

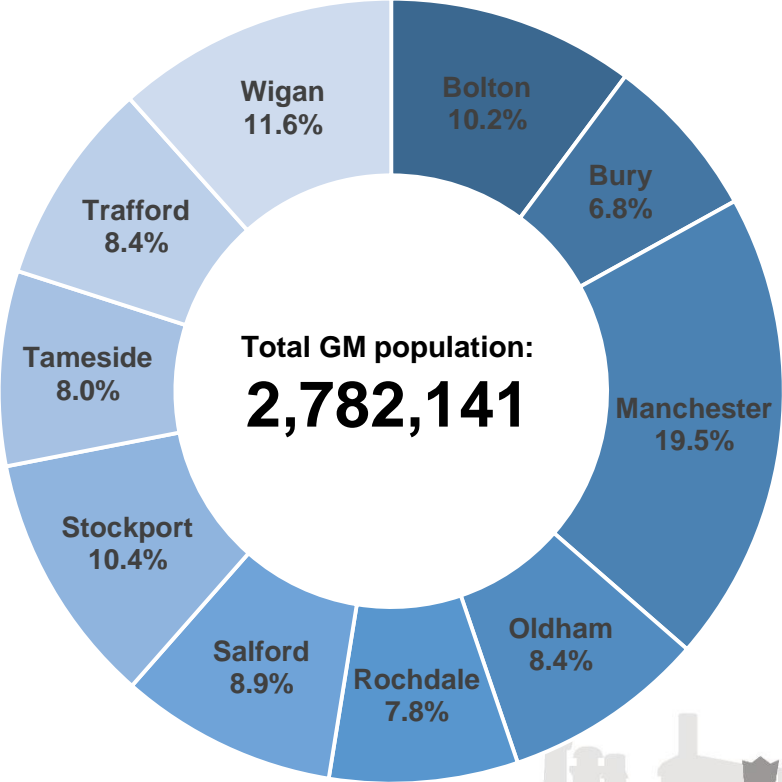
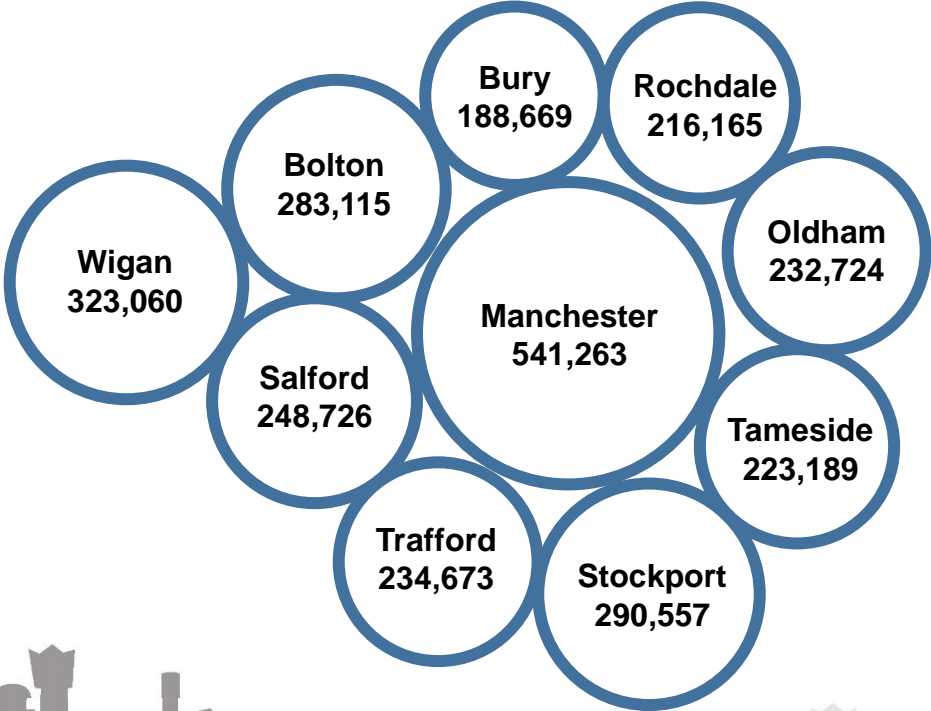
# **Greater Manchester: Housing, land and infrastructure**

Anne Morgan, Head of Planning Strategy

Steve Fyfe, Head of Housing Strategy

**Greater Manchester Combined Authority**

# Relative sizes of the districts



# The Greater Manchester Economy (1):

A strong and growing economy



2.8m people  
+240,000 since 2000



1.3m working in GM  
+100,000 over next 10 years



110,000 businesses



Over 100,000 Higher Education Students  
at 5 HE Institutions

## Gross Value Added



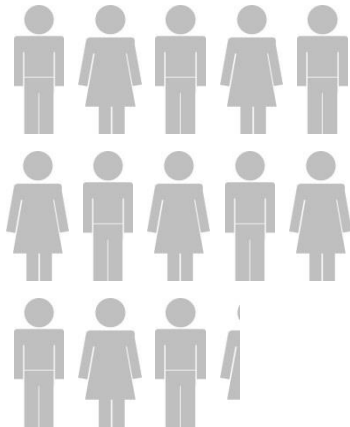
# Outcomes for residents lag national benchmarks...



Created by Icons from Noun Project

**1 in 3**

children are not school ready



**13,300**

unemployed 16-19 year olds

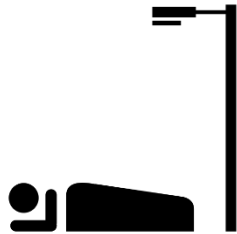
NO<sub>2</sub> limits



exceeded

**92 times**

in 2015



Created by Ed Harrison from Noun Project

**189**

rough sleepers

**1 in 10**

working age people claim out-of-work benefits...

...while

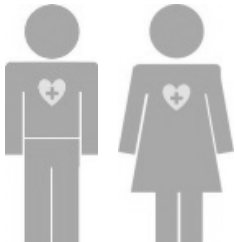


**6.3%**

are unemployed

Male healthy life expectancy:

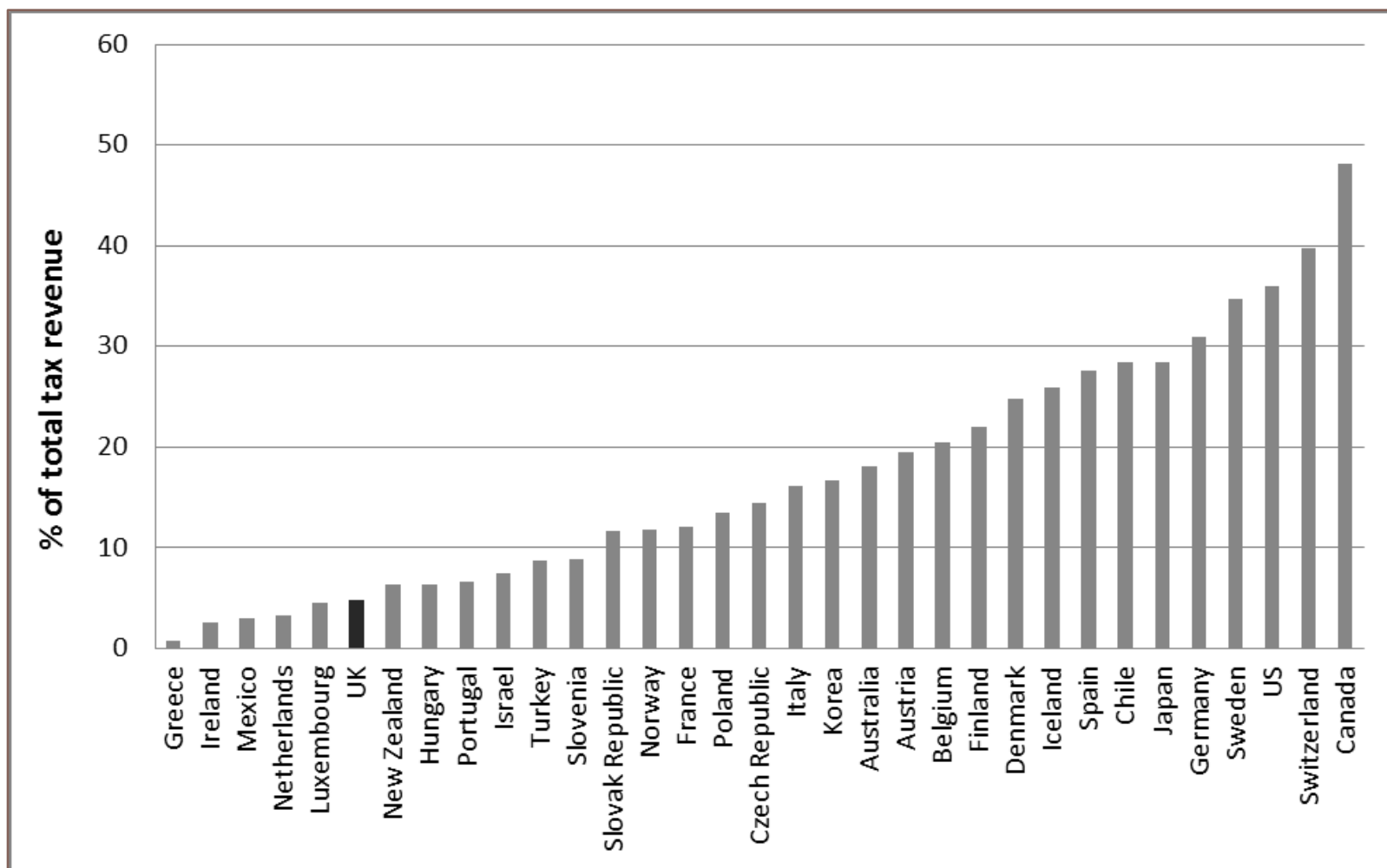
**60.4 years**



Female healthy life expectancy:

**59.8 years**

# The UK is still one of the most centralised countries in the OECD



**Manchester Independent Economic Review confirmed the economic case for devolution in 2009.**

**The Localism Act 2011 allowed for the creation of combined authorities, pooling resources and working across a region.**

**Since 2014 Greater Manchester has been at the forefront of the new wave of city regional devolution in England**

# The Greater Manchester Governance Story (1)

## Long-term local strategic relationships and collaborative work



Greater Manchester Council abolished



Marketing Manchester established



RDAs established

Transport referendum held (congestion charging)



Association of Greater Manchester Authorities and GMPTA/E established



City Pride Partnership created

MIDAS established



Manchester Enterprises established

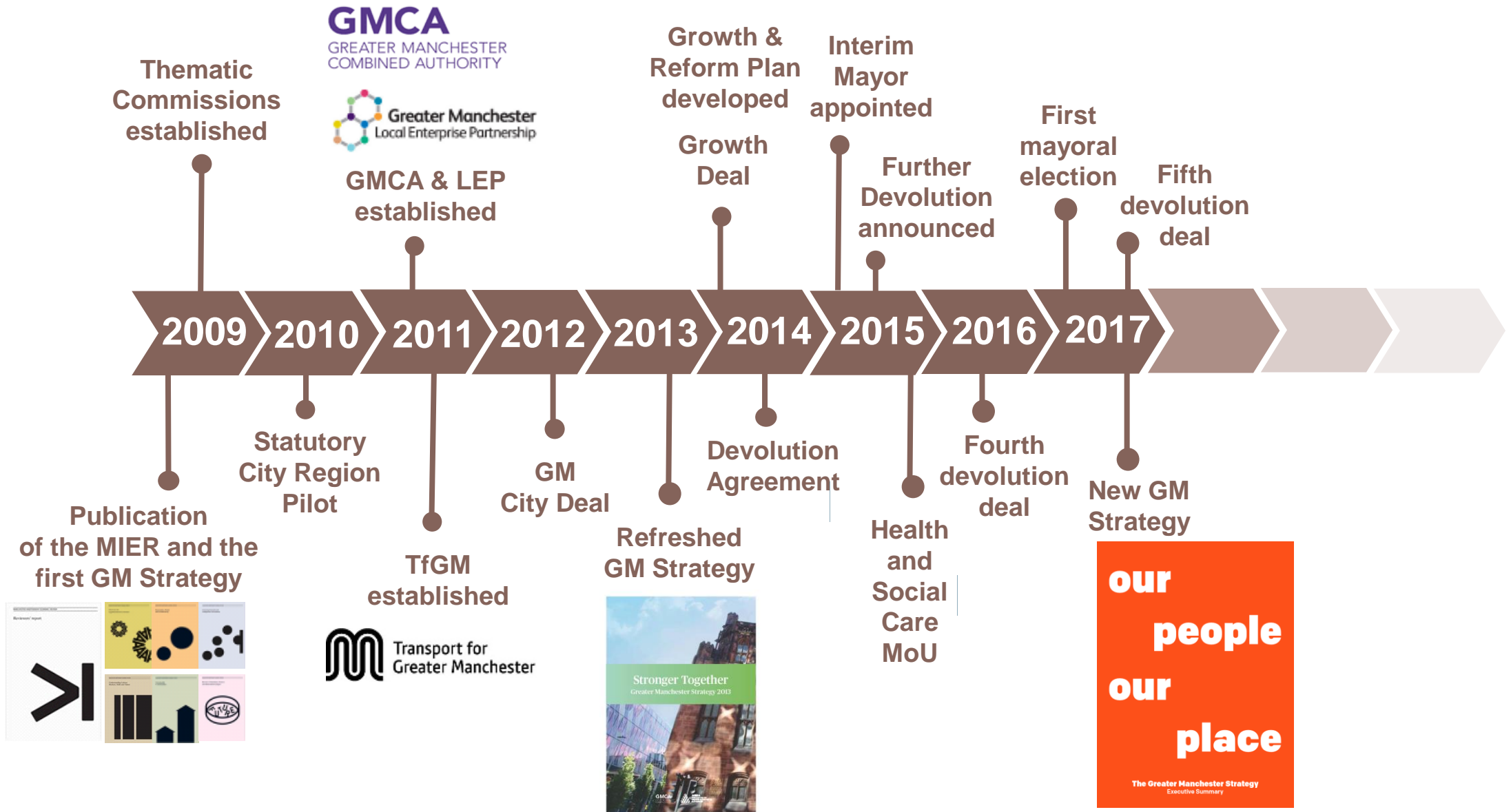


New Economy established

**new economy**

# The Greater Manchester Governance Story (2)

## Long-term local strategic relationships and collaborative work



# What is the Greater Manchester Combined Authority?

---

- Legal body to facilitate co-operation between Greater Manchester councils and partners
- Focus on large-scale strategic projects that are of importance to the whole region, like transport, regeneration and skills
- Each of the ten GM councils has one seat on the GMCA, held by the council leader
- Mayor joined GMCA as its chair and eleventh member
- Council leaders form 'Mayor's Cabinet' and hold GM portfolios



# The Mayor and Cabinet

**Linda Thomas  
Bolton, Leader**



Culture, arts and leisure

**Allen Brett  
Rochdale, Leader**



Voluntary and community sector

**Sean Anstee  
Trafford, Leader**  
Skills, employment,  
Apprenticeships, and digital



**Rishi Shori  
Bury, Leader**



Young people and social cohesion

**Paul Dennett  
Salford, City Mayor**



Housing, planning and homelessness

**Lord Peter Smith  
Wigan, Leader**



Health and social care

**Sir Richard Leese  
Manchester, Leader  
GM, Deputy Mayor**



Economic growth and business

**Alex Ganotis  
Stockport, Leader**



Green City Region

**Andy Burnham  
Greater Manchester, Mayor**  
Policy and strategy, Finance,  
Transport and infrastructure



**Jean Stretton  
Oldham, Leader**



Equality, fairness and inclusion

**Brenda Warrington  
Tameside, Leader**



**Baroness Beverley  
Hughes  
GM, Deputy Mayor**  
Policing and crime

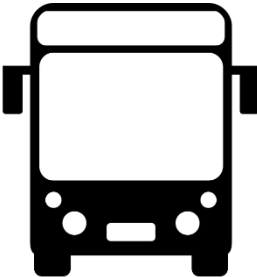


# GMCA functions



Created by Gareth Stranks from Noun Project

**Policing**



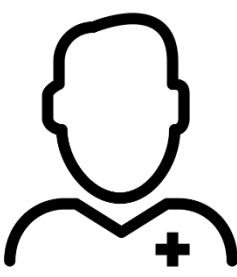
Created by khoirun from Noun Project

**Transport**



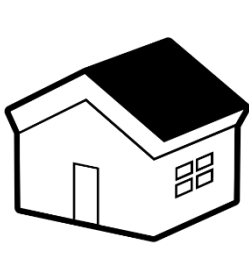
Created by Lloyd Humphreys from Noun Project

**Fire and Rescue**



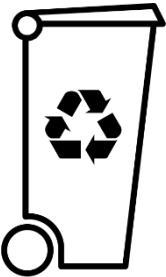
Created by IconsMind.com from Noun Project

**Health**



Created by Sherrinford from Noun Project

**Economic development, regeneration and housing**



Created by Chris Homan from Noun Project

**Waste disposal**

All functions conferred on the GMCA by any enactment are functions of the GMCA, but an order or other enactment may provide that certain functions are exercisable only by the Mayor

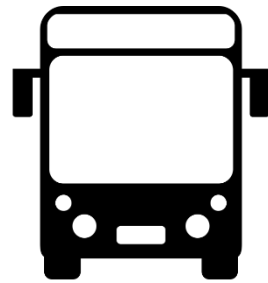
# Mayoral functions



Created by Gareth Stranks  
from Noun Project

## Policing

Police and Crime  
Commissioner functions



Created by Khoirun  
from Noun Project

## Transport

Preparation of local transport  
plan and policies (but needs  
approval of at least 7 other  
GMCA members)

Subject to enactment of Bus  
Services Bill, exercise of  
functions in relation to bus  
services



Created by Lloyd Humphreys  
from Noun Project

## Fire and Rescue

Fire and Rescue functions



Created by Sherrinford  
from Noun Project

## Economic development, regeneration and housing

Preparation of spatial  
development strategy (but  
needs approval of all 10 other  
GMCA members)

Designation of mayoral  
development areas (but  
needs consent of GMCA  
member(s) for area  
concerned)

Approval of Compulsory  
Purchase Orders (but needs  
consent of GMCA member(s)  
for area concerned)



Created by Ben Davis  
from Noun Project

## Finance and investment

Control of “earn-back”  
monies (£30 million pa)

Control of Housing  
Investment Fund (£300  
million)

## Additional Mayoral 'soft powers'

---

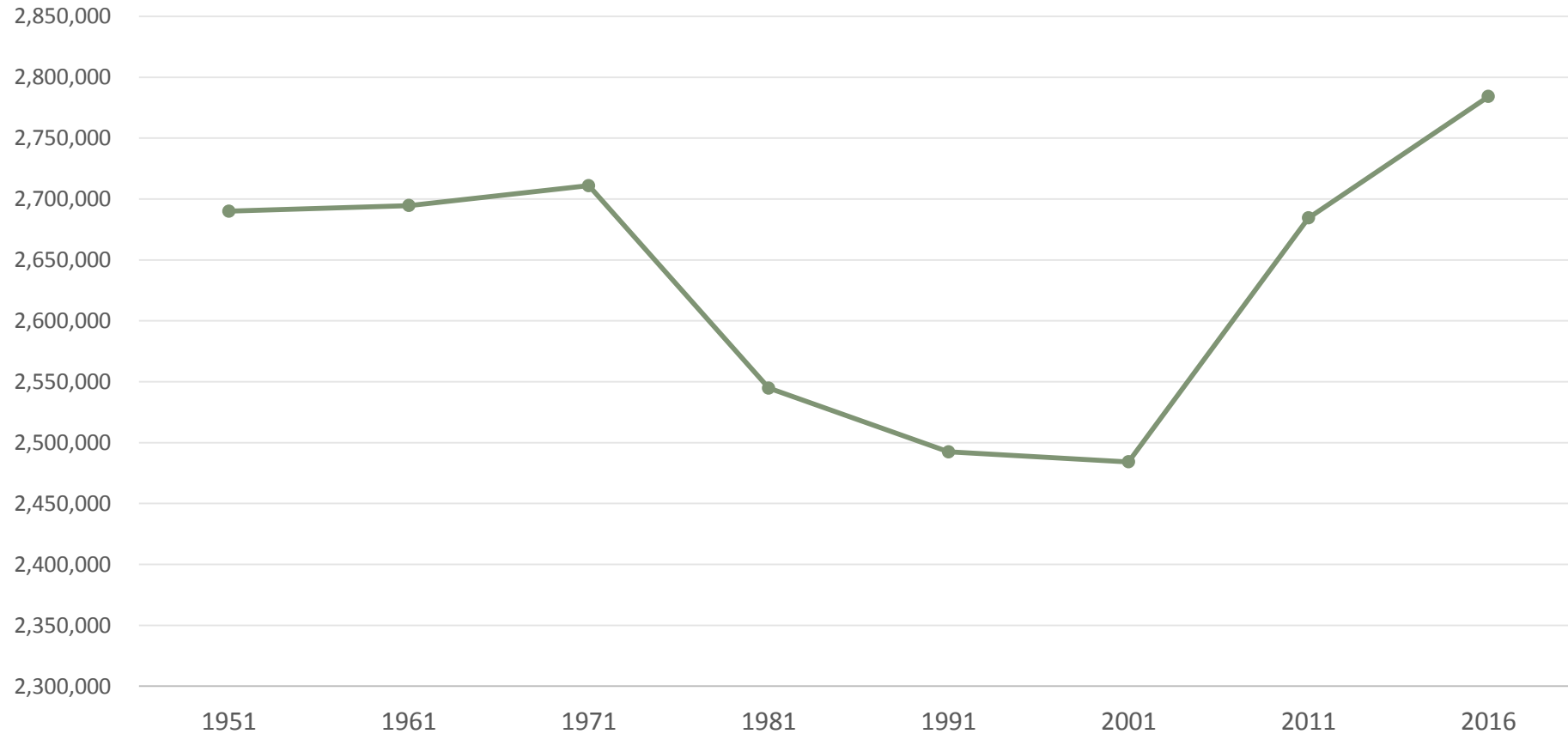
- Soft powers of the Mayor are arguably the most important:
  - Influencing, negotiating powers
  - 'Ear' of government and key contacts
  - Relationships with stakeholders
  - Public persona – media interest, both local and national profile
  - Network of City Mayors (national and international) - joint lobbying, strength of voice and influence

# GMCA functions: economic development and regeneration

---

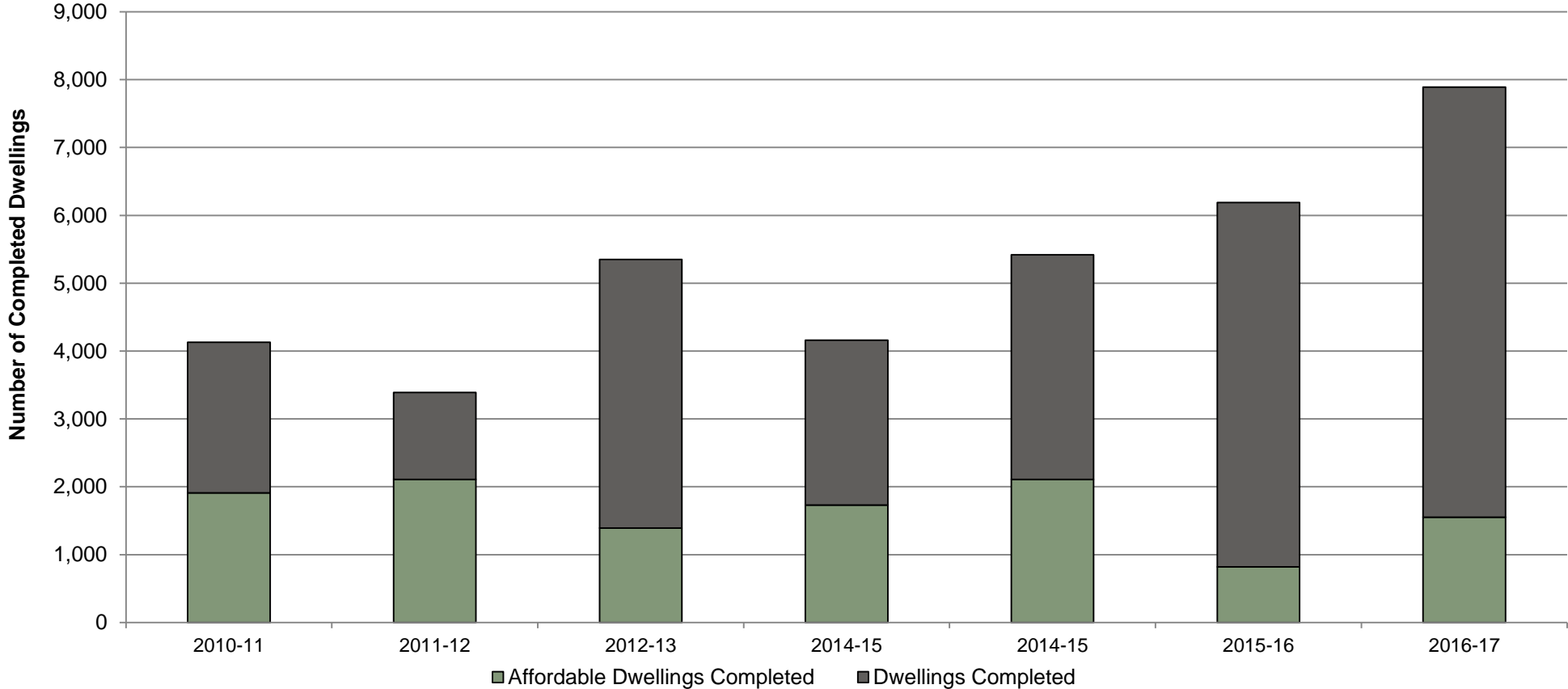
- GMCA Order 2011 gave the GMCA various economic development and regeneration functions to be exercised concurrently with those councils. The functions included:-
  - The well-being power
  - Promotion of tourism
  - Consideration of housing needs and housing conditions in the area
  - Local air quality management
  - Post-16 education and training
- Devolution has given GM a range of new functions which include:
  - Duty to prepare and publish a spatial development strategy for GM
  - Powers to provide, or facilitate the provision of, housing and infrastructure
  - Powers to develop and regenerate land
  - Powers to acquire land, compulsorily or by agreement
  - Powers to designate areas of land as mayoral development areas leading to the establishment of mayoral development corporations (MDCs)
  - Additional powers in relation to skills, adult education and training

# Greater Manchester: Population 1951 - 2016



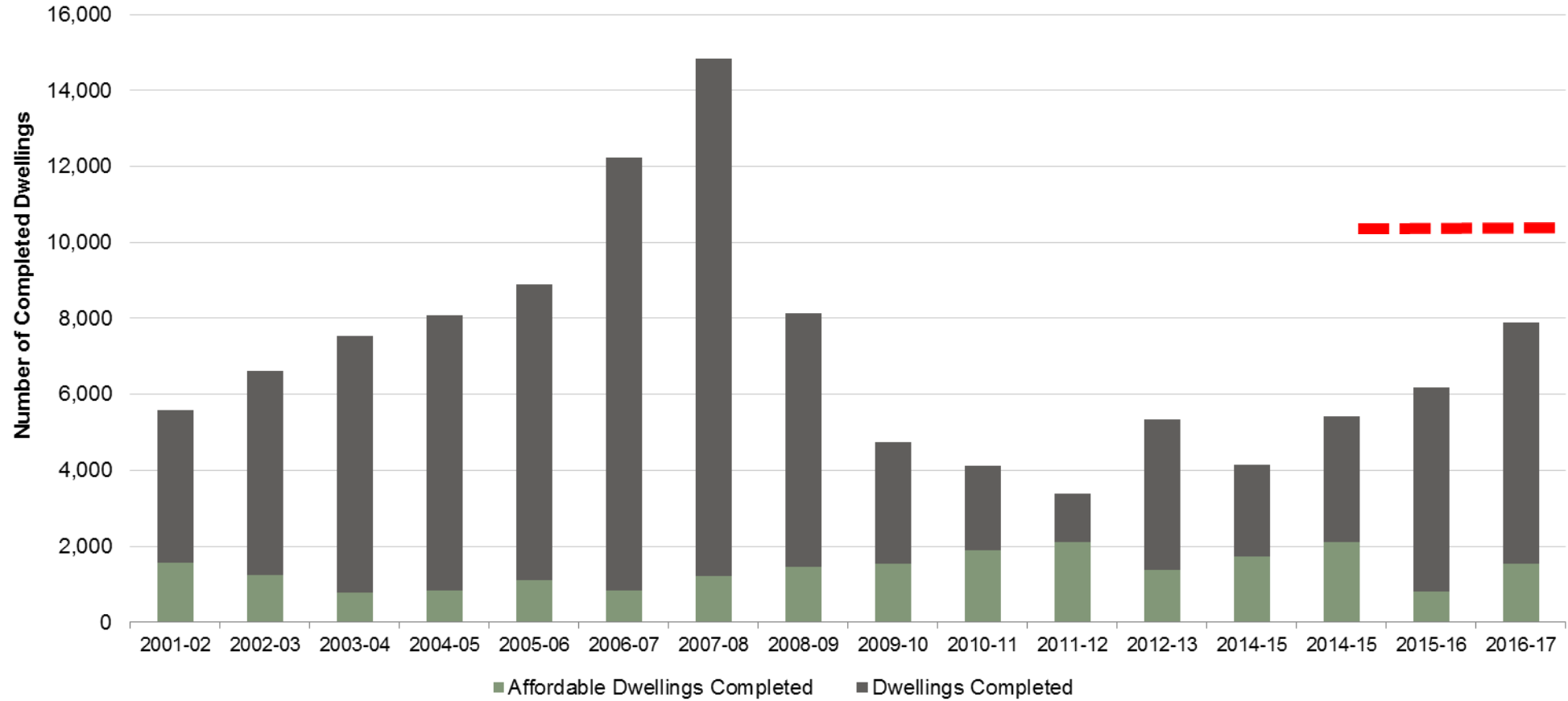
The population of Greater Manchester reached a high in 1971 at 2.71m , and then declined in the next three decades. The 2011 Census found a sharp increase in the population up to 2,684,539 from 2.48m in the 2001 Census. The mid-year population estimate for 2016 puts Greater Manchester's current population above its 1971 high with 2.78 people, representing a new peak.

# Greater Manchester: Net additional dwellings 2010/11 to 2016/17



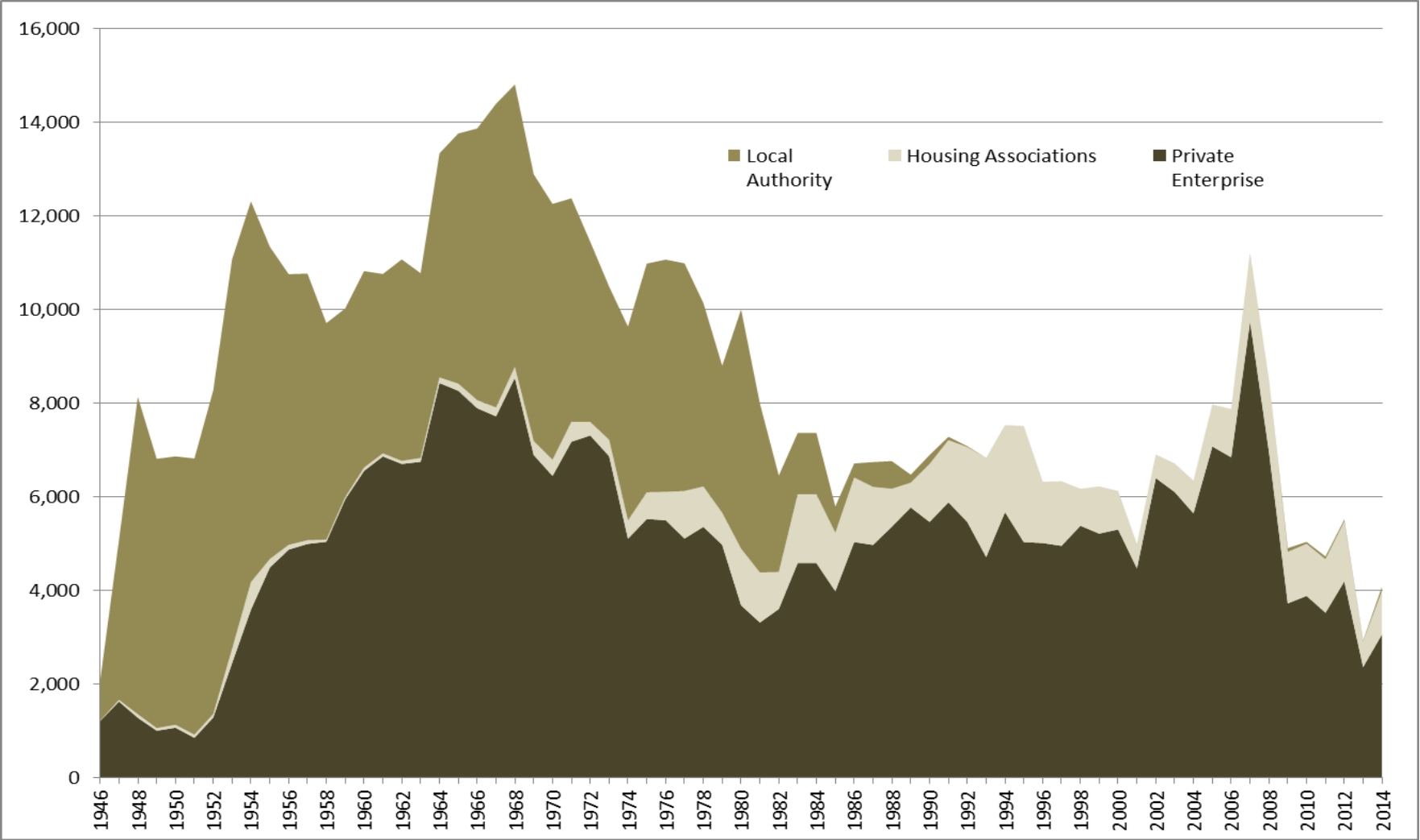
Source: CLG Live Tables 122 and 1008C

# Greater Manchester: Net additional dwellings 2001/02 to 2016/17





# GM Housing Completions 1946- 2014



# Our strategic approach : 10 priorities

**Let's make**



1  
Children starting school ready to learn



2  
Young people equipped for life



3  
Good jobs for people to progress and develop



4  
A thriving economy in Greater Manchester



5  
World-class connectivity

**Greater Manchester**

**one of the best**



6  
Safe, decent and affordable housing



7  
A green city for all



8  
Safe and strong communities



9  
Healthy lives and quality care



10  
An age-friendly Greater Manchester

**places in the world**

# Safe, decent and affordable housing

- Providing neighbourhoods of choice for GM residents
  - Taking a more strategic approach to improving the quality, connectivity and sustainability of our neighbourhoods through the GM Spatial Framework
  - Finding routes to improve the quality of our private rented sector
  - Delivering new homes that meet the needs of older households and others with tailored requirements
  - Connecting health and social care more effectively with the housing sector
  - Thinking through the priorities for and accessibility of our social housing, working with GM Housing Providers

# Safe, decent and affordable housing

- Innovative approaches to housing development:
  - Delivering the homes we need through existing Government programmes and the GM Housing Investment Fund
  - Agreeing a Housing Deal with Government, to unlock additional housing delivery through a place-based programme approach
  - Unlocking residential potential of town centres
  - Supporting the diversification of housing delivery
  - Ensuring a pipeline of housing land through GM Spatial Framework and One Public Estate

# Greater Manchester Spatial Framework



# Greater Manchester Spatial Framework

- Agreement to produce Informal Spatial Framework – January 2014
- Move to a statutory plan – August 2014
- Mayoral Plan agreed as part of Devolution Deal – November 2014
- To enable an informed and integrated approach to spatial planning across the city region
- Will not replace the need for plans at a local level – but may change the nature of them

## Scope

- identify the level and type of growth we should be planning for
- ensure we have an appropriate supply of land to meet this need

It will help us to:

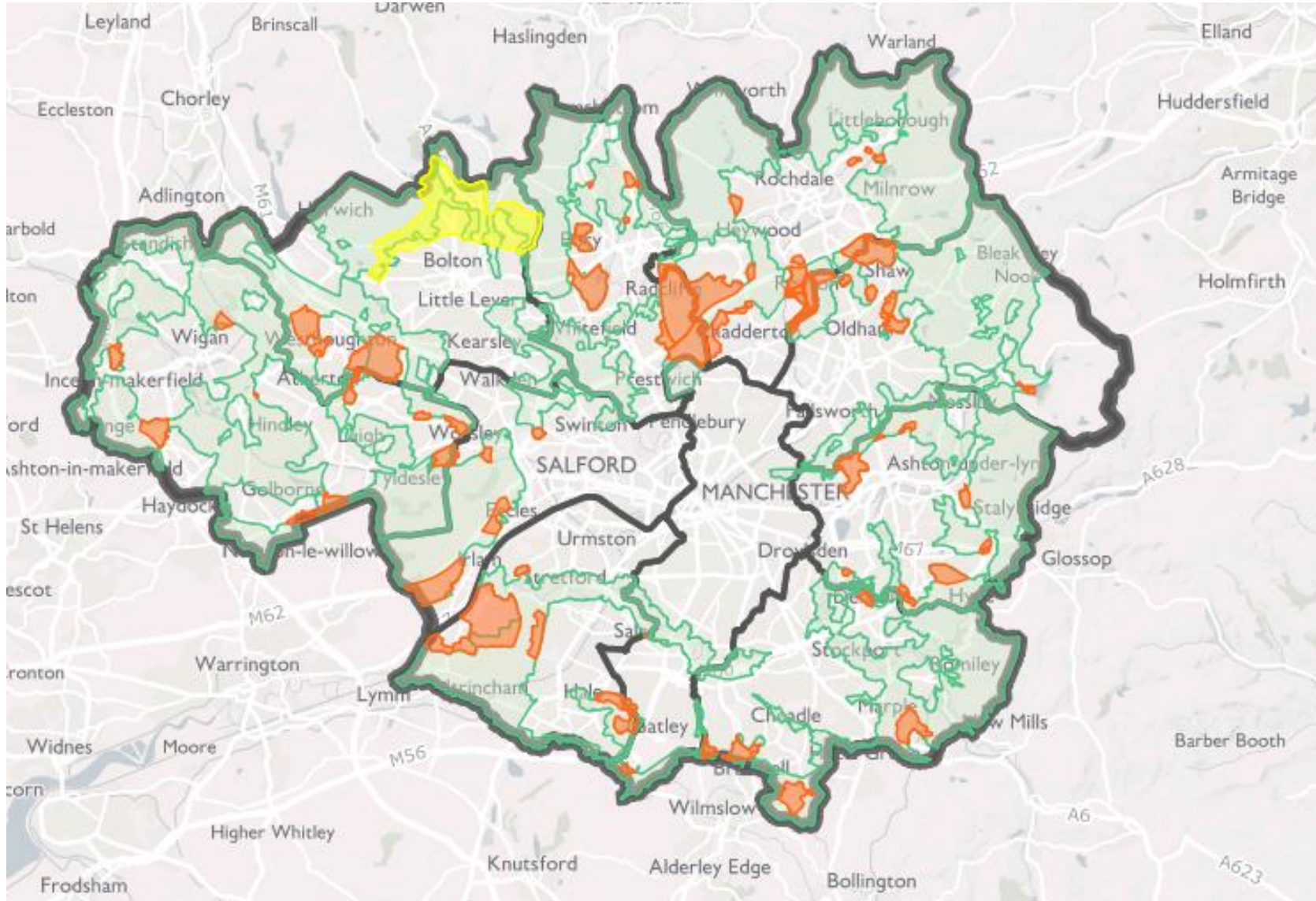
- take a 'strategic view' on the big issues, greenbelt, flood risk
- evidence a 5 year supply of housing land
- allow us to consider 'redistribution' of development across GM
- plan for infrastructure collectively and more effectively
- protect our most 'valuable' land and assets
- develop a policy framework which is applied consistently across all 10 districts
- Provide a context for more detailed local work

## What have we done so far?

- First consultation in November 2014 on initial evidence
- Second consultation in November 2015 – vision, strategic objectives and levels of growth we should be planning for
- ‘Call for Sites’ to identify ‘new’ sites for development
- Consultation on Draft plan in October 2016



# New Allocations



**Save the Greenbelt Groups**

# MARCH ON MANCHESTER

## 1st APRIL

**1pm MANCHESTER TOWN HALL**  
**Albert Square, Manchester M6 0 2LA**

**SAVE OUR GREENBELT** Join us on facebook 

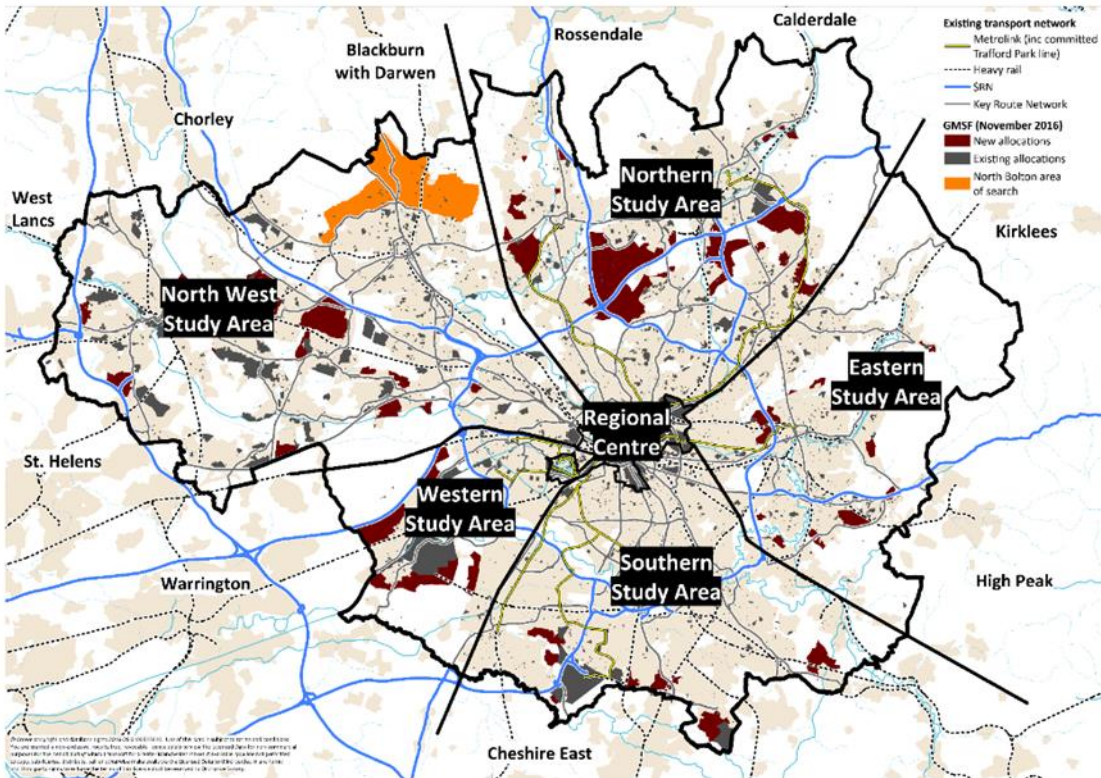
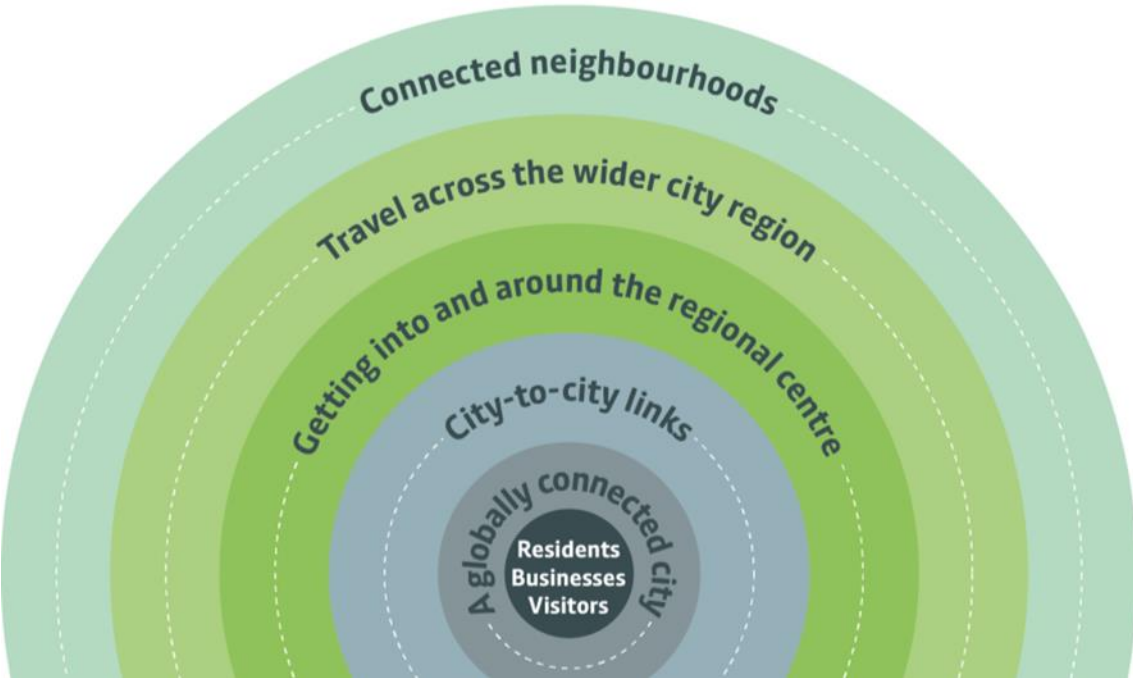
note this map includes OPOL Groups  
 map courtesy of Google Maps

# Where are we now?

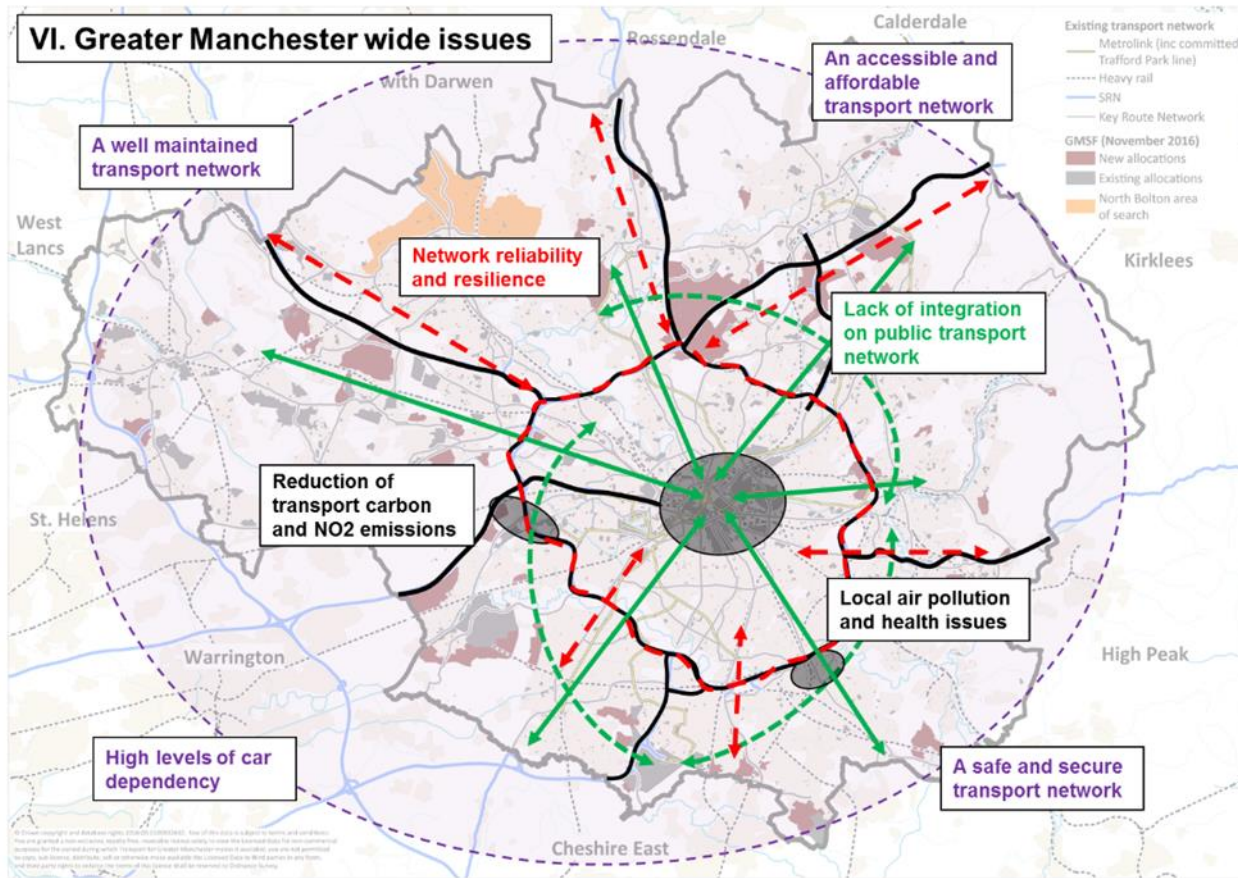
- 27,000 representations – overwhelming majority in relation to Green Belt proposals
- Major issues in relation to levels of growth being proposed, impact on infrastructure, particularly transport, and Green Belt
- Mayor announced radical re-write with particular focus on:
  - Meeting housing need/affordable housing
  - Role of town centres
  - Contribution of brownfield land/reduction in Green Belt release
  - Clearer articulation of infrastructure requirements
- Mayor/Leaders agreed that next consultation will be June 2018



# An integrated approach to planning and transport



# Example: GM-wide interventions



- Congestion plan
- Bus Reform
- Highways multi-modal upgrades (orbital & radial)
- Active Travel Investment
- Integrated smart ticketing & information
- Clean Air Plan
- GM stations devolution & new rail/Metrolink stations
- Public transport capacity enhancements
- Rapid Transit Development
- New technology – on demand services & EV infrastructure
- Maintenance & resilience investment

# Accommodating growth

- Key issue around remains - how much growth/how much land?
- Office demand can be met in the urban area – primarily the city centre
- Shortfall for industry and warehousing and housing
- Viability of the baseline supply a major concern – only 1 district currently has a robust 5 year supply
- Ability to bring forward brownfield sites at accelerated pace critical
  - One Public Estate
  - Housing Investment Loan Fund
  - Housing Deal/Land and Infrastructure Commission

# Public Sector Land



**GMCA**



# GM Challenges

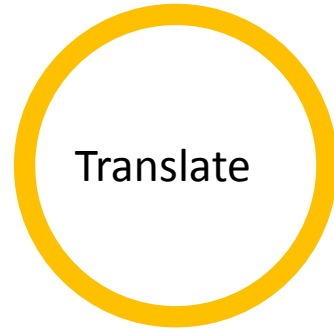
- Increase the supply of land for new housing and growth
- Town Centre regeneration
- Public Sector Reform
- Support improved health and social care outcomes
- Efficient use of estate to reduce costs
- Rationalise the surplus estate
- Increased economic and social value through the release of surplus land and buildings opportunities



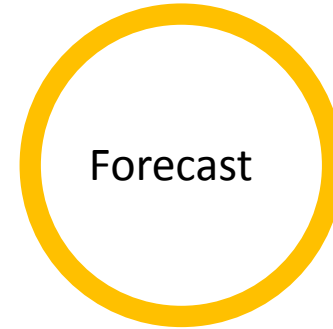
# NAR: Integrated Place Based Approach



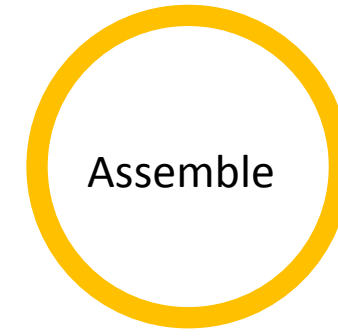
Big Data  
Community Performance  
Housing & Economy  
Asset Portfolio  
Service Plans



Transformation  
programmes



Future shape  
Property strategy  
Service Integration  
Local Profile



Better outcomes  
Communities  
Fit for purpose public  
estate  
Economic Growth



# GM Land release example

*Contribution to GM Integrated Place*

*Contribution to GM Housing target*

*Emerging Land Supply unlocked by OPE approach and Place Plans*

Health sector and Council assets rationalised to release land

Relocation and redevelopment of FE facilities and redevelopment of site

Relocation and co-location of Central Government facilities to unlock land for housing

Rationalisation of community assets to release land

Conversion of redundant court building and adjoining Council offices to apartments

































*Authority's Integrated Place Plan & OPE approach*

*Authority's Statutory Local Plan*

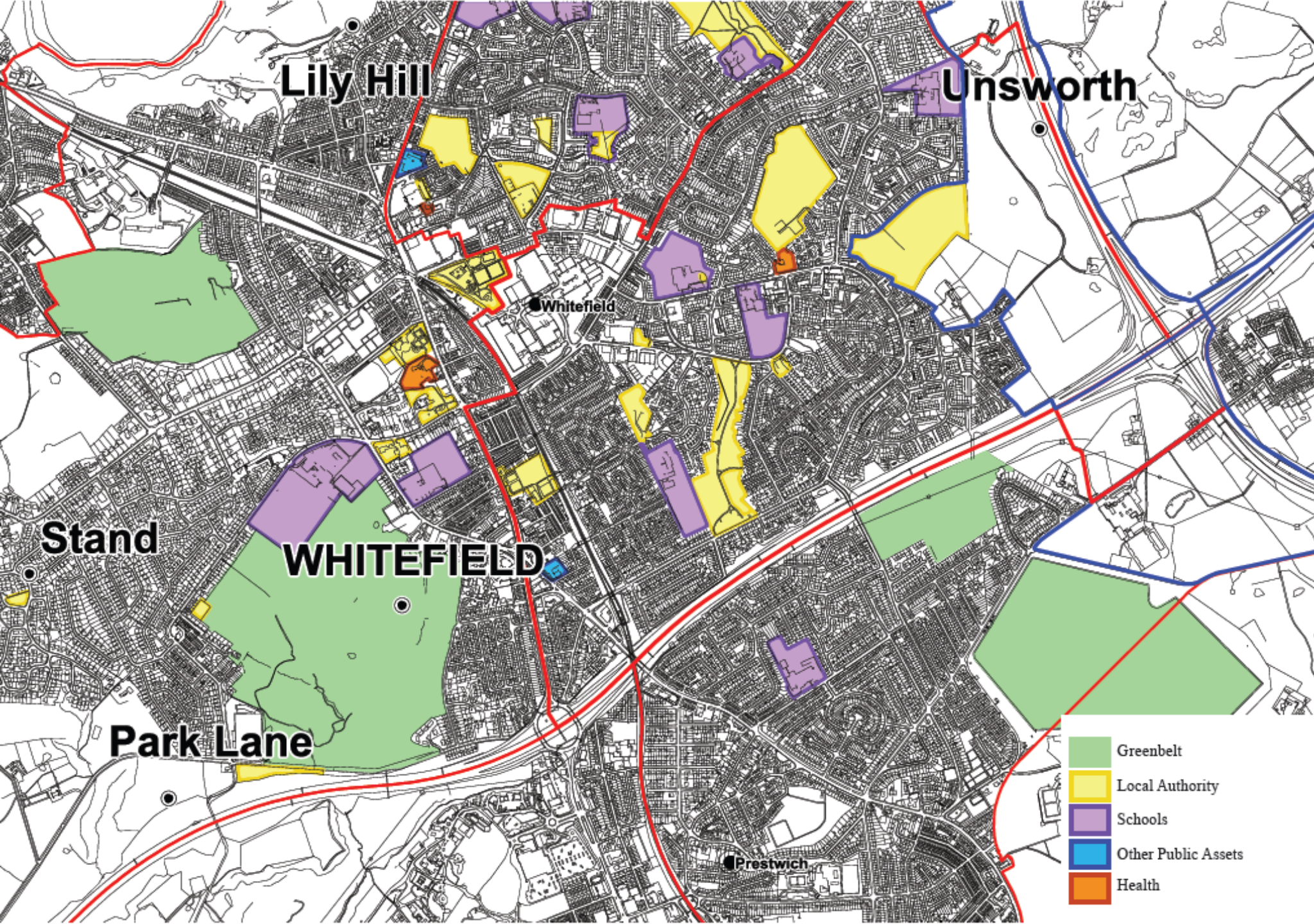
**GMCA**

# Neighbourhood Asset Review Project

**Note:** Milestones do not reflect accurate dates – milestone is due to be completed by the end of the timeframe in which it is plotted

Projects	3 months - 17/18 Q2	6 months – 17/18 Q3	9 months – 17/18 Q4	12 months – 18/19 Q1
<b>Neighbourhood Asset Reviews Across GM</b>  <i>Note: Stockport already completed</i>	 Bury	 Bolton   Withington and Burnage   Wigan	 HMR  Oldham   Tameside   Salford	 Manchester   Trafford
<b>Place Master Planning (of acute physical sites)</b>	 Bolton	 North Manchester  Wigan   Tameside	 Fairfield   Rochdale  Oldham	 Shire Hill   Stepping Hill
<b>Mental Health Estate Strategy</b>	 Review of current service strategies and estates data	 Finalise brief and PID. Stakeholder workshop	 Second stakeholder workshop	 GM Mental Health Estates Strategy developed
<b>Withington and Burnage</b>	 Options appraisal assessment  OBC	 FBC		
<b>Three Piccadilly Place</b>	 Stakeholder engagement & workstation demand	 Options appraisal assessment	 FBC	
<b>Shire Hill</b>	 Master Planning	 Community beds and disposals plan		 Surplus site (subject to planning)







# Neighbourhood Asset Reviews

- Offer an integrated place based approach to understand community performance and needs, public services delivery and service transformation, taking a holistic view across all public sector organisations and their combined asset base.
- Contributes to the delivery of the ambitions and priorities of the Greater Manchester Strategy Implementation Plan.

## **Purpose:**

*to appraise all public sector estate within a locality or neighbourhood in order to ensure that it is effectively, appropriately and fully utilised, and, working across all service sectors to assemble where appropriate, right- sized asset solutions to reinforce an integrated place based approach that underpins the ambitions for improved health and community outcomes, social and economic regeneration. NAR acts as a vehicle for maximising the value of or unlocking value from the public estate.*

# Place-based Masterplanning

- Undertaking reviews of acute sites to look at how the estate could be better used to support the locality plan taking into account the wider public service context.
- Developed GM Masterplanning Framework
- Approach & Process
  - Stage 1 - Objectives, Scope and Methodology
  - Stage 2 - Understanding Strategic Influences and Estates Implications Analysis



# Estates Utilisation

## Context

- 47 utilisation studies undertaken across GM – average utilisation levels of 47%. Aim to optimise the utilisation of multi-use health centres to above 80%

## Progress to date:

- GM Utilisation Strategy agreed
- Recruitment underway for Tenant Liaison Managers at CHP sites
- Operational groups being set up to drive utilisation agenda at locality level
- Focused work on specific sites e.g.
  - **Walkden:** liaison with services to identify space that could be used to accommodate antenatal services
  - **Ancoats Reconfiguration:** conversion of meeting rooms into hot desking space and creation of joint reception to make better use of existing space
- Rollout to other community properties
- Sharing lessons with acute providers

# Housing Deal



**GMCA**



# National programmes

- Shared Ownership and Affordable Homes Programme
- Help to Buy
- Housing Infrastructure Fund – Marginal Viability Fund
- Housing Infrastructure Fund – Forward Funding
- Accelerated Construction
- Starter Homes
- Estate Regeneration
- Land Release Fund
- etc

# GM Housing Investment Loan Fund

- Part of the 2015 GM Devolution Agreement
- Ten year £300m funding, 80% guaranteed by GM districts
- Development finance to support private-led housing delivery
- Recycling fund - aim to maximise outputs and diversify housing supply by supporting new & growing developers
- Competitive pricing, flexible approach, run by in-house GMCA Investment Team
- More than £400m committed in first 2 years, to deliver 5,500 units
- Now replicated in national Home Building Fund

# A Housing Deal for Greater Manchester?

Our aspiration:

‘a collaborative place-based programme of interventions’

- Flexible capital funding pot – mixing grant and our loan fund
- Funding for capacity to bring more sites forward
- A joint GM/Government Land & Infrastructure Commission
- Direct influence on national agencies land and assets
- Better connecting infrastructure and housing investment
- Delivering the GM Spatial Framework’s vision and strategy...

# An integrated approach to investment

Phase 1  
(to 2020)

## PREPARING FOR GROWTH

### HOUSING & PLANNING

- GMSF development
- Deliver early GM HILF, HIF (Marginal Viability), Accelerated Construction,.
- Convert investor interest into schemes e.g.: Manchester Life, Sigma Capital,
- JV with GM Housing Providers for market sale and rent, delivering SOAHP
- Use of Mayoral CPO powers

### TRANSPORT

- Complete Growth Deal programme
- Network resilience
- Preparing for bus reform
- Piloting rail station devolution
- Development programme for 2020s delivery

Phase 2  
(2020s)

## DELIVERY OF MAJOR NEW INFRASTRUCTURE

- Land Commission - unlocking public sector land generating stronger pipeline of opportunities
- Town centre master-planning to unlock residential potential in well-connected locations
- Estate regeneration linked to devolved health & social care responsibilities
- Delivering HIF Forward Funding schemes
- Master-planning GMSF allocations

- Town and city centre infrastructure and investment
- First phase of investment in Growth Areas
- First phases of Rapid Transit Strategy
- National agency programmes (RIS3, CP6)
- KRN Investment Plan
- Orbital connectivity
- Travel demand management
- Network maintenance and renewal

Phase 3  
(2030s)

## MAXIMISING THE BENEFITS OF GROWTH

- Strategic acquisitions and re-development, e.g. town centres, transport hubs
- Delivery of GMSF allocations

- HS2 Growth strategies
- Northern Powerhouse Rail
- GM Metro System / Tram-Train
- Ongoing infrastructure investment in:
  - Highways and rapid transit
  - Town and city infrastructure
- Network maintenance and renewal

