2017



delivery plan

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# Introduction

This delivery plan sets out a programme of collaborative working between GM Housing Partnership (GMHP) and GM Combined Authority (GMCA), and provides an overview of the detailed work needed to achieve this. The Housing Memorandum of Understanding (MoU)[[1]](#footnote-1) signposts the medium and longer term objectives and impacts which will drive a joint programme of investment and public service reform, and sets out the principles which will guide investment, public service interventions and a review of the long term function and form of the social rented sector in Greater Manchester.

The delivery plan sets out each work programme and how success will be measured. The work streams each have a CEO lead to drive delivery, and the delivery plan will be central to the commitment to GMCA and Reform Board to provide regular updates on each work stream.

# Memorandum of Understanding

## Background and Introduction

Social housing makes up just under 1 in every 4 homes in the city region, home to over half a million GM residents. Members of the GMHP individually are long-established partners in local strategic partnership working on a broad range of issues connected to local growth and public service reform. They are substantial investors in GM communities, and in recent years have been delivering around 40% of GM’s new homes. Many GMHP tenants are key to the success of GM strategies and interventions on a wide range of issues such as health and social care, employment and skills, fuel poverty and the ageing population. As organisations, individually and collectively, members of the GMHP are already active on all those agendas and more.

By agreeing the MoU the GMHP now sits formally within the GM devolution structure, and actively contributes to the reform agenda. Central to the lives of all GM’s residents, housing is a key foundation for improving lives and reducing dependency on public services.

## GMHP work plan

In order to deliver the strategic aims outlined in the MoU, GMHP have developed this work plan with clearly stated aims and outcomes. Each work stream has a chief executive lead and reports into the GMHP chief executive’s meeting and core group which monitor progress and delivery.

Regular reports are submitted to the Reform Board and GMHP executives to ensure that work is aligned to the current and emerging agendas. In addition GMHP CEO’s are members of key Boards and Executives across the GMCA governance structure, to support delivery of strategic programmes.

Reflecting the MoU, the delivery plan focuses on growth and public service reform, to support delivery of the Stronger Together strategy, and the need for more homes.

A number of the work streams are jointly led with strategic housing leads from across the GM districts through the GM Housing Officer Group (HOG) and GM Housing Needs Group (HNG). These groups are leading with GMHP on homelessness, growth & supply, housing need and access, and the private sector.

A number of task and finish groups are looking at key policy areas that will impact on GM, including the review of Local Housing Allowance and supported housing.

# Growth

GMHP in Greater Manchester have a long track record of working in partnership with the ten GM Districts to provide new homes. We have been working together to try to better understand our combined development capacity. This work has evidenced significant as yet untapped capacity in the sector. The sector’s ‘high water mark’ for new delivery has been about 2000 homes but the appetite and ambition to do more is there. Recent work has suggested that 3000 homes a year is well within the reach of the sector given the right circumstances in terms of land supply, favourable planning conditions, support with viability where market and / or ground conditions are poor, and sensible flexibility around tenure offer.

**Key outcome:**

* Consistent delivery of at least 2,000 new homes per annum but with an ambition to deliver more.

**Key elements:**

* Continued delivery of affordable housing, led and funded by individual GMHP members with HCA support
* Development of new models of housing growth, through joint GMHP/GMCA working group led by Matthew Harrison, Dave Power (GMHP), Paul Beardmore (GMCA)

**Position at January 2017**

Firm and indicative allocations of more than £100m for the delivery of more than 4000 new homes have been made to GMHP organisations for GM development projects from the HCA’s Shared Ownership and Affordable Homes Programme for 2016-21 (SOAHP). Under-committed funds from this programme and a further £1.4bn of government funding should also be available from the HCA’s Continuous Market Engagement (CME) allocation process during Q4 of 2016/7. This will have added flexibility through the ability to bid for some of this funding as homes for Affordable Rent.

Analysis of combined development capacity and untapped resources within the sector has been undertaken, suggesting existing funding arrangements could generate up to £0.8 billion of investment, though taking a realistic view of lender consents, a more pragmatic estimate is around £0.5 billion could be unlocked with the right model(s).

Initial exploration of possible financial and governance structures undertaken by Savills and Devonshires suggests a joint venture partnership offers a possible route to enable GMHP to make a significant contribution to new housing supply across a mix of tenures, additional to mainstream affordable housing development. Funding has been made available by several GMHP members and GMCA to commission further work to test the concept against the realities of specific sites in the GM market and build a robust business and financial model and detailed governance arrangements. Instruction for this additional work will take place in Q4 of 2016/7.

GMHP have delivered more than 8000 homes across the 10 boroughs over the last 5 years

We want to build over 12,000 new homes by 2021 (GMHP).

**Next steps**

* Affordable housing delivery:
* Implementation of allocated schemes **ongoing** [GMHP members]
* Bids to HCA through CME process for further allocations **ongoing** [GMHP members]
* New models:
	+ Commission and complete proof of concept and business model work **by end March** [GMHP Working group]
	+ Disseminate and discuss outputs with potential partners in the joint venture, including GMHP members, GMCA and districts and other possible funders or investors including HCA during **April and May** [GMHP Working group, GMHP, GMCA]
	+ Firm decision on establishment and initial membership of joint venture **by end** September 2017 [GMHP, GMCA]

**By year end 2017**, success would feature increased affordable housing delivery underway, an established joint venture partnership with initial funding and key staff in place and shaping a first phase development programme for delivery to begin in 2018.

# Employment, skills & training

GMHP members have long been central to supporting their customers into work, training and volunteering opportunities[[2]](#footnote-2). In response to the government’s work agenda housing providers have invested in a number of initiatives to increase the number of residents moving into work, or gaining skills and training to support them into the jobs market.

**Key outcomes:**

* Increased numbers of customers working & in training
* Increase third sector and employer partnerships
* Drive social enterprise and social value
* Collaboration with statutory & government departments & services to provide what GM needs

**Key elements:**

* Identify skills gaps & tailor initiatives
* Utilise Athena for delivery of commissioning, new contracts and new products
* Strategic approach to the use of the Apprenticeship levy across GM

**Progress at January 2017:**

* Award of Building Better Opportunities and Skills for Employment contracts through Athena
* Investment of over £1.6 million in apprentices in 2015/16 (GMHP).
* Helping almost 7,000 residents from across Greater Manchester back into work in 2015/16 (GMHP).

**Next steps:**

* Evaluating what the future jobs and skills market will be and responding to those challenges and producing a matching product offer
* Being an active partner in GM Futures
* Expanding the role of Athena in winning and delivering more work based contracts
* Maximising collective approach to Apprenticeship Levy to deliver employment opportunities and enhanced skills for GMHP and supply chains

# Low Carbon

Working as part of the GM Low Carbon Hub (LCH)[[3]](#footnote-3), GMHP is taking a lead on the development of alternative sources of heating and energy for its properties, as well as carrying out live proof of concept research with private sector and government partners.

**Key outcomes:**

* To understand the causes of climate change in GM & ways to reduce impact
* To examine ways of mitigating against climate injustice
* To increase carbon literacy & reduce GM’s carbon footprint
* Cut carbon emissions
* To engage our supply chain & communities across GM in low carbon agenda

**Key elements:**

* Increased use of renewable fuel sources
* Researching & implementing more energy efficient solutions
* Investigate new ways of funding invest in homes & energy generation; including equity release, crowd source funding & mutual finance models
* Reducing fuel poverty through physical intervention & behaviour change
* Increasing carbon literacy
* Understanding stock performance & investment requirements
* Understanding carbon impact of RP operations

 **Progress at January 2017:**

* Installation of ground heat pumps for a number of Northwoods & St Vincent’s tower blocks and sheltered schemes
* The roll-out of carbon literacy across GMHP staff (CL4RPs)
* A proof of concept pilot with the Japanese New Energy Development Organisation (NEDO) to install air source heat pumps for 600 properties in Bury, Wigan & Manchester
* Photo-voltaic cells to 2300 Northwoods & St Vincent’s properties
* Supported programmes to tackle fuel poverty (see Health)
* Reviewed impact of severe weather events on communities & considered climate adaption approach

**Next steps:**

* Monitor impact of new air source heat pump technology installed via NEDO project; including negawatts (being paid to reduce electricity demand from the Grid)
* Continue delivery of Carbon Literacy through CL4RPs - including carbon literacy within communities & housing provider supply chain
* Revive GM Low Carbon Asset Management Group to collaborate on energy efficiency & renewable energy projects.
* Engage Housing Minister on Government’s low carbon aspirations in GM in consultation with Paul Dennett (LCH Chair & Salford City Mayor)
* Links to GM Health- progress with Affordable Warmth projects.
* Links to Growth/Joint Venture - how new homes will reduce CO2 emissions & support GMCA’s low carbon objectives.

# Future form & function of social housing

The development of this work stream is driven by a number factors which combined mean that the status quo for social housing is unlikely to hold in the medium term. These factors include:

* An aging society which will produce intensive pressure on health and care services;
* A changing economy which is producing polarised incomes and differential levels of security
* Falling owner occupation
* An increase in private renting which is housing a larger number of poorer (and workless) households
* An increasing population which has been out stripping the production of new housing supply
* The increasing obsolescence of segments of the older housing stock
* Changing aspirations of residents who can operate in the market
* Welfare reform and its redefinition of need from a public subsidy perspective
* Public policy, which for the foreseeable future will result in a shrinkage in the available quantum of social sector housing

**Key outcomes:**

* A shared analysis and strategic view of the future direction of the social housing sector, to inform and underpin GMHP and GMCA’s joint working across all themes and thus to optimise social housing’s contribution to meeting future needs; identifying different models which may be adopted in the new environment looking forward; and potentially an early action programme for 2017-2020

**Key elements:**

* To undertake a review of the long term form and function of social housing and its interaction with other GM housing markets, and in doing so build consensus around proposals for future direction, based on a shared understanding of the strategic, policy and market context both nationally and locally.

**Progress at January 2017:**

* Core task & finish group established to complete a staged review process: November 2016
* Review of available evidence: November 2016 – January 2017
* Discussion Paper and workshop on Place and Economy: February 2017

**Next steps:**

* Discussion Paper and workshop on People and Social Need/Health: March 2017
* Synthesis of key challenges & assessment of alternative models: March 2017
* Paper and workshop on options/trade-offs and future development options: April 2017
* Production of briefing paper(s) to summarise conclusions and inform debate with GMCA and Mayor on future direction and joint working: subject to consultation process will be delivered by May 2017

# Public service reform

Working with the GMCA housing providers are working to reform public services and contribute to the future well-being and prosperity of the conurbation.

## Health & Social Care

GMHP are at the centre of joint work with the H&SC Partnership, developing a number of programmes to improve the health and life chances of both its own residents and the wider population, based on existing projects that have worked well and for which there is empirical evidence of positive outcomes. The Housing Options for Older People, Warm Homes & hospital discharge programmes are targeted at supporting vulnerable residents. These and other programmes have been launched in several localities and the aim is to develop them at scale across the 10 localities. However, there is much more to do in terms of joint working, including workforce development, home improvement work and new supply through NHS estates.

GM is aiming for the fastest furthest improvement in health targets and has an ambitious plan, linked to growth and prosperity. 20% of GM falls into the worst health outcomes in the UK. Lots of links to other work streams such as employment and skills – work is good for health and we have over 200,000 out of work in GM (140,000 due to a health condition when they could be supported back into work).

**Key outcomes:**

* To integrate Housing with H&SC policy[[4]](#footnote-4) and practice with an emphasis on prevention, by working with partners in social care and the NHS
* To develop the key priorities around individual projects
* Strategic engagements leveraging long-term commitments and positive outcomes linked to the GM Strategic Plan

**Key elements:**

* To be central to the delivery of health & social care integration, and to contribute fully to housing’s role
* To be key partners in the delivery of projects to support improving the health of GMHP residents
* To influence key programmes of work and improve life chances, and reduce dependency on public services
* To influence key decision makers about the importance of housing in public health

**Progress at January 2017:**

An event was held on 9th December bringing together people from housing, health and social care to discuss priorities. The themes of the event centred around establishing priorities, starting well, living and working well and ageing well. The outcomes from the workshop are now being considered by the GMHP steering group along with colleagues in strategic housing, health and social care. This will lead to a clear action plan in February 2017, to include plans in terms of commissioning and governance.

* Ongoing dialogue with health colleagues working on NHS estates as part of the growth workstream.
* The health pledges are still in place and organisations sharing good practice. In early 2017, we are initiating a review of the health pledges to measure progress in each of the localities since they were developed. This review will also include a report on influencing and involvement via the various governance structures in health and social care, e.g. representation on health and wellbeing boards,
* The group has also met with a sustainable food organisation with a view to looking at food poverty and its impact on health
* A new Population Health Board has been established – with a representative from housing through the steering group.
* The group will also work on alignment with health campaigns for greater impact across GM
* There is a clear link with the future funding of supported housing work and health colleagues are involved in this debate and consideration of a GM response.
* A new Health and Housing Strategic Relationship Manager Role will be established (through the Greater Manchester Health and Social Care Partnership), with plans in place to recruit for this role in February 2017.
* An update on our work with health has been provided for the Mayoral campaigns

**Next steps**

* Action plan following the 9th December event – February 2017
* Recruitment of Strategic Relationship Manager role – February 2017 advert
* Review of the work of the GMHP Steering group including update on the pledges, the 3 propositions, and influencing – January – March 2017
* Work to start now on an offer to health to alleviate Winter pressures from November 2017 – February – June 2017
* Further work on the future funding of supported housing and completion of the consultation response to include health and social care colleagues – February 2017

## Place Based Integration

The vision for the programme is “Services effectively responding to and reducing demand at the Neighbourhood level through a contextual understanding of people and place, in an integrated, citizen-centred way that builds on the assets of the community.”[[5]](#footnote-5)

Each locality in GM will have an early adopter site and will have developed a roll-out plan by March 2017. The work is being delivered using a Whole System Thinking Approach with the overarching principle that local neighbourhood teams will be designed by doing and designed against demand.

**Key outcomes:**

* The expansion of GMHP support for place based integration (PBI) by supporting new models of delivery and reducing demand on public sector services
* Use housing partnerships to align on successful local initiatives
* One team approach to service delivery asset based community development

**Key elements:**

* Active participation in early adopter hubs
* The approach being adopted is Adaptive change and collaboration built on relationships and partnership networks with shared ambition and purpose.
* Funding of a lead in the PSR team to develop the delivery models & support implementation
* Providing a strong and proactive lead for the PBI programme across GM.

**Progress at January 2017:**

* Regular updates being provided to PBI Executive.
* Presentation of PBI work streams delivered in November 2016 and commitment to return to future meetings to update on progress.
* Based on current learning from Early Adopter sites Housing has been identified as a key role within an integrated team.
* Housing linking into other PSR work streams e.g. Housing and offender management services - engagement event took place in December 2016.
* Lead contacts redistributed for all Early Adopter sites and Housing Providers encouraged to make contact and get involved.

**Next steps:**

* PBI conference to be held on Friday 17th February 2017 at Leigh Sports Village.
* Work underway to ensure there is alignment with other interconnected elements of reform e.g. Job Centre Plus
* reforms and the Work & Health programme commissioning.
* Development of the role of single locality leadership to help deliver Health & Social Care and Public Service Reform.
* Adoption of Framework for Action across GM to support the alignment of Health & Social Care and Public Service Reform.

## Complex Dependencies

It is accepted that individuals have complex lives and that those do not fit neatly into services. As part of the PSR agenda new ways of work are being developed to provide a more person centred service that will meet individual’s needs. A common framework across GM will support the delivery of the work. GMHP providers are central to this programme, bringing their experience of supporting residents with multiple and complex needs in their tenancies, as well as adopting innovative ways of support.

**Key outcomes:**

* The consistent approach to working with individuals with complex dependencies
* To embed any new approach within public service reform

**Key elements:**

* Development of new approaches to supporting those with multiple and complex dependencies
* Development and implementation of work programmes
* Development of programmes from experience as housing providers

**Position at January 2017:**

* Reviewing progress and outcomes and developing a performance management framework that meets government requirements
* Responding to changes proposed by Government to funding arrangements
* Considering draft documents and proposals prepared as part of other parts of the PSR remit that CD can contribute towards, with particular emphasis on Integrated Place early adopter work and learning and how the CD approach can contribute to / be incorporated into these models
* Reviewing success and good practice in the 10 areas with a view to identifying models to share
* Consideration of the impact of welfare reform changes on the CD approach supported by a presentation from RP colleagues

**Next steps:**

* A clear plan and priorities with GM for the next 12 months, based on the PSR principles, with local delivery
* A programme management approach to delivery
* Consideration of funding changes for HP’s to deliver this work

## Crime & Disorder/ Justice Devolution

Settled secure housing is central to a reduction in re-offending. In addition there is a fundamental need for services to address and support victims of domestic violence and abuse, as well as dealing with everyday fraud and exploitation. GMHP are actively contributing to this in a number of ways.

**Key outcomes:**

* Creation of a framework to pool resources, assess risk & referrals including early intervention across key areas
* Development and implementation of a consistent set of standards for supporting victims of DV/DA
* Development of consistent approaches to accommodating ex-offenders and over-coming barriers to housing

**Key elements:**

* Agreement on standards for supporting victims of DV & DA
* Agreed approach for victims of everyday fraud
* Working across PSR streams on issues relating to crime and housing
* Working across GM on issues relating to offenders and housing

**Progress at January 2017:**

* Working with the justice devolution team on increasing access to accommodation for ex-offenders
* Leading on the delivery of specialised housing including the Roots programme run by New Charter
* Domestic Abuse is a cross-cutting theme for JRE and also for Police and Crime agenda, accommodation is a key area for victims fleeing abuse, plus work is on-going on the development of a behaviour change programme for perpetrators.
* Work is being done to develop a consistent approach to target hardening works for victims of crime/harassment and vulnerable people.
* Housing is closely involved in and awareness of areas such as Operation Challenger (serious organised crime), Modern Day Slavery, Child Sexual Exploitation, Prevent, and other key actions and programmes.

**Next steps:**

* Development of common approach on target hardening works by providers for victims of crime and vulnerable tenants as part of development of GM wide victim services approach – completion March 2017
* Key actions of Housing and Justice to be taken forward, including:
	+ Organising cross-sector briefings/ training covering risk, Through the Gate, and understanding each other's business. These will cover the justice and housing sectors.
	+ Developing and gaining agreement for a housing and offender management statement of intent across GM.
	+ Looking at the feasibility of a single point of contact in each local authority area, that can be used by offender management services & the police

## Data & digital group

The GMHP Data and Digital Group was established as a direct consequence of the work of GM Connect. Its two-fold purpose is to:

1. bring together IT, data and performance staff from across the Housing Providers to exchange progress, problem solve and share best practice across the sector and
2. to link the collective work of the GMHP Data and Digital Group to the data sharing agenda of GM Connect.

**Key Outcomes:**

So far the Group has:

* discussed and endorsed the principles of the GM Connect programme, made strong links with the GM Connect team and received a comprehensive presentation about its work at its January 2017 meeting
* taken early steps to share data, both within providers and externally to other organisations. This has shown some of the difficulties that inevitably arise such as:
	+ the absence of agreed data standards to ensure that aggregated data is meaningful
	+ questions over the quality and comprehensiveness of data sets held
	+ obstacles to sharing imposed by perceived confidentiality or data protection issues
	+ gaining sufficient traction within organisations to ensure that the sharing takes place across all, or at least the majority, of those holding data
* established the need to raise the profile of Information Governance (IG) issues within Housing Providers in order to ensure that there is proper governance of decisions about what data should be shared with whom and for what purposes
* considered how a GM-wide approach to data mapping would assist the data sharing process and concluded that from the products available the ArcGIS system from ESRI provided the best functionality – especially as this is the main system used within the GM family.

**Next Steps:**

The D&DG was encouraged to develop and prioritise a list of “use cases” which could be fed into the GM Connect programme. A use case is simply an assessment of the benefits of sharing data across GM partners to bring about insights leading to service improvements for organisations and/or the citizen.

Three possible use cases were identified:

* sharing data between housing, health and social care teams in order to provide a better response to hospital winter pressures in 2017/18;
* sharing data between housing, economic development and work programme providers (Including potentially private sector organisations) to provide a better route into work and/or better paid work;
* sharing data between housing providers, schools, blue-light services and public service providers (especially relating to mental health) around prevention of and resolution to cases of Anti-social behaviour.

These possible use cases will now be evaluated with a view to reaching agreement on the priority order at the March meeting of the Group.

## Leadership & Workforce reform

It is essential that the current and future workforce have the skills and knowledge to deliver services in a different way, as well as changing culture to adapt. GMHP have established an HR/ OD group to collectively drive the changes.

**Key outcomes:**

* To develop a workforce equipped to meet the changing needs of the sector and wider public service reform

**Key elements:**

* Working with the GMCA to promote principles, values and outcomes they want to achieve in this area.
* Working to share best practice both within housing sector and then with GMCA as a whole.
* To work collaboratively to create a modern engaged workforce
* Progress to date:
* GMHP HR/OD Group formed to support the GM leadership and workforce reform work stream.
* Signed up to the GM Vision Shared Purpose in developing a GM leadership community and working to incorporate key elements of this in our own values and approaches as individual organisations..
* GMHP’s have actively engaged with all the GMCA leadership development programmes & masterclasses that have taken place to date.
* Started the process of engaging our workforces in the workforce reform agenda.

**Next steps:**

* Continue to engage with leadership development programmes using those that have been involved to reflect, learn and promote messages
* GMHP HR/OD Conference with the following aims:
* Develop networks among the group for collaboration, sharing and problem solving.
* To communicate to our HR/OD teams about the GM agenda.
* Engage our HR/OD teams specifically in the Leadership & Workforce Reform work stream and raise awareness of other work streams.
* To promote and share Best Practice
* To consider joint action to reduce cost and maximise outcome

## Poverty & Food Sustainability

In May 2014 we first set out our commitment to alleviate and reduce poverty amongst our customers and in our communities. Our pledges responded to and built upon the recommendations made by the Greater Manchester Poverty Commission and covered five priority themes; financial inclusion, fuel poverty, food poverty, digital inclusion and employment & skills.

In January 2017 we refreshed our pledges, building on the five existing themes and making a commitment on two additional themes; social value and housing supply.

We collectively pledge to support, promote, continue and implement a range of activities that help us address these priorities. We are making a commitment to act both individually and collectively, both within the housing sector and in partnership with others.

**Key outcomes:**

* A set of agreed commitments to reduce and alleviate poverty in our communities across GM which are measured annually.

**Key elements:**

* Customers’ income is maximised through improved financial literacy, access to affordable finance and products, better value home energy deals and reduced debt.
* Customers have access to healthy, affordable food and have the skills and knowledge to be able to make healthier food choices.
* Customers are digitally enabled through the provision of ICT access and training in our buildings and community hubs.
* Customers are supported into work and training, particularly those who are furthest away from the jobs market.
* Supporting the local economy by paying the Living Wage Foundation’s Living Wage and by encouraging our contractors and suppliers to do the same.
* Supporting GMCA to deliver the homes that are needed in the region.
* Enabling self-help, independence and community resilience by supporting the voluntary and community sector to address poverty and ensuring that, wherever possible, social capital is increased at a community level.

All providers are working to an agreed set of pledges and to the GM Social Value Policy[[6]](#footnote-6).

**Next steps:**

* Developing a common set of social value commitments.
* Collecting baseline data on our set of anti-poverty and social value metrics.

# External challenge

GMHP are working in partnership with the National Housing Federation, who are able to provide knowledge and support on the wider political and policy issues from across the UK. The Federation also provide challenge to GMHP on the work streams and the stated outcomes, and will advise on the changing political and economic landscape.

# Developing our relationship

The nature of the relationship between GMCA and GMHP will naturally evolve, particularly as the conclusions of the work on the future form and function of social housing emerge, but also as progress continues on each of the themes outlined in this delivery plan. One aim is to make the GMHP contribution to the delivery of our shared priorities stronger, more consistent and better integrated with the work of districts and GMCA, and also (from a GMHP viewpoint) to ensure that contribution, and the investment in GM’s communities it represents, is properly understood and recognised.

Other work streams are new directions. The development of a new approach to preventing homelessness has recently been developed and a successful bid made by GMCA for funding from DCLG to support new approaches to homelessness reduction and rough sleeping. In addition, work looking at the future role and function of supported housing and the impact of changes to the Local Housing Allowance, is a new and vital challenge emerging from changing national policy. Links have been made to the Ageing Well work stream, as well as the Early Year and children’s services reviews. In addition we will be working with local authority colleagues to examine ways of improving the private rented sector, and responding to welfare reform. GMHP will also develop a number of policy & strategy briefings. We will report regularly on the progress and outcomes of all of our joint working.

# Delivery & next steps

Delivery of the strategic aims within the MoU will be measured against the key measures of success outlined for each work stream. The programmes do not operate in isolation, and are integral to the delivery of the MoU and GMCA and GMHP objectives.

Progress of the programmes will be reported to GMCA and Reform Board every six months, supplemented by appropriate reporting and requests for decisions on specific pieces of work. The leads for each work stream also update the GMHP Core Group and wider GMHP CEO meetings.

1. https://www.greatermanchester-ca.gov.uk/download/meetings/id/913/11\_gm\_housing\_providers\_annex [↑](#footnote-ref-1)
2. https://www.greatermanchester-ca.gov.uk/info/20003/skills\_and\_employment [↑](#footnote-ref-2)
3. http://gmlch.ontheplatform.org.uk/ [↑](#footnote-ref-3)
4. <http://www.gmhsc.org.uk/delivering-the-plan/> [↑](#footnote-ref-4)
5. https://www.greatermanchester-ca.gov.uk/info/20011/public\_service\_reform [↑](#footnote-ref-5)
6. <https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca_social_value_policy_-_november_2014> [↑](#footnote-ref-6)