

Policy Digest

April - June 2009

Issue No. 19

News

- **TSA National Conversation and Draft Standards**
- **Phase Two of Age Friendly Communities in the North 2020**
- **Joint Strategic Needs Assessment Review**



- **Common Assessment Framework for Adults Consultation Response**
- **Housing Support Conference - Personalisation: From Inception to Inspection**
- **Employability Event**
- **Demonstrating the Value of Assistive Technology**
- **Choice Based Lettings and Enhanced Housing Options in County Durham**



- **Environmental network**
- **Delivering Land: Right Place, Right Price**



- **Housing Inspection Conference**
- **Do you know enough to put your customers at the heart of service delivery?**



- **Quarterly Market Reports**
- **Housing Law Conference 2009**

Further Information

The Policy Digest provides a review of Northern Housing Consortium policy activity and an update on recent national legislative, policy and regulation issues that have an impact on our members in the North. Visit our [website](#) or contact the NHC Policy section on 0191 566 1000 for further information on the work of the Consortium featured in the Digest or any other policy areas you would like to highlight.

Satty Rai

Policy Services Manager

Jacqui Grimes

Policy and Research Officer

TSA launches findings of phase one of the National Conversation and Discussion Paper on their Draft Standards

On 9th June 2009 the Tenant Services Authority (TSA) published the full details of its phase one of the National Conversation, outlining the [key findings](#).

The Northern Housing Consortium have been working closely with the TSA and were appointed in partnership with Housing Quality Network to deliver phase one of the National Conversation which took place between January to March, this involved the largest programme of consultation where 27,000 social housing tenants took part right across the country.

Tenants highlighted a number of concerns and issues that were important to them, the top four included:

- Repairs and maintenance
- Safety and security
- Reasonable, affordable rents
- Quality of accommodation

The key findings of the report include:

- Repairs and Maintenance as one of the top concerns, 81% of tenants expected their landlords to get this right. This was followed by Health and Safety, security in their neighbourhoods, informing tenants and dealing with complaints.
- Choice was highlighted as a key area around repairs and maintenance (77%) and the design of the home (46%).
- Tenants outlined through this consultation that the TSA's priorities should be around repairs and maintenance, affordable rent, keeping homes up to date and in decent condition and dealing with anti social behaviour.

In addition to the key findings report, TSA have also published a discussion paper [Building a new regulatory framework](#). This paper sets out the draft standards outlining how TSA will regulate all social landlords across England from April 2010.

The standards being proposed are grouped under six core themes:

1. The Service offer to tenants – this includes quality of accommodation, tenant choice and customer service, repairs and maintenance, neighbourhood and estate management and anti social behaviour and security.
2. Tenant empowerment and involvement – this covers approaches to involvement and meaningful empowerment, complaints and local area co-operation
3. The tenancy agreement – which includes rent, tenure and allocations
4. Governance – outlining how landlords should lead and manage their business
5. Viability – how finances are being managed to ensure effective delivery and quality of service to tenants
6. Efficiency and Value for Money

This paper is vital to the housing sector and will change the shape of how the affordable housing sector delivers services across the board, the changing face of regulation, the new role of tenants and Board members and the direct relationship between tenants and the regulator.

Organisations have until 8th September to respond to the 18 questions outlined in the discussion paper. A formal consultation on firmed-up proposals will follow.

The Northern Housing Consortium will continue to represent member's views on the TSA and the new regulatory standard framework, we will be producing a detailed response to the consultation and we would like to hear from our members around their views of what is being proposed to shape our response. This is an opportunity for the housing sector to have a say around the proposed standards and to influence the new regulatory framework, and the Consortium will continue their ongoing dialogue and working relationship with the TSA.

The Northern Housing Consortium will also be offering a range of services to support our members and the housing sector towards the implementation and the development of the standards framework. Please watch out for announcements around these services that we will be communicating out shortly.

Please contact satty.rai@northern-consortium.org.uk, to feed in your views and thoughts around the emerging TSA regulatory standard framework.

Phase Two of Age Friendly Communities in the North 2020

The Northern Housing Consortium is coming to the end of a 2 year multi-disciplinary project to build a holistic picture of what an '**Age Friendly Community**' might look like in the year 2020 and beyond. Outputs from the project to date have include a discussion paper on the concept of Inclusive Design and the role it can play in responding to and capitalising on, the North's changing markets, a paper on International Approaches and an early findings report based on consultation with over 400 older and younger people around the North.

As part of this project the Consortium has consulted a wide range of members and their stakeholders on the opportunities and the very real challenges they face. The Consortium are now moving into phase two of this project and will be partnering up with Northern Architecture which will form part of a larger programme of work that has been carried out exploring age-friendly neighbourhoods in order to develop policy and guidance for our members.

This phase of the project will explore, through a series of interactive workshops, the aspirations and visions of residents, focussing on:

- **Active ageing** - Enabling people to remain healthy, to participate and to feel secure
- **Inclusive Design** - achieving a well-designed, accessible and pleasant living environment/ the right to chose, but also improved social spaces which encourage social interaction in particular intergenerational considerations
- **Social capital** - Creating an environment that provides places for, and enables people to, engage, get involved, keep in touch, meet up, volunteer, be neighbourly and which encourages grass roots groups and social networks

The outcomes of the workshops will inform a series of recommendations on the steps that organisations can take to deliver age friendly communities in the north.

The project to date has been very positively welcomed by CLG, by our members and their stakeholders. We look forward to publishing the final report in the autumn 2009.

Please contact satty.rai@northern-consortium.org.uk, for further information.

Joining up strategic needs assessment across housing, health and social care

The Northern Housing Consortium is beginning a review of the links being made between strategic housing assessments and Joint Strategic Needs Assessment (JSNA) across the three northern regions.

JSNA, introduced in April 2008, is about people and the places where they live. It brings local authorities, PCT's and local partners together to generate a shared view of local needs and service provision across the whole population, and jointly design interventions that will lead to better health and well-being with particular attention to the most excluded. This Northern Housing Consortium [briefing paper](#) published in April 2008 outlines the scope of JSNA and thoughts around the role of the housing sector.

Hopefully, many of you have been involved in JSNA, particularly given the inequalities that northern communities face, and the very well known connections between poor housing and poor health and well-being. National research due to be published this week by the IDEa, will show that the involvement of local partners has been patchy. One year on local authorities and PCT's will be looking at whether they engaged the right mix of partners in the first iteration of the JSNA. This, coupled with the contribution that JSNA will make to area based assessment, provides an opportunity to strengthen partnership working in the year ahead. It is therefore very important for us to understand more about the involvement of the housing sector, and the challenges and opportunities across a range of geographies and types of authorities.

We intend to carry out a series of interviews with housing leads, and where possible their health counterparts, alongside a desk top review of JSNA's throughout May – July with a view to publishing our final report in the autumn. We hope that this review will contribute to a national picture of housing sector engagement with JSNA and will raise the profile of the role of the housing sector as a key partner to the health and social care sector.

For further information or to take part in the review please contact Sarah Taylor, Policy & Practice Development Manager on 0191 5661029 or email sarah.taylor@northern-consortium.org.uk

Quality of Life

DH Common Assessment Framework for Adults Consultation

'Putting people first' (Department of Health, December 2007) set a clear focus for improvements in the personalisation of care and support, the development of self-directed support and the need to continue moving towards better targeted and earlier intervention to support individuals.

It is within this context of personalisation and self-directed support that the Common Assessment Framework (CAF) proposals have been set by the DH. The main aim of developing a CAF is to improve the quality and efficiency of care and support through improvements in the sharing and use of the information that people provide during assessment and care and support planning.

The Northern Housing Consortium has responded to the DH consultation on a CAF, you can view the response by [here](#). We agree with the objective of improving the quality and efficiency of care and support through improvements in the sharing and use of information that people provide during assessment and care support planning. However we have concerns about the lack of a specific requirement to engage with housing providers in the proposals, this is outlined in our response.

If you would like more information or to discuss the consultation response please contact Jacqui Grimes, Policy and Research Officer on 0191 5661035 or email Jacqui.grimes@northern-consortium.org.uk

Housing Support Conference - Personalisation: From Inception to Inspection

This autumn sees the debut of the new 'Housing Support Conference' on the Northern Housing Consortium's annual events programme, and is a continuation of the last six successful years of the NHC's 'Supporting People Conference'. This natural evolution revamps the shape of the conference in light of the transformation agenda and its radical reform of the social care system.

This two day event to be held on 22nd and 23rd September 2009 at the Hilton Hotel, Blackpool is sponsored by Capita and supported by the Integrated Living Network, CLG, DH and the Audit Commission. The programme provides a policy update on the personalisation agenda 'from inception to inspection' and highlights to delegates the positive potential to embrace opportunity and affect innovative change within their own organisations to meet the demands of the transformation agenda and to continue to deliver effective, value for money services with positive outcomes in housing, health and social care settings.

The event e-flyer with further details on this year's unmissable programme can be found at www.northern-consortium.org.uk/Page/Events/SupportingPeople2009.aspx

Please contact Rachel Collings, Policy Services Manager on 0191 566 1039 or Rachel.collings@northern-consortium.org.uk for further information on this event.

Employability Event

NHC in partnership with One North East and Job Centre Plus held an Employability and Housing Providers Event on 1st June 2009 at Ramside Hall, County Durham. The event brought together housing providers and employability organisations to provide an update on the current direction of this high profile government agenda, and to raise awareness on the benefits of helping tenants into work.

Presentations from Job Centre Plus, Gateshead Council and East Durham Homes promoted the benefits of working in partnership to achieve positive outcomes for tenants and shared practise examples of how this can work well in action. Workshop sessions presented the Regional Employability Framework, and gave delegates the opportunity to share practise, identify existing service provision and barriers in accessing these services, and strengthen connections with others working in field to enhance future synergy between the housing sector and employability organisations striving for the same goals.

The event was attended by over 60 delegates from 23 housing providers/local authorities, 7 key large scale employability organisations, and 5 voluntary and community sector organisations working to help North East residents into work. These included The Learning and Skills Council, Jobcentre Plus, North East Procurement Ltd., Centrepoint and a range of local authorities, LSVTs, ALMOs and registered providers from across the North East.

The success of this event has inspired closer working relationships in the North East, and open minds to the positive potential that continued communication between the housing and employability sectors can bring. The Northern Housing Consortium will continue to follow this policy area as a key feature of many other housing related agendas at present such as the negative impact of worklessness on health, employability advice as the hub to the CLG agenda

on Enhanced Housing Options, and the announcement this week that the number of unemployed people in Britain rose in April 2009 to 7.2% of the population, a 12-year high, [according to the Office for National Statistics](#).

Watch this space for further NHC Policy & Practice Team outputs around the worklessness agenda, and please contact **Rachel Collings, Policy Services Manager on 0191 566 1039** or Rachel.collings@northern-consortium.org.uk as lead on this policy area if you would like to discuss further.

Demonstrating the Value of Assistive Technology

NHC is taking a closer look at Assistive Technology (AT) and the associated benefits to both users of telehealthcare solutions and their carers. There are very strong advantages for those providing AT services to their tenants to monitor and evaluate the benefits achieved and efficiencies gained. Building a business case to demonstrate and quantify the value of these services can assist in seeking mainstream funding for AT. It can also help to illustrate social gains such as improved confidence and independence of users; and benefits to carers which can contribute towards achieving standards and National Indicators set out by regulatory bodies and form a clearer picture for JSNA and CAA etc.

More information on this project will be available soon. Please contact **Rachel Collings, Policy Services Manager on 0191 566 1039** or Rachel.collings@northern-consortium.org.uk for further information.

Choice Based Lettings and Enhanced Housing Options in County Durham

NHC have been working with a Board of housing providers in County Durham in project managing the development of Durham Key Options, the new County Durham Choice Based Lettings scheme which is set for implementation on 1st October 2009.

The scheme will replace all existing County Durham lettings policies to provide a consistent, fair, open and transparent scheme, requiring only one application form to access countywide available homes. The system operates around a weekly advertising cycle which allows applicants to see all available homes within the scheme and note their interest in suitable properties in accordance with the eligibility criteria. Applicants will be considered according to need, with a tie-break of date of application. Feedback is published on the needs 'band' and application date of successful applicants which enables realistic consideration of alternative housing options where may be necessary. This will link in strongly with the County Durham Enhanced Housing Options service

The new Durham Key Options application form is already in use across the County, though under existing lettings policies in the interim period between the inception of the Unitary Authority and the implementation of Durham Key Options countywide scheme. The new policy will be in effect from scheme implementation.

A copy of the full Lettings Policy can be found at www.durham.gov.uk/PDFApproved/LettingspolicyDKO.pdf
There is also a summary document in the form of a User Guide at www.durham.gov.uk/PDFApproved/DKOUUserGuide1.pdf

Please contact **Rachel Collings, Policy Services Manager on 0191 566 1039** or Rachel.collings@northern-consortium.org.uk as Project Manager for Durham Key Options if you would like to discuss further.

Quality of Place

Environmental Service update

The importance of the environmental impact on the way in which we provide and deliver services has been heightening within recent years, with the enforcement of targets for carbon emissions and recycling.

Housing has been highlighted as playing a significant part in the current level of CO2 emissions and therefore mechanisms to reduce the impact of housing and related services has been undertaken.

The NHC have recognised that this is an agenda that many of our members struggle with and therefore have developed a number of services to assist members in meeting their environmental obligations.

Service offerings around this agenda include:

- ◆ Virtual network for practitioners to share good practice and discuss government policies
- ◆ A tailored emailed newsletter, highlighting case-studies, progress in the north on meeting current targets etc.
- ◆ An environmental conference and exhibition in order to learn from other industries and improve knowledge within the sector
- ◆ A series of briefings on latest Government legislation and what this means for the North and our members
- ◆ Regular electronic updates and show-casing of members' positive developments
- ◆ Publications surrounding analysis and investigation of international Good Practice, including an update to our currently well-received '*Accommodating a Greener Future*' publication
- ◆ Responding to consultations and Government press releases on behalf of our members to best represent their needs
- ◆ Acting as the conduit between our members and Government departments and other important partners, e.g. BRE
- ◆ Assisting our members in developing their own internal environmental, strategies, policies and practice and reviewing current policies to ensure that they include an environmental impact assessment
- ◆ Developing information sheets on energy efficiency for our members and their customers
- ◆ Ensuring our members link in with other wide agencies, both locally and nationally
- ◆ Development of suitable procurement solutions to ensure our members and their customers can reduce their environmental impact whilst tackling fuel poverty.

For More information Please contact Anna Milner, Research and Intelligence Manager on 0191 566 1013 or email anna.milner@northern-consortium.org.uk

Delivering Land: Right Place, Right Price

Bringing forward land is at the heart of the effective delivery of affordable housing. Ensuring that a viable site exists, with planning permission in place; development vehicles lined up and with secured funding, involves a complex set of processes which can be fraught with tensions and barriers.

Our final report, funded by the Tenant Services Authority through its Innovation and Good Practice Grant, explores the means by which affordable housing delivery can be improved across the North through better management of our land resources. The report identifies ways that all agencies and organisations involved in the identification and delivery of land could ultimately increase delivery of suitable land and thereby increase the delivery of affordable housing across the North.

The delivery of affordable housing can be a complex process, with many individual components at risk of falling down. However, land does hold a pivotal position in the delivery of housing as identified in the 2007 Housing Green Paper:

“A requisite for the faster delivery of more housing is more land, so that land availability is not a constraint on the delivery of more high quality homes. Local Councils therefore need to do more to bring forward suitable developable land for housing”

Government policy documents and various research studies – including this one – suggest it is not the *availability* of land that is acting as a constraint on delivery of affordable housing – rather it is the location, quality, developable nature of the land and associated costs that are contributing to the view that there is not enough *suitable* land available for housing.

Our report explores key barriers facing the assembly of suitable housing and brings forward a host of recommendations to overcome these issues. The economic climate is having an impact not only on land valuations but also on delivery methodologies and vehicles – both of which are also addressed within the report.

Building upon the previous 12 months of research, we have published a series of test-bed recommendations focused upon the barriers to creating accessible land. The barriers focus upon:

Identifying Suitable Land – Is our picture of land availability in our regions accurate and how effective is our use of planning designation – is land suitable for housing development being progressed for housing usage? Have Strategic Housing Land Availability Assessments been an effective tool and how can we ensure effective integration into the wider Integrated Regional Strategy

Land Values - over the past 10 years land values in the North have risen steeply which has priced many potential affordable developments out of the market place – now with the global recession, we’re seeing land values fall but land transactions are equally falling. What should we be putting in place for the upturn to ensure that we can access land?

Accessing Land – the project explored the barriers preventing land coming to the market – including the high cost of remediation of land and the new approaches to delivery including new joint venture approaches and local asset backed vehicles.

Wider socio-economic policy - the research has also examined how the current social policy approaches may undervalue the positive impact of affordable housing and how an improved corporate understanding of the role of housing could support new approaches to delivery.

Across the sector there is a range of innovative practice that is now coming to the fore – from developing new delivery vehicles to innovation around remediation. It is imperative that we share this best practice and that any policy barriers that inhibit their development are removed or altered.

Effective dissemination of best practice should also remove the risk of duplication of effort and resources – a key concern we expressed during the “rush” to set up Local Housing Companies.

Enhancing skill sets to support the delivery of affordable housing is key and discussions around skill sets and duplication of resources lead us nicely into consideration of the future regulatory regime. Moving forward, we are keen to work with the Tenant Services Authority to consider how their thinking around a regulatory regime develops. In particular, the concept of “vertical unbundling” – separating out development, ownership and management will provide new challenges for the sector to consider with regard to its approach to the delivery of affordable housing.

For more information please contact Charlotte Harrison, Director of Policy & Practice on 0191 566 1000 or email Charlotte.harrison@northern-consortium.org.uk

Performance Improvement

Inspection Conference

In April the Consortium’s Performance Improvement Team held its annual inspection conference. There were keynote speeches from Peter Marsh, Chief Executive of the TSA, Roy Irwin, Chief Inspector of Housing of the Audit Commission, and Phil Morgan, Executive Director of the TSA. Key messages can be found below:

Peter Marsh, TSA

Following the end of the National Conversation, 2009 will see informal and statutory consultation, new powers for RSLs, and in 2010 new powers for Local Authorities and Landlords. Outcomes of the National Conversation have shown that tenants want to be more involved, but that trust and keeping promises are more important to tenants than meeting targets.

The TSA’s regulatory strategy is based on co-regulation, with a balance to be reached between formal and self-regulation, with increasing emphasis on the latter. The Audit Commission are the TSA’s inspectors of choice, with inspection remaining a key aspect of the formal regulatory tool-kit.

Roy Irwin, Audit Commission

Roy focused on Comprehensive Area Assessment (CAA), defining it as a catalyst for better local outcomes for people, better partnership working, more responsiveness and better value for money. Roy also mirrored Peter Marsh’s statement that there would be more self-driven improvement and a greater reliance on self-evaluation and a risk-based inspection programme.

In order to establish how well housing need is met, housing markets, vulnerability and homeless households, housing conditions and neighbourhoods would be looked at.

In terms of housing inspections for 2009/10, there will be a mixture of standard and short notice inspections, with the year consisting of 10 – 15 standard inspections, and 40 – 50 short notice inspections. There will also be 18 – 24 ALMO inspections and up to 30 Local Authority inspections. For HAs, the focus will of short notice inspections will be on previously inspected 1* organisations.

Phil Morgan, TSA

The TSA intends to share with tenants, landlords and wider stakeholders the areas in which they propose to set standards. Phil set out an initial list of standards, but stressed that this list was not definitive, and that the standards were much more than words or boxes to be ticked:

<i>Rent</i>	<i>Quality of accommodation</i>
<i>Tenant empowerment</i>	<i>Tenure</i>
<i>Financial viability</i>	<i>Governance</i>
<i>Allocations and lettings</i>	<i>Anti-social behaviour</i>
<i>Choice</i>	<i>Repairs and maintenance</i>
<i>Customer service (including complaints)</i>	<i>Diversity</i>
<i>Supported housing</i>	<i>Information</i>
<i>Local area co-operation</i>	<i>Health and safety, security</i>

The standards have a clear plan of development going forward, which is to ensure clear definitions, identify the key issues that need to be covered by each standard, consult with stakeholders using a range of approaches and to develop a list of key questions/topics to be covered in consultation to feed into the development of standards.

To read the full briefing paper from this event, with further details on the three main speeches, please use the link below:

<http://www.northern-consortium.org.uk/Page/PerformanceImprovement/BriefingReports.aspx>

Do you know enough to put your customers at the heart of service delivery?

“the best organisations are those that engage positively with their tenants and offer responsive services tailored to individual and community needs”
(Chief Inspector of Housing)

Understanding and engaging with your customers has never been higher up the agenda in housing than in current times. We are a consumer society with increasingly sophisticated expectations of all services - including public ones. The launch of the Tenant Services Authority is set to raise the bar ever further on the standard of service for tenants. However, it is only by engaging effectively with tenants – your customers - that you can truly understand their requirements and start to design services that will fulfil their needs.

The Northern Housing Consortium worked with the TSA to successfully deliver phase one of the National Conversation. Our relationship with the TSA, combined with our years of research expertise and industry knowledge, mean we are ideally placed to assist Members in knowing, understanding and involving your customers to develop and shape service delivery. The benefits to your organisation include:

- Tailoring and developing services to meet need
- Understanding what really matters to your customers
- Targeting hard to reach groups and identifying those that do not currently use your services
- Increase satisfaction levels amongst your customers
- Targeting resources, leading to efficiency gains
- Planning for the future

The Northern Housing Consortium can help you through the provision of a range of strategic services designed to help you gain a comprehensive understanding of your customers. Our suite of services includes:

Customer profiling

This service is designed to assist Members in getting to know your customers and potential customers better, and can include:

- full review of the current service offering
- the collection and analysis of data
- gap analysis
- ensuring policies and strategies are able to respond to the needs of customers
- developing a typology framework for the customer households
- understanding customers household make up and lifestyles
- forecasting current and future lifestyle choices.

Strategy Review Services

A high performing organisation relies on effective monitoring and reviewing of current policies and strategies. This includes in-depth assessment of current data sources and other influencing information, an analysis of changes in the market place and of Central and Local Government policy and priorities, and a review of the service performance and effectiveness of current and related strategies. Our service offers a full review of a wide range of strategies and policies, including:

- engagement strategies
- older people strategies
- homelessness strategies
- BME and vulnerable household strategies
- Aids and Adaptations strategies

Tenant Satisfaction Surveys

Tenant satisfaction surveys are widely recognised as a key tool for measuring the performance of an organisation. Using the STATUS methodology (the industry standard questionnaire endorsed by Government), our research service can help you identify key household characteristics and identify satisfaction levels with a range of services including:

- Satisfaction with accommodation and neighbourhood
- Repairs and Maintenance
- Customer services and
- Resident involvement

By measuring tenant satisfaction and dealing with any resulting issues, you can help to improve performance and effectively manage inspection outcomes.

Housing Market Analysis and Monitoring

We offer a range of research and support services to help local authorities and housing providers build an understanding of housing markets and future priorities:

- Our **Strategic Housing Market Assessments** provide valuable insights into how housing markets operate, both now and in the future.
- **Desktop Housing Market Reviews** provide an up to date ‘snap shot’ of housing markets, how they have changed and the need for affordable housing.
- **Regional Housing Market Quarterly Reports** keep you up to date with the latest housing market indicators, including: house prices, mortgage lending and house building statistics.

As a Membership organisation, one of the major benefits of working with our research team is that we are willing to be flexible in our approach, and will happily adapt our services to meet the needs of our Members. We can carry out a range of **specialist, bespoke research** into key features of the housing market. We have a proven track record in **consultation and engagement**, **with** vast experience around capturing information and views from customers, prospective customers, hard to reach groups and other service users and providers.

For further information around our service offering and or quotation please contact us on 0191 566 1000 or email enquiries@northern-consortium.org.uk

Investment and Resources

Housing Market Quarterly Reports

The Housing Market Quarterly Report covering the period from January to March 2009 is due to be published at the end of June. Reports suggest an upturn in the housing markets nationally. The reports for each northern region will give an indication of how the markets are performing in the area in which you operate.

Northern Housing Consortium can also provide your organisation with a housing market report to meet your individual needs. To find out more about this bespoke member service contact Barry Turnbull on (0191) 5661030 or at barry.turnbull@northern-consortium.org.uk

Housing Law Event

There are still places available for the Housing Law – The Legal Update 2009 Conference. This essential annual update conference will again be run in conjunction with Jan Luba QC, a leading barrister in the housing field, and will review all the very latest developments.

As well as Jan's vital review of the last twelve months, other leading professionals in their field will provide delegates with vital information on areas such as:

- Anti-social behaviour
- Recent developments in Allocation of Social Housing and Homelessness Law
- Recent developments in Allocation of Social Housing
- Recent Developments in Homelessness Law
- Housing Management Law
- Rent Arrears and Possession Proceedings
- Social Housing and Discrimination
- Managing Tenants with reduced (or no) Security of Tenure

To book a place at the conference visit the [Northern Housing Consortium website](#) or call our Events Team on (0191) 5661000.

- Next Issue: September 2009 -

© Northern Housing Consortium, June 2009