-style-type: none"> ● Assess whether some vacant student accommodation could offer opportunities to relieve homelessness. ● Assess outcomes from Parliamentary Inquiry into Impact of COVID-19 (Coronavirus) on homelessness and the private rented sector.
d	Introduce a “virtual” PRS “Hub”	“PRS Hub” will be a partnership website where residents and landlords can obtain advice, information, training and guidance. It will also carry links to associated organisations across GM for the sector as well as information from national landlord bodies - this will be linked into social media platforms.	TBC	James Greenhedge	<ul style="list-style-type: none"> ● Develop a project brief/business case including resources and any associated cost and timescales and outcomes for success. ● Set up a tenant and landlord “hub” with a range of information, advice and links to other support organisations. ● Map help available for tenants and landlords in Manchester. ● Following implementation of the virtual PRS Hub explore other IT solutions i.e Local Pad and how this could be integrated to the hub.
e	Fire safety	Implement the recommendations from the Hackitt Review and the Grenfell Tower Public Inquiry.	TBC	Martin Oldfield/ Wayne Timperley	<ul style="list-style-type: none"> ● Ensure that managing agents and owners carry out relevant works to make their buildings safe. ● Ensure that managing agents and owners undertake the new duties which will come into force following hackitt and the Grenfell Inquiry. ● Continue to collect data on high rise buildings. ● Work with the Building Safety Regulator (currently the Health and Safety Executive) to ensure all relevant buildings are as safe as they can be. ● Consider whether it is appropriate to have fire sprinklers in all shared accommodation - ie flats of any height.