

# Terms of reference for The Housing Board

## August 2018



### 1. Name of group

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The Housing Board  
for Cambridgeshire, Peterborough & West Suffolk

### 2. Purpose

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The Housing Board recognises the importance of housing as a human right, as a vital ingredient for economic growth and as a key factor in our residents' wellbeing. The Housing Board works to highlight the importance of housing and its pivotal role when issues require an integrated response across a range of organisations and agendas.

### 3. Role

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The Housing Board is a senior officer group of local authorities, housing providers and partner agencies which works collaboratively on strategic and operational housing issues.

Since 2002 the Housing Board has worked collaboratively with partners to identify issues, gather data, explore solutions and implement change; sharing learning and experience across our housing market area on its four priority areas. It has been previously known as CRHB (Cambridge sub-Regional Housing Board) and CRASH (Cambridge sub-Region Affordable and Social Housing group).

### 4. Priorities

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- New homes and communities
- Homes for wellbeing
- Existing homes
- Housing need & homelessness

More detail on the Housing Board's priorities and work areas covered is provided on page 7. The Board's objectives and actions are provided in its annual action plan and on its web pages at [www.cambridgeshireinsight.org.uk/housing](http://www.cambridgeshireinsight.org.uk/housing).

### 5. Constitutional arrangements

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The Housing Board is an officer group, whose function is to co-ordinate and take forward strategic housing projects and ways of working.

It is not a formally constituted decision-making body, so it acts with reference to existing decision-making processes particularly local authority constitutional arrangements and other organisational processes.

Individual partners will be nominated to take responsibility for leading on elements of agreed joint working that require cross-authority and cross-agency working, where there are resource implications.

### 6. Membership

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The following organisations have a representative on the Housing Board

- Cambridge City Council
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- South Cambridgeshire District Council
- West Suffolk (comprising Forest Heath & St Edmundsbury)
- Peterborough City Council
- *Other neighbouring districts may be invited.*

- Cambridgeshire County Council
- Cambridgeshire & Peterborough Combined Authority (CPCA)
- Four housing association (RP) representatives including one local RP chief executive representative and three “Homes for Cambridgeshire & Peterborough” representatives including overall chair; investment lead and communities lead.
- Cambridgeshire & Peterborough Public Health

The Housing Board’s chair and vice-chair will be elected from the membership on an annual basis and will in the first instance represent the Board at related meetings. The Chair will usually be elected from the local authority housing representatives.

## 7. Linked groups and agencies

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The Housing Board can initiate and support related groups. A member of the Housing Board will act as a link to these groups and report back to the Board on progress against agreed priorities, in person or via email.

The Housing Board can ask for items to be added to the groups’ agendas or invite groups to present at Housing Board meetings as needed.

Representatives of the Board may be asked to provide housing expertise to other officer groups.

Currently, the sub-regional “linked” groups and partner agencies include:

- Cambridgeshire and Peterborough Public Service Board
- Cambridgeshire and Peterborough Chief Planning Officers (CPO) and Planning Policy Forum (PPF)
- Cambridgeshire and Peterborough Rural Housing Forum (facilitated by Cambridgeshire ACRE)
- Cambridgeshire and Peterborough Financial Capability Forum
- Cambridgeshire Community Safety Group
- Cambridgeshire Health and Well Being Board, and HWB officer support group and Public Health Reference Group
- Cambridge Strategic Housing Group (CSHG) and Strategic Housing Market Assessment (SHMA) Project Team
- Cambridge sub-regional homelessness strategy group and Trailblazer Board
- Homes England
- Housing Enablers group
- Housing provider and enabler forum
- Homes for Cambridgeshire & Peterborough, including its Investment Forum and Communities Forum
- Home-Link management board, supported by Home-Link operations group
- Integrated Commissioning Board (Cambridgeshire and Peterborough Clinical Commissioning Group).

This list may be added to as and when needed. A diagram of groups is provided in section 15.

## 8. Roles and responsibilities

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Through its meetings and work plan, the Housing Board will:

- Develop and deliver an annual work programme, based on agreed priorities.
- Identify opportunities for joint working and exchange of good practice between agencies including joint working and joint commissioning of projects, fostering collaboration wherever beneficial. This can include joint briefings for housing organisations, elected members and others to support engagement in decision-making at a local or county-wide level.
- Respond to key consultation documents on housing and related issues.
- Set up and support groups which address priority areas, enabling links back to the Board, and reviewing the impact and relevance of such groups periodically.
- Report on progress and activities of the Housing Board to Cambridgeshire & Peterborough Public Service Board.

Members of the Housing Board commit to

- Attend Housing Board meetings as often as possible or sending a proxy.
- Propose agenda items and seek guests to present on these items, in co-operation with the chair and admin support.

- Attend related groups as a representative of the Housing Board, reporting back on their activities to the next meeting or by other more appropriate means.
- Share Housing Board communications and information across the local network.
- Promote the work of the Housing Board within its own organization, at all relevant levels.

Members of the Housing Board will expect

- To get meeting papers in a timely fashion – as often as possible a week before each meeting.
- Open and honest discussions at meetings, agreeing only where necessary to “Chatham House” rules.

The Chair will

- Be responsible for agreeing the agenda for each meeting.
- Provide the secretariat for meetings.
- Seek consensus or majority agreement to actions where this is necessary, though individual members will not be constitutionally bound by agreed actions.
- Be responsible for agreeing the annual performance objectives and work programme for the Housing Coordinator, in consultation with the vice-chair.

The Housing Coordinator will

- Provide strategic support for the development of agendas.
- Draft papers and programmes.
- Make agendas, minutes and background papers for the meetings available at <http://www.cambridgeshireinsight.org.uk/housing>

## 9. Meeting arrangements

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- The Housing Board will usually meet on the first Friday of each month.
- Each year, a calendar of dates will be set up and dates adjusted to take account of school and public holidays. This will be circulated to partner groups to assist them in setting dates, avoiding clashes as far as possible across the network.

## 10. Resources & budget

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- One FTE Housing coordinator and funding for post, usually managed by the Housing Board chair.
- Meeting support arranged by Chair and meeting rooms.
- Budget for the housing market assessment including Hometrack subscription.

## 11. Information sharing & communications

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- Group members will share information and resources usually via email between meetings, including by “reply all” to Housing Board emails.
- There is a public web space for the group which the housing coordinator will maintain, including a page for meeting papers, terms of ref, annual plan; and a more general area setting out Housing Board priorities, partners and projects (see *deliverables* below).
- The Housing Board twitter account is used to help share updates and build our network.
- The Housing Board may devise a communications plan and other plans as needed.

## 12. Programme development, monitoring and review

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The Housing Board will hold an annual event to review the relevance and value of its work and to establish its work programme for the coming year. These will be refined, agreed and monitored throughout the year as a regular agenda item. The deliverables resulting from this review include:

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|--|--|
| • Updated Terms of Reference & membership. | • Updated workplan for coming year.                              |
| • Updated priorities.                      | • Agenda plan for the coming year.                               |
| • Close-down of previous year’s workplan.  | • Annual meeting planner for the Housing Board and other groups. |

An annual stakeholder event may be held as appropriate to consult on specific issues and/or the Board’s work plan.

### 13. Housing Board membership and roles (as at 30 July 2018)

#### Core group

Name	Job title	Organisation	Role on the Board	Groups this person links to
Alex Francis	Programme Manager, Affordable Housing	Cambridgeshire & Peterborough Combined Authority (CPCA)	Link to CPCA	
Caroline Hannon	Housing Strategy & Enabling Manager	Peterborough and Huntingdonshire	Housing lead for PCC & HDC	Housing enablers, rural housing forum
Claire Higgins PA: Marta Ariza-Castro	Chief Executive	Cross Keys Homes	RP rep	Chair of H4C&P
Dan Horn	Head of Housing & Community Support	Fenland DC	FDC housing lead	Cambs Community Safety Partnership
David Greening	Head of Housing	Cambridge City Council	Cambridge housing lead	
Elaine Field	PA to Director of Housing	SCDC	Meeting support & notes	
Heather Wood	Head of Housing Advice and Options (job-share)	South Cambs DC	SCDC strategic housing link	Link to Home-Link and homelessness groups
Helen Reed	Housing Strategy Manager	Cambridge City Council	CC strategic housing	Housing Adaptations Pathway Board
Iain Green	Senior Public Health Manager Environment and Planning	Cambridgeshire County Council and Peterborough City Council Public Health	Public Health lead	
Ian Jackson (TBC)		Longhurst Group	RP rep	H4C&P investment lead
Jon Collen	Housing Needs & Resources Manager	Huntingdonshire DC	HDC strategic housing link	Link to Home-Link and homelessness groups
Julie Baird PA Christine Rush	Assistant Director for Growth	West Suffolk	W Suffolk growth link	Suffolk Housing Officers Group & New Anglia LEP
Julie Fletcher	Head of Housing Strategy	South Cambs DC	SCDC strategic housing link	CSHG
Nigel Howlett PA Alison Booth	Chief Executive	CHS Group	RP rep	RSL CEX link; Housing development & enablers forum
Richard Cassidy	Corporate Director	Fenland DC	FDC strategic director link	
Roger Thompson	Director of Housing and Development	Cambridgeshire and Peterborough Combined Authority	Link to CPCA	
Sally Bonnett (TBC)	Infrastructure and Strategy Manager	East Cambridgeshire DC	ECDC housing lead	
Sarah Ferguson	Assistant Director: Housing, Communities & Youth	Cambridgeshire County and Peterborough	Housing Board vice chair	
Sean Evans	Head of Housing Needs	Peterborough City Council	Link to P'boro CC	
Simon Phelan	Service Manager for Strategic Housing	West Suffolk	West Suffolk housing lead	Suffolk Housing Officers Group
Sue Beecroft	Housing coordinator	c/o SCDC	Housing Board support	SHMA & CSHG, HWBOG, PHOG, CPO, PPF, Financial Capability Forum
Suzanne Hemingway PA Melanie Jones	Strategic Director	Cambridge City Council	Housing Board Chair	
TBC			RP rep	H4C&P communities group

## Wider reference group

Name	Job title	Organisation	Reason to cc
Anita Goddard	Head of Housing and Property Services	Cambridge / SCDC	Link to Cambs MARU
Anne Keogh	Housing and Strategic Planning Manager	Peterborough	Strategic housing link
Caroline Hunt	Planning Policy Manager	South Cambs District Council	Senior planning lead
Claire Flowers	Lead officer	Greater Cambridge Housing Development Agency	GC HDA lead
Davina Howes	Assistant Director, Options and Homelessness	West Suffolk	West Suffolk homelessness link
Julia Vernon	Housing Business & Partnerships Manager	West Suffolk	W Suffolk link, subs for Simon sometimes
Kim Langley	Strategy & Enabling Officer	West Suffolk	West Suffolk strategic housing & enabler link
Lisa Sparks	Commissioner, People & Communities	Cambridgeshire County Council	
Lynne O'Brien	Commissioner (Older People)	Commissioner (Older People) Cambs CC	Older peoples housing link
Paul Kitson	General Manager – South East	Homes England	Link to HCA
Sara Lomax	Service Manager, Options & Homelessness	West Suffolk	West Suffolk homelessness link
Sarah Gove	Housing and Communities Manager	Fenland DC	Homelessness Forum including Trailblazer
All members	<i>In order to share link to published Housing Board papers only, once on Insight. List c/o Sue Beecroft.</i>		RP development & enablers group

## 14. Outline of work areas for The Housing Board ...and how to best group them

### General work areas

- Finding the common ground & sharing data for housing, tenancy & homelessness strategies
- SHMA & Housing Market Bulletins
- Marketing and communications, housing network diagram, action plan for the Housing Board
- Agenda plan, specific projects, task groups, reviewing impact of efforts across the network.

### New homes and communities

- Deliver homes to support economic success
- Work with planners to deliver the homes most needed locally
- Housing affordability and quality standards
- Place-making
- Cohesive communities
- Modern methods of construction and modular homes
- Supporting apprenticeships and routes into work
- New delivery vehicles and joint ventures
- Community- and self-led housing
- New homes to meet residents' wellbeing needs
- New homes in rural areas to meet local need

### Homes for wellbeing

- Ensure homes and services support better health and wellbeing for residents
- Work with health and social care based on joint strategic needs assessment (JSNA) findings
- Homes for people with specialist needs including housing with support, and specialised housing design
- Building standards making homes visit-able, accessible, and adaptable and technology to help e.g. tele-health
- Homes to meet the needs of an ageing population
- Develop a long term forward view of specialist housing need including Sheffield-Hallam research
- Develop our Older peoples and Extra Care accommodation strategies
- Develop a new, viable and sustainable model for support

### Existing homes

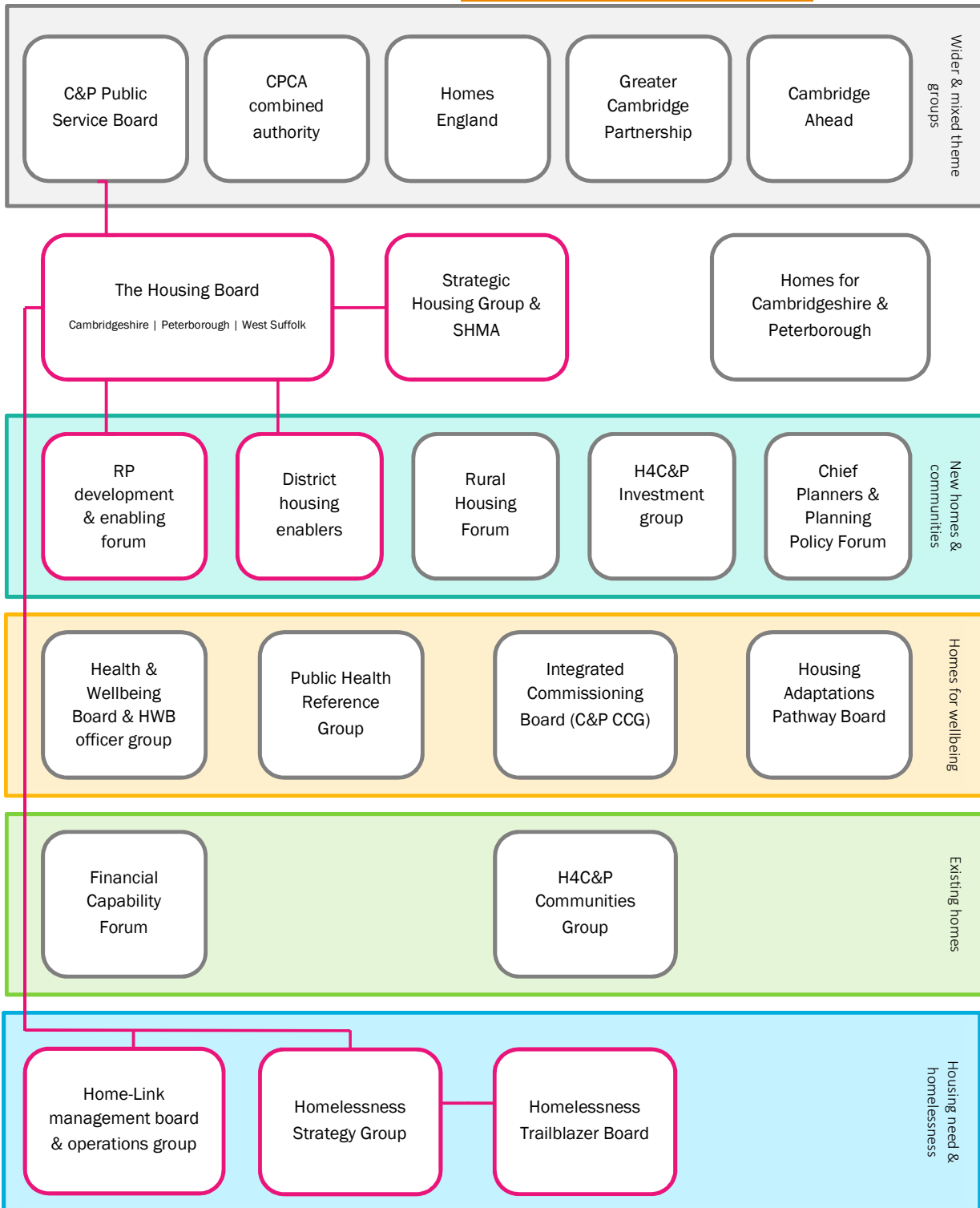
- Help reduce risks posed by poor quality and unsuitable housing particularly for vulnerable people
- Improve conditions in existing homes using & developing our stock condition tool
- Work together on tenancy strategies and links to tenancy policies (LA and RP)
- Encourage best use of all homes including helping bring empty homes back into use
- DFGs and adaptations for existing homes
- Home Improvement Agencies and help to stay at home
- Rent levels and Local Housing Allowance
- Identify and tackle any hard-to-let social housing
- Improve energy efficiency so warmth is more affordable for residents
- Work to reduce both under-occupation and overcrowding, making sure people can stay safe and well in the right size homes.

### Housing need & homelessness

- Identify and meet housing need
- Extend housing options for our residents
- Work with partners on our choice based lettings system, Home-Link
- Prevent and tackle homelessness including through our Homelessness trailblazer project
- Financial capability & welfare benefit issues including Universal Credit
- Housing against domestic abuse
- Helping residents secure work, through projects such as Building Better Opportunities and Work Routes
- *Breaking the cycle* i.e. building stronger links between housing and the criminal justice system.
- Work together through innovative lettings partnerships such as Town Hall Lettings, Ermine Street & Shire Homes.

15. Diagram outlining the Housing Board's network, as at July 2018

Pink outlines show groups set up by or reporting to the Housing Board. C&P = Cambridgeshire & Peterborough, WS = West Suffolk. This chart and further detail is available at [www.cambridgeshireinsight.org.uk/housing](http://www.cambridgeshireinsight.org.uk/housing)



## 16. Details of housing network partners

This page provides information on group chairs and web links (where available) so you can find out more (as at July 2018).

Group	Chair / contact	Link to the Housing Board	Website (if available)
The Housing Board	Suzanne Hemingway, Cambridge City	-	<a href="http://www.cambridgeshireinsight.org.uk/crhb">www.cambridgeshireinsight.org.uk/crhb</a>
Public Service Board	Jo Lancaster, HDC	TBC	-
CPCA Combined Authority	Mayor James Palmer CEX Martin Whitely	Roger Thompson / Alex Francis	<a href="http://www.cambspboroca.org">www.cambspboroca.org</a>
Homes England	n/a	Paul Kitson (cc)	<a href="http://www.gov.uk/government/organisations/homes-england">www.gov.uk/government/organisations/homes-england</a>
Greater Cambridge Partnership	n/a	-	<a href="http://www.greatercambridge.org.uk">www.greatercambridge.org.uk</a>
Cambridge Ahead	n/a	-	<a href="http://www.cambridgeahead.co.uk">www.cambridgeahead.co.uk</a>
Homes for Cambridgeshire & Peterborough	Claire Higgins, Cross Keys Homes	Claire Higgins & Nigel Howlett	<a href="http://www.housing.org.uk/resource-library/browse/homes-for-cambridgeshire-and-peterborough-housing-associations-delivering-i">www.housing.org.uk/resource-library/browse/homes-for-cambridgeshire-and-peterborough-housing-associations-delivering-i</a>
Homes for C&P Investment Group	Ian Jackson, Longhurst Group	Ian Jackson / Nigel Howlett	-
Homes for C&P Communities Group	TBC	TBC	-
Cambridge Strategic Housing Group	Sue Beecroft, coordinator for the Housing Board	Sue Beecroft	<a href="http://www.cambridgeshireinsight.org.uk/cshg">www.cambridgeshireinsight.org.uk/cshg</a>
Housing provider and enabler forum	Nigel Howlett, CHS (interim)	Nigel Howlett	<a href="http://www.cambridgeshireinsight.org.uk/housing-provider-enabler-forum">www.cambridgeshireinsight.org.uk/housing-provider-enabler-forum</a>
District housing enablers group	Frank Mastrandrea, HDC	Caroline Hannon	<a href="http://www.cambridgeshireinsight.org.uk/housing-enablers">www.cambridgeshireinsight.org.uk/housing-enablers</a>
Rural Housing Forum	Mark Deas, Cambs ACRE	Caroline Hannon	-
Chief Planners	Nick Harding, PCC	Sue Beecroft	<a href="http://www.cambridgeshireinsight.org.uk/planning">www.cambridgeshireinsight.org.uk/planning</a>
Planning Policy Forum	Clara Kerr, HDC	Sue Beecroft	<a href="http://www.cambridgeshireinsight.org.uk/planning">www.cambridgeshireinsight.org.uk/planning</a>
Health and Wellbeing Board	Clr Peter Topping, SCDC	-	<a href="https://cmis.cambridgeshire.gov.uk/ccs_live/Committees/tabid/62/ct/ViewCMIS_CommitteeDetails/mid/381/id/12/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccs_live/Committees/tabid/62/ct/ViewCMIS_CommitteeDetails/mid/381/id/12/Default.aspx</a>



Group	Chair / contact	Link to the Housing Board	Website (if available)
HWB officer group & Public Health Reference Group	Liz Robin, Director of Public Health, C&P	Iain Green & Sue Beecroft	-
Integrated Commissioning Board	Cath Mitchel, C&P CCG	Sue Beecroft	-
Housing Adaptations Pathway Board	Lisa Sparks, Cambs County	Helen Reed	-
Cambridgeshire Community Safety Partnership	TBC	Dan Horn	-
C&P Financial Capability Forum	Andrew Church, CHS	Sue Beecroft	<a href="http://www.cambridgeshireinsight.org.uk/financial-capability-forum">www.cambridgeshireinsight.org.uk/financial-capability-forum</a>
Home-Link Management Board	Heather Wood, SCDC	Heather Wood	<a href="http://www.home-link.org.uk">www.home-link.org.uk</a>
Home-Link Operations Group	Home-Link manager (TBC)	TBC	-
Homelessness Strategy Group	TBC	Heather Wood / Jon Collen	-
Homelessness Trailblazer Board	Sarah Gove, FDC	Heather Wood / Sarah Gove	<a href="http://www.cambridgeshireinsight.org.uk/homelessness-trailblazers">www.cambridgeshireinsight.org.uk/homelessness-trailblazers</a>

## Annex 1: Current year's priorities

For 2018/19 the Housing Board's top priorities are:

### New homes

- Improve place-making locally.
- Learn about new models of housing delivery and share local projects.
- Gain and share insights into our housing market areas, identifying and supporting delivery of the type, size, design, tenure and number of homes most needed.

### Homes for well-being

- Support development of a new plan for older peoples', supported and specialist housing.
- Ensure new & existing homes help meet support needs.

### Existing homes

- Gain and share insights on private rented housing in our local market areas.

### Housing need

- Promote partners' projects to reduce housing need and homelessness, including the Homelessness Trailblazer project making homelessness the "unacceptable outcome" for all partners.
- Gain and share insights on the role of housing in reducing re-offending and keeping people out of prison.