

Appendix 1 - Delivering the objectives of the Residential Growth Strategy

The Residential Growth Strategy comprises 6 key objectives, as follows:

- Increase house building on existing and new sites;
- Improve the quality and sustainability of the city's housing;
- Increase opportunities for home-ownership;
- Expand the family housing offer;
- Professionalise the private rented sector across the city; and
- Provide appropriate housing options for retirement living.

This next section of report provides an overview of the current and emerging initiatives that will directly contribute towards the delivery of these objectives. Many of these initiatives directly contribute to more than one of the Strategy objectives. The table below presents the current and emerging actions under the following headings:

1. Council-led spatial-planning initiatives being brought forward via public private partnerships, and making use of Council-owned land to increase the delivery of new homes.
2. Intervening to guide and facilitate the delivery of appropriate residential development within key opportunity areas, including the City Centre, through the use of Council Policy, Strategic Regeneration Frameworks and other tools.
3. Key thematic initiatives including;
 - a. Sustainability and productivity
 - b. Private Rented Sector
 - c. Retirement living

Council-led spatial-planning initiatives being brought forward via public private partnerships, and making use of Council-owned land to increase the delivery of new homes		
Action	Summary	Timescale
Progress the first phase of development activity in the	Northern Gateway Operations Limited, a Joint Venture (JV) between Manchester City Council and Far East Consortium (FEC), was established in April 2017. One of the first major milestones for this joint venture was the preparation of a draft Strategic Regeneration Framework (SRF) for the Northern Gateway which would form the basis of a masterplan to be adopted by the JV.	Progress over next 12 months

Northern Gateway	<p>On 7 March 2018, the Executive endorsed, in principle, a draft SRF for the Northern Gateway, a 155 Hectare land area made up of the adjacent neighbourhoods of New Cross, the Lower Irk Valley and Collyhurst. The Draft SRF sets out a Vision, Objectives and a series of SRF Development and Design Principles to bring about transformational change and deliver circa 15,000 new homes over the next 15-20 years. The draft SRF formed the basis for an extensive public consultation exercise, carried out over the summer, with existing residents, businesses, landowners, developer partners, statutory bodies and other local stakeholders. A report summarising the outcome of the public consultation exercise, and presenting a final version of the SRF will be brought before the Executive in February for approval.</p> <p>The SRF will form a material consideration as part of the planning process, applicable to all landowners and developers. The SRF will also, however, form the basis of a 'masterplan' to be adopted by Northern Gateway Operations Limited and upon which FEC, in their role as the appointed Development Manager to the JV, will prepare a Strategic Business Plan and prioritise planning and delivery activity in the first 5 years of the Northern Gateway programme.</p> <p>The JV partners are currently working up a strategy to enable the first phase of development to come forward. This strategy will include specific plans relating to the acquisition of land; the identification and implementation of key physical and social infrastructure interventions; and a robust approach to planning and phasing.</p> <p>The extent of the necessary infrastructure interventions is significant. An assessment of existing gaps in infrastructure suggest that circa 3,000 new homes could be built in the first phase development area based on the existing resources available to the JV. However, the Council is currently preparing a second stage bid to the Government's HIF programme which, if successful, could unlock a further 5,000 new homes in this first phase area through the funding and delivery of key strategic infrastructure intervention.</p>	
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<p>Support the completion of the first 2 phases of Manchester Life Delivery in Ancoats and New Islington and identify and plans for phase 3.</p>	<p>The Manchester Life JV between the Council and the Abu Dhabi United Group is on track to deliver 1,468 new homes across 9 development sites in the Ancoats and New Islington neighbourhoods. This comprises a total of 1073 new homes for market rent and 395 homes for sale.</p> <p>A total development of at least 5,000 homes is envisaged by the JV. The next phases of the development pipeline for Manchester Life are currently being explored but will, over the remaining years of the strategy, build on the progress made in establishing Ancoats as the fastest growing neighbourhood in the city; exploring the opportunities presented through the Council's land assets in this part of the city.</p> <p>In both Northern and Eastern Gateways the potential exists to deliver a range of tenures and property types to ensure that 20% of units provided meet the affordability criteria.</p>	<p>Phased completion with all units within Phase 1 and 2 to complete by 2021</p>
<p>Progress delivery of new affordable housing on Council-owned land as part of the Housing Affordability Zones</p>	<p>At its meeting of 17 October 2017 the Executive approved the creation of 4 Housing Affordability Zones where significant numbers of affordable homes could be delivered over the next few years. These zones are:</p> <ul style="list-style-type: none"> ▪ North Manchester (including Collyhurst and Central Estates) ▪ Clayton (including land at Eccleshall Street and Ilk/Alpine Streets) ▪ Beswick (including land at Grey Mare Lane) ▪ Wythenshawe Town Centre <p>Collyhurst was added to the North Manchester Housing Affordability Zone following a recommendation to the Executive on 7 March 2018, however at this stage the exact red line plans are still to be determined.</p> <p>A policy proposal from the Executive Member for Housing and Regeneration was approved by the Executive on 12 December 2018 that will see the Council explore ways in which all of the new affordable homes (at least 2,000) in the 4 Housing Affordability Zones can fall outside of the Right to Buy scheme.</p>	<p>Progress to be made over next 12 months</p>

<p>Delivering Manchester Affordable Housing Strategy</p>	<p>The Executive Member's paper to the Executive meeting of 12 December 2018 provided an update on the Council's affordable housing delivery and future policies. This proposed that, in addition to the 3,000 affordable homes that will have been delivered between April 2015 and March 2021, the city will need to deliver a further 3,400 affordable homes to meet the 20% affordable target of the total number of new homes expected to be delivered during the period of the Residential Growth Strategy (i.e. April 2015 to March 2025).</p> <p>In order to deliver on this target the Council is in the early stages of bringing forward a number of proposals:</p> <ul style="list-style-type: none"> ▪ Bringing forward a second phase of Council new build housing of 300 homes. 150 of these homes were the subject of a recent HRA Headroom application to the Government. Subsequently, whilst considering these applications, the Government decided to lift the HRA cap. Whilst more flexibility for Councils is to be welcomed, officers are yet to fully assess the financial and legal implications of this new announcement. The initial 150 homes have sites identified and sites are currently being identified for the other 150. The first 75 are being accelerated as a modular home development with procurement for a delivery partner being commenced early in 2019. ▪ Bringing forward the next tranche of small sites for 500 affordable homes to dispose of to RPs. As explained above the process for progressing disposals has been accelerated. ▪ Continuing to work with its RP partners to identify medium sized Council sites and support their applications to Homes England for investment. ▪ Working with its existing residential growth joint venture partners to bring forward delivery proposals, including: <ul style="list-style-type: none"> ▪ An initial phase (size to be confirmed) at Northern Gateway (including Collyhurst); ▪ A second phase of around 340 Matrix Homes (joint venture with Greater Manchester Pension Fund) properties is being brought forward, including 20% affordable housing. 	<p>An Operational Plan will be brought back to the Scrutiny Committee and the Executive in early 2019</p>
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	<ul style="list-style-type: none"> ▪ Exploring the feasibility of a number of Community Led housing projects. ▪ Developing a Supported Housing Strategy including extra care, dementia friendly and learning disabilities. 	
<p>Continue to oversee the delivery of the Miles Platting and Brunswick PFI schemes</p>	<p>Refurbishment of socially rented stock whilst at the same time rebalancing and re-purposing mono-tenure housing estates through the creation of new homes for sale.</p> <p>The Miles Platting and Brunswick regeneration projects continue to meet the key objectives of the Residential Growth Strategy. These projects will continue to deliver over 1200 new homes for rent, sale and retirement living. A further 315 homes are yet to be delivered in Brunswick 225 for sale and 90 for social rent and a further 720 homes for sale in Miles Platting. They offer opportunities for home ownership which include shared ownership and outright sale, supported by government initiatives such as Help to Buy. They include the refurbishment to Modern Standards of over 2100 council owned homes. Once works are completed these homes will be included in planned maintenance programmes through to 2037.</p> <p>A significant number of the new-build homes and refurbished homes are family accommodation and new parks, improved open space and community facilities have been provided to improve the quality of the neighbourhood. Both projects will deliver retirement living. In Brunswick a new 60 bed extra care unit will be completed in 2020 with a cafe, health facilities and community space that will be available to residents from the wider neighbourhood.</p>	<p>Ongoing with all new-build programmes due to complete by 2025</p>
<p>Complete the transformation and regeneration of the West Gorton estate with the final new homes</p>	<p>The West Gorton regeneration programme has seen the development of over 500 new homes, the great majority of which are family houses. A further 60 homes are in development and will be completed by autumn 2019. This has been complimented by the opening of a new community hub featuring a GP surgery, pharmacy and convenience store as well as a new community facility at the local primary school featuring a brand new nursery and community space available for use by the local community.</p>	<p>End 2020</p>

<p>and the delivery of a new community park</p>	<p>In early 2019 a planning application will be submitted for the creation of a brand new neighbourhood park that comprises an area more than twice the size of the existing green space, as well as improvements to further green spaces and public realm in and around the neighbourhood.</p>	
<p>Oversee the delivery of new residential development being brought forward in accordance with the Agreement for Lease between the Council and Rowlinsons on the site of the former Stagecoach bus depot in Whalley Range.</p>	<p>The former Stagecoach site at Bowes Street has been a priority site for the Council for over a decade due to its strategic location. The site is one of the most important and visible opportunity sites on the southern approach into Manchester City Centre and has the potential to contribute to the continued evolution of this area into a vibrant and sustainable neighbourhood of choice.</p> <p>The site was marketed in 2015 using the Manchester Place brand with the intention of bringing forward new homes and an Integrated Healthcare Centre. Rowlinson was the successful bidder for the site.</p> <p>Construction activity began on site in late 2018. The development will deliver 258 new homes – 40% of which will be affordable - across a range of types and tenures of properties, including:</p> <ul style="list-style-type: none"> ▪ 132 one, two and three bed apartments for Market Rent; ▪ 72 one and two bed Extra Care apartments, of which 8 are for Shared Ownership and 64 are for Social Rent; ▪ 54 three and four bed family homes, of which 30 are for Shared Ownership and 24 are for Market Sale. <p>The Director Housing and Residential Growth is working closely with the developer, Rowlinson, to secure HIF funding to support the delivery of an integrated health facility as part of the wider development on this site. It is expected that the whole development will be complete by late 2021.</p>	<p>All phases of the development to have commenced by mid-2019.</p>

Intervening to guide and facilitate the delivery of appropriate residential development within key opportunity areas, including the City Centre, through the use of Council Policy, Strategic Regeneration Frameworks and other tools.		
Effective utilisation of the Great Jackson Street SRF to unlock significant residential growth in the Southern Gateway to the City Centre	An updated SRF for Great Jackson Street has facilitated start on sites for large residential schemes by Renaker, totalling more than 2,000 new homes for sale and rent, with a further consented scheme from De Trafford Estates expected to commence construction activity in the near future, totalling 449 new homes including 50 apartments designed specifically for retirement living.	
Securing HIF funding to enable the delivery of key infrastructure works to facilitate residential development at Victoria Station	In terms of accessibility, one of the most sustainably located developments is expected to come forward in 2019 on the former Fish Dock site adjacent to Victoria Station. New Victoria, being brought forward by Muse Developments, will see 520 new apartments delivered across 2 buildings. However, the site has severe constraints which make development very challenging and explain why this prominent and strategic site has remained undeveloped for many decades. The Council is actively working with Homes England to finalise a grant package through the HIF programme and hope to have this confirmed early in the new year.	Funding expected by confirmed by 31 January 2019
Support and facilitate delivery of new residential development at Angel Meadow as part of the	As a precursor to the Northern Gateway, FEC have recently commenced construction on the first phase of their Meadowside development adjacent to Angel Meadow park. The scheme will see a total of 756 new apartments and townhouses delivered across 4 new buildings framing the park. The first 3 of these buildings, totalling 422 new homes – including 136 which are exclusively available for domestic buyers - are expected to be completed in 2021. The development has been made possible by the Council working in collaboration with the	Three of four consented blocks to be completed by mid 2021 with final block due to commence

NOMA SRF area	Cooperative Group to utilise the respective land interests to bring about transformational change and regeneration in this part of the extended City Centre.	construction in 2021.
Complete a feasibility study into a genuinely affordable housing scheme within the City Centre	<p>Whilst the City Centre (core area and adjacent neighbourhoods) housing market remains incredibly buoyant with a total of 9,500 new homes currently under construction, there are concerns that these developments are not providing on-site affordable housing. Where S106 contributions are being collected from city centre schemes, and put towards the Housing Affordability Fund, there is a strong sense of public and Member feeling that some of these funds should be invested into affordable housing development within the city centre.</p> <p>As agreed at the Council's Executive meeting of 12 December 2018, the Council will complete a feasibility study into a genuinely affordable housing scheme within the city centre of an appropriate density for its location. Should the feasibility study find such a scheme to be viable, subject to standard scrutiny procedures of the Council, the Council shall proceed with the scheme.</p>	Study to be completed by end December 2019
Working with key partners (such as Siemens and the Manchester Metropolitan University in Didsbury) to identify suitable opportunities for the delivery of higher value homes for 'second-steppers' in sustainable	<p>The Residential Growth Strategy highlights how Manchester has historically seen residents move out of the city as they have children and/or as a result of limited opportunities for 'second-stepping' i.e. moving up the property ladder. Schools and other community facilities have significantly improved over the last ten years and more people want to stay in the city and be close to excellent and accessible public and private services; good transport links; and access to high quality amenity provision. The Council will continue to work with a range of partners to identify suitable sites so that all types of new homes that people need can be provided in the city. It is good for the city to have stable communities of people who live and work in Manchester.</p> <p>In Didsbury, where opportunities for new housing has been constrained by the lack of available land for development, recent development has been brought forward at the former MMU Campus at Wilmslow Road which has seen the re-use of Listed buildings alongside new large family homes. The development has been complimented by improvements to resident amenities including Didsbury Tennis Club, children's play within Didsbury Park and</p>	All new homes to be complete 2019.

<p>locations.</p>	<p>brand new Primary School adjacent to the development site.</p> <p>Additional new homes to meet this demand at the upper end of the market are being provided as part of the comprehensive redevelopment of the Siemens Technology Campus where 95 new homes are under construction in close proximity to the brand new Didsbury High School, expected to open in 2019.</p>	
<p>Key thematic initiatives: Sustainability and Productivity</p>		
<p>Continue to utilise the Residential Quality Guidance document to challenge developers to improve the quality and sustainability of the City's housing</p>	<p>In 2016 the Council developed its own design and quality standard for new residential development, which provides baseline minimum requirements and mandatory standards, to ensure the delivery of high quality, sustainable housing that meets the needs of the city and its communities and helps establish Manchester as a world class city.</p> <p>The guidance document has since been used positively by architects and developers in preparing their planning applications. Developers bringing forward sites for residential development across the city are required to accord with the guidance through the planning and development process and demonstrate that the very highest standards of design are being achieved as part of new developments.</p>	
<p>Ensure that new residential development contributes towards the ambition to become a zero carbon city by 2038</p>	<p>An Action Plan will be developed later in 2019 to identify how the Council can support developers of market sale/rent and those delivering affordable housing to work towards this goal. In the meantime the potential for the next phase of the North Manchester New Build programme to achieve above Building Regulations energy performance will be explored.</p>	<p>Action Plan in place by autumn 2019</p>

<p>Explore the utilisation of Modern Methods of Construction in the housing market in Manchester</p>	<p>The Council will explore how best to capitalise on the increasingly important potential of off-site housing. It is proposed that the next phase of North Manchester New Build homes will be delivered as an off-site housing pilot scheme.</p>	<p>Report by autumn 2019</p>
<p>Key Thematic Initiatives: Private Rented Sector</p>		
<p>Support and facilitate the delivery of Build to Rent that offer a consistent level of quality and choice in the private rented sector</p>	<p>The Residential Growth Strategy recognises that most private rented sector homes are good quality and available at a reasonable rent, this is not always the case. Renting continues to be an attractive offer to many for a variety of reasons whilst at the same time it can sometimes be the only option available to some people due to the limited availability of social housing and constraints associated with taking the step into home ownership.</p> <p>Historically, the private rented sector has been fragmented in ownership terms with many blocks – mainly apartment-led developments – featuring multiple owners with multiple letting arrangements. This leads to inconsistent management standards and some neighbourhoods suffer from having a lack of ‘ownership’ and feel neglected.</p> <p>The PRS market continues to show signs of maturity with a number of high profile Build to Rent developments recently completed, under construction and proposed, including:</p> <ul style="list-style-type: none"> • 1073 new homes across 5 schemes in Ancoats and New Islington by Manchester Life; • 466 apartments at Angel Gardens by Moda Living as part of the NOMA neighbourhood; • 683 apartments by Affinity Living at Circle Square (former BBC site); 	<p>On-going priority</p>

	<ul style="list-style-type: none"> • 350 apartments by Legal & General as part of the Deansgate Square development within the Great Jackson SRF area; • 274 apartments by Balfour Beatty in the New Cross neighbourhood within the Northern Gateway SRF area. <p>These Build to Rent schemes offer a consistent single lettings strategy and generally offer a range of lifestyle benefits to tenants including on-site gyms, swimming pool and well-maintained communal areas and amenity spaces.</p>	
Evolve the Selective Licensing initiative to improve conditions at the lower end of the private rented market.	<p>The Selective Licensing pilot has delivered four designations across the city to date, placing a legal requirement on landlords to obtain a licence to operate as a private landlord in these areas. The total number of licensable properties in the city is now approximately 2,000 and cover areas in Crumpsall, Moss Side, Moston & Old Moat until 2023. Approximately 25% of all properties in the scheme have been issued a licence and enforcement action is being taken against those who fail to comply. In addition to this approximately 50 compliance inspections have been completed.</p> <p>Proposals for licensing in the Ben St area of Clayton and Openshaw are being considered. A £15.61M regeneration scheme is delivering a range of improvement works in the area that will see the refurbishment of empty properties, facelift to all of the terraced housing (including privately owned properties), streetscape improvements, and a new build housing development at Ilk St/Alpine St. Data on the proposal is currently being collated and as this will be an additional area outside of the original pilot scheme a report will be submitted to the Executive to seek approval to consult. The report will be submitted early in the new year.</p>	Executive Report in early 2019
Key Thematic Initiatives: Retirement Living		
Bring forward delivery of 7 Extra Care Schemes	The Residential Growth Strategy recognises that as the city is growing we will have more older people, living longer. Increasing the delivery of new high-quality retirement living accommodation also makes a direct contribution towards achieving many of the other objectives contained within the Strategy and the wider objectives of the Council and our	Delivery of all schemes between present and

<p>including the UK's first older people's LGBT scheme.</p>	<p>partner agencies. Providing opportunities for older people to downsize can free up larger family homes for those in need and those looking to upsize while the provision of purpose built, high-quality accommodation for older people can reduce dependency and the cost of care whilst at the same time reducing loneliness and social isolation.</p> <p>It is important that these new developments for retirement living are in sustainable locations, close to associated community and social infrastructure including health facilities, public transport and retail and leisure facilities.</p> <p>As highlighted in the December Executive report a total of more than 500 extra care homes, over 7 sites across the city, will be delivered between now and 2022. This includes Manchester's first LGBT Extra Care development, which is being developed in response to MCC commissioned LGBT Foundation research which identified high levels of concern amongst Manchester's older LGBT population that carers would be able to understand and meet their needs and anecdotal evidence of ignorance and discrimination within existing schemes. We believe this extra care scheme will be the first of its kind in the country. It will also be a first for MCC in that it will be the first scheme within the new build extra care programme owned by MCC. Sales and lettings will be carefully managed to protect the LGBT majority and ensure all residents are LGBT affirmative.</p>	<p>2022</p>
<p>Work with the private sector to encourage consideration of Manchester as an age-friendly city so that new developments being brought forward in private schemes meet the needs</p>	<p>In addition to the retirement schemes being brought forward by the Council and Registered Providers, there are signs that the market is also starting to respond to signs that a small but growing number of retired residents are choosing to downsize and relocate to the city centre. As highlighted above, De Trafford Estates will shortly be bringing forward 50 new apartments for retirement living within the Great Jackson Street SRF area.</p>	<p>Construction expected to commence in 2019</p>

of an ageing population		
Community Led Housing	The Council has committed to establish a strategy for community led housing by the summer of 2019. As part of this strategy the Council will explore the feasibility of at least 3 community-led housing projects on Council land providing at least 30 affordable homes in total. At least one of these will be led by older people.	Strategy to be produced by July 2019