

The Participation Ladder

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Chapter 4. The Participation Ladder

4.1 Summary

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.

4.2 Who did the SHMA guidance identify as key partners?

On the basis of identified housing market areas, constituent local authorities are encouraged to undertake the SHMA 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 have we done to keep partners involved and informed?

- Sent out briefing notes inviting participation, comment and input (see copies of briefing 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 Group
 - Cambridge Development Industry Forum
 - Cambridge and Suffolk Supporting People teams

- Sub-regional housing association partners
- Other housing sub-regions
- Cambridge and Peterborough Chief Planning Officer Team
- Cambridge and Peterborough's Planning Policy Forum
- Held topic team events to consult groups of stakeholders with shared expertise on the draft text for the SHMA.
- Launched a web page within the Cambridgeshire Horizons website, as the repository for the SHMA, for consultation on new chapters, and for housing market bulletins from both the SHMA project and from other partners (e.f. EERA's housing market updates)

4.5 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 SHMA 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.
- Set up formal and informal feedback mechanisms for the first SHMA and for its subsequent development.

Following the launch of the SHMA 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*.

4.6 SHMA Partnership Team membership

Local government

- Cambridge City Council
- East Cambridgeshire District Council
- Fenland District Council
- Forest Heath District Council
- Huntingdonshire District Council
- South Cambridgeshire District Council
- St Edmundsbury Borough Council
- Cambridgeshire County Council
- Greater Haven Gateway housing sub-region

- London Commuter Belt housing sub-region
- Luton Borough Council
- Peterborough City Council
- Thames Gateway Essex housing sub-region

RSLs

- BPHA
- Cambridge Housing Society
- Circle Anglia
- Flagship Housing
- Granta Housing
- Guinness
- Hastoe
- Havebury Housing Society
- Hereward Housing
- Home Group
- Hundred Houses Society
- Icen Homes
- King Street Housing Society
- Luminus
- Muir Group Housing Association
- Nene Housing Group
- Papworth Housing
- Places for People
- Raglan
- Suffolk Housing Society

Development Industry, property services & land owners

- Arups
- Ashwell Property
- Bidwells Land Agents
- Boyer Planning
- Carter Jonas
- Countryside Properties
- David Wilson Homes
- DLP consultants
- Gallagher UK
- Grosvenor
- Highland Homes

- Knight Frank
- Land Securities
- Levell
- Marshalls Cambridge
- NLP planning
- Persimmon Homes
- Prospect Row LLP
- Tetlow-King

Agents (estate and lettings)

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

Other partners

- Addenbrooke's Hospital
- Appleacre Homes
- Cambridgeshire ACRE
- Cambridgeshire Chamber of Commerce and Industry
- Cambridgeshire Horizons
- Cambridgeshire Supporting People
- EEDA
- EERA
- Fordham Research
- Go-East
- Greater Cambridge Partnership
- Highways Agency
- Homes and Communities Agency
- Improvement East, EERA
- Land Securities
- National Housing Federation
- NHS Cambridgeshire
- Prospect Row
- Suffolk ACRE
- Suffolk Supporting People
- Turnstone Estates

- University of Cambridge
- Wrenbridge

4.7 SHMA Project Team Members

- Cambridge City Council
- Cambridge Land Owners Group and Development Industry Forum (via Gallaghers)
- Cambridgeshire County Council
- Cambridgeshire Horizons
- East Cambridgeshire District Council
- EERA
- Fenland District Council
- Forest Heath District Council
- Go-East
- Homes and Communities Agency
- Huntingdonshire District Council
- South Cambridge District Council
- St Edmundsbury Borough Council