

SEVENOAKS DISTRICT COUNCIL

HOUSING STRATEGY ACTION PLAN (2012)

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Introduction

The District Council has undertaken a wide-range of consultation and considered feedback against an updated and improved evidence base. This has provided a clearer understanding of housing needs and aspirations across different sections of the community, both at present and looking forward to the future.

Three strategic objectives have been identified to meet current and future housing requirements in the Sevenoaks District, whilst also having regard to the wider West Kent housing market area:

- 1 Providing a good mix of decent and affordable homes across all tenures: offering households choice and sustaining communities
- 2 Improving the quality and use of existing housing and sustaining neighbourhoods
- 3 Meeting the needs of vulnerable and lower income households

In order to deliver the above, a number of policies, programmes and actions have been identified. These are set out in the Housing Strategy Action Plan (HSAP).

The HSAP contributes to a much wider set of outcomes such as economic mobility and development, community safety, and improving the community's health and well-being. It is a key supporting document of the Sevenoaks District Sustainable Community Plan - the District Council's long-term sustainable vision for the area.

The HSAP has been timed to correspond with the remainder of the Sustainable Community Action Plan, which will run until 2013. At that point, both plans will be fully updated and correspond from then onwards.

To avoid repetition of information, references are instead made to supporting surveys, studies and other documents, including numerous related internal and external policies, strategies and plans.

A summary of the District Council's strategic housing objectives is available on the District Council's website. This provides a general overview of housing strategy in an easy-read format.

See: www.sevenoaks.gov.uk/housing

Governance and monitoring

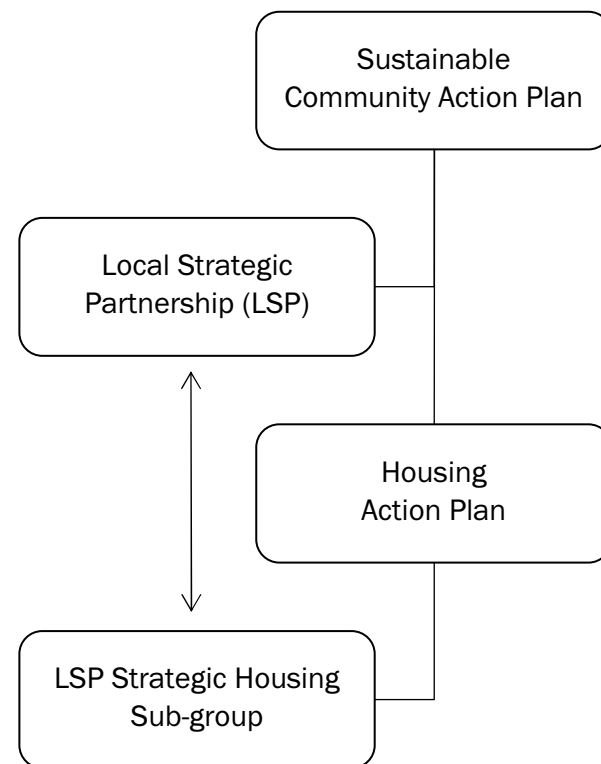
Housing strategy features strongly in the District Council's Sustainable Community Action Plan 2010-13 and this is reflected within the governance structures of the Local Strategic Partnership (LSP).

Monitoring of the HSAP will be undertaken by the LSP Strategic Housing Sub-group and progress reports will be provided to the main LSP. Reports will also be provided to the District Council's Services Select Committee to ensure that the work programme is adequately scrutinised by locally-elected members.

Strategic objectives will remain in place until 2013, though housing tactics will be reviewed regularly as policy develops, impacts are better understood, and new intelligence becomes available. Amendments will be developed by the sub-group and approval sought from the main LSP, when required.

This will see a much more responsive approach to housing strategy and ensure that limited resources continue to achieve maximum results.

A set of key output measures have been linked to a broad range of objectives to chart progress. These are set out on Page – and are available with supporting documentation on the District Council's website.



LSP/Housing Action Plan Structure

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
PRIORITY: PROVIDING A GOOD MIX OF DECENT AND AFFORDABLE HOMES ACROSS ALL TENURES: OFFERING HOUSEHOLDS CHOICE AND SUSTAINING COMMUNITIES					
1	Enabling the delivery of market and affordable housing; maximising affordable housing contributions on qualifying sites	<ul style="list-style-type: none"> – Forecast delivery of 14 affordable dwellings in 11/12 (12/13 indicative: 48 units); – Agree target for 12/13 by 11/12: Q4; – Target negotiations to achieve Core Strategy affordable housing contributions; 15+ (40%), 10-14 (30%), 5-9 (20%), 1-4 (financial contribution based on target equivalent of 10% provision); – Target a 65/35 rent/intermediate split; – Review tenure split in response to affordable rent tenure by 11/12: Q4; 	<ul style="list-style-type: none"> – HCA grant; – RPs; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – DCM; – PPM; – HAS; 	<ul style="list-style-type: none"> – SCAP 8.5, 11.2 (LPI154), 11.3 (LPI155); – CS SP3, SP4; – CS Affordable housing SPD; – BC 1; – SHMA 11.6, p148; – SHMA 12.13, p171; – KFHS 1-5; – WK LIP obj. A;
2	Enabling the delivery of priority sites; development pipeline	<ul style="list-style-type: none"> – Undertake regular development reviews and prioritise LIP sites that deliver wider benefits, including economic growth, sustainability and regeneration; – Provide HCA with regular priority updates to ensure factored into business planning process; 	<ul style="list-style-type: none"> – HCA grant; – HAS; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – DCM; – HAS; 	<ul style="list-style-type: none"> – SCAP 11.1, 11.2, 11.3; – Major Development Protocol; – BC 1, 2; – KFHS 1; – WK LIP obj. A, E;
3	Delivering green housing and infrastructure	<ul style="list-style-type: none"> – Achieve CSH Level 3 on all new affordable housing schemes; – Investigate opportunities for new housing to incorporate decentralised energy sources; 	<ul style="list-style-type: none"> – HCA grant; – HAS; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – DCM; – HAS; 	<ul style="list-style-type: none"> – SCAP 6 (LPI185-188), 8, 9.1, 11; – CS SP2, SP9, SP10; – BC 2, 7, 8; – KFHS 1, 2; – WK LIP obj. E;
4	Providing decent quality affordable housing that meets minimum space and functionality requirements	<ul style="list-style-type: none"> – Affordable housing to achieve compliance with current HCA design standards; – Social/affordable rented units to meet LHS, subject to site constraints; – Develop target for affordable housing to meet wheelchair standards; – All new 2-bed housing to be 4-person units; 	<ul style="list-style-type: none"> – HCA grant; – HAS; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – DCM; – HAS; – CSU; 	<ul style="list-style-type: none"> – SCAP 1.1, 6.1, 6.3, 6.4, 8.4; – BC 1, 3; – KFHS 2; – WK LIP obj. A;
5	Promoting low cost home ownership and other intermediate housing choices	<ul style="list-style-type: none"> – Review intermediate provision in response to affordable rent tenure by 12/13: Q2; – Hold Zone Agent drop-in-day once pa (alternate between main reception, north and south local offices); 	<ul style="list-style-type: none"> – HCA grant; – HAS; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – HM; – DCM; – HAS; 	<ul style="list-style-type: none"> – SCAP 11.3 (NI155); – BC 1; – SHMA 12.13, p171; – SHMA 12.7.8, p168;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> Consider practical issues for intermediate rented housing by 12/13: Q2 (SHMA, p18, 1.16); 	<ul style="list-style-type: none"> Private sector; 		<ul style="list-style-type: none"> KFHS 3; WK LIP obj. A;
6	Delivering affordable and specialist housing through remodelling, reconfiguring and refurbishment of existing facilities	<ul style="list-style-type: none"> Enable WKHA's programme for re-modelling, improvement, demolition and new build of sheltered housing schemes, as per WKHA Emerald Strategy; Work with Moat to enable the redevelopment of St Andrew's Court to provide mixed tenure choice for older people by 13/14; Undertake options appraisals in partnership with HAS for under-used and outdated social housing stock; by 12/13: Q4; Consider reconfiguration of general needs to temporary, specialist and move-on accommodation; Secure HA stock rationalisation disposals to locally-based HAS; 	<ul style="list-style-type: none"> HCA grant; HAs; S106 contributions; 	<ul style="list-style-type: none"> HPM; HM; DCM; HAs; 	<ul style="list-style-type: none"> SCAP 2.2, 11.5; BC 1; KFHS 1; WK LIP obj. A, B; WKHA Emerald Strategy;
7	Managing reduction in capital funding for affordable housing (reduced HCA funding 2011 onwards)	<ul style="list-style-type: none"> Explore other delivery mechanisms and financial models for future delivery; Consider claw-back mechanisms on S106 to maximise contributions post-recession; Promote private sector partnerships and joint ventures - to consider land contributions in return for essential worker nominations (larger employers) as per essential worker report; 	<ul style="list-style-type: none"> S106 contributions; HAs; HCA; Cross-subsidy; Private sector; 	<ul style="list-style-type: none"> HPM; DCM; HAs; 	<ul style="list-style-type: none"> SCAP 11.2 (LPI154), 11.3 (LPI155); BC 1; Grant-free Models for Essential Worker Housing; KFHS 1;
8	Making best use of affordable housing planning gains	<ul style="list-style-type: none"> To agree spending priorities with DC; develop criteria/procedures for best use of funds by 11/12: Q4; 	<ul style="list-style-type: none"> S106 contributions; SDC capital programme; 	<ul style="list-style-type: none"> HPM; DCM; 	<ul style="list-style-type: none"> SCAP 11.3 (LPI155); CS SP3; BC 1; Core Strategy; KFHS 1;
9	Identifying and utilising surplus public/community sector land for the provision of affordable and specialist housing	<ul style="list-style-type: none"> Assess remaining SDC-owned land for housing development; Review status of surplus public sector land and partner sites; aim to secure land contributions as equity/grant-free provision; review public databases and HCA land directory; Review SHLAA for sites consistent with CS on completion of Allocations and Development DPD by 	<ul style="list-style-type: none"> HCA grant; HAs; S106 contributions; 	<ul style="list-style-type: none"> HPM; DCM; PPM; 	<ul style="list-style-type: none"> SCAP 11.1, 11.2 (LPI154), 11.3 (LPI155); BC 1, 7; SHLAA; KFHS 1;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		11/12: Q4;			
10	Enabling the delivery of affordable housing in rural settlements	<ul style="list-style-type: none"> – Complete 1 new need survey pa (2 in 2011/12); – Complete 1 new scheme by 13/14: Q3; – Consider additional community facilities alongside new rural housing schemes; – Develop operational procedure note with DC and Community Development (to cover initial project stages) by 12/13: Q2; – Review S106 local letting criteria by 11/12: Q4; – Continue to part-fund independent rural enabler post to 12/13 – to consider further funding from 13/14 onwards by 12/13: Q3; – Feed rural housing objectives into neighbourhood plan/parish plan process; – Consider reducing HAs to selected specialist partners by 11/12: Q4; – Arrange a promotional rural tour of the District for parish councils, ward members and the HCA; by 11/12: Q4; 	<ul style="list-style-type: none"> – HCA grant; – HAs; – S106 contributions; – Community trusts; 	<ul style="list-style-type: none"> – HPM; – DCM; – PPM; – HAs; – PCs; – ACRK; – ERHA; 	<ul style="list-style-type: none"> – SCAP 11.2 (LPI154), 11.3 (LPI155); – CS SP4; – BC 1, 2; – SHMA 12.12.5, p171; – KFHS 1, 2; – Rural Homes: Supporting Kent's Rural Communities – WK LIP obj. A;
11	Maximising opportunities for affordable housing development through effective partnerships; improving specialist knowledge and providers	<ul style="list-style-type: none"> – Review Preferred Partner Agreement/membership; to consider new agreement by 11/12: Q4; – Produce monthly affordable housing development schedule - circulate to partners; – Promote housing delivery and funding through the Kent, Essex and Sussex LEP; 	<ul style="list-style-type: none"> – Existing; 	<ul style="list-style-type: none"> – HPM; – DCM; – HAs; 	<ul style="list-style-type: none"> – SCAP 2.2, 11.3 (LPI155), 11.4; – BC 1; – Preferred Partner Agreement 2008; – KFHS 1; – WK LIP obj. C;
12	Sustaining lettings	<ul style="list-style-type: none"> – Develop KHG template sustainable lettings plans on new affordable housing developments to ensure mixed communities at first lets - to also consider on existing schemes, where appropriate (template subject to review by KHG in light of changing national policy); – Review each plan after 2-years - review and produce progress report on effectiveness of all plans to date by 12/13: Q4; – Work with Kent Consortium to develop strategic tenant policy in response to coalition policy 	<ul style="list-style-type: none"> – Existing; 	<ul style="list-style-type: none"> – HM; – HAs; – HPM; 	<ul style="list-style-type: none"> – SCAP 11.4; – BC 1, 8; – KHG Building Sustainable Communities in Kent (SDC signatory); – KFHS 5;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> - (affordable rent/flexible tenancies) by 13/14: Q2; - Develop local sub-policy of Kent tenant policy by 13/14 Q2; - Compare annual turnover rates and ability to meet need: affordable rent/social rent; produce report each Apr; - All new lettings to be subject to the SDC template Nominations Agreement; 			
13	Utilising the private rented sector	<ul style="list-style-type: none"> - Continue to operate the Sevenoaks DC Property Accreditation scheme; - Work with partners to investigate establishment of institutional or private equity funded private rented sector (KFHS, p47); - Hold quarterly sub-regional private landlord forums; - Provide rent-in-advance and deposit bonds to enable access to the private rented sector; consider operating partner LA services to increase income by 12/13: Q4; - Consider a private sector leasing scheme by 12/13; 	<ul style="list-style-type: none"> - Existing; 	<ul style="list-style-type: none"> - HM; - HPM; 	<ul style="list-style-type: none"> - SCAP 11.4, 11.5, 11.6; - BC 1; - KFHS 2, 5; - WK LIP obj. B;
14	Enabling the delivery of pitch provision for Gypsies/Travellers	<ul style="list-style-type: none"> - Provide 4 x new pitches at SDC site (external CLG funding secured and planning consent in place) by 11/12: Q4; - Provide new amenity blocks for all new and existing pitches; upgrade electrical supply, fire safety equip and drainage by 11/12: Q4; - Explore further funding opportunities through the LIP to 13; 	<ul style="list-style-type: none"> - CLG grant (funding in place); - HCA; 	<ul style="list-style-type: none"> - HM; - DCM; - HPM; - PPM; 	<ul style="list-style-type: none"> - SCAP 11.3 (LPI155), 11.4; - BC 1; - CS SP6; - GTAA 2007; - KFHS 1, 5; - SHLAA; - SE Plan; - WK LIP obj. C;
PRIORITY: IMPROVING THE QUALITY AND USE OF EXISTING HOUSING AND SUSTAINING NEIGHBOURHOODS					
15	Delivering the Private Sector Housing Strategy; achieving and maintaining the Decent Homes Standard	<ul style="list-style-type: none"> - Review and update sub-strategy following completion of SCS and outcome of LIP process by 12/13; - Monitor DHS progress in social sector (c98% compliance at Dec 10); report progress each Apr; - Analyse private sector stock condition survey to inform future private sector policy development by 12/13; - Achieve full spend of remaining RHP programme by 	<ul style="list-style-type: none"> - RHP (N/W Kent); - LIP (2011 onwards); 	<ul style="list-style-type: none"> - HM; - HPM; - HAs; - In-Touch; 	<ul style="list-style-type: none"> - SCAP 6.1, 6.3, 11.4, 11.5, 11.6; - BC 1, 7; - PSHS 07; - KFHS 4, 5; - PSHAP 08; - WK LIP obj. B;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> - 11/12; - Review the Private Sector Housing Assistance Policy following completion of SCS by 12/13; - Assess impact on private sector housing quality and availability to lower paid working households following HB capping by 12/13; - Consider enhanced enforcement role in light of reduced grant programme by 12/13; 			<ul style="list-style-type: none"> - RP asset plans; -
16	Delivering the Empty Homes Action Plan	<ul style="list-style-type: none"> - Bring 15 long-term empty homes back into use pa; - Review sub-strategy by 12/13: Q4; - Transfer empty homes function to Housing Policy Team to build enabling services by 11/12; - Utilise HCA grant funding for Kent initiative (funding decision due 09/11); 	<ul style="list-style-type: none"> - RHP (N/W Kent); - LIP (2011 onwards); - KCC No Use Empty; 	<ul style="list-style-type: none"> - HM; - HAS; - KCC; 	<ul style="list-style-type: none"> - SCAP 6.1, 11.4, 11.5; - BC 1, 7; - EHAP 09; - KFHS 2, 4, 5; - WK LIP obj. B;
17	Reducing under-occupation and over-crowding	<ul style="list-style-type: none"> - Contribute towards the Small is Beautiful scheme; - Consider positive incentives to improve the turnover of family houses in the social sector (LSP sub-group set up) - produce interim plan by 11/12: Q4; - Consider planning gains to fund additional under-occupation incentives (see obj. 6) by 12/13: Q4; - Consider awarding higher priority to those under-occupying and looking to transfer (in review of SDHR); by 12/13: Q4; - Asses impact of new benefit rules on over-crowding by 12/13: Q4; - Participate in SSC in-depth scrutiny of under-occupation and deliver subsequent action plan by 12/13: Q3; 	<ul style="list-style-type: none"> - WKHA; - HAS; - Existing budgets; - KHG Innovation Fund; 	<ul style="list-style-type: none"> - HAS; - HM; - HPM; 	<ul style="list-style-type: none"> - SCAP 2.1, 2.2, 11.4, 11.6; - BC 1, 7; - SHMA 1.16, p18; - KFHS 4;
18	Improving energy efficiency of existing housing stock; reducing carbon use and fuel poverty	<ul style="list-style-type: none"> - Implement local, county, regional and national retrofit schemes; reduce carbon use in domestic sector (LPI186); reduce incidence of fuel poverty (LPI187); - Produce domestic sector element of upcoming climate change strategy by 12/13: Q2; - Complete phase 2/3 of Heatseekers programme by 11/12; - Maximise uptake of national schemes: Warm front and CERT to 12/13; 	<ul style="list-style-type: none"> - HAS; - Various external; - RHP (N/W Kent); - LIP (2011 onwards); - West Kent Fuel Poverty 	<ul style="list-style-type: none"> - HAS; - ECO; - HM; - HPM; 	<ul style="list-style-type: none"> - SCAP 2.2, 6.1, 6.3 (LPI186-188), 11.4, 11.5; - BC 7; - KFHS 4; - KHAWs; - KES; - KAAP; - WK LIP obj. B;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		<ul style="list-style-type: none"> – Support the delivery of related RP work plans; – Work with KCC to introduce and facilitate Green Deal 12/13: Q3; – Actively promote better use of developing systems and technologies; 	Partnership;		
PRIORITY: MEETING THE NEEDS OF VULNERABLE AND LOWER INCOME HOUSEHOLDS					
19	Improving housing interventions to prevent crises	<ul style="list-style-type: none"> – Consider multi-agency referral scheme by 12/13; – Raise awareness and identification of risks through regular training; 	– TBC;	– HM;	<ul style="list-style-type: none"> – SCAP 2.1, 2.2, 11.6; – BC 8; – KFHS 5;
20	Enabling people to remain independent in their own homes; supporting vulnerable people in housing need	<ul style="list-style-type: none"> – Achieve at least 95% annual DFG grant spend; – Provide £250k pa to WKHA for tenant DFG programme; – Increase the use of plug-and-place assistive technologies (to monitor); – Support the delivery of the KCC Supporting People Strategy 2010-15; achieve assigned targets within timescales to 12/13: Q4; – Review local impacts of cuts to SP by 11/12: Q4; – Support the delivery of relevant client-specific action plans and protocols (as per JPPB); 	<ul style="list-style-type: none"> – RHP (N/W Kent); – LIP (2011 onwards); – Pilot funding TBI; – SP; 	<ul style="list-style-type: none"> – WKHA; – SP; – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP 2.1, 2.2, 11.4; – BC 8; – KFHS 5; – BC 1; – SPS;
21	Promoting sustainable lending	<ul style="list-style-type: none"> – Facilitate access to Houseproud, Kent Savers and other reputable external lenders; – Consider SDC mortgage finance and DIYSO initiatives by 11/12: Q4; 	– Houseproud;	<ul style="list-style-type: none"> – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP 2.1; – KFHS 2, 5;
22	Ensuring equality of housing and related services	<ul style="list-style-type: none"> – Complete housing EQIAs as per EAP; – Review BME housing sub-strategy by 12/13; 	– Existing;	<ul style="list-style-type: none"> – HM; – HPM; – DCM; – PPM; 	<ul style="list-style-type: none"> – SCAP 11.4; – BC 8; – Equality Action Plan; – BME HS; – KFHS 5;
23	Providing decent housing and related services to meet the needs of older people	<ul style="list-style-type: none"> – Assess housing needs analysis of older people (to be undertaken through SILK, KMHS) by 11/12: Q4; – Update housing chapter in COPS by 12/13; – Consider future need for extra care provision (SHMA 10.7, p130); work with KHG older people’s task and finish group to develop county strategy by 12/13; – Promote the development of specialised housing to 	<ul style="list-style-type: none"> – WKHA; – Moat Group; – Existing; – KCC; – NHS; – KHG; 	<ul style="list-style-type: none"> – HPM; – HM; – CD; – KCC; – PPM; 	<ul style="list-style-type: none"> – SCAP 2.1, 2.2; – CS SP5; – BC 8; – COPS 09; – SHMA 1.16, p18; – KFHS 5; – WK LIP obj. C;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		<ul style="list-style-type: none"> – meet the needs of older people on suitable sites through the CS policy SP5 and site allocations in the Allocations and Development Management DPD; – Review financial support services for older people (SHMA 1.7, p130) by 12/13; – Develop and undertake pilot advice service for older people through KHG Older Adult Group by 11/12: Q4; 			
24	Providing decent housing and related services to meet the needs of younger people	<ul style="list-style-type: none"> – Develop 9-bed housing scheme for vulnerable younger people; secure capital funding (potential site identified and revenue funding agreed) complete by 12/13: Q4 (SP Needs Analysis 09/09, p29); – Work with WKHA to accommodate six younger people with support as an interim measure; 	<ul style="list-style-type: none"> – HCA capital; – SP; 	<ul style="list-style-type: none"> – HPM; – HM; – SP; – Moat; 	<ul style="list-style-type: none"> – SCAP 3.1, 3.2, 4.5; – BC 8; – SPS; – KFHS 5;
25	Preventing homelessness	<ul style="list-style-type: none"> – Deliver West Kent Homelessness Strategy; – WK Homelessness Group to update SHSG quarterly; 	<ul style="list-style-type: none"> – WK LAs; 	<ul style="list-style-type: none"> – HM; 	<ul style="list-style-type: none"> – SCAP 11.6; – BC 8; – WK Homelessness Strategy; – KFHS 5;
26	Providing an enhanced housing options service to link with wider community needs; responding proactively to the recession	<ul style="list-style-type: none"> – Provide HERO surgeries across the District in partnership with Moat, WKHA and 3 x Children's Centres until 2012; – Target those unemployed and at risk of losing their homes; – Investigate opportunities to expand scheme; 	<ul style="list-style-type: none"> – CLG (until 06/11); – SDC (post CLG); – HAs; 	<ul style="list-style-type: none"> – HM; – JCP; – HAs; 	<ul style="list-style-type: none"> – SCAP 4.2, 4.5, 9.1, 11.4, 11.6, 12.1, 12.3; – BC 8; – KFHS 5; – WK LIP, obj D;
27	Implementing Home Choice CBL programme	<ul style="list-style-type: none"> – Work with CBL partners to take forward cross-boundary nominations and common-assessment framework; – Consider operational standard to support better mutual exchanges; – Consider sharing a housing register to reduce operating costs as part of budget savings programme (excl. allocations policies) by 12/13: Q4; – Update SDC Allocations Policy by 11/12: Q4; 	<ul style="list-style-type: none"> – Participating LA contributions; – CLG; – Private; – HAs; 	<ul style="list-style-type: none"> – HM; – HAs; 	<ul style="list-style-type: none"> – SCAP 11.4, 11.6, 12.3; – BC 8; – KFHS 5;
28	Maintaining effective partnership working with WKHA (LSVT RP)	<ul style="list-style-type: none"> – Review and update SLA (update document completed Dec 2010) - further review to take place by 12/13: Q3; – Hold regular liaison meetings with WKHA Balanced 	<ul style="list-style-type: none"> – WKHA; – SDC; 	<ul style="list-style-type: none"> – HM; – WKHA; – HHC; – HPM; 	<ul style="list-style-type: none"> – SCAP 11.4, 11.6; – BC 1; – SLA 2010; – KFHS 1-5;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		<ul style="list-style-type: none"> – Communities and Housing Director; – Hold bi-annual liaison meetings with SDC Management Team and WKHA CE, directors and Board; 			
29	Delivering the Domestic Abuse Housing Strategy	<ul style="list-style-type: none"> – Review sub-strategy action plan; by 12/13: Q4; – Develop a local women's refuge - site and capital funding to be identified; SP revenue funding agreed; identify site by 13/14: Q2 (SP Needs Analysis 09/09, p53); – Support the delivery of related objectives in LSP Domestic Abuse Action Plan - report back progress to Domestic Abuse Working Group; – Assess level of need for additional refuge move-on accommodation by 12/13: Q3; 	<ul style="list-style-type: none"> – SP; – HCA; – HAs; – S106 contributions; – Churches Together; 	<ul style="list-style-type: none"> – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP 11.4, 11.6; – BC 8; – KFHS 5; – KMDAS 2-4; – SPS; – WK LIP obj. C;
OTHER					
30	Increasing strategic housing capacity; building capacity of partners, local communities and groups	<ul style="list-style-type: none"> – Hold SHSG meetings quarterly; – Build further effective partnerships across sectors; – Complete skills audit; by 12/13: Q2; – Facilitate scrutiny groups on housing and related services; – Undertake SDC Business Process Review by 12/13; 	<ul style="list-style-type: none"> – Existing; 	<ul style="list-style-type: none"> – HHC; – HAs; – HPM; – HM; 	<ul style="list-style-type: none"> – SCAP; – KFHS 1-5;
31	Delivering housing and related services sub-regionally	<ul style="list-style-type: none"> – Contribute to the West Kent LIP process; – Undertake common work projects in partnership with Dartford BC (as per project savings template); – Work with KCC to develop county survey process as part of budget savings measures; 	<ul style="list-style-type: none"> – WK LAs; – HCA; – HAs; 	<ul style="list-style-type: none"> – HHC; – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP; – LIP;
32	Undertaking regular consultation	<ul style="list-style-type: none"> – Hold annual housing forums; – Ensure SDC New Homes Survey is undertaken for initial lets; – Consider other post-occupation consultation by 12/13; 	<ul style="list-style-type: none"> – Existing; 	<ul style="list-style-type: none"> – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP;
33	Responding to updated housing intelligence	<ul style="list-style-type: none"> – Update SHMA/HMNA (in-house); TBA; – Consider demographic change in 2011 Census (due 2012) against SHMA projections; – Assess findings of updated GTAA; to include needs of housed G/Ts by 12/13; 	<ul style="list-style-type: none"> – TBC; 	<ul style="list-style-type: none"> – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP; – SHMA 08; – HMNA 06; – GTAA 06;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
34	Assessing/measuring performance	<ul style="list-style-type: none"> – Undertake benchmarking exercises with LSVT Benchmarking Group; – Implement updated local performance targets and refocus local housing audit to reflect removal of CAA; – Consider measures to improve local data awareness; – Report progress against related SCAP objectives quarterly and provide full annual HSAP progress reports; 	– Existing;	<ul style="list-style-type: none"> – HM; – HPM; – HAS; 	<ul style="list-style-type: none"> – SCAP; – HIP; – ISIT; – CLG Business Plan 2011-15;
35	Ensuring emergency housing procedures are in place	<ul style="list-style-type: none"> – Relevant officers to undertake emergency planning rest centre training; – Provide emergency out-of-hours contact service; 	– Existing;	<ul style="list-style-type: none"> – HHC; – HM; 	<ul style="list-style-type: none"> – SCAP; – Emergency Plan;
36	Ensuring major campsites are safe and habitable	<ul style="list-style-type: none"> – Undertake inspections at major Brands Hatch events; – Identify land intended for public campsites during Olympics; PSH to feed into SDC Olympic Working Group; 	– Existing;	– HM;	– SCAP;
37	Review scope for developing shared services/joint approaches between local authorities	<ul style="list-style-type: none"> – To consider pooling resources, expertise, skills and joint procurement as an ongoing process. – Identify cross-cutting outcomes; 	– Existing;	<ul style="list-style-type: none"> – HM; – HPM; 	– SCAP;
<p>Note: actions without target timescales will be evaluated annually</p>					

SUPPORTING EVIDENCE AND INTELLIGENCE	
Sustainable Community Action Plan (2010-13)	The long-term, sustainable vision for the Sevenoaks District and sets out the local community's priorities for action. http://www.sevenoaks.gov.uk/documents/sdc_comactionplan_final.pdf
Core Strategy (2010)	Sets out the vision and policies for future development in the Sevenoaks District over the period to 2026, as well as providing the policy context for other development plan documents. http://www.sevenoaks.gov.uk/documents/core_strategy_draft_for_submission_jan_2010_lores.pdf
Sevenoaks District Stock Condition Survey (2011)	Sets out the basic legislative, government and local reporting requirements on private sector housing, and details the local stock condition using various criteria. http://www.sevenoaks.gov.uk/housing/housing_improvement_and_repairs/default.asp
West Kent Strategic Housing Market Assessment (2008)	Provides an insight into how the local housing market operates both now and in the future. Also provides a basis on which to develop planning and housing policies by considering the characteristics of the housing market, how key factors work together, and the probable scale of change in future housing need and demand. http://www.sevenoaks.gov.uk/documents/west_kent_shma_final.pdf
West Kent Local Investment Plan (2010)	Sets out how the West Kent Local Investment Plan partnership will deliver a more effective and focused approach to regeneration, affordable housing, transport, and future employment growth in the Sevenoaks District and across West Kent (including the Maidstone Borough). http://www.sevenoaks.gov.uk/housing
Kent Supporting People Strategy (2010-15)	Provides the framework for the local planning, commissioning, regulation and funding of housing-related support services in the Sevenoaks District and across Kent. http://www.kenthousinggroup.org.uk/HousingStrategy.aspx
Kent Supporting People Needs Analysis (2009)	An analysis of need used to identify priorities and underpin the commissioning process. http://www.kenthousinggroup.org.uk/HousingStrategy.aspx
Kent Forum Housing Strategy (2011)	Sets out the major housing challenges facing Kent now and in the future, and offers solutions to address local issues having a county perspective. http://www.kenthousinggroup.org.uk/uploads/KMHSconsultationversion.pdf

NATIONAL POLICY FRAMEWORK – the Housing Strategy Action Plan has been developed having regard to developing policy, though regular reviews of housing tactics will be required as policy takes effect and impacts are better understood.

KEY HOUSING OUTPUTS (2011/12 – 2012/13)	2011/12 (Forecast)	2012/13 (Indicative)	Total
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OBJ	Providing a good mix of decent and affordable homes across all tenures: offering households choice and sustaining communities			
1	Affordable housing completions	14	48	76
1	Market housing completions	*	*	
6	Completion of social housing stock rationalisation transfers to other HAs (by unit)	12	0	12
10	Rural parish housing needs surveys undertaken	2	1	3
10	Rural housing completions (units)	0	14	14
13	Properties accredited	84	84	168
14	Provision of additional public G/T pitches	4	0	4

OBJ	Improving the quality and use of existing housing and sustaining neighbourhoods			
15	Dwellings made Decent	40	40	80
16	Properties where HHSRS Category 1 hazards removed	20	20	40
16	HMO inspections undertaken (units)	80	80	160
16	Mobile home park inspections undertaken	12	12	24
17	Long-term empty homes brought back into use through direct intervention	15	15	30
18	Social housing tenants assisted to down-size	*	*	*
18	Social sector over-crowding cases resolved	*	*	*
19	Energy grants to improve thermal efficiency	*	*	*

OBJ	Meeting the needs of vulnerable and lower income households			
26	Rent-in-advance/deposit bond cases	60	60	120
21	DFGs completed	95	95	190
24	Older people: dwellings made Decent	3	3	6
26	Homelessness preventions	716	716	1432
27	HERO surgeries	240	240	480
28	Social housing lets	300	300	600

* to be agreed

ABREVIATIONS			
ACRK	ACTION WITH COMMUNITIES IN RURAL KENT	JCP	JOB CENTRE PLUS
BC	BALANCED COMMUNITIES	JPPB	JOINT POLICY AND PLANNING BOARD
CBL	CHOICE-BASED LETTINGS	KA2	KENT AGREEMENT 2
CD	COMMUNITY DEVELOPMENT	KAAP	KENT ADAPTATION ACTION PLAN
CIL	COMMUNITY INFRASTRUCTURE LEVY	KCC	KENT COUNTY COUNCIL
CLG	COMMUNITIES AND LOCAL GOVERNMENT	KES	KENT ENVIRONMENT STRATEGY
COPS	CORPORATE OLDER PERSONS' STRATEGY	KHAW	KENT HEALTH AND AFFORDABLE WARMTH STRATEGY
CPA	COMPREHENSIVE PERFORMANCE ASSESSMENT	KHG	KENT HOUSING GROUP
CS	CORE STRATEGY (LDF)	KMDAS	KENT AND MEDWAY DOMESTIC ABUSE STRATEGY
CSH	CODE FOR SUSTAINABLE HOMES	KFHS	KENT FORUM HOUSING STRATEGY
CSU	COMMUNITY SAFETY UNIT	LHS	LIFETIME HOMES STANDARD
CSR	COMPREHENSIVE SPENDING REVIEW	LD	LEARNING DISABILITY
DAHS	DOMESTIC ABUSE HOUSING STRATEGY	LEP	LOCAL ENTERPRISE PARTNERSHIP
DC	DEVELOPMENT CONTROL	LIP	LOCAL INVESTMENT PLAN
DCM	DEVELOPMENT CONTROL MANAGER	LSVT	LARGE SCALE VOLUNTARY TRANSFER
DFG	DISABLED FACILITIES GRANT	LSP	LOCAL STRATEGIC PARTNERSHIP
DPD	DEVELOPMENT PLAN DOCUMENT	PPM	PLANNING POLICY MANAGER
ECO	ENERGY CONSERVATION OFFICER	PSH	PRIVATE SECTOR HOUSING (TEAM)
EHAP	EMPTY HOMES ACTION PLAN	PSHAP	PRIVATE SECTOR HOUSING ASSISTANCE POLICY
ERHA	ENGLISH RURAL HOUSING ASSOCIATION	PSHS	PRIVATE SECTOR HOUSING STRATEGY
EAP	EQUALITY ACTION PLAN	RHP	REGIONAL HOUSING POT
EQIA	EQUALITY IMPACT ASSESSMENT	RP	REGISTERED PROVIDER
GTAA	GYPSY/TRAVELLER ACCOMMODATION ASSESSMENT	S106	SECTION 106
HA	HOUSING ASSOCIATION	SBD	SECURE BY DESIGN
HCA	HOMES AND COMMUNITIES AGENCY	SCAP	SUSTAINABLE COMMUNITY ACTION PLAN
HERO	HOUSING ENERGY RETRAINING OPTIONS	SDHR	SEVENOAKS DISTRICT HOUSING REGISTER
HHC	HEAD OF HOUSING AND COMMUNICATIONS	SHLAA	STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT
HM	HOUSING MANAGER (PRIVATE SECTOR AND SOCIAL TEAMS)	SHMA	STRATEGIC HOUSING MARKET ASSESSMENT
HMNA	HOUSING MARKET AND NEEDS ASSESSMENT	SHOE	SHARED-OWNERSHIP FOR THE ELDERLY
HMO	HOUSE IN MULTIPLE-OCCUPATION	SHSG	STRATEGIC HOUSING SUB-GROUP
HOLD	HOUSING FOR THOSE WITH LEARNING DISABILITIES	SILK	SOCIAL INNOVATION LAB FOR KENT
HPM	HOUSING POLICY MANAGER	SP/S	SUPPORTING PEOPLE/STRATEGY
HSAP	HOUSING STRATEGY ACTION PLAN	SPD	SUPPLEMENTARY PLANNING DOCUMENT
HSCS	HOUSING STOCK CONDITION SURVEY	WK LIP	WEST KENT LOCAL INVESTMENT PLAN

