

**Inspiring Housing CLT
Community Led Housing**

Business Plan



V8 – Amended Sept 2024

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Executive Summary

Inspiring Housing Community Land Trust (IHCLT) is a subsidiary of Inspiring Communities Together (ICT). It is a non-charitable community benefit society.

IHCLT was established to promote and develop community led housing in Greater Manchester. Strategically, we are represented on the Greater Manchester Housing Commission, and we work closely with the local authority (Salford City Council (SCC)) on community led housing.

IHCLT has a skilled and experienced board who have been working on the strategic positioning of IHCLT and the aspiration to development of two schemes over the next five years:

- **Kara Street** is a site being developed by Salix Homes and will offer an option for five units to IHCLT once completed.
- **St. Luke's** scheme is being developed with SCC and will provide 24 units to IHCLT once completed

Set out below is the timetable of actions to achieve the aspirations to become a provider of community led social housing:

Year	Objective	Actions
2024/2025	Ensure good quality governance is in place	<ul style="list-style-type: none"> • Review and develop policies and procedures • Establish annual programme for work for board including business planning, financial planning and risk assessment • Ensure meeting both financial and legal compliance • Developing own skills and expertise in preparation for taking on the management of the schemes • Develop and launch IHCLT website
2024/25	Become Social Housing provider ready	<ul style="list-style-type: none"> • Work to ensure that IHCLT will meet the financial and consumer standards required of a Registered Provider • Achieve Registered Social Landlord status
2024/2025	Prepare for securing first social housing development	<ul style="list-style-type: none"> • Negotiating with the local authority on the design of the St Lukes scheme and terms of purchase for both Kara Street and St Lukes with the respective owners • Secure funds for first purchase • Sell some currently held stock (older properties) to enable purchase of new build
2025	Purchase first social housing stock	<ul style="list-style-type: none"> • Work with Housing Provider (Salix) to secure Kara Street properties – five units • Issue tender for support to help with management of properties
2025/2026	Prepare for securing second housing development	<ul style="list-style-type: none"> • Explore financing options including community share offer • Launch community share offer
2026/ 2027	Purchase second social housing stock	<ul style="list-style-type: none"> • Work with Derive (Salford City Council) to secure St Lukes properties – 24 units

		<ul style="list-style-type: none"> • Issue tender for support to help with management of properties
2027 onwards	Management options for properties owned	<ul style="list-style-type: none"> • Explore options for developing internal housing management options • Ensure meeting both financial and legal compliance

Work has started to achieve Registered Social Landlord status and to be able to start to purchase the Kara Street properties from Salix Homes.

At this stage the St Lukes scheme is still at the pre planning phase for IHCLT despite the scheme already in development. All properties once completed will be managed by Derive but IHCLT has an option to purchase the units once in a position to do so and a memorandum of Understanding is in place to ensure this can happen.

IHCLT application to the regulator will be based on the purchase of the properties from Salix Homes. It is proposed that purchase of properties will happen as set out below:

1. Within first three months of becoming an RSL - Secure five properties from Salix – these will be purchased with -
 - a. income generated from the sale of three of the current stock five houses held by IHCLT. As of September 2024 sales have been agreed on all three properties with one sale completed and the remain two sales progressing well.
 - b. a loan agreed from ICT – Letter of confirmation secure from ICT Board
 - c. transfer of Homes England grant to IHCLT from Salix Homes

2. As set out in the table above once the Kara Street properties are secured work will start on the launch a community share option and securing loan finance (exploring this through SCC Public Works Loan Board) to purchase 24 units on the St Luke’s site.

Kara Street – Salix Homes

Salix Homes secured the brown field site in the heart of Seedley and Langworthy to develop into residential homes from SCC in 2019. A requirement for securing the land was that 5 properties (3 x 2 bed and 2 x 3 beds houses) should be allocated for Community Led Housing working with a community organisation. Due to the relationship IHCLT had with Salix Homes and the commitment of SCC to work with IHCLT they were offered the opportunity to work with Salix Homes on this scheme. The properties were ready for occupation in June 2024.

The capital purchase for these properties will come from:

- Affordable Homes Programme
- Capital receipt from sale of three properties owned by IHCLT
- Loan from Parent – Inspiring Communities Together

IHCLT plans to purchase the units within three months of completing its registration as a Registered Provider. Interim arrangements have been put in place with Salix Homes until registration is complete.

- An updated Memorandum of Understanding has been signed by both parties

- Tenants of the properties have been advised in writing that their tenancy arrangements will move to IHCLT in the future

St Lukes – Salford City Council (Derive)

SCC is developing the site of the former St. Luke's primary school and has agreed to sell 24 units to IHCLT to provide social and affordable rented community led housing. During the development phase of this work SCC have established their own housing vehicle (Derive) which is now approved by the regulator as a social housing provider in its own right. Conversations with the Derive board have confirmed that the current arrangements with IHCLT and SCC will be honoured by Derive.

The units are 12 flats, 8 three bedroom houses and 4 two bedroom houses. This mix of sizes and types of housing will meet housing need in the area.

Although still at the very early stages of financial modelling for this scheme it is expected that the capital for the purchase will come from:

- the Affordable Homes programme
- PWLB fixed rate loan
- Community Share option

The building work on the St. Luke's scheme is due to be completed at the end of October 2024. Interim arrangements will be put in place with Derive in line with those established with Salix Homes to manage the properties until IHCLT are in a position to purchase.

Introduction and scope

This business plan sets out our approach from developing a Community Led Housing Vision and aspiration to acquisition of property and establish our own management systems.

Strategic context

National: According to the National Housing Federation, an estimated 8.4 million people in England are living in an unaffordable, insecure or unsuitable homes. The Federation estimates that:

- 3.6 million people are living in an overcrowded home
- 2.5 million are unable to afford their rent or mortgage
- 2.5 million are in "hidden households" they cannot afford to move out of, including house shares, adults living with their parents, or people living with an ex-partner
- 1.7 million are in unsuitable housing such as older people stuck in homes they cannot get around and families in properties which have no outside space
- 1.4 million are in poor quality homes
- 400,000 are homeless or at risk of homelessness - including people sleeping rough, living in homeless shelters, temporary accommodation or sofa-surfing

Greater Manchester Housing Strategy: In June 2019, the Greater Manchester Combined Authority published their Housing Strategy, which plans to tackle poor rented housing through a Good Landlord Scheme. In the strategy the Combined Authority has committed to encouraging new models of delivery, including pioneering models of community-led housing within the Region, increasing truly affordable housing and increasing choice. It aims to deliver through partnerships, building an evidence base to increase understanding of the issues and lobbying Government to support innovation and greater devolution in housing in the Region. It is committed to deliver at least 50,000 additional affordable homes by 2037; with more than half social or affordable rent. The strategy aims to:

- Address rough sleeping and homelessness
- Improve conditions for private tenants
- Develop a service to support vulnerable households and support people to live independently within their homes
- Increase access to social housing
- Tackle fuel poverty through retrofitting

Social Housing in Salford: There are around 31,000 socially rented homes in Salford, the vast majority owned by Registered Providers and a small number by the Local Authority, with 85% defined as for general needs. In terms of rent levels in social housing in the City, 29,000 (93.8%) are at social rents and just less than 2,000 at Affordable Rents.

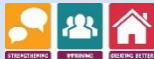
History - Inspiring Housing Community Land Trust

Inspiring Housing Community Land Trust (IHCLT) is a subsidiary of Inspiring Communities Together (ICT) Charitable Incorporated Organisation (CIO); it is a not for profit Community Benefit Society with a geographical mandate to act as a Community Land Trust¹ Initially established to deliver within the neighbourhoods of Charlestown and Lower Kersal the Rules were amended in September 2020 to extend the area to “Greater Manchester” providing greater opportunity for developing community led housing.

IHCLT was developed through building on joint work and a historical relationship between two Salford neighbourhood organisations: ICT and SALT (Seedley & Langworthy Trust) both with an aspiration to extend their work to include community led housing. SALT already owned five properties purchased under the Empty Homes scheme. As part of the planning for this outcome, SALT merged with ICT (SALT was finally dissolved in 2022) and the housing assets held by SALT were legally transferred to IHCLT. This enabled IHCLT to become the landlord of the local affordable homes and developer of future affordable homes for the benefit of the community. Current housing stock is managed on behalf of IHCLT by a Salford based Registered Provider - Salix Homes.

Vision

Whilst ICT and IHCLT are governed independently of each other there is a recognition that the values and principles of both are aligned and where possible the services they deliver complement each other.

Our Visions	
Inspiring Housing CLT	Inspiring Communities Together
Providing housing to create a place where everyone feels they belong	A place where everyone has the opportunity to achieve their full potential and participate in making a positive difference to their neighbourhood.
Our Missions	
Inspiring Housing CLT	Inspiring Communities Together
Providing and managing housing (including social housing) and providing assistance to help house people and associated facilities, amenities and services	We will achieve positive outcomes for local people based on the knowledge understanding and information that the community have about their area, through empowering individuals and groups to release their potential to develop their own solutions
Values	
<ul style="list-style-type: none"> • We will be accountable to and representative of the local community • We will be innovative and provide value for money in our approach to deliver of everything we do • We will value all volunteers, staff and members of the organisation 	
Difference we want to make	
	

¹ <https://mutuals.fca.org.uk/Documents/Download/558516>

Aims and Objectives

A series of aims and objectives have been developed to guide our work on Community Led Housing and outline the difference the model seeks to make.

Aims

- Providing genuinely and permanently affordable homes either for rent or low-cost ownership.
- Addressing the gap between people who qualify for social housing and people who can afford to buy or privately rent their own home – people whose needs are not currently met by the commercial housing market
- Supporting people to live in a property more suitable for their requirements than their current accommodation.

Objectives

- Creating social cohesion and resilient communities that support people to improve their own lives and help to create better places to live.
- Reducing reliance on public services by, for example addressing health and wellbeing through building communities which mutually support the elderly and vulnerable
- Ensuring the sustainability of the community led organisation.

Positioning

IHCLT is positioned both locally (Salford) and at a Greater Manchester level.

- **Greater Manchester:** IHCLT has a role on the Greater Manchester Housing Commission enabling the continued awareness raising at a Greater Manchester strategic level of Community Led Housing as a vehicle to address the housing crisis.
- **Salford:** Through a strong relationship with Salford City Council IHCLT has been able to position itself to explore housing development sites. IHCLT are members of SCC Social Housing Providers Partnership.

Kara Street Scheme

IHCLT has entered into a partnership with Salix Homes to secure five units of a larger scheme within the Seedly and Langworthy area of Salford. Salix Homes will act as the lead developer with responsibility for project management, acquisition, procurement, planning and development financing of the sites. Salix Homes will also act as the lead provider in securing grants from Homes England.



The site was previously terraced housing until their demolition in 2008 as part of the Housing Market Renewal Pathfinder initiative. The redevelopment of brownfield land is supported throughout national and local policy and is a clear example of sustainable development.

The whole scheme will provide 161 dwellings (115 houses and 46 apartments) across two adjacent sites, Kara Street and London Street. IHCLT will be offered 5 terraced properties with Salford City Council securing the remaining properties in the row. This will build on the relationship between IHCLT and SCC as part of the St Lukes scheme.

A Memorandum of Understanding sets out the commitment from Salix Homes to sell 5 units on the Kara Street site to IHCLT. This has been updated to reflect the properties are now built and tenanted but will still be transferred to IHCLT once they have secured RSL status.

Full details of this development can be found in Appendix 1

Capital funding

The cost of the Kara Street scheme is £1,249,000.

Purchase price = the most recent OMV is as follows –

○ 2 bed house - £235,000 x 3	£ 705,000
○ 3 bed house - £272,000. X 2	£544,000
TOTAL	<u>£1,249,000</u>

The capital breakdown is:

Grant Affordable Homes Program (£70,000 per property)	£350,000
Sales income (3 properties held by IHCLT)	£549,000
Loan (ICT)	£350,000
Total	£1,249,000

Rental income

Property type	Address	Weekly rent (Social - 52 weeks)
initial purchase		
2 bed house	21 Southern Street, Salford, M6 5XJ	£131.66
2 bed house	17 Southern Street, Salford, M6 5XJ	£131.66
2 bed house	19 Southern Street, Salford, M6 5XJ	£131.66
3 bed house	23 Southern Street, Salford, M6 5XJ	£146.59
3 bed house	25 Southern Street, Salford, M6 5XJ	£146.59
Weekly Rental income		£688.16

Stress Testing and Key risks

We have developed a sensitivity spreadsheet which models different financial risks to the project as set out in our risk register.

The sensitivity spreadsheet is based on the overall organisational cashflow with the following changes:

- S1 Voids on Kara Street properties increased to 10% and voids on existing properties increased to 5%.
- S2 S1 plus increase in maintenance on Kara Street properties to 10%
- S3 S1 and S2 plus 10% increase in other properties refurbishment
- S4 S1, S2, S3 and inflation increases to 6% from 2025-26 with increases in rents linked to inflation levels from 2026-27
- S5 S1, S2, S3 and S4 plus the cost of additional borrowing from ICT if the purchase price of the properties in the Kara Street development is £10,000 higher

- S6 S1, S2, S3 and S4 plus the cost of additional borrowing from ICT if the purchase price of the properties in the Kara Street development is £20,000 higher.

The increases to capital costs have been included as Salix Homes has been advised that the purchase price must be based on a valuation carried out immediately before the purchase. This requirement is related to the transfer of Homes England grant.

We have not modelled any changes to the cost of borrowing as the loan from ICT is at a fixed rate.

It will be noted that there is a strong positive cashflow even if all these potential risks occur. The closing balance is over £46,000 in year one and does not fall below £62,000 from year 2.

Risk Management

IHCLT has developed a risk register which includes actions to monitor, avoid, mitigate and manage risk.

St Luke's Scheme

IHCLT has entered into a partnership² with Salford City Council and another community organisation The Broughton Trust, to jointly bring forward the development of five sites for low cost housing in Salford. Since the MOU was agreed Broughton Trust has withdrawn from the project. These are centrally procured projects, with SCC acting as the lead developer with responsibility for project management, acquisition, procurement, planning and development financing of the sites, with input from IHCLT on numbers and specification of the homes being proposed. SCC is also the lead provider in securing grants from Homes England.



Whilst the partnership is developing 5 sites 4 will be owned and managed by SCC (now Derieve), and IHCLT has the option on 24 units on the St Luke's site. The site will have around 64 units with the remaining units being owned and managed by Derieve.

A Memorandum of Understanding sets out the commitment from SCC to sell 24 units on the St. Lukes site to IHCLT. An interim lease agreement is being put in place until registered provider status is secured and the sale of the units to Inspiring Housing is completed.

Full details of this development can be found in Appendix 2

Capital funding

Initial cost of the St. Luke's scheme is £4,936,000, however this will need to be revalued prior to any purchase being agreed with Derive. IHCLT will look to issue a community share option which will contribute it hopes to raise up to £500,000 to support the purchase of the St. Luke's scheme.

² See MOU- Salford City Council

The Team

IHCLT has a board made up of 7 skilled and experienced members. Pen portraits of the board are included in Appendix 3.

Inspiring Communities Together is providing staff support during the development stage leading up to the purchase of both Kara Street and St. Luke's schemes at no cost to IHCLT. Housing management and maintenance on the properties currently owned by IHCLT is contracted out to Salix Housing.

The schemes will be managed on a day to day basis by a part-time housing manager and ICT will provide in kind support of a part time CEO and access to finance support at nil cost for the first five years. Repairs and maintenance will initially be contracted out in line with the ICT procurement policy.

Timescale

- Submit detailed Registered Provider application – August 2023
- Secure Registered Provider status – December 2024
- Purchase five properties on Kara Street scheme – March 2025
- Handover of tenant management of 3 properties on Kara Street scheme – April 2025
- Purchase St. Luke's scheme – TBC

Background – Kara Street site

Salford has been an area of significant regeneration over the past century and particularly the last two decades.

The area surrounding the site has been long established as a high-density residential community. Due to the change in manufacturing practices moving away from smaller enterprises to larger factories and sites, the 1970's saw a shift and gradual decline in population. By the 1990's there were high levels of empty homes, crime and poverty in the area.

In 2000 the area's of Seedley and Langworthy were the subject of a Housing Market Renewal Pathfinder Initiative. As one of nine national Pathfinders under the Government's Housing Market Renewal ('HMR') Initiative, Manchester and Salford established a private / public sector partnership to deliver housing led regeneration. Subsequent planning and masterplanning of a Development & Urban Design Strategy for Seedley & Langworthy set the future vision. As such, there is precedent for comprehensive development for local residents of Salford and Greater Manchester.

In turn, this enabled the large-scale regeneration with projects such as Chimney Pot Park coming forward. Chimney Pot Park, developed by Urban Splash, won various awards for the redesign of pre-1919 terrace housing. The development involved turning the houses 'upside down', placing bedrooms on the ground floor and living space such as balconies and gardens on the first and second floors

Combined with projects in Salford such as MediaCityUK (Seedley and Langworthy are very close to this development area) , regeneration in the area has enabled a new community to embrace an area.

The sites are well connected by public transport with bus stops located on Liverpool Street and Langworthy Road providing access to the wider area.

Langworthy Metrolink is located 370m south of the site.

There are nearby local amenities and services. Cornerstone Medical Practice, local shops, Langworthy Park, Buile Hill Park, Emmanuel Church and Centre and Willow Tree Primary School are all within walking distance

The approach to development at Kara Street is founded on six key principle:

- A logical grid layout
- Providing the right places for the right homes
- Greening the streets
- A legible orientation
- Embracing the terraced house
- Creating a sustainable place with lasting appeal

The development is truly sustainable in all aspects. It proposes low carbon energy efficient homes in an accessible urban location close to public transport links



The site has been vacant since the old terrace housing was demolished as part of the housing market renewal of the area between 2008 -2012. The site has been laid to grass and is located within an area of high density terraced housing.

The new development will complement the surroundings whilst providing high quality homes for today's living standards.

The site is close to the St Lukes scheme providing complementary and manageable opportunities for IHCLT to develop their community led housing model.

The scheme will boost the housing offer and mix within Salford. The proposed mix, amenity provision, quality of design, improved legibility and greening of streets will promote the area as a place where people want to live, work and visit. A fundamentally sustainable scheme is proposed which includes energy efficient housing in an accessible urban location close to local shops and services



Geographical context

The two application sites (Kara Street and London Street) and land to the north were cleared between 2008-2012, and partly developed for Willow Tree Primary School (completed in 2010). However, these sites have remained undeveloped and in a state of flux for over 10-years resulting in a lack of positive contribution to the local neighbourhood.

The two sites are predominantly located off Kara Street and Liverpool Street and extend to approximately 1.55ha. Kara Street acts as the joining road, connecting both sites from west to east.

The sites are vacant and formed of regenerated amenity grassland, with previous housing having been demolished from 2008 to 2012.

Seedley is located within the Salford urban area. Salford City Centre is 0.6 miles to the north-east, Manchester City Centre is 2.5 miles to the east and MediaCityUK is 1.3 miles to the south

The site previously accommodated tightly packed terraced dwellings with reduced separation distances. Most homes will have roof top terraces providing private amenity space, as a key design rationale. All homes will have some form of external space or balcony.

The homes will be designed on PassivHaus principles aiming to improve energy efficiency and reduce bill costs.

Public open space and resident amenity space is key to the development design. Areas of green space are proposed, and will be accessible to existing and future residents

The flood Risk Assessment demonstrates how the risk of flooding is assessed as low and can be appropriately mitigated. It also concludes that the proposed development will not increase flood risk to the wider catchment as a result of suitable management of surface water runoff discharging from the site

The planning application was submitted for approval by Salford city council in 2020 [Planning Application: 20/74751/FUL \(site.com\)](#)

Background – St Luke’s site

The 1.26ha site has been vacant for some considerable time and is in need of investment to find a positive, new sustainable use. The site lies 4km to the west of Manchester City Centre and is a brownfield parcel of land within a mixed use neighbourhood. The wider area is made up of a number of primarily employment uses, although residential development is common on the track of land formed between Eccles New Road and the M602 which runs parallel with it. More significant residential neighbourhoods of Langworthy and Seedley lie to the north of the M602 corridor. Significant improvements to the wider area have already been implemented, including across Ordsall and Media City UK which lies immediately to the south of the site

The Site was the former St Luke’s Church Of England Primary School which relocated to a new build site in 2015. The site remained in the ownership of the Diocese, however as part of a land swap with SCC to enable the new school to be built the land has now been transferred to SCC enabling the development to progress

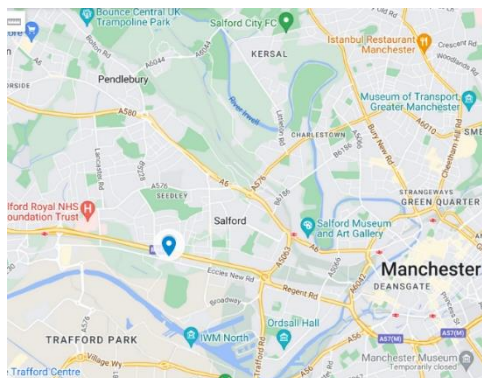


The school was largely demolished in 2015 and the site has remained unused ever since. As part of the development the rest of the school has now been demolished and the site cleared ready for construction.

The scheme will introduce a mix of property types to meet local housing needs, including walk-up cottage flats and a small block of apartments. There will be a mix of typologies including two and three storey dwellings, helping to create a rich and varied design with increased massing and design emphasis on key streets and gateways into the development. The scheme will deliver a mix of high quality energy efficient housing ensuring this under-used site can extend the choice of affordable housing in the area whilst creating a diverse, multi-generational community

Geographical context

The St Luke’s site is bounded by Eccles New Road to the south which shares its road surface with the metrolink line connecting Manchester City Centre with Weaste. Foster Street and Kerrera Drive form the western and eastern boundaries respectively. These are both residential streets serving low rise dwellings of varying ages and appearance.



To the north of the site is the main Manchester to Liverpool rail line, and running parallel is the M602. Both sit slightly lower than the site itself and are significant physical and environmental barriers which run east / west through Salford. The northern side of Eccles New Road is largely characterised by residential development, whilst to the south a variety of uses are provided for including residential, commercial, engineering works, and light industrial space including the Westlink Business Park.

The development is largely landlocked by its surroundings, and as such the new residential proposals seek to utilise the existing access points onto the site. The main entrance into the former school was served by an entrance off Eccles New Road. This entrance will be

retained but downgraded to serve pedestrians and cyclists rather than motor vehicles, thereby avoiding the need for cars to cross the tram tracks at this point.

Vehicular access from Kerrera Drive will be formed from the existing access point to the rear of the school building. This will run directly through to a new entrance on Foster Street, providing options as to how people move through the area.

The Weaste metrolink stop is immediately to the west of the site on Eccles New Road, proving links through to the City Centre and out to Eccles. Bus links are also available immediately adjacent to the site.

The junction of Foster Street and Eccles New Road is a lit junction, with a pedestrian mode allowing pedestrians to safely cross to bus stops on the other side of the road

There are a number of physical constraints which have impacted on the design of the former school site, each of which has been taken fully into consideration during the design of this new residential development:

- The Coach & Horses Public House is a Grade II listed building, and its setting should not be adversely affected by the proposed new residential development. Its principal elevations face south and east with plainer facades addressing the site.
- A significant drainage main runs east / west through the site, parallel to and behind the Coach & Horses PH. The sewer and the associated 6m easements required over it will need to be maintained, as the diversion of this infrastructure would impact on the viability of the proposed residential development
- To the north of the site, significant rail and road infrastructure presents notable acoustic issues to a proposed residential use, especially the ability of residents to enjoy their external amenity space. This imposes significant constraints on how the site can be laid out and the distribution of family houses within it.
- At the western end of the site and along the northern boundary, the former school site is edged with a number of trees, which whilst not of great individual quality do as a group contribute to the character of the area. Whilst no trees are the subject of any tree preservation orders, any development has aimed to retain as many trees as possible.
- The site benefits from a number of existing and potential access points and these have been assessed and largely retained, whilst also giving consideration to the proximity of the metrolink.

As well as taking account of the constraints, the plans for the site have taken account of a range of design opportunities including to re-imagine the historic street context of the site along the street scene to Eccles New Road, with terraces of residential development set close to the back edge of pavement, with active frontages to further animate the street scene. This ensures that the setting of the listed Coach & Horses PH better reflects its historical setting.

The Planning application was submitted to Salford City Council and approved in 2021 [21/78267/FUL | Erection of 68 dwellings comprising 32 houses and 36 apartments | Former St Lukes Church Of England Primary School Eccles New Road Salford M5 5NX](#)

Board Details

The board of IHCLT are:

- **Mike Duddy** – Mike has been a Trustee and Chair of Inspiring Communities Together since 2016. He has experience of running a financial services business and takes an active interest in the financial planning for the organisation. He is passionate about working in partnership. As a Senior Project Manager with Mersey Rivers Trust he has worked to increase volunteer knowledge of water management and is responsible for projects and events on North Manchester's rivers.
- **James Kariuki** - James is a graduate of Salford University studying habitat restoration where he supported the community to create green spaces within their own housing estate by encouraging them to plant vegetation which would encourage and support the local wildlife. James is a former ICT volunteer and helped develop a programme to raise awareness of the wildlife on the wetland to encourage more people to take an interest in their physical environment and raise awareness of opportunities for employment in the sciences. Through his connections overseas he supports people from a variety of countries to come to Salford to learn about how communities manage their lives in areas of regeneration.
- **Ruth Potts** – Ruth works for Salford University providing the link between the University and the wider community. She is a Programme Leader for Work Based Learning at the university and has used her knowledge and experience to support the development of community learning within Salford supporting people on their journey back into work or learning.
- **Charles Butterwick** – Charlie is an architect with 8 years of industry experience including 5 years of running my own practice full time. Architecture Unknown Ltd, specialises in community-led design and construction. Charlie has worked with CLTs and charities in the housing sector as well as developers and private clients and developed a range of housing solutions including new build dwellings and master plans for multi-house schemes not least recently in Bradford for 50 community-led units
- **Mark Hammond** – Mark is a Senior Lecturer at Manchester School of Architecture (MSA). He has a particular interest in housing inequality and recently completed a two year secondment with Greater Manchester Combine Authority, where he worked with the GM Ageing Hub to develop research-engagement policy and strategy around housing, planning and ageing.
- **Andrew Clark** - Andrew is a Professor in the School of Health & Society, University of Salford. Has been undertaking research and evaluation projects for over 15 years.

He has experience working in partnership with stakeholders and beneficiaries in delivering research and evaluation projects. He has undertaken research and evaluation work worth over £5million in funding for UK Government Departments, Major funding bodies including the Economic and Social Research Council; as well as public sector organisations such as city and county councils, Clinical Commissioning Groups, the social housing sector and local authorities.

- **Antony Jones** – Antony is a Charter Structural Engineer working the construction industry for over twenty years. Working for a national organisation as a senior member of the team in Manchester he has experience of project management, financial management alongside using his technical skills to lead project delivery.