

**Summary Report of a Think Tank on Low Demand for
Housing
held at Trafford Hall, February 2003
organised by LSE Housing**

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(editor)**

The Think Tank this report is based on was supported by the Office of the Deputy Prime Minister (ODPM). The views expressed in the report are not a representation of the views or position of ODPM. The comments in the report reflect a wide range of opinions from grassroots representatives, regional bodies, local authorities, private sector bodies and government officials speaking in a personal capacity.

Many thanks are due to Alice Coulter for organising the event.

Centre for Analysis of Social Exclusion

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Preface

In 1998, LSE Housing organised two Think Tanks on low demand and deprived, depressed neighbourhoods at Trafford Hall, home of the National Tenants Resource Centre, bringing together senior Whitehall policy makers, regional and local authority staff, Housing Corporation and Housing Association representatives, frontline service providers and residents. These workshops fed directly into the first neighbourhood-focused report of the Social Exclusion Unit, *Bringing Britain Together* (1998). They gathered the initial evidence for the Policy Action Team's year-long deliberations and *Report on Low Demand* (1999).

Now, five years later, the Office of the Deputy Prime Minister has published the "Sustainable Communities" Plan, highlighting the pressing need for specially focused strategies to tackle low demand and housing market failure, a growing problem in Northern and Midlands cities and towns.

A new Think Tank was convened in February 2003, with a similar range of participants, to debate the problems, pressures and potential of Housing Market Renewal.

This report summarises the key issues that arose and pulls together the actions proposed by leading experts at different levels, from the poorest neighbourhoods up to central government. There was no proposed or agreed single line of action; rather there were multiple strands of thinking that, woven together, present a patchwork quilt of remedies that are being pieced together, and that may succeed in reversing a highly damaging pattern of decline.

The idea of "Sustainable Communities" implies a real commitment to making existing neighbourhoods last, helping create a sense of belonging, respecting environmental, social and economic limits to development, focusing on higher density, brown field, compact, mixed use regeneration.

This report and draft action plan pull together the themes and debates that invigorated the workshop and that will enliven the delivery of a most ambitious commitment to reversing housing market failure.

Executive Summary and Recommendations

This report is based on a Think Tank event held in February 2003, organised by the London School of Economics. The Think Tank involved discussions and presentations with a wide range of people with experience and expertise on the issues.

There are **some key issues** which must be tackled if the Government is to deliver the Sustainable Communities Plan, if we are to stop overbuilding in the North and Midlands, and if we are to restore built up areas to attractive, liveable communities:

- Areas that have largely lost their original economic rationales must attract new forms of economic growth to draw in jobs and investment.
- The barriers to attracting economic growth in the most needed places, in order to revive towns and cities and protect the countryside, are exacerbated by competition between neighbouring local authorities within sub-regional areas for people, status, investment and jobs. Housing associations compound problems by also competing for residents within local authority areas.
- Growth in the South should not be at the expense of growth in the North and Midlands. But there is currently a danger of over-emphasis on the South East. Cities in the North and Midlands could and should adopt alternative strategies of marketing themselves, repopulating their inner neighbourhoods and attracting inward investment.
- Our core cities are still losing population to outlying suburban areas, damaging both depleted towns and cities and the greenfield countryside. We need to reverse the drift out of cities and protect areas that as yet are undeveloped.
- There is urgent work to do closer to the ground in areas hit by severe abandonment, and in intermediate areas showing signs of tipping over into abandonment. Key to this is the improvement and ongoing management of the urban environment, the provision of high quality facilities and services to attract residents and retain working families.

There is a **positive policy context** for housing market renewal provided by the Pathfinders, the strategic framework of the Sustainable Communities Plan, a more flexible planning system, and regional co-ordination.

Notwithstanding progress, there are still **many disputes and confusions** over policy to be resolved:

- How to achieve a better balance in economic growth between different regions, and how to equalise incentives for regional development.
- How to deliver effective Regional Spatial Strategies by bringing together housing, economic development and planning strategies across all the different stakeholder bodies.
- How to prevent outstanding planning decisions for new development from working against better targeting within regions, and from undermining housing market renewal.
- How to strengthen the role of the regional cities, and persuade surrounding authorities to sacrifice short term investment gains where they are counter productive for the region as a whole.
- How to guide density of new developments to create a critical mass of population while producing areas that are appealing to people with the viable provision of services.
- How to join up housing market renewal policy with other conflictual areas of policy: the dispersal of asylum seekers that causes additional stress and tension in already stressed low demand areas; transport policy that needs to invest in areas like the Thames Gateway but also in the North-Midlands-South rail links; education policy that is creating perverse incentives for schools to withdraw from vulnerable areas; and hidden subsidies for new build housing, undermining environmental sustainability and recovery of inner areas.

The main actors in regeneration – Government, regions, local authorities, housing associations, residents and the community, the private sector – face **major challenges, hurdles and disincentives** to overcoming low demand:

developing regional working

- matching up regional and sub regional strategies.
- selling the idea of the greater good of the region and sub region to elected members and officers of individual local authorities

keeping the momentum on urban renaissance

- re-using brownfield sites, and meeting the additional costs of replacing lost infrastructure when reusing previously developed sites.
- persuading private developers to shift back in favour of town and city development, using innovative approaches
- persuading better off families and households to move into previously stigmatised urban areas, while protecting existing communities from being pushed out.

working with stakeholders – residents and the private sector

- developing longer-term, more stable open-book, partnership-style relationships with the private sector that meet Best Value requirements.
- engaging with communities in actual delivery
- devolving local plans down to the neighbourhood level, and harnessing the commitment of local people.
- coping with the day to day problems that living or working in an abandoned area brings.
- discussing ways forward with residents in a productive way.

implementing housing market renewal plans

- informing landlords, local authorities and others about areas at risk, assessing whether to invest in prevention, and funding intense preventative work.
- tackling problems of actual abandonment, particularly whether to clear and on what scale.
- managing the time lags between area decline, collapse and revival.

Many ideas for action emerge. A detailed table action plan is at page 7. The main recommendations are set out below:

At the neighbourhood and front-line delivery level

1. Encourage local authorities to develop neighbourhood level plans that fit within local authority, sub-regional and regional level strategies.
2. Allow residents to identify neighbourhood boundaries and support plans for housing market renewal taking full account of local priorities.
3. Promote neighbourhood management across all tenures in low demand areas and in areas at risk.

4. Develop funding streams outside of social housing rents, e.g. through ‘neighbourhood improvement districts’ with similar service charge levying powers to Business Improvement Districts.
5. Market low demand areas and advertise social housing lettings openly in low demand areas, as Bradford, Sheffield and Wolverhampton are already doing.
6. Encourage social landlords to use incentive based neighbourhood management and tenant loyalty schemes to reinforce positive neighbourhood cultures and behaviours.
7. Develop better regeneration and design skills through Masterclasses, more training and regional design centres of excellence.

At the local authority level

1. Offer clear and co-operative political leadership and support joint working across sub regions.
2. Develop more proactive relationships with the private sector.
3. Work with existing housing associations to develop a mix and match set of stock options.
4. Develop stronger incentives to encourage re-use of vacant sites e.g. enforce council tax on vacant homes.
5. Include and implement clauses on environmental sustainability in plans, contracts, and neighbourhood renewal strategies.
6. Accelerate the separation of strategic housing and landlord functions at local authority level.
7. Encourage the integration of housing and planning strategic functions at local authority level.
8. Encourage public transport links to revitalise inner core neighbourhoods.

Between regions and local authorities

1. Win the backing of social landlords and developers for regional and sub regional plans.
2. Agree intensive management for low demand and at risk areas between Regional Housing Boards and local authorities.
3. Develop strategies for reducing outstanding but inactive planning permissions where they conflict with housing market recovery and new sub regional strategies.

4. Acknowledge, promote and celebrate the role of regional cities as drivers for regions as a whole.

At the regional level

1. Develop a toolkit to understand links between housing investment and support for the regional economy, working closely with Regional Development Agencies.
2. Clarify the roles and responsibilities of English Partnerships and Regional Development Agencies in housing market renewal.
3. Link up Regional Development Agency targets with Government floor targets for neighbourhood renewal.
4. Harmonise plans of Regional Housing Boards and Regional Planning Boards, integrating sub regional plans, particularly with Housing Market Renewal Pathfinders. Feed these sub regional strategies into the Regional Spatial Strategies.
5. Balance investment priorities of Regional Housing Boards between worst affected areas and areas at risk of abandonment.
6. Determine Regional Spatial Strategies in line with Regional Planning guidance.

At the national level

1. Promote fast, efficient rail links between city centres and other public transport links to promote recovery.
2. Develop regional Treasury targets alongside plans by Regional Housing Boards.
3. Encourage cross authority and sub regional working through the Comprehensive Performance Assessment process.

Joining up policies

1. Secure local agreement on centrally made decisions on the dispersal of asylum seekers.
2. Prioritise investment in public transport in the North and Midlands, e.g. using the London model of congestion charging plus franchised bus services. Invest in better North-South and cross-regional rail links.

3. Support schools in areas of low demand and falling rolls in order to underpin recovery. Ensure the cost of education provision is covered in new developments on brownfield sites.
4. Equalise VAT between new build and refurbishment, in order to increase incentives to repair and reinvest in property.
5. Promote investment in Pathfinder areas using their long term assets of space, history, infrastructure etc as a selling point, working with key national agencies e.g. CABE (Commission for Architecture and the Built Environment), Sustainable Development Commission to achieve recovery.

In the following chart, we summarise the recommendations on tackling low demand, showing what is needed to implement them, who should take the lead and what time scale is required.

ACTION PLAN TO OVERCOME LOW DEMAND FOR HOUSING

Recommendations on tackling low demand	Suggestions by participants on what to do	Who should lead	By when
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At the neighbourhood and front-line delivery level

<p>1. Local authorities should develop neighbourhood renewal action plans that fit within a) local authority, b) sub regional and c) regional level strategies</p>	<ul style="list-style-type: none"> ● Draw neighbourhood boundaries for areas ‘small enough to walk across in about 15 minutes’ ● Establish key local problems and identify ways of tackling them through local and central action ● Make sure neighbourhoods feed into wider plans 	<ul style="list-style-type: none"> ● Local authorities, led by planning, housing or policy teams 	<ul style="list-style-type: none"> ● In sequence over 2003-2005
<p>2. Residents should be involved in identifying neighbourhood boundaries and helping shape plans for housing market renewal, taking full account of local priorities</p>	<ul style="list-style-type: none"> ● Organise local consultation, small area by small area, over neighbourhood plans ● Identify logical boundaries that match perceptions and physical layout 	<ul style="list-style-type: none"> ● Local authority, partner organisation, e.g. housing association, special resident or community support organisation 	<ul style="list-style-type: none"> ● Over 2 month timescale for each neighbourhood
<p>3. Neighbourhood management helps control conditions across all tenures in low demand areas and in areas at risk – it greatly improves conditions in difficult to manage areas</p>	<ul style="list-style-type: none"> ● Create locally-based team to deliver neighbourhood management, housing, security, community support, physical improvements, environmental care, consultation, local liaison ● Identify revenue funding for neighbourhood management from housing revenue and other core services ● Identify savings and benefits that help offset costs 	<ul style="list-style-type: none"> ● Local authority, partner organisation, e.g. housing association, special resident or community support organisation 	<ul style="list-style-type: none"> ● Over 6 months for each area

<p>4. Develop funding investment streams outside of social housing rents, e.g. through ‘neighbourhood improvement districts’ with similar charges to Business Improvement Districts – ensure added value is used to fund local improvements</p>	<ul style="list-style-type: none"> ● Set up regeneration team at centre of local authority, include banks and developers as well as key partners ● Key tasks are: bidding, organising partnerships, involving private investors 	<ul style="list-style-type: none"> ● Regeneration team ● Project manager ● Developer ● Local authority 	<ul style="list-style-type: none"> ● Ongoing task, project by project, starting now
<p>5. Social landlords and local authorities must market low demand areas and advertise social housing lettings openly in low demand areas, as Bradford, Sheffield, Manchester, Wolverhampton and others are already doing</p>	<ul style="list-style-type: none"> ● Rethink and reshape lettings policies, simplify access routes ● Experiment with marketing low demand properties through advertising, using multiple outlets and estate agents’ skills ● Establish property “hit team” to prepare each property thoroughly and accompany and sign up customers 	<ul style="list-style-type: none"> ● All social landlords ● Aim to involve private landlords 	<ul style="list-style-type: none"> ● Ongoing, starting now
<p>6. Social landlords should devise incentives for tenants to pay their rent and obey basic rules to reinforce community responsibility and better conditions</p>	<ul style="list-style-type: none"> ● All landlords, backed by local authorities and government, need a clear set of rules and method of enforcement ● Devise full rent bonuses, discount privileges etc for tenants who save the landlord money 	<ul style="list-style-type: none"> ● Neighbourhood managers ● Heads of landlord organisations 	<ul style="list-style-type: none"> ● From outset of neighbourhood renewal
<p>7. Develop better regeneration and design skills through Masterclasses, training courses and regional design centres of excellence</p>	<ul style="list-style-type: none"> ● Set aside a training budget for project staff in all neighbourhood management and regeneration teams 	<ul style="list-style-type: none"> ● Project managers ● Human resources department 	<ul style="list-style-type: none"> ● At outset of each neighbourhood project and ongoing

At the local authority level

1. Strategic housing authorities need to develop more proactive relationships with the private sector	<ul style="list-style-type: none"> • Identify high quality interested developers; approach local banks and investors; attract good architects and urban designers, deal closely with regional development agencies and government offices 	• Local authorities	• Ongoing
2. Local authorities need to work closely with existing housing associations to develop a “mix and match” set of stock options	<ul style="list-style-type: none"> • Audit contribution, resources and potential of local and regional housing associations • Develop partnership agreements • Encourage housing associations to be pro-active, innovative and diverse in approaches 	• Local authorities and housing associations	• Ongoing
3. Gap funding would facilitate re-use of vacant sites	<ul style="list-style-type: none"> • As a start, local authorities could enforce full council tax on empty homes and sites 	• Central government with regional bodies and local authorities	•
4. Local authorities should include and implement tough clauses on environmental sustainability in their plans, contracts, and neighbourhood renewal strategies	<ul style="list-style-type: none"> • Set targets for energy efficiency, waste recycling, tree planting, safety and supervision of open spaces, renovation and repair, public transport, cycle and pedestrian routes – incorporate within neighbourhood action plans 	• Local authorities with regional bodies, development partners, residents, local neighbourhood teams, community and voluntary organisations	• From now, ongoing
5. Separate the strategic housing and landlord functions at local authority level where local authority still owns housing	<ul style="list-style-type: none"> • Create a central team with all enabling functions • Create devolved landlord service for all areas along the lines of arms length management organisations or community-based housing associations 	• Local authority	• Now, ongoing commitment
6. Encourage the close co-operation of housing and planning at local authority strategic level	<ul style="list-style-type: none"> • Set up joint working on neighbourhood renewal and on flexible overall development plans • Also ensure close liaison over neighbourhood plans 	• Local authority	• Now and ongoing

7. Public transport links are vital to new investment in inner neighbourhoods	<ul style="list-style-type: none"> ● Increase frequency, reliability and security of public transport ● Negotiate increased investment in modern vehicles, shelters, information etc alongside greater density and improved safety ● Also work at sub-regional and regional level to ensure long-term transport investment 	● Local transport authority, regional and local government, bus and train operators	● Now, ongoing, long-term
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Between regions and local authorities

1. All social and private housing providers need to endorse and understand regional and sub regional plans	<ul style="list-style-type: none"> ● Carefully scrutinise all plans, planning permissions etc. ● Make all information fully transparent ● Carry out regular capacity studies within urban areas ● Monitor closely the supply of windfall sites ● Ensure local and neighbourhood plans fit within wider plans and strategies 	● Regional and sub regional government, local authorities, housing associations, partners	● Ongoing
2. Win support for intensive management of low demand and at risk areas from Regional Housing Boards	● Develop, with neighbourhood renewal teams and housing boards, strong backing for new style planning as outlined in PPG3 and Communities Plan	● Local authorities, government offices, regional housing boards	● By end of 2003

<p>3. Local and regional planning authorities need to find ways of reducing outstanding but inactive planning permissions where they undermine housing market renewal and new sub regional strategies to revitalise urban areas</p>	<ul style="list-style-type: none"> ● Scrutinise and monitor the application of recent planning guidance on the sequential approach to development (brown fields and empty buildings first); on density (minimum 30dph, encourage 50dph to support public transport), mixed use development, high quality design etc ● Monitor closely housing demand signals (prices, vacancies, rents, time taken to sell, numbers of properties on market) across whole housing market areas ● Agree new transport and services infrastructure (fully costed) before agreeing to detailed plans 	<ul style="list-style-type: none"> ● Local and regional planning and housing authorities 	<ul style="list-style-type: none"> ● Now, ongoing
<p>4. Cities and their surrounding authorities should together acknowledge, promote and celebrate the role of regional cities as drivers for regional strength as a whole</p>	<ul style="list-style-type: none"> ● Core cities (e.g. Manchester, Liverpool, Newcastle, Birmingham) and smaller cities (e.g. Chester, Leicester, Oxford) need to promote strongly their assets and attractions, working closely with surrounding authorities, e.g. Salford, Wolverhampton, Cheshire, Leicestershire, Oxfordshire, to ensure shared goals and shared benefits – the Newcastle-Gateshead partnership is an example of this at work 	<ul style="list-style-type: none"> ● Government Offices, local authorities 	<ul style="list-style-type: none"> ● Constant ongoing task

At the regional level

<p>1. Local authorities, housing providers and investors must understand the links between housing investment and the regional economy, working closely with Regional Development Agencies and investors</p>	<ul style="list-style-type: none"> ● Develop a stronger job focus at all levels from neighbourhoods upwards ● Understand the multiplier effect of small investments and incremental changes ● Link environmental improvements and changed image to economic promotion ● Support small businesses and skills development 	<ul style="list-style-type: none"> ● Government offices, regional development agencies, local authorities, housing associations 	<ul style="list-style-type: none"> ● Ongoing
<p>2. English Partnerships and Regional Development Agencies need to work closely with Government Offices in housing market renewal areas</p>	<ul style="list-style-type: none"> ● Simplify and streamline the way decisions get made and funds dedicated to low demand areas ● Co-ordinate development effort towards revitalising existing business areas rather than supporting “green field” business development ● Work from the centre outwards, not the periphery inwards 	<ul style="list-style-type: none"> ● Government offices, regional development agencies, local authorities 	<ul style="list-style-type: none"> ● From now, ongoing
<p>3. Regional Development Agency targets need to complement Government floor targets for neighbourhood renewal</p>	<ul style="list-style-type: none"> ● Regional Development Agencies must become heavily involved in neighbourhood renewal, housing market pathfinders etc. 	<ul style="list-style-type: none"> ● Neighbourhood Renewal Unit, government offices, regional development agencies, local authorities 	<ul style="list-style-type: none"> ● Now
<p>4. Regional Housing Boards and Regional Planning Boards and Transport Authorities need to plan together at sub regional level and particularly with Housing Market Renewal Pathfinders. Sub regional strategies need to fit into the Regional Spatial Strategies</p>	<ul style="list-style-type: none"> ● Local action plans, following PPG3 guidance, must fit together to form the basis of local development plans. Adjacent urban and suburban LAs must synchronise their plans to ensure full application of PPG3, particularly the sequential approach to land use and density ● The Regional planning framework must embrace this 	<ul style="list-style-type: none"> ● Government offices, regional housing boards, Pathfinders, local authorities, local teams 	<ul style="list-style-type: none"> ● From end of 2003

5. Regional Spatial Strategies must follow Regional Planning guidance	<ul style="list-style-type: none"> • Within all “overprovision” regions, Midlands and North, this means cutting back on green field building, increasing priority to brown fields and to reuse of existing buildings. It means cutting back on building volume overall, using planning obligations, sequential approach, capacity studies and environmental improvements in existing areas to change developer attitudes and methods • Removing local planning barriers for infill, brownfield and reuse of existing buildings is vital 	<ul style="list-style-type: none"> • Government offices, central govt 	<ul style="list-style-type: none"> • Now
6. New Regional Housing Boards must bring all stakeholders and strategies together before they can make sensible decisions on investment	<ul style="list-style-type: none"> • Incrementally build up renewal and neighbourhood management strategies for existing urban areas and withdraw support from green field development. Incrementally use housing funds to renew housing and to revitalise decayed neighbourhoods 	<ul style="list-style-type: none"> • All regional housing providers and regional housing boards 	<ul style="list-style-type: none"> • End of 2003
7. Regional Housing Boards will need to balance investment between worst affected areas, areas at risk of abandonment and new development	<ul style="list-style-type: none"> • See above 	<ul style="list-style-type: none"> • See above 	<ul style="list-style-type: none"> • Ongoing

At the national level

1. Promote fast, efficient rail links between city centres and encourage wider public transport links to promote recovery	<ul style="list-style-type: none"> • Push hard for strategic rail investment • Prioritise modern guided bus lane 	<ul style="list-style-type: none"> • Passenger transport authorities/ Department for Transport 	<ul style="list-style-type: none"> • Ongoing
2. Develop regional Treasury targets for renewal and redistribution of growth alongside plans by Regional Housing Boards	<ul style="list-style-type: none"> • Prioritise regions 	<ul style="list-style-type: none"> • Treasury/Office of the Deputy Prime Minister 	<ul style="list-style-type: none"> • 2004-2006

3. Incentivise cross authority and sub regional working through Comprehensive Performance Assessments	<ul style="list-style-type: none"> • Establish targets for some regional working 	<ul style="list-style-type: none"> • Audit Commission 	<ul style="list-style-type: none"> • As soon as possible
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Joining up policies

1. Get local agreement on centrally made decisions on the dispersal of asylum seekers	<ul style="list-style-type: none"> • Develop local liaison system to ensure adequate information, support, integration 	<ul style="list-style-type: none"> • NASS/ local authorities 	<ul style="list-style-type: none"> • As soon as possible
2. Prioritise investment in public transport in the North and Midlands, e.g. using the London model of congestion charging plus franchised bus services. Invest in better North-South and cross-regional rail links	<ul style="list-style-type: none"> • Use new local authority powers to improve local transport • Feed into 10 year transport review • Lobby Strategic Rail Authority 	<ul style="list-style-type: none"> • Department for Transport, Treasury, Regional Development Agencies, local authorities 	<ul style="list-style-type: none"> • Urgent, as soon as possible
3. Support schools in areas of low demand and falling rolls in order to underpin recovery of an area. Ensure the cost of education provision is covered in new developments, particularly in brownfield land	<ul style="list-style-type: none"> • Urgently discuss with government the relative costs of closing and reopening schools vs. keeping them open 	<ul style="list-style-type: none"> • Department for Education, Local Education Authorities 	<ul style="list-style-type: none"> • From 2003 onwards
4. Equalise VAT between new build and refurbishment, in order to reduce incentives for over-supply	<ul style="list-style-type: none"> • Lobby, campaign for change • Do cost-benefit analysis of this 	<ul style="list-style-type: none"> • Treasury 	<ul style="list-style-type: none"> • Ongoing
5. Promote investment in Pathfinder areas using their long-term assets of space, history, infrastructure etc. as a selling point	<ul style="list-style-type: none"> • Do an audit of the assets of each area • Develop a promotion strategy to maximise the value of these assets 	<ul style="list-style-type: none"> • ODPM, Regional Development Agencies, Government Offices of the Regions, Local Authorities, Housing Corporation, etc. 	<ul style="list-style-type: none"> • As soon as possible

APPENDIX

1. LIST OF PARTICIPANTS

Saif Ahmad	Faith Regen UK
Patrick Allen	Neighbourhood Renewal Unit
Gaynor Asquith	Asquith Brown Regeneration Agency (ABRA)
Joanna Averley	Commission for Architecture and the Built Environment
Russ Borrowman	Wolverhampton City Council
Duncan Campbell	ODPM
David Cowans	Places for People
Martin Crookston	Llewelyn-Davies Planning
David Cumberland	DC Housing Regeneration
Michael Gahagan	ODPM
Len Gibbs	Bentilee Community Housing
Rod Griffin	Advantage West Midlands
Annie Grist	Manchester City Council
Jackie Haq	Resident
Martin Hurst	Prime Minister's Policy Directorate
Keith Jackson	HM Treasury
Eugien Jaruga	Keepmoat Partnerships Ltd
Iain Jenkinson	GVA Grimley
Angus Kennedy	Castle Vale HAT
Simon Kimberley	Optima Community Association
Leslie Laniyan	Federation of Black Housing Organisations
Malcolm Levi	Home Group
Derek Long	Housing Corporation/ODPM
Reyhana Malek	Habinteg HA
Tom Manion	Irwell Valley HA
Mavis McDonald	ODPM

Sean McGonigle	New East Manchester
John Morris	Focus Housing
Wendy Powell	Accord Housing Association
Anne Power	London School of Economics
Jim Ripley	London Borough of Barking and Dagenham
Joanne Roney	Sheffield City Council
Peter Scott	Barclays Bank PLC
Deborah Shackleton	The Riverside Group Ltd
Wayne Shand	North West Development Agency
Lisette Simcock	ODPM
Max Steinberg	Housing Corporation
Peter Styche	Government Office North West
Liz Walton	Government Office for London
Tom Warbuton	One NorthEast
Raymond Young	Sustainable Development Commission

2. PROGRAMME FOR THINK TANK

Day 1

3.00pm	Arrival / registration	Themes in the discussion
3.30pm	Welcome by Chair to event	
3.30-4.00pm	Introductions What we need to get out of this Low Demand Think Tank	
4.00-4.30pm	Reviving regional economies in the face of severe decline yet huge opportunity Tom Warburton – Head of External Relations - Sustainability, One NorthEast Doing things differently - a an example of comprehensive estate regeneration Simon Kimberley - Chief Executive, Optima Community Association Combating collapsing neighbourhoods in the North– New East Manchester Max Steinberg – Director, Investment and Regeneration North, Housing Corporation	<ul style="list-style-type: none"> • Skills • Funding • Surrounding areas versus core cities
4.30-5.00pm	Questions and roundtable discussion	
5.00pm	Tea	
5.30-6.00pm	Focusing growth on an area of steep decline – Thames Gateway Jim Ripley – Head of Landlord Services, LB.Barking and Dagenham Breaking down barriers – why is the young second generation from ethnic minority backgrounds moving away from traditional communities? An example from the North West Reyhana Malek – Research Manager, Habinteg HA	<ul style="list-style-type: none"> • Joining up • Funding • Community engagement

	Creating attractive liveable places – older housing and neighbourhood renewal Sean McGonigle – Principal Regeneration Officer, New East Manchester	
6.00-6.30pm	Questions and roundtable discussion	
6.30pm	Tour of Trafford and brief talk about the Centre’s work by Mark Ward, Managing Director	
7.00pm	Dinner	
8.15-8.45pm	Making built up areas attractive places again Anne Power – Professor, LSE Making built up areas attractive places again – can the Communities Plan help? Mike Gahagan – Director of Housing, ODPM Response – the potential and limits of Government? Mavis McDonald – Permanent Secretary to ODPM	<ul style="list-style-type: none"> • Neighbourhood management • Sustainability
8.45-9.15pm	Questions and roundtable discussion	
9.15pm	Bar and networking	

Day 2

9.00-9.30am	Learning from experience – can Newcastle’s Walker Riverside be saved and Tyneside made to work? Martin Crookston – Social and Community Planning, Llewelyn-Davies Learning from experience – Newcastle’s West End and Going for Growth Jackie Haq – Resident Learning from experience - can Castle Vale’s success be transferred to bigger more diverse markets – the Pathfinder vision Angus Kennedy – Chief Executive, Castle Vale HAT	<ul style="list-style-type: none"> • Delivery • Community Engagement
9.30-10.00am	Questions and discussion	
10.00 –	Group discussion	

11.30	Making housing markets work	
11.30-12.00pm	<p>Combining falling demand, surplus stock, transfer proposals and asylum seekers - can this cocktail work? Joanne Roney – Director of Housing, Sheffield City Council</p> <p>Concentrated disadvantage among minority groups and the dangers of segregation Atul Patel – Chief Executive, ASRA HA</p> <p>Continuing oversupply – how can housing associations get out of the problem? Gaynor Asquith - Director, ABRA</p>	<ul style="list-style-type: none"> • Stakeholder buy-in • Surrounding areas versus core cities
12.00-12.30pm	Questions and discussion	
12.30-1.30pm	Lunch	
1.30-2.30pm	<p>What next? - bringing the discussions together - brainstorm on recommendations in 3 groups</p>	
2.30-2.45pm	<p>Recommendations</p> <ul style="list-style-type: none"> - core ideas for implementation, funding, practice – ideas from 3 groups - what happens next - output from event and timetable 	
2.50pm	Prompt departure for through train to London at 3.20pm (arrive Euston at 6.04pm)	