



Delivering more, together, across Greater Manchester

Our year in review **2022**



A welcome from our Chair



Charlie Norman,
Chair of GMHP and CEO
at Mosscafe St Vincent's

Following what has been a very challenging year locally, nationally, and globally, this report highlights the work we have done together as a 'coalition of the willing' over the past 12 months and gives some insight into the strength of our partnership, and our collective impact across Greater Manchester.

Meeting challenge through collaboration

At the heart of our ethos is the belief that everyone in Greater Manchester has the right to a decent, healthy, safe and affordable home, and a place in which they can start well, live well and age well.

Building on the solid foundations of our 10-year partnership, GMHP's 24 members have pulled together

with residents, communities, colleagues, and partners to respond to significant challenges, including recovering from the pandemic and tackling the entrenched inequalities it exacerbated, the cost-of-living and energy crises, war in Ukraine, and of course the enduring housing crisis.

We have worked collaboratively with our partners at GMCA, the 10 districts and GM NHS

to deliver on the ambitions in our Tripartite Agreement, and our partnership is in a stronger position than ever to leverage our unique position and harness devolution as a force for good.

Shaping the change we need

At the end of 2022, the coroner's report into the tragic death of Awaab Ishak in Rochdale shook us to our core. It has galvanised us into firmer, meaningful action with a determination to drive up standards, build on the positive work already in progress, and help shape the change that is needed nationally.

More than ever, we are focussed on getting core services right for residents, sharing good practice, and learning from each other when we get things wrong. Residents tell us that we need to focus on the basics and do as much as we can to support people, reduce bills and invest in both new and existing homes.

And we have been working closely with the Mayor of Greater Manchester Andy Burnham and other political leaders to ensure accountability, quality and standards as responsible social landlords. We value the support we have had from them, and from our wider partners across GM.

Delivering together, at scale

Among the highlights in this report are the work we are doing to support people with the cost-of-living crisis, our collective efforts to retrofit existing homes to make them warmer and more affordable, and increased development of new homes in what has been a very difficult time for the sector, with huge pressures on our business plans.

In achieving this, we recognise that we are stronger when we do things together, at scale with our partners, and with the voice of our residents at the heart of it all.



Thanks so much to everyone involved with GMHP, and to all our partners.

It has been such a difficult time, particularly for our residents, and it has been a privilege to be involved in such a unique and caring partnership – one that will continue to play a significant role in ensuring good lives for all and a fairer, greener and more prosperous Greater Manchester.

Charlie

Our year in numbers

Our partnership



24

housing providers working collaboratively



500,000

residents live in our homes



260,000

homes in management



1 in 5

GM homes owned or managed by GMHP members



1/3

of new homes in GM developed by GMHP members



30,000

full-time local jobs supported

Our impact



2362

new-build homes completed



£330m

invested into high-quality new housing



9931

residents supported into or towards work



£22.8m

of grants and benefits gained for customers



342

homeless people rehoused through GM Housing First



287

homes in management through our ethical lettings agency



1303

homes let to people who were previously homeless



1146

community & voluntary groups supported



14,931

weeks delivered by directly employed apprentices



£1.2bn

annual GVA contribution to the GM economy



£10.5m

Social Housing Decarbonisation Funding secured



£302m

spent with businesses based in Greater Manchester



Better homes, better neighbourhoods, better health

Tripartite Agreement partners



Tackling the housing and homelessness crisis, being able to live in a secure and stable home and have access to support for health or care needs, are all fundamental to living a healthy life.

Our agreement builds on the unique involvement we have between our health and social care services, our housing providers and local government. We have proved we can deliver, and we will go further and faster in improving health, housing and quality of life.

Paul Dennett, Salford City Mayor and GMCA portfolio holder for Homelessness, Healthy Lives and Quality Care

Two years ago, GMHP launched the Greater Manchester Tripartite Agreement - a unique collaboration between GMHP, GMCA and GM NHS aimed at creating lasting solutions to complex issues and challenges centred on housing, health creation, and homelessness.

Over the past year we have continued to develop the scope, scale and ambition of our partnership, and much of the impact and the outcomes detailed in this report are the fruits of the Tripartite Agreement and the unique, collaborative relationship between housing, health and local government partners across the city region.

At its heart, the Agreement emphasises the importance of good quality housing as a building block of health creation and wellbeing that underpins people's ability to build a better quality of life.

And crucially, it puts GMHP members at the centre of long-term housing and health strategy in Greater Manchester.



Our strategic commitments

At the core of the Tripartite Agreement are seven strategic commitments that guide the delivery of both strategic and transformative public service reform and ongoing joint projects and initiatives 'on the ground' during 2023 and beyond.



1 Supporting health creation for future generations



2 Creating safe places for people to start well, live well and age well.



3 Focusing on those who need the most support



4 Supporting people who are homeless and rough sleepers



5 Improving access and choice to quality homes and neighbourhoods



6 Maximising our positive impact on the environment and the economy



7 Using our influence for change



Find out more about the Tripartite Agreement. gmhousing.co.uk/tripartite-agreement/

Our priorities:

Developing new affordable homes across Greater Manchester

GMHP make an important contribution to addressing the serious crisis of housing and affordability in Greater Manchester. We have a long-term vision for building good quality, affordable, net zero homes of a variety of types and tenures, and GMHP are vital partners in delivering on that vision. We will continue to work with housing providers across the city-region to tackle this crisis and build the homes that our residents need.

Cllr Andrew Western, GMCA Lead for Place-Based Regeneration



2,362

new-build homes being completed by GHMP partners



1,947

new-build homes started on site in 2021/22



£330m

investment into high-quality new housing in Greater Manchester



At the forefront of tackling the housing crisis in Greater Manchester

A number of GMHP members are significant developers, and collectively we continue to be at the forefront of tackling the acute shortage of housing in Greater Manchester.

During the financial year to March 2022, we significantly increased our delivery of much-needed new homes across the city region, with 2362 new-build homes being completed by GHMP partners – an increase of 55% on the previous year.

Across the GMHP partnership, a further 1947 new homes started on site in 2021/22, representing an investment of over £330m into high-quality new housing in Greater Manchester.

Planning consent was also secured for 1177 new properties during the same period.

It's been another challenging year for development teams across the GMHP partnership, with ongoing difficulties relating to the pandemic coupled with rising inflation and supply chain issues. Given that context, it's testament to the commitment and hard work of our members that GMHP has continued to deliver significant volumes of high-quality new homes that meet the needs of people across Greater Manchester.

In the last three years our members developed over 5000 new homes in Greater Manchester – approximately a third of all homes developed in the city region.



Hive Homes: delivering additionality and added value

Hive Homes, our 'profit for purpose' development partnership with GMCA, continues to go from strength to strength, with work starting on 100 new homes at our latest scheme in Rochdale during 2022.

This is our second significant development in Rochdale – our first is now complete and fully sold out – and within the next few months we expect further projects in Bolton, Bury, Wigan, Rochdale and Oldham to commence too.

Through Hive Homes we have over 600 homes built, in build or on sites with terms agreed.

Hive Homes is a unique 'profit for purpose' development joint

venture set up by ten of our members and the Greater Manchester Combined Authority.

Hive Homes primary objective is the delivery of high quality yet affordable homes for market sale, shared ownership or rent, delivered flexibly to meet the strategic housing ambitions of Greater Manchester different local authority areas.

Find out more at www.hive-homes.co.uk

Hive Homes is part of our response to the housing crisis. It's about GMHP delivering genuine additionality, and clear, measurable added value; contributing more to Greater Manchester's housebuilding activity, providing homes of all sizes and tenures, and adding to what GMHP's investor members will develop independently.

Matthew Harrison,
Chair of Hive Homes and CEO of Great Places

Our priorities:

Preventing and tackling homelessness

GM Housing First in numbers



98

properties for the GM Housing First programme from GMHP



342

homeless people rehoused since 2019, through the GM Housing First pilot



81%

tenancy sustainment rate

GMHP has continued its critical work to embed the national Homes for Cathy commitments to tackle homelessness in Greater Manchester, from working on long-term homelessness strategies, to delivering innovative approaches 'on the ground' to help homeless residents and vulnerable 'at risk' tenants.

GMHP members are at the heart of tackling the issue in Greater Manchester, and we continued to work in close, strategic collaboration with GMCA, the GM Homelessness Programme Board and Greater Manchester Homelessness Action Network to ensure our members play a significant role in addressing an ever more challenging issue.

GM Housing First: providing stable homes to rebuild lives

A key outcome in the past year was the provision of 98 properties for the GM Housing First programme

from GMHP. Accommodation offers are the lifeblood of the programme's success, and properties pledged by GMHP members provide the stable home from which people with complex needs and who have experienced rough sleeping or are at risk of homelessness can rebuild their lives.

Delivered by a consortium of 12 GMHP members and partner agencies, the GM Housing First pilot has rehoused 342 homeless people since 2019, delivering tenancy sustainment rates of 81% for some of the most socially excluded people in the city region.



After the success of the initial three-year pilot, the partnership hit the target to rehouse 300-people, and additional funding from Government has been secured to continue delivery, until March 2024, with the emphasis to continue to support people their recovery along with ensuring the legacy of the programme across the region.

Providing targeted, consistent support across GM

Focussing on meeting the needs of specific groups at risk of homelessness, in 2021/22 GMHP members have assisted in developing accommodation schemes for care leavers as part

of a wider series of pledges, delivered dedicated mental health support through Delayed Transfer of Care funding, and supported the establishment of a protocol to facilitate cross-borough moves for people experiencing domestic abuse.

At a borough level, strategic housing partnerships made commitments to support local authorities with their bespoke homelessness strategies, with interventions including developing food-co-operative and furniture recycling schemes, through to providing additional properties to help wind down the 'Everybody In' commitment to accommodate rough sleepers during the Covid pandemic.

Best practice in tenancy sustainment

In support of the July 2021 GM Homelessness Strategy, GMHP members have committed to ensuring a person-centred approach to supporting their tenants to access and retain

accommodation, including the adoption of 'minimising eviction' commitments at a board level. This commitment was followed up through best-practice workshops looking at sharing approaches towards money advice, tenancy support and addressing anti-social behaviour in a positive way, with the aim of ensuring tenants are only evicted as a last resort.

A key commitment

Addressing the ongoing challenge of homelessness will remain one of GMHP's key commitments. Whether through the direct provision and development of accommodation to those in need, providing support and tailored landlord services, or building on work through the GMHPG 'Let-Us' private sector access scheme – GMHP and our members will continue to work collaboratively with partner agencies and people with lived experience of homelessness to address housing and related needs.

Our priorities:

Better health, supported housing & homes for older people

One of GMHP's great successes has been to embed the role of housing in joined-up strategic action to improve health across the city region, and we continue to work ever closer with GMCA and NHS GM through our unique GM Tripartite Agreement. This puts our members at the heart of long-term, integrated health and housing strategy in the city region.

Supported housing commissioning

We have developed our engagement with Adult Social Care teams across all ten GM districts to work collectively on long-term commissioning of supported housing, and the development and delivery of independent living strategies.

We have also worked closely with Homes England to work towards better grant rates and grant for repurposing existing schemes, and with GMCA on one public estate and support

for specialist accommodation. We continue to engage on a national level to make the strong case for increased investment in supported housing, through government officials, MPs and ministers, and the NHF's Health and Housing Group.

A key area of focus has been engagement on the Housing Transformation Fund prospectus with Department of Health and Social Care, ensuring GM is well placed to submit proposals against the £300m revenue fund and

further funding opportunities that encourage integration with housing announced in the Adult Social Care Reform White Paper.

Mental health and housing

We have supported the delivery of tangible actions and outcomes through the GM Mental Health and Housing programme including piloting Trauma Informed Training for GMHP colleagues in frontline roles.

Funded by NHS Greater Manchester Integrated Care, the pilot offered an initial 256 training places, but its success has led to additional NHS GMIC funding to deliver a further 900 training places last year. We have also recruited six Mental Health Link Officers to help our members access services for residents.

Care leavers and young people

We continue to roll out delivery and action against our refreshed Care Leavers

pledges, providing consistent and far-reaching support to help young people leaving care move into a suitable home, access apprenticeships and other work and skills opportunities, and benefit from the work we are progressing to develop a mentoring network.

We've also supported the continued success of the GM House Project – a collaboration that's the first of its type in the country, bringing together

both local authorities and housing providers to benefit care experienced young people as part of the National House Project framework.

Age-friendly homes

Following the development of the GM Framework for Creating Age-Friendly Homes GMHP members have been working collaboratively in a number of areas, including, securing

a space across the Greater Manchester Strategy and Policy landscape, resetting the conversation from vulnerable to valuable, making an increased impact 'on the ground', and promoting 'Improve or Move' across Greater Manchester.

We also represented RPs on the inaugural GM Older People's Equality Panel, championing the voices of older people in GM.

Supporting veterans

We have continued to develop our work in support of the 68,000 veterans in Greater Manchester, with more of our members now signed up to the GM Armed Forces Covenant. Key progress in 2022 included:

- Supporting increased housing provision for veterans
- Developing partnerships with Local Authority Armed Forces leads
- More GMHP partners being recognised under the MOD Employers' Recognition Scheme
- Offering interviews to all ex-Armed Forces who meet the minimum criteria for roles
- Creating a GMHP Armed Forces Champions Network to shape best practice
- Contributing to the 'Veterans Gateway' online support portal

Our priorities:

Zero-carbon and environmental sustainability



Some of our other achievements this year include:

- Development of an initial five-year GMHP decarbonisation strategy
- Development of a range of external partnerships to help meet our zero-carbon objectives
- A shared commitment to involving tenants to co-produce our zero carbon plans
- Engagement across the partnership to encouraged residents to embrace sustainable living
- Development and distribution of the GMHP Home Energy Efficiency Guide to ensure consistent messaging to residents across GMHP

GMHP members are committed to working together to agree a common approach to delivering zero-carbon housing across the city region, focused on meaningful strategies and action that are deliverable and effective at scale.



Across the partnership we are already pooling data, resources, best practice and purchasing power to expedite effective solutions and drive value. And our members are also represented on the

Mayor's Greater Manchester Retrofitting Task Force to help shape the wider city region strategy and we continue to support the Green City Region agenda and NHF's sustainability strategy group.

£10m SHDF success: accelerating the journey to zero carbon

Early in 2022 a collaborative bid between GMHP and the Greater Manchester Combined Authority for the Social Housing Decarbonisation Fund (SHDF) was successfully awarded £10.5m to improve the energy efficiency of homes across the city region.

The money – the third-highest allocation of SHDF money to be awarded nationally – is now being used to retrofit and upgrade almost 1300 social homes across the ten GMHP partners who worked together on the joint bid.

We have continued to work collaboratively on this issue, with 18 GMHP members now bidding jointly with GMCA for £30m of SHDF Wave 2 funding to retrofit over 5000



properties across the city region. The consortia will also provide free support to four small co-operatives as part of the bid.

This successful SHDF bid is testament to the effective, long-term collaboration both within GMHP and with our strategic partners at GMCA, and provides a great opportunity for our

members to accelerate the journey to zero-carbon, cut tenants living costs, and support our wider efforts to create cleaner, greener communities. We will also ensure we share knowledge and best practice from this process across our partnership and with the wider sector – a principle that is at the heart of what GMHP is about.

Our priorities:

Social value and the Greater Manchester pound



9,931

residents supported into or towards work by GMHP members in 2021/22



£22.8m

of additional benefits and grants accessed by GMHP customers through GMHP member advice and support.



146,133

hours of community volunteering.

Maximising social value is at the heart of our work across Greater Manchester, and central to our commitment is ensuring the benefits are not just felt by those living in our homes, but also the wider community, businesses, and the regional economy.



This work has never been more vital than in recent months, with the rise in energy costs and wider cost-of-living pressures starting to bite, and the longer-term impact of the pandemic still being felt.

In 2021/22 GMHP members supported **9931** residents into or towards work, helped our customers access **£22.8m**

in additional benefits and grants, and actively engaged nearly **9000** tenants to help them reduce energy use in their homes.

In addition, we supported hundreds of apprenticeships, worked with over **12,000** involved tenants, facilitated **146,133** hours of community volunteering, and supported **462** colleagues to volunteer in their local neighbourhood.

The social impact of GMHP's work has been felt far beyond our residents' homes over the past year, as we look to maximise wider social, economic and environmental benefits of our



activity. As anchor institutions, intrinsically rooted in Greater Manchester communities, we prioritise investing in the Greater Manchester pound.

Last year our members spent **£302m** with businesses with an operating base in Greater Manchester, and spent over **£7m** with non-profit organisations – and annually our total GVA contribution to the GM economy is well over **£1bn**.

Building the capacity & sustainability of the voluntary & community sector continues to be a key area of focus. Last year we awarded over **£3.4m** of grants to the voluntary and community sector and supported **1146** voluntary and community groups, almost

200 we are engaged in formal partnership or contracts with.

Responsible employers

Our members pride themselves on being responsible employers, and our commitment to social value is a focus internally as well as externally, as we continue to share and shape best practice in organisational development and responsible working practices.

Over half our members are accredited as Living Wage Employers and many others are currently working towards accreditation. In addition, we are strong supporters of the Greater Manchester Good Employment Charter. Currently seven GMHP partners are full Good Employment Charter Members, demonstrating excellence and leading the good employment movement in the city region. A further six GMHP members are Charter Supporters, having made a commitment to improving practice in all areas of good employment.



£302m

spent with with businesses with an operating base in Greater Manchester



£7m

spent with with non-profit organisations



£1.2bn

annual GVA contribution to the GM

Our priorities:

Social, digital and financial inclusion



If Greater Manchester is truly going to be a world leading digital city region, we have to make a big commitment to fix the digital divide, the consequences of not doing so are severe – with our people at risk of further social isolation, lack of equal opportunities and not being able to access support. We are ensuring that everyone in Greater Manchester, whatever their age, location or situation, can benefit from the opportunities digital brings. Now is the time where Greater Manchester can lead the way in achieving an ambition that we should all strive for country wide.

Andy Burnham, Mayor of Greater Manchester



Income pressures faced by social housing residents mean they are less likely to be able to afford a traditional internet service contract, but we know access to a high-speed digital connection enables people to connect with family and friends, and better access services.

The issue is made worse by the cost-of-living crisis especially as being online helps people save money. This is why it is so important for GMHP to work on this pilot to develop affordable internet access that helps residents stay online during the challenging months ahead.

Nick Horne, Digital Inclusion Lead for GMHP and CEO at WCHG

Unique GMHP partnership to tackle digital poverty.

In 2022 the Mayor of Greater Manchester Andy Burnham launched a ground-breaking new digital inclusion pilot that's pairing GMHP members with five of the UK's biggest Internet Service Providers (ISPs), aiming to help thousands of residents, and better understand and mitigate digital exclusion in GM.

Of GM's 250,000+ social housing residents, almost two thirds face the risk of digital exclusion.

The pilot scheme involves each ISP joining forces with one of five GMHP members – Bolton at Home, Southway Homes, Stockport Homes, Wigan and Leigh Housing, and Wythenshawe Housing – to provide digital support to residents and work to gain a deeper understanding of the digital issues facing these communities.

Support will include digital skills training and discounted broadband packages and devices, with a particular focus on supporting more digitally excluded residents, such as over 75s and vulnerable young people.

Across the five partnerships the pilot will explore digital inclusion issues and interventions with up to 5,000 households, making it the largest digital inclusion social housing intervention in Europe.



Supporting the GM Databank

GMHP members are also supporting the GM Databank, launched by the Mayor in 2022. Part of the National Databank, the scheme is a 'food bank for connectivity data', helping thousands of vulnerable people to get connected by giving community groups and charities in Greater Manchester access to free data via Good Things Foundation's network of local community partners.

Advancing equality across GMHP

In 2022, we ran our second partnership-wide Equality, Diversity and Inclusion survey

to assess progress made against our commitments to advancing equality across GMHP.

Over the last 12 months there has been a big focus on improving workplace culture to foster inclusion with initiatives such as colleague discussion forums, celebrating events, and the use of allies. We have also made progress in improving diversity of boards and leaderships teams through development programmes and targeted recruitment, particularly in terms of ethnic diversity.

The most significant change was at board level, with 11 members reporting more representation of ethnic minorities.

New areas are now also being considered including menopause, neurodivergence, mental health and well-being. Our members have also increased their focus on socio-economic disadvantage and



anti-poverty work, and more GMHP members now employ a dedicated specialist to drive strategy development, compliance, and good practice.

We have had significant interest from other housing associations across the UK who have since adapted our methodology, helping to build a more comprehensive picture of the sector's response to tackling inequalities. We were also invited to support the development the National Housing Federation's EDI data tool which allows organisations to compare their workforce to the communities they serve and measure the impact of actions to improve EDI.



Athena Partnership

291
Kickstart job opportunities offered across GMHP

105
young people completing their placement

70
of those have moved into a positive progression destination

67%
positive progression rate

Formed as a separate company in 2013 and now comprising 16 GMHP members, the Athena Partnership is our 'delivery arm' for skills, training and employment-related initiatives across Greater Manchester.

Giving young people a Kickstart to their career

Following the national launch of the Kickstart Scheme, Athena members were quick to become a gateway organisation that created hundreds of six-month job opportunities for customers.

Since launching in 2020, Athena members have offered 251 opportunities to young people from across Greater Manchester.

Demonstrating the broad range of roles available in the sector, Athena members created a range of opportunities from administration and customer service through to IT, HR, finance, and construction.

Motiv8 – helping people overcome complex barriers

In its penultimate year of delivery, Motiv8 continues to be Athena's flagship project supporting people from across Greater Manchester who are facing multiple, complex barriers, helping them to overcome these challenges and move closer to training and employment.

Funded by The National Lottery Community Fund and the European Social Fund, and led by GMHP members, Motiv8 provides a range of life-changing support for people experiencing issues with mental and physical health, alcohol, drugs, domestic violence, debt, homelessness and other challenges.

Throughout the pandemic the Motiv8 team continued to support their participants during the challenging lockdown restrictions, and over the course of this year we have started to meet people face-to-face again to offer life-changing support.

The impact Motiv8 has on people's lives cannot be underestimated and Athena will continue to work with partners and stakeholders to explore all opportunities to continue the service post March 2023.



Sinead's story...

I was out of work, had low self-esteem and anxiety. I felt isolated and situations often felt overwhelming. I was stuck in a rut and had bad mental health.

My key worker listened to my needs. It is more personal, and you have a rapport with them.

I had support making contact with my GP and healthy minds and now I am working

in a school catering role as a casual cook. The interview prep really helped me too. I learned to plan ahead for interviews and build my confidence.

I had support attending a careers fair, as well as accessing job sites and CV work.

I am still adjusting to the new work life, but I am happy with the steps I have taken so far. In fact, I have already recommended Motiv8 to a friend!

Sinead



Our members:



**Bolton
at Home**

**together
HOUSING
GROUP**



**great
places
HOUSING GROUP**



Stockport Homes Group
One team, transforming lives



one manchester

Onward

**Regenda
Homes**

Riverside



salix h:mes

**SIX TOWN
HOUSING**



ForHousing

**firstchoice
HOMES OLDHAM**



**Your
HOUSING GROUP**

**RBH
ALL TOGETHER
BETTER LIVING**

**Wigan
Council**



Get in touch:

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