



GOOD PRACTICE NOTE

Working with local authorities

April 2008

16

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1 Introduction

The Housing Corporation's Good Practice Notes (GPNs) are intended to:

- help housing associations achieve and exceed the requirements in the regulatory code;
- provide guidance; and
- promote continuous improvement.

They contain key features of good practice and case studies to highlight lessons learned and improvements made by housing associations.

This GPN aims to build on this track record and promote more effective joint working between housing associations and local authorities, to encourage wider thinking and to generate improved practice.

2 Context

Government is devolving more responsibility to local authorities to be the strategic enablers in their areas, to act as ‘place shapers’ and to offer strong community leadership. Strong and Prosperous Communities: the Local Government White Paper (2006) set out a vision of strong leadership and gave a focus to partnership working that can deliver improved outcomes for local communities, in alignment with locally identified needs and local circumstances. The approach reflects a step change in the involvement of a wide range of partners and local people. There has been a strengthening of the partnership frameworks which support these ways of working and the democratic structures which provide accountability and scrutiny. Many aspects of the local authorities’ roles are still changing and will develop over the coming months and years. The Housing Green Paper, Homes for the Future: More Affordable, More Sustainable (2006) set out the Government’s targets for increasing the supply of new homes to meet the growing demand, and the key roles that local authorities will play in the delivery of this ambition, from ensuring the supply of land for development to being part of potential new Local Housing Companies.

Local authorities prepare Sustainable Communities Strategies as the overall vision for the long-term directions for their areas, with their local housing and homelessness strategies being integrated key parts of the overall picture. Local authorities agree targets in Local Area Agreements (LAA) with the Government as the means to achieve the Sustainable Communities Strategies.

The key structure through which local authorities work with their partners and residents to achieve positive outcomes for the communities they serve are the Local Strategic Partnerships (LSP).

LSPs are partnerships set up between local authorities and agencies from the public, private and voluntary sectors to improve quality of life in their areas and to ensure that services work coherently together. In particular, the Government expects each LSP to:

- be a multi-agency partnership involving a range of core partners with the minimum as specified by statutory guidance;
- determine what sort of governance and partnership structures meet the needs of the local area;

- find appropriate ways to engage with the wider community and service providers;
- oversee the implementation of the Sustainable Community Strategy;
- monitor the delivery of the LAA, ie the 'delivery plan' for the Sustainable Community Strategy;
- provide a forum for public service providers to work together effectively; and
- co-ordinate the strategic activity across the area, linking with other plans and bodies established at regional, sub-regional and local level.

Additionally, there is an increasing trend for local authorities to work together, for instance on a sub-regional basis for economic development or choice-based lettings, on a cross-boundary focus for housing market renewal, or a group of authorities on Multi Area Agreements (MAA).

Through their strategic housing and planning roles, local authorities have key leadership roles across markets, sectors and tenures. They consider existing supply and demand, present and future investment

requirements, and ensure land assembly and supply will be available for their partners to deliver homes and amenities. Local authorities and housing associations are natural and essential partners. Increasingly, housing associations are developing their ability to act as important delivery partners for local authorities, offering delivery capacity, expertise and a close relationship with local communities. This is increasingly within the wider approach of the social, economic and environmental wellbeing of neighbourhoods and communities.

As the Audit Commission moves from Comprehensive Performance Assessments (CPA) to Comprehensive Area Assessments (CAA) in April 2009, housing associations will increasingly be seen as playing important parts in delivering the strategic directions of areas.

Extract from Liverpool City Council's housing strategy

Liverpool's housing strategy is restructuring the city's housing markets over a time period of up to 15 years and adopts a whole market approach with different policy responses for different areas or housing zones in the city. It is based on robust, comprehensive, up-to-date housing intelligence maintained through the Liverpool Asset Management Project (LAMP).

Liverpool is a strategic housing authority delivering its housing strategy through partnerships with local communities, its own tenants and residents, the city's Local Strategic Partnership (the Liverpool Partnership Group) and with registered social landlords (RSLs).

The city's partnerships with public and private sector agencies, through lead RSL and lead developer arrangements are maximising resources and adding clear value. Liverpool is also working successfully with the other Merseyside authorities and NewHeartlands on a sub-regional basis to understand and monitor sub-regional housing markets, ensure the strategic distribution of housing development and transform the housing offer.

3 The Housing Corporation's requirements

The Housing Corporation's requirements for how housing associations must work with local authorities are set out in our Regulatory Code and guidance. These say that associations must work with local authorities to enable them to carry out their duties to homeless households, to people in priority housing need, to vulnerable people and those covered by the Government's Supporting People strategy. Housing associations must also demonstrate that their strategies and policies are responsive to their economic and social environment, and link into regional and local housing strategies. The relevant extracts of the Code and guidance are in Appendix 1.

The Housing Corporation believes that housing associations should:

- actively engage with local authorities in those communities where they have a significant presence, either individually or collectively, and agree with each local authority how they will contribute to delivery of local strategic priorities;
- play an active part in LSPs, either individually or collectively;
- seek to contribute to the development of local and, where relevant, sub-regional and regional housing strategies;
- work with other locally active associations to ensure that consistent approaches are adopted in the delivery of both housing and other services, taking into account community priorities; and
- take a strategic view of stock holdings in different communities as part of their asset management and disposals strategies, including consideration of rationalisation in different areas.

As part of this and where it is appropriate, we believe that there are benefits for associations in engaging in joint working with partnerships convened by local authorities. We encourage associations to continue to be open and willing to work closely with their partner organisations, and to contribute to partnership arrangements locally or sub-regionally where good outcomes can be delivered. Associations should also be willing to engage as appropriate with the development and implementation of key plans that relate to investment in both new and existing housing, and in wider service delivery to local communities. These plans may be at the local authority area level, with groups of local authorities, for example, the MAA or the sub-regional level.

As the Hills Report (2007) on social housing also highlighted, housing associations and local authorities need to move beyond just providing housing to developing integrated approaches which bring together housing with other services. This will provide broader support to residents and help to create neighbourhoods that are great places to live.

In our Neighbourhoods and Community Strategy (2006) we set out our overall view for neighbourhoods and communities, and the roles we see for social housing providers as key partners in delivering sustainable communities. Our proposals address five key areas:

- working together;
- sustaining mixed communities;
- adding community value;
- building respect; and
- empowering communities.

This GPN expands on the ‘working together’ theme and shows how we believe local authorities and housing associations should engage with each other for the positive benefit of the residents and communities they serve.

The extent to which housing associations are able and willing to become involved varies, evidently and rightly, with their size and the extent of their presence as providers in local areas. The benefits of good quality partnership working with local authorities are well established, and we encourage associations to continue to contribute to partnership to ensure positive outcomes are delivered for communities. We expect associations to make continuous improvements in their engagement with partnership working, in the same way as any other area of their operations and delivery.

The quality and maturity of relationships between local authorities and housing associations can vary significantly. Many associations have long-standing and positive relationships with local authority partners. There is a lot of evidence of effective housing association involvement in LSPs, and many have a strong record of involvement with crime and disorder reduction partnerships (CDRPs). Where associations are involved in these key local partnerships, real benefits can be brought about. Where associations are not involved, it is more difficult for them to align their priorities with local strategies

and local partnerships have less delivery capacity available. In many cases where local authorities have transferred their housing to housing associations, there can be very good strategic and practical relationships between the two organisations, with the main challenge being to ensure that other associations also play positive parts.

We said in our Neighbourhoods and Communities Strategy that we believe that where associations have a significant presence and role in an area, there is a strong case for their work to be subject to scrutiny by local authority Overview and Scrutiny Committees. We encourage housing associations to co-operate fully with Overview and Scrutiny Committees when so requested by the local authority and the evidence from our recent survey of local authorities' views of housing association performance is that the majority of associations do so.

4 The role of the Housing Corporation

As the national affordable homes agency, the Housing Corporation is supporting these agendas by continuing to encourage local authorities and housing associations to work more closely together, not only in the delivery and refinement of services, but also in developing the vision and strategy for their neighbourhoods.

Many associations and local authorities are already working in close co-operation to regenerate neighbourhoods, drive up standards and to deliver on issues of joint concern. We recognise that different forms of partnerships and co-operation are necessary in different circumstances, such as the creation of new communities and in rural areas. We encourage associations and local authorities to negotiate to find the most effective solutions, ranging from joint ventures to village financial inclusion initiatives.

The Local Government Association (LGA) signed a national protocol with the Corporation in 2006 to agree areas of common priority and action. The Corporation has subsequently extended this engagement by developing local protocols with local authorities in different parts of the country. This good practice note is one of the commitments from the protocol.

Content of the national protocol

- Co-ordinating the prevention and tackling of homelessness;
- Co-ordinating allocations policies that make maximum use of sustainable lettings plans;
- Running a high-quality housing benefit system;
- Co-ordinating the promotion of choice-based letting, preferably on a cross-boundary sub-regional basis;
- Ensuring the planning service supports and prioritises the provision of sufficient new build scheme opportunities for affordable housing against local plan targets;
- Supporting the Corporation in the selection of partners for grant-aided development;
- Operating optimal Section 106 policies in respect of affordable housing;
- Making the best use of land and other assets in delivering more affordable housing;
- Undertaking long-term planning of affordable housing supply with the Corporation to ensure a planned throughput of projects and reliable delivery against those plans;

- Aligning provision of new supported housing to Supporting People strategies and resources;
- Working with RSLs and the police in promoting Respect;
- Working together to deliver regeneration and renewal;
- Working to facilitate the rationalisation of stock holdings;
- Working to support the provision of mixed communities;
- Helping to assess the performance of RSLs;
- Taking an innovative and inclusive approach to involving RSLs in the development and provision of community-based services;
- Working to promote and maintain decent communities;
- Working to promote community cohesion;
- Working to develop community empowerment and participation; and
- Working together to rationalise the data collected from RSLs by local authorities and the Corporation.

As the Housing and Regeneration Bill proceeds towards the establishment of both the new regulator – the Office for Tenants and Social Landlords – and the Homes and

Communities Agency, the Corporation will continue to support the work of both local authorities and housing associations to:

- meet the housing needs of local people and communities through the delivery of good-quality homes and other services, for example, interventions that help address worklessness;
- increase the supply of affordable housing, in particular in growth areas and growth points;
- contribute to sustainable communities and neighbourhoods through regeneration, neighbourhood management and addressing anti-social behaviour; and
- address strategic issues affecting their areas, including working with Sustainable Communities Strategies, housing strategies and local area agreements.

How the Homes and Communities Agency will support the roles of local authorities will be set out in the forthcoming Concordat.

The Corporation has consulted on changes to framing our regulatory judgements on associations to ensure that they take account of the quality of associations' wider asset management strategies. One of

the factors being considered is the extent to which asset management strategies facilitate associations' engagement with local authorities and partnerships where they hold stock. We are considering the way forward in the light of the creation of the new regulatory arrangements.

The Audit Commission is responsible for the inspection of local authority strategic and enabling services. The Corporation's field investment staff will continue to provide feedback to the Commission on relevant aspects of local authorities' contributions to meeting housing needs prioritised in regional and sub-regional affordable housing strategies. New relationships will be built between the different organisations under the CAA approach.

5 Partnership working at the local level

The principles of partnership working at the local level are well established and government has set out the responsibilities and its expectations of local partnerships convened by the local authority. The governance arrangements and the shape of the partnership will vary from area to area. The implementation of the Local Government White Paper continues to:

- strengthen the frameworks for partnership working;
- increase options for local accountability;
- place further duties on public sector bodies to engage with LSPs; and
- encourage involvement of the wider community, particularly the voluntary and community sectors.

Associations will need to review and assess their engagement with local partnerships, since it is not possible to engage with a large number at the same time, particularly larger associations operating in many areas. In these cases, associations should adopt strategic approaches, so that they are as effective as possible, individually and collectively.

In some cases, associations can also build partnerships with the local authority and the private sector, for instance through leasing schemes, management arrangements and bringing empty properties back into use to help meet local needs.

Re'new Leeds partnership mission

The Leeds City Council and 21 housing associations help to build sustainable communities in Leeds by assisting in the development of regeneration and housing strategy and facilitating innovative and targeted regeneration initiatives.

6 Joint working to deliver better outcomes for residents and communities

Housing associations should support local authorities' place-shaping roles through their core business as social landlords, developers and partners in regeneration. Additionally, where they establish links with local authorities and local partnerships, they will be better able to:

- contribute to, and influence, housing and related policies and strategies;
- agree shared objectives and clarify expectations around the respective roles;
- ensure their policies, services and practices complement the policies and strategies of local authorities;
- improve their services through better connections with other service providers;
- gain opportunities to raise and resolve matters of shared concern; and
- develop homes to meet local needs.

There are a number of common areas for joint working, and the key areas are set out below.

6a Creating and improving neighbourhoods

Housing associations are often key players in the delivery of local authorities' sustainable neighbourhoods strategies and so have significant impacts on the success of neighbourhoods and impact on the life chances of the communities. This applies whether they are creating new communities, carrying out major regeneration programmes, or working with existing communities. Increasingly, associations are providing services to neighbourhoods and communities beyond their tenants. Our Neighbourhoods and Communities Strategy sets out our view of the roles and activities that associations should undertake to create and maintain sustainable communities. Housing associations' local knowledge may identify ways to improve the services delivered by local authorities and others working in the neighbourhood. Housing associations will also bring considerable expertise in developing affordable homes and the ongoing management of stock

to any partnerships between housing associations and local authorities. Communities and Local Government (CLG) and the Corporation supported the Chartered Institute of Housing to publish Successful Neighbourhoods: a Good Practice Guide 2007 which gives many examples of partnership and joint working with communities to help make and maintain sustainable and successful neighbourhoods.

Neighbourhood management

Treneere Together Partnership is a neighbourhood management initiative in Penzance whose aims include modernisation of the homes and gardens, leisure and facilities, safety issues and cleanliness of the estate. It operates within the LSPs of West Cornwall Together which is a joint partnership with Penwith Council, Kerrier Council and Cornwall County Council. The LSP has several partner delivery groups, including one for housing, with four housing associations and the urban regeneration company CPR also being partners of the LSP.

The LSP, local authority and housing associations are on the working groups of the Treneere Together Partnership to assist in the delivery of its vision.

Cornwall will become a unitary authority in April 2009.

6b Tackling homelessness

Local authorities have a statutory duty to secure accommodation for people who are homeless through no fault of their own and who are in priority need. They are required to produce local homelessness strategies setting out how they and local partners intend to prevent homelessness and to provide homes for homeless people.

Housing associations have duties under the Housing Act 1996 to co-operate with local authorities, in so far as is reasonable, to offer accommodation to people in priority need under local authority lettings schemes. Housing associations are therefore key local partners in the delivery of local homelessness strategies and play a key role in helping local authorities to carry out their functions under the homelessness

legislation. These duties are reinforced by the Corporation's Regulatory Code. It is therefore vital that local authorities and associations co-operate effectively to prevent and tackle homelessness successfully. This is particularly important where an association is the majority landlord in an area, such as after a stock transfer. The co-operation between associations and local authorities was set out in *Tackling Homelessness: the Housing Corporation Strategy*, published in 2006. The Corporation also published in 2007 *Tackling Homelessness: Housing Associations and Local Authorities Working in Partnership*, written by the Centre for Housing Policy at the University of York, which contains a number of recommendations for more effective co-operation. *Tackling Homelessness: Efficiencies in Lettings Functions*, written by the Cambridge Centre for Housing and Planning Research of Cambridge University in 2007, also gives recommendations on how homelessness can be dealt with more effectively through nominations and choice-based lettings, which are dealt with below.

Tackling homelessness

The Bromford Housing Group aims to hold annual meetings with all its local authority partners. A standard agenda is used to ensure that all relevant issues are discussed, including homelessness in the area and the group's contribution to preventing and tackling homelessness in the area. The meetings are supported by an annual performance review that the group produces for each local authority covering achievements, performance indicators and the group's plans in each area.

The Norfolk RSL Alliance has produced a joint sub-regional homelessness strategy, identifying examples of good practice and agreeing a wide range of joint actions. The strategy covers 11 housing associations.

The West London Housing Partnership has a reciprocal agreement between seven local authorities, which RSLs can access, allowing victims of domestic violence and harassment to find accommodation within the west London partnership area.

Gallions Housing Association hosts a pilot under-occupation scheme for the South East London Housing Partnership, which consists of five London boroughs and 12 housing associations. The scheme targets under-occupiers and assists them to move, utilising the released property to house an overcrowded household from the same landlord's stock, with the resulting property allocated to the host local authority to nominate a household.

6c Nominations and lettings

Co-operation on nominations between local authorities and housing associations is particularly important. In areas where evidence of local housing need is reflected in local planning criteria for affordable housing provision, housing associations are required by the Regulatory Code and Corporation Circular 02/03, to provide a minimum of 50% of their true voids to people nominated by the local authority. In London, there are local arrangements in place to provide an even higher rate of nominations. Housing associations also provide accommodation for applicants referred to them from other statutory sources and voluntary agencies.

The development of choice-based lettings schemes, protocols and working agreements (including nominations agreements, information sharing protocols, protocols on low demand or anti-social behaviour) will help to improve the effectiveness of services and better meet the needs of the community.

The Corporation's requirements for associations are set out in the Regulatory Code which states that associations must seek to offer a choice of home, while giving reasonable preference to those in priority need. The Government's agenda for social housing places great emphasis on customer choice. Key to this is an approach to lettings that is responsive to applicants' preferences and aspirations, thereby encouraging resident commitment to the neighbourhood, and where the decisions on lettings are open and transparent. The Government has made a commitment to work towards a nationwide system of choice by 2010. Our Good Practice Note 12: Choice Based Lettings summarises research findings and sets out ways in which associations can work with others to provide more choice.

Implementing a sub-regional choice-based lettings scheme

Worcester Community Housing is one of 25 housing associations and eight local authorities working together to introduce a sub-regional choice-based lettings project during 2008. Wychavon Borough Council, which had prior experience of implementing a CBL scheme, contributed resources to manage the project and seconded staff to the project.

One of the main challenges has been for so many organisations to reach a common agreement on an allocations policy. The main factor in resolving this has been establishing broad principles and standards for the operation of the sub-regional scheme, while ensuring that there was scope for partner local authorities and housing associations to maintain their own locally agreed guidelines and procedures. This includes issues such as exclusions criteria and the size of property that a household would qualify for.

The local authorities and housing associations have used their experience and understanding of the difficult issues involved to ensure that this project is being implemented successfully. Staff and customers with no previous experience of choice-based lettings schemes have benefited from being able to view the existing Wychavon Home Choice scheme in operation and have been able to develop the sub-regional scheme in the light of knowledge gained by Wychavon on customer perceptions of their local CBL scheme. The introduction of the sub-regional CBL scheme is expected to help build sustainable communities by improving the range and quality of information available to customers about available housing options and by giving households greater choice about where they live.

6d Addressing anti-social behaviour

The Government's Respect Action Plan was launched in 2006 and encourages a multi-agency approach to tackling anti-social behaviour (ASB) and to addressing the root

causes of nuisance behaviour. Many aspects of the plan will impact on associations and will require them to work in partnership with other associations, local authorities, the police, voluntary and community groups and their local crime and disorder reduction partnership (CDRP). CDRPs are statutory partnerships established to tackle crime and ASB in all local authority areas. The CDRP is made up of a number of partners and there are three tiers of involvement: responsible authority (the local authority); co-operating body; and invitee. From 2007 housing associations have been elevated to the status of having a 'duty to co-operate' with the work of the partnership.

The Regulatory Code states that housing associations must provide good-quality housing services for residents and prospective tenants, which is seen as covering the requirement to address anti-social behaviour effectively. This is particularly reinforced by Corporation Circular 08/04: Statutory Housing Management Guidance on Anti-social Behaviour Policies and Procedures, which requires all housing associations to have strategies in place to tackle ASB. We have

also published (available on our website) other examples of good practice by housing associations which highlight the benefits of working with partners to deal with agenda.

Addressing anti-social behaviour

Blackpool Council is working with its partner housing associations and the newly set up ALMO, Blackpool Coastal Housing, to develop an effective method for taking forward the Respect agenda and to address crime and disorder reduction. Three multi-agency Reassurance Plus teams, which include local police, the fire brigade and youth and drug workers, have been set up to cover three geographical areas within the local authority. These form a key part of this approach which has been particularly effective in Grange Park, a large estate which was experiencing extensive neighbourhood management issues. The Reassurance Plus team consults with residents to identify issues of concern and develops projects on behalf of the community to tackle a variety of problems. One recent project has transformed an area of waste ground into a community garden.

6e Community cohesion

Community cohesion is an essential and complex dimension of sustainable communities. It not only covers race, ethnicity and religion, but also other aspects such as age, disability and vulnerability. It is a key area where local authorities should lead for their communities, but housing associations must also work in partnership, individually and collectively, to ensure that all their activities contribute positively to the delivery and maintenance of integrated and cohesive communities. We have set out our vision for what we can contribute to achieving cohesive communities, and the actions that we expect associations to take in Shared Places: Community Cohesion Strategy 2007 under the key areas of:

- working in partnership;
- investing in cohesion;
- shaping neighbourhoods;
- empowering local people;
- enabling integration; and
- myth busting.

We also sponsored a new edition of the Chartered Institute of Housing publication Community Cohesion and Housing: A Good Practice Guide 2007 which gives

advice on joint and partnership working. We expect associations in their work with local authorities and communities in all the areas covered in this GPN to ensure that the community cohesion implications are considered and implemented.

6f Asset management

We said in our Neighbourhoods and Communities Strategy that we expect associations to take a strategic view of their stock holdings in different communities as part of their asset management and disposals strategies, including consideration of whether management or ownership of stock should be retained in areas where there is not the capacity to contribute to local strategic agendas. The final report of the study, The Rationalisation of Housing Association Stock: A Policy and Practice Report, set out the options and barriers to initiatives, with The Rationalisation of Housing Association Stock: Guide and Toolkit giving detailed advice and help for associations in considering their strategies. Our approach to changing the framing of our regulatory judgements relating to asset management is set out in Section 4.

Associations should consult local authorities on plans to dispose of social housing for rent and of any non-social housing that has had financial input from the local authority, whether it is an individual disposal or an asset management strategy that entails disposals. We updated our General Consent to dispose of land and housing in February 2008. In this we say that associations should inform us of the outcome of their consultation with authorities when they apply for consent to dispose under Section 9 of the Housing Act 1996. In particular, the guidance asks associations to note and explain the circumstances of any local authority objections to the proposed disposal covered by the consent application. It is good practice in co-operation with local authorities for associations to have tried to resolve any objections before applying for consent.

Stock and management rationalisation

The London Boroughs of Croydon and Havering agreed in late 2007 to take part in a pilot project looking at whether stock rationalisation will achieve improved services for tenants who live in their area and encourage greater community engagement.

The project forms part of the Corporation initiative which aims to encourage housing associations to explore the potential for, and innovative solutions to, rationalisation.

For instance in the New Addington and Fieldway areas of Croydon, there are over 4,000 social homes owned by 14 landlords, including the local authority. In the three areas covered by the initiative there are also ambitious plans for regeneration. The local authorities will work closely with the housing associations to consider whether stock rationalisation will achieve improved services for tenants who live in the area. If successful, the rationalisation may be rolled out across the boroughs.

Appendix 1 – Regulatory code and guidance

Properly managed

Code

- 3.6 Housing associations must work with local authorities to enable the latter to fulfil their duties:
- 3.6.1 to the homeless and people in priority housing need;
 - 3.6.2 to the vulnerable and those covered by the Government's Supporting People policy.

Guidance

- 3.6 a* Lettings and sales policies are flexible, non-discriminatory and responsive to demand, while contributing to the need to be inclusive and the need to ensure sustainable communities.
- b* Associations are able to demonstrate their co-operation with local authorities in homelessness reviews, in the formulation of homelessness strategies, and in the delivery of local authorities' homelessness functions.
- c* When requested to do so by the local authority and to such an extent as is reasonable in the circumstances, associations provide a proportion of their stock to local authority nominations and temporary accommodation to the homeless.
- d* Criteria are adopted following consultation with local authorities for accepting or rejecting nominees and other applicants for housing.
- e* Applicants are excluded from consideration for housing only when their unacceptable behaviour is serious enough to make them unsuitable to be a tenant and only in circumstances that they are not unlawfully discriminating.
- f* Lettings policies:
- are responsive to local authority housing duties;
 - take account of the need to give reasonable priority to transfer applicants including applicants from other associations;
 - are responsive to national, regional and local mobility and exchange schemes;
 - are demonstrably fair and effectively controlled.

Code

3.7 Housing associations must demonstrate that their strategies and policies are responsive to their economic and social environment and link into regional and local housing strategies.

Guidance

- 3.7 a* New homes meet long-term priority needs in the area in which they are developed.
- b* The association co-operates and contributes to local authorities' strategic enabling role.
 - c Associations will be able to demonstrate their contribution to the objectives of neighbourhood renewal and regeneration either directly or through partnership, particularly when working in deprived areas.
 - d The association demonstrates a commitment to sustainable development and works towards incorporating economic, social and environmental objectives in its activities.

* Areas that comprise statutory housing management guidance.

Appendix 2 – List of publications

Strong and Prosperous Communities: The Local Government White Paper, CLG 2006	Tackling Homelessness: Housing Associations and Local Authorities Working in Partnership, Centre for Housing Policy, University of York 2007
Homes For the Future: More Affordable, More Sustainable: The Housing Green Paper, CLG 2006	Tackling Homelessness: Efficiencies in Lettings Functions, Cambridge Centre for Housing and Planning Research 2007
Ends and Means: The Future of Social Housing in England, John Hills 2007	Good Practice Note 12: Choice Based Lettings, Housing Corporation 2005
Neighbourhoods and Communities Strategy, Housing Corporation 2006 Identifies partnerships as a key element towards building successful neighbourhoods and communities	Suggests that associations work with local authorities and other landlords so that any scheme is inclusive and meets local requirements
Successful Neighbourhoods: A Good Practice Guide, CIH 2007 Sets out the case for and examples of housing organisations working together to provide effective neighbourhood services	Access to Housing: Information Sharing Protocol, Housing Corporation 2007 Sets out a national protocol for all concerned with lettings
Tackling Homelessness: The Housing Corporation Strategy, Housing Corporation 2006 Sets out the Housing Corporation's and housing associations' roles in preventing and dealing with homelessness	Good Practice Note 13: Promoting Respect: Tackling Anti-social Behaviour Through Partnership Working, Housing Corporation 2007 Includes practical advice and case studies on getting involved in crime and disorder reduction partnerships (CDRPs)

Our Shared Future: The Report of the Commission on Integration and Cohesion 2007.

Recommendations for all concerned on promoting community cohesion

Shared Places: Community Cohesion Strategy 2007

The Housing Corporation's strategy and advice for housing providers

Community Cohesion and Housing: A Good Practice Guide, CIH 2007

Gives many ways of achieving cohesion and examples of housing and other organisations' practical approaches

Circular: The General Consent, Housing Corporation 2008

Disposing of Land (Section 9 of the Housing Act 1996): Guidance and Criteria, Housing Corporation 2008

The Rationalisation of Housing Association Stock: A Policy and Practice Report, CIH 2007

Sets out the results of the study into approaches to, and barriers to, the rationalisation of the ownership and/or management of stock

The Rationalisation of Housing Association Stock Guide and Toolkit, Housing Corporation 2007

Considers how stock rationalisation can improve local service delivery, including practical ways of strengthening partnerships with local authorities

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