

The Participation Ladder

4.1 Who did the draft guidance highlight?	1
4.2 How did the final guidance differ?	1
4.3 Housing market partnerships	2
4.4 What effect did the new guidance have on the Cambridge sub regional approach?.....	3
4.5 What have we done to keep partners involved and informed?	3
4.6 How we encouraged participation?	4
4.7 SHMA Partnership Team membership	4
4.8 Project Team Members	6

Chapter 4. The Participation Ladder

The Cambridge SHMA has been progressed involving as many relevant partners and stakeholders as possible. People have been involved in different ways throughout the project, the emphasis being on continuing to involve our partners, and to build on their knowledge and expertise on all aspects of the housing market in the long-term.

4.1 Who did the draft guidance highlight?

Working under the leadership of an appropriate body, a housing market partnership should be a multi-disciplinary team including knowledge and expertise on housing, planning, and economic development and regeneration.

Core members should be representatives from:

- Local authorities and county councils
- Housing Corporation
- Regional housing boards/regional planning bodies
- Registered social landlords
- Research and intelligence experts

Other organisations with relevant market or statistical expertise, for example

- House builders
- Government Offices
- English Partnerships
- Local strategic partnerships
- Regional development agencies

Other members could include

- Private sector partners and estate agents
- Lenders
- Education and health authority representatives
- Transport and regeneration agencies.

Initially a small project team met to get things started and to make sure the formalities of working together were addressed, for example funding, the service level agreement and plans to involve others. This team looked at the (then) draft CLG guidance and PPS3, and devised a plan of how to start the SHMA off, under the guidance of the Cambridge Sub Regional Housing Board. The process is summarised in Chapter 1, *Introduction and Context*.

4.2 How did the final guidance differ?

When the final guidance was published in March 2007 there was a shift away from the original plans for participation, the following guidance on housing market partnerships resulting:

On the basis of identified housing market areas, constituent local authorities are encouraged to undertake the strategic housing market assessment together and set up a housing market partnership. The expectation is that once housing market areas have been identified, regions may wish to co-ordinate a programme of strategic housing market assessments, working with local authorities. Under the leadership of either the local authorities, regional body, or other appropriate bodies, the housing market partnership should be a multi-disciplinary team including housing, planning, economic development and regeneration expertise. Where appropriate, partnerships should build upon existing arrangements for joint working.

4.3 Housing market partnerships

Core members could include:

- local authorities – housing, planning, economic development, corporate strategy etc
- county councils
- the Housing Corporation
- regional housing and planning bodies
- house builders
- estate agents
- registered social landlords
- research and intelligence experts.

Other organisations with relevant expertise include:

- government offices
- English Partnerships
- regional development agencies
- local strategic partnerships
- other local authority teams such as the Supporting People and Gypsy and Traveller teams.

Other members could include private sector partners, planning and housing consultants, lenders, education and health authority representatives and transport and regeneration agencies. The responsibilities of partnerships could include:

- sharing and pooling information and intelligence, including relevant contextual intelligence and policy information
- assisting with the development of a project plan for undertaking the housing market assessment and ensuring its findings are regularly reviewed
- supporting core members in the analysis and interpretation of housing market intelligence
- considering the implications of the assessment, including signing off the assessment report, the core outputs and agreeing follow-up actions.

The aim should be that housing market partnerships have sufficient research experience and expertise to take full ownership of the assessment and undertake as much of the assessment as is possible themselves. This will help to develop partners' understanding of housing markets as well as building commitment to tackling any problems that are subsequently identified through the assessment.

In some circumstances, it may be necessary to commission consultants to increase the analytical resource or undertake particular specialist aspects (e.g. forecasting and modelling work). Partnerships will wish to ensure that contractors have sufficient understanding and skills (or assistance from other partners) so that the key objectives of the assessment and requirements set out in this guide can be met successfully.

The government has announced the merger of regional housing board responsibilities with those of regional planning bodies. The merger will improve integration of the approach to housing and planning at the regional level. In terms of working relationships, regional representatives may form part of housing market partnerships (as suggested above) to provide methodological advice or authorities could regularly report progress to regional bodies. In addition, county councils may be able to offer some of the research skills or resources that partnerships require to undertake assessments.

It will be important to incorporate local knowledge into the assessment process as purely statistical approaches may fail to reflect particular local issues. Housing market partnerships should draw upon representative bodies of local communities, including local strategic partnerships, where appropriate. Stakeholder days can be a useful way of obtaining broader buy-in to the assessment. Such days can be used to identify representatives of different sectors who may wish to join the housing market partnership and discuss and disseminate the assessment findings.

4.4 What effect did the new guidance have on the Cambridge sub regional approach?

As the sub regional housing board and the project team had taken a very open approach to our Partners' input to the SHMA (and since they were providing much of the intelligence and information being used to build the SHMA itself), the change in emphasis was less disruptive than it might have been.

Instead of replacing the structures we had set up under the draft guidance, we simply made sure we included the wider Partnership Team in the drafting and revision of the SHMA, listening to all the input given whether it came from the Project Team or the Partnership Team. However we still maintained a small Project Team who worked on the detail of the consultation plan and the SHMA production, to ensure we could manage the wider consultation as efficiently and effectively as possible.

4.5 What have we done to keep partners involved and informed?

- Sent out briefing notes inviting participation, comment and input (see copies of notes included in the SHMA appendices).
- E-mailed invitations and prior warning for SHMA events.
- Involved different interest groups on the SHMA project team.
- Invited a broad range of partners and stakeholders to SHMA workshops.
- Reported progress to the sub-regional housing board which includes partner agencies.
- Attended forums which meet already to outline our approach the SHMA, including:
 - Cambridge Land Owners
 - Cambridge Development Industry Forum
 - Cambridge and Suffolk Supporting People teams

- Rural housing enablers
- Sub-regional housing association partners
- Other housing sub-regions
- Cambridge and Peterborough Chief Planning Officer Team
- Cambridge and Peterborough's Accelerated Planning Team
- Launched a web space for consultation on the strategic housing market assessment documents and it's progress.
- Held topic team events to consult groups of stakeholders with shared expertise (including some of the fora listed above) on the draft text for the SHMA.

4.6 How we encouraged participation?

- We have encouraged people throughout the project to get in touch with the project manager, at Cambridgeshire Horizons
- We have invited people to join the HMA Partnership and come along to workshops and events to share local knowledge, put forward views and to make suggestions.
- We have encouraged Partnership members to invite colleagues to get involved, send the briefing notes to interested organisations and ask them to make contact with the Project Team.
- Encouraged people to participate through e-mails and phone conversations if they are unable to attend meetings.
- Encouraged partners and colleagues to put forward a sector or industry point of view by nominating representatives, possibly from existing interest groups, to the project team.

Following the launch of the new guidance, we have invited feedback from partners under the “robust and credible” assessment framework, as well as through feedback on individual sections within the SHMA. This feedback is detailed in Appendix A10, *Outcomes of consultation*.

4.7 SHMA Partnership Team membership

Local government

- Cambridge City Council
- East Cambridgeshire DC
- Fenland DC
- Forest Heath DC
- Huntingdonshire DC
- S Cambridgeshire DC
- St Edmundsbury BC
- Cambridgeshire County Council

Other housing authorities and sub regions

- Greater Haven Gateway
- Harlow

- Luton
- Peterborough DC
- Thames Gateway Essex
- Uttlesford DC

RSLs

- Aldwyck Housing Association
- BPHA
- Cambridge Housing Society
- Circle Anglia
- Flagship Housing
- Granta housing
- Guinness
- Hastoe
- Havebury
- Hereward Housing
- Home Group
- Hundred Houses Society
- Icení homes
- Keyhomes East
- King Street Housing Society
- Luminus
- National Housing Federation
- Nene Housing
- Papworth Trust
- Places for People
- Raglan
- Suffolk Housing
- Muir Group Housing Association

Other partners

- Cambridge City and South Cambridgeshire PCTs
- Cambridgeshire ACRE
- Cambridgeshire Chamber of Commerce and Industry
- Cambridgeshire Horizons
- Cambridgeshire Supporting People
- EEDA
- EERA
- English Partnerships

- Go-East
- Greater Cambridge Partnership
- Highways Agency
- Suffolk ACRE
- Suffolk Supporting People
- Addenbrookes Hospital
- University of Cambridge

Development Industry, property services & land owners

- Arups
- Ashwell Property
- Bidwells Land Agents
- Boyer Planning
- Carter Jonas
- Countryside Properties
- Gallagher uk
- Grosvenor
- Highland Homes
- House Builders Federation
- Knight Frank
- Land Securities
- Marshalls Cambridge
- Persimmon Homes
- Prospect Row LLP
- Tetlow-King

Agents (estate and lettings)

- Januarys
- Encore Residential New Homes
- Turnstone Estates
- Wrenbridge
- David Wilson Estates

4.8 Project Team Members

Planners

- Cambridge City
- Cambridgeshire County
- Fenland

- Huntingdonshire

Strategic Housing

- South Cambridge
- Cambridge City
- Fenland
- East Cambridge
- Huntingdonshire
- Forest Heath
- St Edmundsbury

Developers

- Cambridge Land Owners Group (via Gallaghers)
- Home Builders Federation (via Ashwell Homes)

Other partners

- English Partnerships
- EERA
- Housing Corporation
- Go-East
- Cambridgeshire Horizons