# Terms of reference for

# The Housing Board

# March 2021

## Name of group

The Housing Board

for Cambridgeshire, Peterborough & West Suffolk

## Purpose

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, areas and agendas.

## Role

The Housing Board is a senior officer group of local authorities, housing providers and partner agencies working collaboratively on strategic and operational 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 previously been known as CRHB (Cambridge sub-Regional Housing Board) and CRASH (Cambridge sub-Region Affordable and Social Housing group).

## Priorities

* New homes & communities
* Homes for wellbeing
* Existing homes
* Housing need & homelessness

More detail on the Housing Board’s priorities is provided on page 7.

The priorities are put into action via an action plan which can be found at [www/cambridgeshireinsight.org.uk/housing](file:///\\MH_SHARED_SERVER.ccc.local\SHARED\MH\Data\Strategic%20Housing%20Team%20Plans%20and%20info\Sue%20Beecroft\Housing\CRHB%20papers\terms%20of%20ref\www\cambridgeshireinsight.org.uk\housing).

## Constitutional arrangements

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.

## Membership

The following organisations have a representative on the Housing Board

* Cambridge City Council
* East Cambridgeshire District Council
* Fenland District Council
* Huntingdonshire District Council
* Peterborough City Council
* South Cambridgeshire District Council
* West Suffolk Council
* *Other neighbouring districts may be invited.*
* Cambridgeshire and Peterborough County Councils
* Cambridgeshire & Peterborough Combined Authority (CPCA)
* Cambridgeshire & Peterborough Public Health
* Up to four housing association (RP) representatives including at least one local RP chief executive and one “Homes for Cambridgeshire & Peterborough” rep.

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.

## Linked groups and agencies

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 groups.

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

* Cambridgeshire and Peterborough Public Service Board (CPSB).
* Cambridge Strategic Housing Group (CSHG).
* Housing enablers group.
* Cambridgeshire and Peterborough Rural Housing Forum (facilitated by Cambridgeshire ACRE).
* Housing provider & enabler forum ***(maybe delete?)***.
* Homes for Cambridgeshire & Peterborough.
* Homes England.
* Cambridgeshire and Peterborough Planning Policy Forum (PPF).
* Cambridgeshire Health and Well Being Board and HWB officer support group.
* Cambridgeshire & Peterborough Integrated Commissioning Board.
* Cambridgeshire & Peterborough Financial Capability Forum.
* Cambridgeshire & Peterborough Housing Operations Group (on-line forum).
* Cambridgeshire Community Safety Group ***(SB – check name)***.
* Home-Link management board & operational group.
* Cambridge sub-regional homelessness strategy group.

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

## Roles and responsibilities

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 sure agendas, minutes and background papers for the meetings available on the Housing Boards’ web page.

## Meeting arrangements

* The Housing Board will usually meet on the first Friday of each month.
* Each year, a calendar of dates will be set up and circulated via calendar invites.

## Resources & budget

* One full time equivalent housing coordinator and funding for post, usually managed by the Housing Board chair.
* Meeting support and rooms arranged by Chair, or on-line meetings held usually on Microsoft Teams.
* Budget for the housing market assessment, Cambs Insight hosting and Hometrack subscription.

## Information sharing & communications

* Group members will share information and resources usually via email between meetings, including by “reply all” to Housing Board emails.
* There is a public webspace 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.
* The Housing Board twitter account is used to help share updates and build our network @CambsHsgSubReg.
* The Housing Board may devise a communications plan and other plans as needed.

## Programme development, monitoring and review

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:

* Updated Terms of Reference & membership list.
* Updated priorities.
* Close-down of previous year’s workplan.
* Updated workplan and agenda for the coming year.

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

## Housing Board membership and roles (as at 27 Jan 2021)

**Core group**

| Name | Role | Organisation | Role on the Board | Links to other groups? | E-mail |
| --- | --- | --- | --- | --- | --- |
| District housing | | | | | |
| David Greening | Head of Housing | Cambridge City | Cambridge housing |  | [David.Greening@cambridge.gov.uk](mailto:David.Greening@cambridge.gov.uk) |
| Helen Reed | Housing Strategy Manager | Cambridge City | CC strategic housing |  | [Helen.Reed@cambridge.gov.uk](mailto:Helen.Reed@cambridge.gov.uk) |
| Suzanne Hemingway | Strategic Director | Cambridge City | Housing Board Chair | CPSB (ad hoc) | [suzanne.Hemingway@cambridge.gov.uk](mailto:suzanne.Hemingway@cambridge.gov.uk)  PA:  [Anna.McGinty@cambridge.gov.uk](mailto:Anna.McGinty@cambridge.gov.uk) |
| Angela Parmenter | Housing and Community Safety Manager | East Cambs DC | ECDC housing and community safety |  | [Angela.Parmenter@eastcambs.gov.uk](mailto:Angela.Parmenter@eastcambs.gov.uk) |
| Sally Bonnett | Infrastructure and Strategy Manager | East Cambs DC | ECDC housing and planning |  | [sally.bonnett@eastcambs.gov.uk](mailto:sally.bonnett@eastcambs.gov.uk) |
| Carol Pilson | Corporate Director | Fenland DC | FDC strategic director |  | [cpilson@fenland.gov.uk](mailto:cpilson@fenland.gov.uk) |
| Dan Horn | Head of Housing & Community Support | Fenland DC | FDC housing, vice chair I | Cambs Community Safety Partnership | [dhorn@fenland.gov.uk](mailto:dhorn@fenland.gov.uk) |
| Frank Mastrandrea | Housing Enabler | Huntingdonshire DC | Housing enablers | Housing enablers | [Frank.Mastrandrea@huntingdonshire.gov.uk](mailto:Frank.Mastrandrea@huntingdonshire.gov.uk) |
| Jon Collen | Housing Needs & Resources Manager | Huntingdonshire DC | HDC strategic housing | Link to Home-Link and sub-regional homelessness group | [Jonathan.Collen@huntingdonshire.gov.uk](mailto:Jonathan.Collen@huntingdonshire.gov.uk) |
| Heather Wood | Head of Housing Advice and Options | South Cambs DC | SCDC strategic housing, vice chair II | Link to Home-Link and sub-regional homelessness group | [Heather.Wood@scambs.gov.uk](mailto:Heather.Wood@scambs.gov.uk) |
| Julie Fletcher | Head of Housing Strategy | South Cambs DC | SCDC strategic housing | CSHG | [Julie.fletcher@scambs.gov.uk](mailto:Julie.fletcher@scambs.gov.uk) |
| Peter Campbell | *Director of housing (ask Elaine to check!)* | South Cambs DC | SCDC strategic housing |  | [Peter.Campbell@scambs.gov.uk](mailto:Peter.Campbell@scambs.gov.uk) |
| Julie Baird | Assistant Director for Growth | West Suffolk Council | W Suffolk growth | Suffolk Housing Officers Group | [julie.baird@westsuffolk.gov.uk](mailto:julie.baird@westsuffolk.gov.uk)  PA: [christine.rush@westsuffolk.gov.uk](mailto:christine.rush@westsuffolk.gov.uk) |
| Lee Price | Service Manager for Strategic Housing | West Suffolk Council | W Suffolk housing |  | Lee.Price@westsuffolk.gov.uk |
| Michael Kelleher (from 1 Feb 2021) | AD Housing | Peterborough City | PCC strategic housing ***(TBC)*** |  | TBC |
| Sean Evans | Head of Housing Needs | Peterborough City | PCC housing needs |  | [Sean.Evans@peterborough.gov.uk](mailto:Sean.Evans@peterborough.gov.uk) |
| RP representatives | | | | | |
| Damian Roche | Director | Accent Group | RP rep |  | [Damian.Roche@accentgroup.org](mailto:Damian.Roche@accentgroup.org) |
| Nigel Howlett | Chief Executive | CHS Group | RP rep | RSL CEx link;  ***Housing development & enablers forum*** | [nigel.howlett@chsgroup.org.uk](mailto:nigel.howlett@chsgroup.org.uk)  PA: [alison.booth@chsgroup.org.uk](mailto:alison.booth@chsgroup.org.uk) |
| Claire Higgins | Chief Executive | Cross Keys Homes | RP rep | Chair of *Homes for Cambridgeshire and Peterborough* | [claire.higgins@crosskeyshomes.co.uk](mailto:claire.higgins@crosskeyshomes.co.uk)  PA: [marta.ariza-castro@crosskeyshomes.co.uk](mailto:marta.ariza-castro@crosskeyshomes.co.uk) |
| Karen Mayhew | *Check role wording* | Homes for Cambridgeshire & Peterborough | RP rep | Link to *Homes for Cambridgeshire and Peterborough* | [karen@jkmayhew.co.uk](mailto:karen@jkmayhew.co.uk) |
| Cambridgeshire and Peterborough Combined Authority (CPCA) | | | | | |
| Azma Ahmed-Pearce | Housing Programme Manager | CPCA | Link to CPCA |  | [azma.ahmad-pearce@cambridgeshirepeterborough-ca.gov.uk](mailto:azma.ahmad-pearce@cambridgeshirepeterborough-ca.gov.uk) |
| Roger Thompson | Director of Housing & Development | CPCA | Link to CPCA |  | [roger.thompson@cambridgeshirepeterborough-ca.gov.uk](mailto:roger.thompson@cambridgeshirepeterborough-ca.gov.uk) |
| County-wide health & care | | | | | |
| Iain Green | Senior Public Health Manager Environment and Planning | Cambs & Peterborough Public Health | Public Health link |  | [iain.green@cambridgeshire.gov.uk](mailto:iain.green@cambridgeshire.gov.uk) |
| Joe Keegan | Commissioner | Cambs & Peterborough Public Health | Drug, alcohol, sexual health |  | [Joseph.Keegan@cambridgeshire.gov.uk](mailto:Joseph.Keegan@cambridgeshire.gov.uk) |
| Val Thomas | Deputy Director of Public Health/Consultant in Public Health | Cambs & Peterborough Public Health | Public Health link |  | [Val.Thomas@cambridgeshire.gov.uk](mailto:Val.Thomas@cambridgeshire.gov.uk) |
| Rob Hill | Assistant Director, Community Safety | Cambs & Peterborough County |  |  | [Rob.Hill@peterborough.gov.uk](mailto:Rob.Hill@peterborough.gov.uk) |
| Belinda Child | Head of Housing, Prevention and Wellbeing | Cambs & Peterborough County | Rep. for adult social care for Cambs & Peterborough |  | [belinda.child@peterborough.gov.uk](mailto:belinda.child@peterborough.gov.uk) |
| Lisa Sparks | Commissioner, People & Communities | Cambs County Council | Housing Related Support |  | [lisa.sparks@cambridgeshire.gov.uk](mailto:lisa.sparks@cambridgeshire.gov.uk) |
| Probation & criminal justice | | | | | |
| Jo Curphey | CRC Deputy Director & Head of Cambridgeshire Local Delivery Unit | BeNCH Community Rehabilitation Company (CRC) |  |  | [jo.curphey@probation.sodexogov.co.uk](mailto:jo.curphey@probation.sodexogov.co.uk) |
| Matthew Ryder | Head of Cambridgeshire and Peterborough Local Delivery Unit | National Probation Service, South East and Eastern |  |  | [Matthew.Ryder@justice.gov.uk](mailto:Matthew.Ryder@justice.gov.uk) |
| Support | | | | | |
| Elaine Field | PA to SCDC Director of Housing | SCDC | Meeting support & notes |  | [Elaine.Field@scambs.gov.uk](mailto:Elaine.Field@scambs.gov.uk) |
| Sue Beecroft | Housing coordinator | c/o Cambridge City Council | Housing Board support | CSHG, HWBOG, PHRG, PPF, ICB, FCF, Street Support Cambs (ITAC) | [sue.beecroft@cambridge.gov.uk](mailto:sue.beecroft@cambridge.gov.uk) |

**Wider reference group**

| Name | Job title | Organisation | E-mail |
| --- | --- | --- | --- |
| Jonathan Dixon | ***(SB to check job title)*** | Greater Cambridge Planning Service | [Jonathan.Dixon@greatercambridgeplanning.org](mailto:Jonathan.Dixon@greatercambridgeplanning.org) |
| Alasdair Baker | ***(SB to check job title)*** | Cambridgeshire Police | [Alasdair.Baker@cambs.pnn.police.uk](mailto:Alasdair.Baker@cambs.pnn.police.uk) |
| Cristina Strood | ***(SB to check job title)*** | Cambridgeshire Police | [Cristina.Strood@cambs.pnn.police.uk](mailto:Cristina.Strood@cambs.pnn.police.uk) |
| Emma Figures | GP Registrar | Cambs and Peterborough CCG | [emma.figures@nhs.net](mailto:emma.figures@nhs.net) |
| Marek Zamborsky | SRO for Mental Health & LD Services | Cambridgeshire & Peterborough Clinical Commissioning Group | [marek.zamborsky@nhs.net](mailto:marek.zamborsky@nhs.net) |
| Lynne O'Brien | Commissioner (Older People) | Commissioner (Older People) Cambs CC | [<lynne.o'brien@cambridgeshire.gov.uk>](mailto:%3clynne.o'brien@cambridgeshire.gov.uk%3e) |
| Ali Manji | ***(SB to check job title)*** | Cross Keys Homes | [Ali.Manji@crosskeyshomes.co.uk](mailto:Ali.Manji@crosskeyshomes.co.uk) |
| Sarah Gove | Housing and Communities Manager | Fenland DC | [sgove@fenland.gov.uk](mailto:sgove@fenland.gov.uk) |
| Claire Flowers | Lead officer | Greater Cambridge Housing Development Agency | [Claire.Flowers@cambridge.gov.uk](mailto:Claire.Flowers@cambridge.gov.uk) |
| Angie Skipper | ***(SB to check job title)***  Housing Services | HDC | [Angie.Skipper@huntingdonshire.gov.uk](mailto:Angie.Skipper@huntingdonshire.gov.uk) |
| Clara Kerr | ***(check)*** | HDC | [Clara.Kerr@huntingdonshire.gov.uk](mailto:Clara.Kerr@huntingdonshire.gov.uk) |
| Paul Kitson | General Manager – South East | Homes England | [paul.kitson@hca.gsi.gov.uk](mailto:paul.kitson@hca.gsi.gov.uk) |
| Jackie Haws | Diary Manager | National Probation Service | [Jackie.Haws@justice.gov.uk](mailto:Jackie.Haws@justice.gov.uk) |
| Anne Keogh | Housing and Strategic Planning Manager | Peterborough | [anne.keogh1@peterborough.gov.uk](mailto:anne.keogh1@peterborough.gov.uk) |
| Susan Carter (Job share with Heather Wood) | Head of Housing Advice and Options | South Cambs DC | [Susan.Carter@scambs.gov.uk](mailto:Susan.Carter@scambs.gov.uk) |
| Caroline Hunt | Planning Policy Manager | South Cambs DC | [Caroline.hunt@scambs.gov.uk](mailto:Caroline.hunt@scambs.gov.uk) |
| Davina Howes | Assistant Director, Options and Homelessness | West Suffolk | [davina.howes@westsuffolk.gov.uk](mailto:davina.howes@westsuffolk.gov.uk) |
| Kim Langley | Strategy & Enabling Officer | West Suffolk | [kim.langley@westsuffolk.gov.uk](mailto:kim.langley@westsuffolk.gov.uk) |
| Sara Lomax | Service Manager, Options & Homelessness | West Suffolk | [sara.lomax@westsuffolk.gov.uk](mailto:sara.lomax@westsuffolk.gov.uk) |

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

|  |  |  |
| --- | --- | --- |
| **General work areas**   * Housing Market intelligence & Housing Market Bulletins * Marketing and communications, action plan for the Housing Board and Year Planner * 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   To be updated   * 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 homes for older people and extra care * 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 including fire safety standards and cladding issues * 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 * Build stronger links between housing and the criminal justice system. * Work together through innovative lettings partnerships such as Town Hall Lettings, Ermine Street & Shire Homes. |

## Diagram outlining the Housing Board’s network

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)

***To be added***

## 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 | - |  |
| Public Service Board | Liz Watts, SCDC | Via Suzanne H as and when needed | - |
| CPCA Combined Authority | Mayor James Palmer  CEx Martin Whitely | Roger Thompson / Azma Ahmed-Pearce | [www.cambspboroca.org](http://www.cambspboroca.org) |
| Homes England | n/a | Paul Kitson (cc) | [www.gov.uk/government/organisations/homes-england](http://www.gov.uk/government/organisations/homes-england) |
| Greater Cambridge Partnership | Niamh | Sue B ad hoc | [www.greatercambridge.org.uk](http://www.greatercambridge.org.uk) |
| Cambridge Ahead | n/a | - | [www.cambridgeahead.co.uk](http://www.cambridgeahead.co.uk) |
| Homes for Cambridgeshire & Peterborough | Claire Higgins, Cross Keys Homes | Claire Higgins & Karen Mayhew |  |
| Cambridge Strategic Housing Group | Sue Beecroft, coordinator for the Housing Board | Sue Beecroft | [www.cambridgeshireinsight.org.uk/cshg](http://www.cambridgeshireinsight.org.uk/cshg) |
| Housing provider and enabler forum | Nigel Howlett, CHS (interim) | Nigel Howlett | [www.cambridgeshireinsight.org.uk/housing-provider-enabler-forum](http://www.cambridgeshireinsight.org.uk/housing-provider-enabler-forum) |
| District housing enablers group | Frank Mastrandrea, HDC |  | [www.cambridgeshireinsight.org.uk/housing-enablers](http://www.cambridgeshireinsight.org.uk/housing-enablers) |
| Rural Housing Forum | Mark Deas, Cambs ACRE |  | - |
| Planning Policy Forum | Clara Kerr, HDC | Sue Beecroft | [www.cambridgeshireinsight.org.uk/planning](http://www.cambridgeshireinsight.org.uk/planning) |
| Health and Wellbeing Board |  | - |  |
| HWB officer group & Public Health Reference Group | Liz Robin, Director of Public Health, C&P | Iain Green & Sue Beecroft | - |
| Integrated Commissioning Board | Val Moore | Sue Beecroft | - |
| Cambridgeshire Community Safety Partnership | TBC | Dan Horn | - |
| C&P Financial Capability Forum | Andrew Church, CHS | Sue Beecroft | [www.cambridgeshireinsight.org.uk/financial-capability-forum](http://www.cambridgeshireinsight.org.uk/financial-capability-forum) |
| Home-Link Management Board & Operations Group | Heather Wood, SCDC | Heather Wood | [www.home-link.org.uk](http://www.home-link.org.uk) |
| Homelessness Strategy Group | Susan Carter | Heather Wood / Jon Collen | - |
| MARAC \* |  |  | <https://safelives.org.uk/sites/default/files/resources/MARAC%20FAQs%20General%20FINAL.pdf> |
| Hoarding Forum\*\* | Stuart Brown |  |  |
| *Others* |  |  |  |

**Notes**

\*MARAC about managing the risks posed by perpetrators of domestic abuse and making sure that victims are fully supported. Uses the same principles of team of professionals around the family and housing authorities get involved where there may be a housing/homelessness issue.

\*\*Hoarding forum. Operational forum where Early Help, housing providers, Housing Advice teams (if threat of homelessness may become an issue) get together to agree a plan of action as to how to support and resolve hoarders. It’s a team around the family approach again – and as it’s something that came out of the Trailblazer Programme I’d still keep it on the radar of the Housing Board. If Stuart has any problems getting Housing Advice team involvement then he should flag back to the individual LA or the Sub Regional Homelessness Group.

# Housing Board Supplementary Terms of Reference during Covid-19 crisis

## Background

During ‘business as usual’ the Housing Board is the key strategic partnership forum to deliver priorities relating to new homes, homes for wellbeing, existing homes and housing need. As stated in the ‘business as usual’ Terms of Reference:

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.

(It) 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.

Following the announcement by the Government of the need for Rough Sleeper Cells to help manage Covid-19, membership of the Housing Board has been broadened to ensure all strategic housing and Covid-19 issues are covered, especially rough sleepers.

This will enable joint planning with partners for housing issues related to Covid-19, alongside operational responses and learning to be shared across the Housing Board area, both at Board meetings and through the network or related groups.

The Board remains a strategic level group, focused on identifying shared challenges and partnership solutions. During Covid-19 there will be a huge amount of work needed at granular level to secure accommodation for rough sleepers & others and to formulate individual housing plans. This work will be led by the districts who will work closely in partnership with housing and support providers, the police, street outreach teams, accommodation providers, the community and voluntary sector, the health service, GPs etc. The Housing Board will look to draw lessons and share good practice coming out of this detailed level work wherever possible, and to use this learning and seek input from all partners to plan for the future, post-lockdown (aka recovery planning).

## Objectives

* Work with relevant partners to plan for provision and management of rough sleeper accommodation across the area; services needed to support that accommodation including health, social and on-line; management and release as and when the lockdown is removed to minimize further infection.
* Oversight of temporary and supported housing sectors to help recognise, monitor and support solutions for any identified issues.
* Mobilise and co-ordinate community resources to support the future housing plans for rough sleepers, including securing pathways into suitable accommodation, finance and benefit support, treatment for substance misuse, housing support and health and wellbeing support, in accordance with individual need.
* Identify and review risks to the delivery of this work and take action to reduce risk, whilst escalating higher level concerns through the appropriate mechanisms for strategic support. To respond to risks identified by the Excluded Groups Co-ordination & Oversight Group and report in to the Community Reference Group.
* Capture good practice during the Covid-19 crisis period with a view to informing future partnership working on strategic housing and specifically rough sleepers.

## Escalation mechanisms

The group retains links to the Public Service Board and to its sub-groups and related groups as listed in our regular terms of reference. In addition the Housing Board will take summary reports incorporate highlights of issues from

* Sub-regional homelessness strategy group (meets fortnightly)
* The MAIC stats provided by districts to the Multi Agency Incident Cell at PCC on people in various temporary accommodation.
* Weekly forums run by Cambridgeshire County Council (Lisa Sparks) with Registered Providers who deliver housing related support services.
* Other ad-hoc forums and information gathering exercises (for example in relation to other excluded groups).

During this period the group will feed into Local Resilience Forum (LRF) Structures, including the Strategic Coordination Group (SCG) and the Community Reference Group (CRG), via the Excluded Groups Co-ordination & Oversight Group. The later identified and RAG rates risks for rough sleepers and homelessness issues, which are reviewed weekly. A family tree of groups is available at [www.cambridgeshireinsight.org.uk/housingboard](http://www.cambridgeshireinsight.org.uk/housingboard).

Individual organisations may also be involved in these co-ordination groups for dealing with local and topic-specific issues.

## Longer term Covid-19 issues for the Housing Board

Other ways Covid-19 may link with the Housing Board’s four priorities:

* New homes
  + Delays to new homes being completed and how to overcome.
  + Issues on construction sites.
  + Rush on inspections and removals post lockdown.
  + Health and safety where sites not completed.
  + Effect on building trade.
  + Effect on home sales and therefore maybe affordability in future.
* Homes for wellbeing
  + Dealing with extra care issues and staff needs.
  + Dealing with ‘poorer standard’ housing e.g. HMOS, hostels, migrant workers, design of homes and ability to self-isolate.
  + Dealing with hospital discharges to keep the flow of people going with minimising risks.
  + Overlap with other work on drugs and alcohol, mental health etc.
* existing homes
  + Repairs.
  + Void relets.
  + Furnishings and hardship.
  + Helping people get the help they need – maybe financially (UC) to keep paying the rent / mortgage.
* housing need
  + Effect on choice based lettings schemes.
  + Encouraging continued supply of relets.
  + Predicting and planning to meet needs of rough sleepers temporarily placed in hotels etc.
  + Predicting housing need as lockdown is reduced / removed e.g. people falling into arrears.
  + Overlap with work on G&Ts, DV, and prison release.
  + Oversight of individual and collective housing plans across the area, leading into recovery, track and trace stages.

## Some practical issues for the Board during Covid-19

* The Board will meet fortnightly using on-line tool e.g. MS Teams, alternate Fridays, 10.30 to 12.00am.
* For the Covid period some members of the “copy to list” are being promoted to the “invite list” and some new members may be invited to help ensure the connections are in place to tackle the various Covid-19 issues.
* All agendas and notes will go to both the main list and the cc list to increase sharing and awareness.
* After each meeting, a brief set of notes will be circulated including actions, commitments and decisions noted in table format. This will be circulated after each meeting and actions progressed and reported back on at the following Board meeting. The actions can be used to feed into CRG, excluded groups and other meetings.
* The Board will use a simple risk assessment matrix to agree the RAG rating where of issues and the effect of actions being taken.
* At this moment there is no vice chair so another member of the Board may be asked to step in and chair an online meeting if Suzanne is unable to “attend” occasionally.
* West Suffolk will continue to be a valued partner in this work, and we all look to members of the partnership to share good practice and ideas. However some of the Covid-19 work reports straight into Cambridgeshire and Peterborough’s public health structure, so some tasks may be shared with West Suffolk “for information” but the data are not required to feed into the C&P public health system (which is only Cambridgeshire and Peterborough). In this way we aim to maintain our positive links and our awareness of what our close neighbours are doing, but not impose added burdens unnecessarily.