

## Appendix 13

### Draft Nominations Agreement

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### **A Strategic Partnership with RSLs to Meet Housing Need in Southwark.**

## **SOUHAG Nominations Agreement 2009 REVISION**

### **1. INTRODUCTION**

1.1. This Agreement consolidates and updates the SOUHAG Nominations Agreement 2001

1.2. The purpose of the Agreement is to clearly set out nomination arrangements by Southwark Council to vacant Registered Social Landlord (RSL) (including RSL Co-ops) properties in Southwark, and the borough's nominations entitlement to new build developments, and subsequent lettings.

1.3. The agreement will seek to meet housing need by ensuring that any applicants nominated from Southwark's Housing List meet the criteria as set out by the Housing Act 1996 and Homelessness Act 2002. This agreement also takes into account the good practice guide entitled "Partners in meeting Housing Need" produced by the Association of London Authorities, and the London Boroughs Association.

1.4 Since the last Nomination agreement the Council has moved to a choice based letting policy which supports customer choice and helps build sustainable communities and this agreement therefore reflects this change

1.5. The agreement also takes into account the considerable challenges the Council faces in tackling housing need over the next few years. Challenges which include;

- the need to halve the numbers of households in temporary accommodation by 2010
- reduce overcrowding
- meet the demands of the Council's large regeneration programme.

This agreement is an interim stage in the move towards the aims outlined in the paper, "Strategic Partnership with RSLs to Meet Housing Need in Southwark" which is attached as appendix 6.

1.6. The Agreement has been developed jointly by Southwark Council and Southwark Housing Associations Group (SOUHAG), both of whom are committed to a close and effective relationship in order to meet housing need and make the most effective use of the housing stock in the borough.

### **2. NOMINATION ARRANGEMENTS**

2.1. Southwark Council and SOUHAG members jointly undertake to comply with the policy and procedures set out below.

2.2. The Nominations Policy Guide (set out in Appendix 1).

2.3. RSLs will offer nomination rights to the Council of: -

- one bed units - 50% of true voids -

- two bed+ units - 75% of true voids

where housing has been delivered as a result of a Section 106 development or provided with public funding (Housing Corporation , Recycled Capital Grant) other than through the Council.

Where the Council has provided funding or land or some other subsidy, the Council will receive 100% of nominations on such properties for the first 2 years of the scheme from the date of the first tenancy.

Details are outlined further in Section 4 Quotas .

2.4. For the purpose of this policy, setting targets and quotas, true voids are defined as set out in Appendix 2.

2.5. All RSLs will submit annual nomination projections to the Council. The Council will use these projections to assist in the development of yearly nominations targets for RSLs with a reasonable stock holding in the borough.

2.6. All RSLs will be required to provide monthly submissions on their nominations performance using a standard pro-forma to be provided by the Council. The Council will monitor nomination performance, and produce regular reports for consideration by SOUHAG and the Council every six months. Where an RSL fails to meet the target set, without good reason, they will be expected to meet the shortfall within the following six month period.

2.7. This agreement will be reviewed on a 2 yearly basis, to account for changes in policy or legislation and address current issues. The review will be brought forward where changes in policy or legislation demand a more urgent review.

2.8. The Council will provide a designated officer in the Housing Options section whose responsibility will be nominations liaison work. Nominations will be provided within an agreed timetable. RSLs should notify the Council's liaison officer when their officer changes and provide the relevant contact details.

2.9. The Council will assist in providing RSL staff with a basic training in Council procedures, as they relate to nominations issues, where requested.

2.10. The Council will ensure the availability of an up to date leaflet on its lettings policies including nominations to RSLs and this will be made available in public areas and on request. RSLs will be required to publish details of their allocation policy to nominees and other interested parties and seek approval from the Council. Any amendments to the RSLs allocations policies will need to be agreed by the Council.

### **3 PROCEDURES**

3.1 The Council will normally make one nomination per property. In exceptional circumstances some flexibility in this arrangement may be agreed by negotiation between the Council and the managing RSL.

3.2 In the case of co-ops/TMOs a maximum of 3 nominees may be interviewed at a time. Co-ops are to accept the first priority nominee unless they are able to justify their reasons for not doing so in writing and these reasons are agreed by the Council.

3.3 When more than one nomination is made, priority order for consideration will be specified by Southwark. Second or third ranked nominations should be regarded as reserves and not interviewed by RSLs unless the first nomination has failed. (For Co-ops separate arrangements would be made for reserve nominations.)

3.4 The housing association liaison officer (see section 9 below) will on a weekly basis email all RSLs that have nominations outstanding beyond the target time of 10 days.

RSLs must provide updates every Friday for unresolved nominations. The full procedure guide is contained in Appendix 3.

Procedures for Co-ops differ from those of RSLs and so procedures for making nominations to Co-ops can be found in Appendix 4 as Co-op Nominations Procedures.

#### **4. QUOTAS**

##### **4.1 Public Funding**

Where housing has been provided with public funding (Housing Corporation, Recycled Capital Grant) other than through the Council, RSLs are expected to offer 50% of "true voids" to the Council. This figure increases to 75% for 2 bed+ units (see para 2.3). These schemes will also be subject to Sub Regional nominations arrangements, details of which are contained in the "Protocol for Cross Borough Nominations within the South East London Housing Partnership". The agreement can be found at [www.southeastlondonhousing.org](http://www.southeastlondonhousing.org)

##### **4.2 Local Authority Funding**

Where the Council has provided funding or land or some other subsidy, higher quotas will be agreed as follows:-

The Council will receive 100% of nominations on such properties for the first 2 years of the scheme from the date of the first tenancy. This will be monitored by the Council.

4.2.1 On conclusion of the 2 year period, arrangements for the property will revert back to the arrangements outlined in Section 2 - Nomination Arrangements.

4.2.2 This arrangement will be reviewed in 2 years from the implementation of this agreement.

##### **4.3 No Public Funding (i.e. Section 106)**

In the case of housing which has been provided without public funding, arrangements on the property will be as outlined in Section 2 - Nomination Arrangements (see para 2.2.)

#### **5. SUPPORTED HOUSING**

5.1 All RSL supported housing providers must provide regular monitoring information to the Council.

5.2 All RSL supported housing providers must have referral agreements with the Council for each scheme.

### **5.3 Shared supportive accommodation**

5.3.1 Shared supportive accommodation should not be seen as falling within the SOUHAG Agreement. Most agencies managing such accommodation in Southwark are covered by Supporting People contractual requirements

### **5.4 Sheltered accommodation**

5.4.1 All sheltered accommodation will normally be covered by the SOUHAG Agreement. Any exceptions may be negotiated with the Council.

## **6. SHARED OWNERSHIP (and other low cost home ownership schemes)**

6.1 All RSLs providing shared ownership accommodation or any other low cost home ownership scheme (e.g. New Build Homebuy) will work closely with the Council and the Zone Agent on nominations and priority groups for each development/ scheme in order to ensure agreed targets are met. The common priorities for intermediate housing in the South East Sub Region are set out in "A strategy for intermediate housing in the South East Sub Region" which can be found at [www.southeastlondonhousing.org](http://www.southeastlondonhousing.org).

6.2 RSLs notified of shared ownership resales must use their best endeavours to ensure that agreed priority groups are informed of said resales.

## **7. EQUAL OPPORTUNITIES**

7.1 The Housing Register includes disproportionately high percentages of disadvantaged groups. The Agreement aims to improve the housing opportunities of those on the register and should benefit disadvantaged groups.

## **8. MONITORING**

8.1 RSLs will provide nominations information to Southwark on a monthly basis for monitoring, in order to enable the production of reports (see paragraph 2.5) to SOUHAG Management. It is important that RSLs provide correct and timely information in order to facilitate an accurate report. Continued failure by an RSL to provide monitoring information will be taken into account when reviewing an RSL's overall performance within the borough.

8.2 RSLs are also be required to participate in Continuous Recording (CORE) of lettings data scheme.

## **9. STAFFING AND LIAISON**

9.1 Southwark will provide a designated officer in the Housing Options Service Housing Needs Section who will deal with RSL nominations. This officer will :-

- supply nominations
- monitor outstanding nominations
- deal with housing association queries on nominations
- inform nominees of nomination.

When this officer is absent appropriate cover will be provided by the Council. Similar cover will also be provided by RSLs in case of absence.

9.2 Southwark will also provide staff to meet regularly with RSLs, in the form of Housing Association Liaison (HALO) meetings and at least annually, to agree true voids quotas and targets.

The true voids, quota and targets to be monitored by the Council

## **APPENDIX 1**

### **Voids**

#### **1. Definition of True Void**

##### **Introduction**

1.1 The definition of "true void" is crucial as it defines the basis on which the nomination entitlement of the Council to housing association vacancies is calculated. Under any nomination agreement the Council would be entitled to a percentage of all true voids.

1.2 It is agreed that all RSLs should adopt a common definition. As far as practicable this definition should be similar to the definitions currently used by the majority of RSLs. This should ensure maximum understanding of the definition by associations and the Council and facilitate future monitoring.

#### **2. True Voids**

2.1 The definition of true void adopted generally follows the model recommended in "Partners in Meeting Housing Need". A true void should comprise those properties which represent an actual housing gain:-

- a) All voids within new build/newly acquired and newly rehabilitated schemes.
- b) Voids created when a tenant moves to another landlord where no reciprocal arrangement exists.
- c) Voids created by the death of a tenant where there is no right of succession.
- d) Voids created by tenants buying their own property in the private sector.
- e) Voids created by eviction or abandonment of the property.
- f) Where a true void that should normally be made available to Southwark is used by the RSL for decant purposes, the property vacated by the tenant will be treated as a replacement true void.

#### **3. Non -True Voids**

3.1. Non-true voids do not represent any real housing gain. They are :-

- a) Voids created through tenant transfers.
- b) Voids created through rehousing via a reciprocal mobility scheme.
- c) Voids created by mutual exchanges.
- d) Voids created by decants where tenants are returning.

3.2 Voids in category d) should be "netted off" the overall total of true voids before calculating the quota of lettings due to the Council. (Properties with returning decants should not be included in true void calculations)

#### **4. Other voids**

4.1 There are some voids not subject to usual quota arrangements i.e. not covered by true void / non true void arrangements, for example Homebuy, RSL own internal Under occupiers, (except Small is Beautiful)

On such schemes where arrangements are made as part of the funding conditions, which will prevail over quota arrangements. i.e. Section 106 and NAHP (National affordable Housing Programme)



## APPENDIX 2

### RSL Nominations Procedures

Targets on time-scales for results of nomination will be agreed by SOUHAG and will ensure that void periods and the time households are suspended from the Council's allocations system are minimised. Southwark operates a choice-based lettings scheme and properties are advertised in the weekly Home search magazine and Website. Applicants are invited to bid for available vacancies and bidding currently closes on Monday. The timescales set out below are compliant with this scheme and contribute to reduced void turnaround times as applicants are exercising a positive choice to bid for a property. Where an applicant exercises their right to refuse a property the details of the next short listed applicant on the list will be supplied.

These notification periods will be as set out in the table below:-

Nomination Order	Southwark response period upon close of bidding void by RSL.	RSL notification period to Southwark on receipt of nomination.
1	2 days*	10 days
2	2 days	3 days

\* This timescale is defined by the Home search advertising and bidding process. However, given that applicants are actively expressing a preference for a property, this results in fewer refusals. Even in the event of a refusal by the first applicant, details of the second applicant on the list can be supplied quickly.

In addition to the nominations pro-forma ideally the RSL should ideally provide an electronic file containing a photograph of the property for marketing in the Home search magazine, and full details to assist in marketing the property such as proximity to transport, shops etc

If property is refused, nominations will be continues to be provided from the housing shortlist. Once the Council is e-mailed details of a refusal, a replacement nomination will be provided within 2 days. However, if after 3 nominations there is no acceptance, discussion will take place between Southwark and the RSL on whether the RSL intends to withdraw the property or wishes to seek a further nomination. The RSL will have the right to withdraw the nomination and offer it to someone on their own list.

This must be duly recorded on LBS monitoring sheet, and the next available, and equivalent property should be offered to LBS.

In the case of a nominee not being accepted by an RSL, or a Nominee refusing the allocated property, The RSL must provide clear reasons in writing for the failure to let (refer to appeals procedure).

#### 1. Nomination Request

1.1 RSLs will fax or e-mail a nomination request on the standard pro forma.

1.2 RSL should provide the Council with the following notice periods in advance of a property being ready:-

- 4 weeks - Relet
- 8 weeks - Rehabs or new build properties
- On large developments / schemes agreement will be arranged between Southwark and the RSL.

## 2. Nominations Supply

2.1 The Council must supply nominations on standard pro forma within a maximum of 2 working days (i.e. on closure of the bidding period). All Council nominees are notified by letter by the Housing Options Section

2.2 In all cases where the RSL is considering rejecting a nomination they must provide clear reasons in writing to the borough.

## 3. Results of Nomination

3.1 Regardless of whether a property is ready for letting or not, the Council must be notified of a result within 10 working days of receiving Southwark's nomination, using the standard pro forma. This time limit should be monitored by the designated Council officer and the RSL. It should be achievable in all but the most exceptional circumstances. Acceptances must be e-mailed to the Council before the tenancy date.

The time limits are not only to improve efficiency - but are also necessary so as not to disadvantage unsuccessful nominees, by suspending them from other offers for long periods of time.

There may be exceptional circumstances which cause delay and in these situations negotiation with Southwark is required.

3.2 As soon as a result is received the Council will amend its own records accordingly reinstating any unsuccessful nominees.

3.3 attempts should be made by the RSL to obtain full refusal reason(s) from a nominee and then provide this information to the Council on the monitoring sheet.

## 4. Appeals Process

4.1 In cases of direct offers, certain nominees will have the right to appeal, dependant on their reason for refusing, in line with the Council's normal Appeals Policy.

4.2 Each RSL will be supplied with a stock of Appeals Forms.

4.3 If a nominee in receipt of a direct offer wishes to appeal against an offer, they will be issued with an Appeals Form to be completed by both the applicant and the RSL.

4.4 The completed Appeals Form will be e-mailed to Southwark's Housing Options department within 24 hours.

4.5 The Appeals Panel notifies the applicant within 5 working days of the decision.

4.6 The RSL will be notified of the decision of the Appeals Panel by Housing Options within 7 working days of receipt of the Appeal Form.

4.7 If an appeal is successful, the RSL will be notified and a further nomination made in line with the nominations agreement.

4.7 If an appeal is unsuccessful, the Council will notify the applicant who will be given 48 hours to contact the association from receipt of notification. If no contact is made, the RSL will notify the Council, the offer will be deemed to be refused and a further nomination will be made.

4.8 If for whatever reason, the Council cannot make a decision regarding the appeal within 7 days, the RSL will be kept informed of any reasons for delay. If the decision is unreasonably delayed, because of a failure to act by an applicant Southwark will discuss options for a replacement nominee with the RSL.

**4.9 If a nominee refuses a direct offer without giving a reason (including no contact) this will be deemed to be a refusal without appeal.**

### APPENDIX 3

#### Co-op/TMO Nominations Procedures

Targets on time-scales for results of nomination will be agreed by SOUHAG and will ensure that void periods and the time households are suspended from the Council's allocations system are minimised.

These notification periods will be as set out in the table below:-

Nomination Order	Southwark response period upon close of bidding by co-op	Co-op notification period to Southwark on receipt of nomination.
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1	2 days	10 days
2	2 days	10 days
3	2 days	10 days

A maximum of three nominations will be supplied to the co-op at any one time for each void property. These will be marked as first or second priority by the Council. The co-op may interview both nominees but will be expected to accept the first priority nominee unless it can justify its reasons for not doing so in writing, and the Council is satisfied that the reasons are valid.

If a property refused by 1st and 2nd bidders, nominations will continue to be provided from the housing list

Similarly, in the case of a nominee refusing the allocated property, the co-op must also notify Housing Options of refusal to ensure applicants are reactivated in order to enable them to bid again and not disadvantage them.

#### 1. Nomination Request

1.1 Co-ops will fax or e-mail a nomination request on the standard pro forma.

1.2 The co-op should provide the Council with the following notice periods in advance of a property being ready:-

- 4 weeks - Relet
- 8 weeks - Rehabs or new build properties
- On large developments / schemes agreement will be arranged between Southwark and the co-op.

#### 2. Nominations Supply

2.1 The Council must supply nominations on standard pro forma within 5 working days of receipt of request. All council nominees are notified by letter by the Housing Options Section.

2.2 The Council will endeavour to ensure that all nominees are provided with adequate information about co-ops and the responsibilities of being a co-op member. Nominees will be sent this information when the nomination is made and will be given the opportunity to 'opt out' of being nominated to the co-op before they are interviewed.

2.3 In all cases where the co-op is considering rejecting a nomination they must provide clear reasons in writing to the borough.

2.4 If a household is in temporary accommodation and therefore more likely to be transient, some flexibility should be allowed in response time from nominees.

### 3. Results of Nomination

3.1 Regardless of whether a property is ready for letting or not, the Council must be notified of a result within 15 working days of receiving Southwark's nomination, using the standard pro forma. This time limit should be monitored by the designated Council officer and the co-op. It should be achievable in all but the most exceptional circumstances.

The time limits are not only to improve efficiency - but are also necessary so as not to disadvantage unsuccessful nominees, by suspending them from other offers for long periods of time.

There may be exceptional circumstances which cause delay and in these situations negotiation with Southwark is required.

3.2 As soon as a result is received the Council will amend its own records accordingly reinstating any unsuccessful nominees.

3.3 The refusal reason must always be given on the monitoring sheet. In addition a signature should, wherever possible, be obtained from the person refusing. If it is not possible to obtain a signature the reason must be written down on the form.

4.1 Certain nominees who have been made a direct offer will have the right to appeal, in line with the Council's normal Appeals Policy.

4.2 Each co-op will be supplied with a stock of Appeals Forms.

4.3 If a nominee wishes to appeal against an offer, they will be issued with an Appeals Form to be completed by both the applicant and the co-op.

4.4 The completed Appeals Form will be faxed to Southwark's Housing Options Service department within 24 hours.

4.5 The co-op will be notified of the decision of the Appeals Panel by Housing Options within 7 working days of receipt of the appeal form.

4.6 If an appeal is successful, the co-op will be notified and a further nomination made in line with the nominations agreement.

4.7 If an appeal is unsuccessful, the Council will notify the applicant who will be given 48 hours to contact the association from receipt of notification. If no contact is made, the co-op will notify the Council, the offer will be deemed to be refused and a further nomination will be made.

4.8 If for whatever reason, the Council cannot make a decision regarding the appeal within 7 days, the co-op will be kept informed of any reasons for delay. If the decision is unreasonably delayed, because of a failure to act by an applicant Southwark will discuss options for a replacement nominee with the co-op.

4.9 If a nominee refuses an offer without giving a reason (e.g. no contact), this will be deemed to be a refusal without appeal.

#### **Appendix 4**

The Council is in the process of reviewing our protocol on vulnerable people and information sharing which requires the Resettlement and Referral service and supported housing services to share information about vulnerable clients and rehousing providers.

The Council also has a risk management protocol which requires risk information to be shared.

Details of the protocol will be included in the agreement when completed.

## Appendix 5

### A Strategic Partnership with RSLs to Meet Housing Need in Southwark

#### 1. Context.

Southwark recognises that its strategic engagement with RSLs to meet the borough's housing needs requires strengthening. Feedback to the borough from the CLG, and the recent publication from the Housing Corporation *'Tackling homelessness'* (Nov 2006), emphasised the requirement on local authorities to exercise a leadership role in responding to housing need, working in partnership with RSLs to tackle homelessness and overcrowding. There is also a strong onus on the RSL sector to respond to these strategic priorities as evidenced through the work of the Housing Corporation's homelessness action teams.

The borough faces considerable challenges in tackling housing need over the next few years. A key priority for Southwark is the regeneration of the borough, with one of the largest regeneration programmes in London requiring large numbers of tenants from the Heygate and Aylesbury estates having to be relocated over the next few years. The Government has also set local authorities a target to halve the numbers of households in temporary accommodation by 2010, and to eliminate the use of bed and breakfast placements other than in an emergency for 16-17 year olds. It is also possible that some form of target to tackle overcrowding will be introduced, and this is also one of the themes of the Mayor's draft housing strategy. At the same time, the borough's housing stock continues to decline at a significant rate.

There is already a process underway to increase the borough's nominations entitlement to RSL vacancies in order to respond to these pressing issues, through a review of the Council's nominations agreement. However this alone will not address the longer-term issues of how to prioritise and respond to local housing needs, in the face of ever increasing demand and reducing supply. Nor does it sit well with the Government's wish to see housing providers work in partnership with the local authority to address housing needs.

There are also weaknesses in the current system from a customer care perspective that must be addressed. RSL tenants often have the option to register both on their own landlord's housing list as well as the local authority's housing register. This is not an option available to council tenants or first-time applicants. Providers operate a range of lettings policies which can lead to confusion, particularly about the size of property to which applicants are entitled, and leading to some nominees being turned down by the RSL.

Southwark cannot tackle these issues alone. It is critical that we develop a strategic, partnership-based response with RSL providers which maximises the effective use of all of the social housing supply in the borough.

#### 2. Strategic objectives

Southwark has the following strategic objectives to be achieved through this new

approach:

- Better management of overall housing supply and demand in the borough
- Common agreement of key priorities to address housing need across the social housing sector
- Equality of access for to the Housing Register irrespective of landlord or tenure
- Improved customer care and satisfaction through greater consistency for housing applicants on their options, priority for rehousing, and the size of accommodation for which they can be considered
- Simplified nominations agreement and more transparent process for monitoring RSL supply and nominations.

This approach will deliver benefits for Southwark as a local authority, in that it will enable its objectives as a strategic housing authority to be delivered more easily. It will deliver benefits for RSLs as they will have more of a voice in setting priorities, it will simplify or eliminate the monitoring regime to which nominations are currently subject, and it will also deliver real improvements in service delivery for housing applicants.

In order to achieve these objectives we feel that the best option is to move to a common approach to the letting of all social housing in the borough, and a single point of access for all social housing vacancies, to be administered by the local authority. This will enable all social housing lettings to be available to those most in need (irrespective of tenure), and to enable the most effective use to be made of vacant properties. This new approach would be based on the principles of choice already established under Southwark Homesearch, which we feel is the best way to bring about sustainable communities as applicants have exercised a positive choice to live in the property for which they have bid.

It is recognised that many RSLs work in a number of local authority areas and that each has a different lettings policy, and that this can cause some difficulties for RSLs. However this is not considered to be adequate grounds for maintaining the status quo. Given that boroughs in London at least face similar challenges and targets, it is probable the similarities between boroughs exceed the differences. This is likely to increase with the Mayor's draft housing strategy which sets out the context and priorities by which London boroughs will be required to respond to housing need. As part of the move to a common approach, there will be scope to research good practice and how other authorities have overcome these barriers both in London and further a field.

RSLs may also be concerned about the impact on cross-borough moves for their tenants, but it is our view that these issues should be addressed collectively, for all housing applicants irrespective of tenure, and in the context of the Mayor's plans for the development of a pan-London mobility scheme.

It has been assumed that given the involvement of RSLs on Southwark's Lettings Review Working Party in 2004/05 which led to the new lettings policy and choice-based lettings, and the fact that there was broad agreement from RSLs to this approach, will



form the basis for the new common approach. It is proposed that this is based on the following principles:

- choice-based, with vacancies advertised
- a simple banding system, easily understood by housing applicants
- priority within each band determined by date order
- single point of access (single housing register)
- some flexibility for a small number of vacancies (to be negotiated) to be outside these arrangements to respond to urgent needs etc, or to enable organisations to deliver on any special commitments.

### 3. Next steps

A steering group comprising Council and RSL representatives will then be set up to oversee the development and implementation of the new approach. SOUHAG is asked to nominate up to 5 delegates to represent a range of RSLs.e.g. national, regional and local, in the sector on the steering group.

The revised nominations agreement will be circulated shortly and discussed in detail at the SOUHAG Management Group on 5.12.2007. However it should be noted that this is an interim measure, driven by the need to respond urgently to the priorities set out in Section 1 of this report and is separate from the discussions on the longer-term strategic approach.

### 4. Outline timetable.

Action	Lead	Date
Letter of intent to RSL CEXs & notification of forthcoming invitation to meeting	Chris Bull, Deputy Chief Executive	November 2007
Initial meeting with RSLs Chief Executives to explain vision for strategic partnership with RSLs	Chris Bull, Deputy Chief Executive	November/December 2007
RSLs briefings on strategic approach to housing needs	Rachel Sharpe, Head of Strategy and Regeneration	November- January 2008 <ul style="list-style-type: none"> <li>• SOUHAG main- 2.11.2007</li> <li>• SOUHAG management- 5.12.2007</li> </ul>
Consultation and adoption of revised nominations agreement	Rachel Sharpe, Head of Strategy & Regeneration	<ul style="list-style-type: none"> <li>• Consultation- SOUHAG Management meeting 5.12.2007</li> <li>• Adoption January 2008</li> </ul>
Identify LA & RSL lead officers	Rachel Sharpe/Margaret O'Brien/SOUHAG	January 2008
Set up strategic project group, including RSL strategic leads to develop new approach	Rachel Sharpe	February 2008
Consult on proposals	Rachel Sharpe/Steering group	January-March 2009

Implement new approach	Rachel Sharpe/Margaret O'Brien	c. April 2009
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## 5. Feedback

This paper sets out the context, the Council's objectives and the general principles of how a common approach to meeting housing need could operate. It cannot at this stage include detailed proposals as these will emerge through the work of the steering group. SOUHAG's comments are sought on the general principles outlined in this paper.

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