

SEVENOAKS DISTRICT COUNCIL

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HOUSING STRATEGY ACTION PLAN (2012)

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February 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 current housing strategy in an easy-read format.

See: [www.sevenoaks.gov.uk/housing](http://www.sevenoaks.gov.uk/housing)

## Governance and monitoring

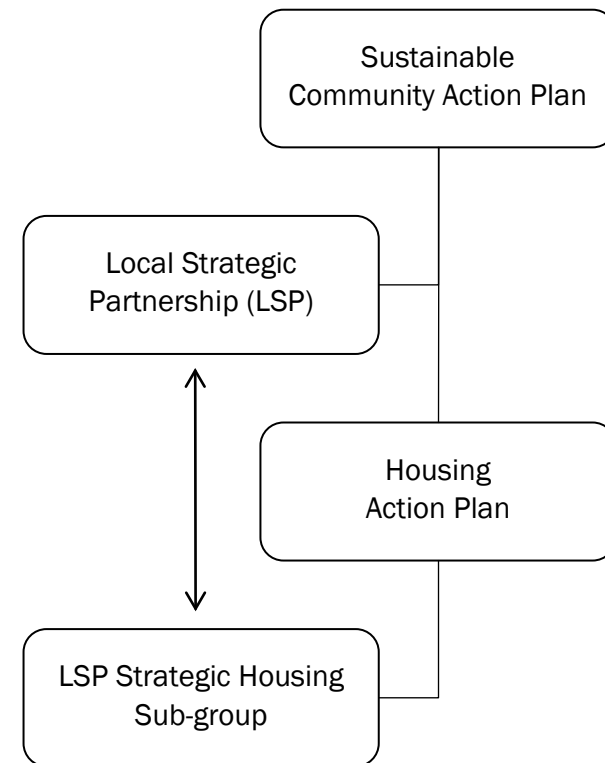
Housing strategy features strongly in the District Council's Sustainable Community Action Plan 2010-13 and this is reflected within the governance structures of the Local Strategic Partnership (LSP).

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
<b>PRIORITY: PROVIDING A GOOD MIX OF DECENT AND AFFORDABLE HOMES ACROSS ALL TENURES: OFFERING HOUSEHOLDS CHOICE AND SUSTAINING COMMUNITIES</b>					
1	Enabling the delivery of market and affordable housing; maximising affordable housing contributions on qualifying sites	<ul style="list-style-type: none"> <li>- Forecast delivery of 14 affordable dwellings in 11/12 (12/13 indicative: 48 units);</li> <li>- Agree target for 12/13 <b>by 11/12: Q4</b>;</li> <li>- 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);</li> <li>- Target a 65/35 rent/intermediate split;</li> <li>- Review tenure split in response to affordable rent tenure;</li> </ul>	<ul style="list-style-type: none"> <li>- HCA grant;</li> <li>- RPs;</li> <li>- S106 contributions;</li> </ul>	<ul style="list-style-type: none"> <li>- HPM;</li> <li>- DCM;</li> <li>- PPM;</li> <li>- HAS;</li> </ul>	<ul style="list-style-type: none"> <li>- <b>SCAP</b> 8.5, 11.2 (LPI154), 11.3 (LPI155);</li> <li>- CS SP3, SP4;</li> <li>- CS Affordable housing SPD;</li> <li>- BC 1;</li> <li>- SHMA 11.6, p148;</li> <li>- SHMA 12.13, p171;</li> <li>- KFHS 1-5;</li> <li>- WK LIP obj. A;</li> </ul>
2	Enabling the delivery of priority sites; development pipeline	<ul style="list-style-type: none"> <li>- Undertake regular development reviews and prioritise LIP sites that deliver wider benefits, including economic growth, sustainability and regeneration;</li> <li>- Provide HCA with regular priority updates to ensure factored into business planning process;</li> </ul>	<ul style="list-style-type: none"> <li>- HCA grant;</li> <li>- HAS;</li> <li>- S106 contributions;</li> </ul>	<ul style="list-style-type: none"> <li>- HPM;</li> <li>- DCM;</li> <li>- HAS;</li> </ul>	<ul style="list-style-type: none"> <li>- <b>SCAP</b> 11.1, 11.2, 11.3;</li> <li>- Major Development Protocol;</li> <li>- BC 1, 2;</li> <li>- KFHS 1;</li> <li>- WK LIP obj. A, E;</li> </ul>
3	Delivering green housing and infrastructure	<ul style="list-style-type: none"> <li>- Achieve CSH Level 3 on all new affordable housing schemes;</li> <li>- Investigate opportunities for new housing to incorporate decentralised energy sources;</li> </ul>	<ul style="list-style-type: none"> <li>- HCA grant;</li> <li>- HAS;</li> <li>- S106 contributions;</li> </ul>	<ul style="list-style-type: none"> <li>- HPM;</li> <li>- DCM;</li> <li>- HAS;</li> </ul>	<ul style="list-style-type: none"> <li>- <b>SCAP</b> 6 (LPI185-188), 8, 9.1, 11;</li> <li>- CS SP2, SP9, SP10;</li> <li>- BC 2, 7, 8;</li> <li>- KFHS 1, 2;</li> <li>- WK LIP obj. E;</li> </ul>
4	Providing decent quality affordable housing that meets minimum space and functionality requirements	<ul style="list-style-type: none"> <li>- Affordable housing to achieve compliance with current HCA design standards;</li> <li>- Seek to achieve LHS on social/affordable rented units, subject to site constraints;</li> <li>- Develop target for affordable housing to meet wheelchair standards;</li> <li>- All new 2-bed housing to be 4-person units;</li> </ul>	<ul style="list-style-type: none"> <li>- HCA grant;</li> <li>- HAS;</li> <li>- S106 contributions;</li> </ul>	<ul style="list-style-type: none"> <li>- HPM;</li> <li>- DCM;</li> <li>- HAS;</li> <li>- CSU;</li> </ul>	<ul style="list-style-type: none"> <li>- <b>SCAP</b> 1.1, 6.1, 6.3, 6.4, 8.4;</li> <li>- BC 1, 3;</li> <li>- KFHS 2;</li> <li>- WK LIP obj. A;</li> </ul>
5	Promoting low cost home ownership and other intermediate housing choices	<ul style="list-style-type: none"> <li>- Review intermediate provision in response to affordable rent tenure <b>by 12/13: Q2</b>;</li> <li>- Hold Zone Agent drop-in-day <b>once pa</b> (alternate between main reception, north and south local offices);</li> </ul>	<ul style="list-style-type: none"> <li>- HCA grant;</li> <li>- HAS;</li> <li>- S106 contributions;</li> </ul>	<ul style="list-style-type: none"> <li>- HPM;</li> <li>- HM;</li> <li>- DCM;</li> <li>- HAS;</li> </ul>	<ul style="list-style-type: none"> <li>- <b>SCAP</b> 11.3 (NI155);</li> <li>- BC 1;</li> <li>- SHMA 12.13, p171;</li> <li>- SHMA 12.7.8, p168;</li> </ul>

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

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



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

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

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

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

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

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		– Identify funding to undertake a stock analysis and survey of older people’s housing needs <b>by 12/13: Q2;</b>			
34	Assessing/measuring performance	<ul style="list-style-type: none"> <li>– Undertake benchmarking exercises with LSVT Benchmarking Group;</li> <li>– Implement updated local performance targets and refocus local housing audit to reflect removal of CAA;</li> <li>– Consider measures to improve local data awareness;</li> <li>– Report progress against related SCAP objectives quarterly and provide full annual HSAP progress reports;</li> </ul>	– Existing;	<ul style="list-style-type: none"> <li>– HM;</li> <li>– HPM;</li> <li>– HAs;</li> </ul>	<ul style="list-style-type: none"> <li>– <b>SCAP;</b></li> <li>– HIP;</li> <li>– ISIT;</li> <li>– CLG Business Plan 2011-15;</li> </ul>
35	Ensuring emergency housing procedures are in place	<ul style="list-style-type: none"> <li>– Relevant officers to undertake emergency planning rest centre training;</li> <li>– Provide emergency out-of-hours contact service;</li> </ul>	– Existing;	<ul style="list-style-type: none"> <li>– HHC;</li> <li>– HM;</li> </ul>	<ul style="list-style-type: none"> <li>– <b>SCAP;</b></li> <li>– Emergency Plan;</li> </ul>
36	Ensuring major campsites are safe and habitable	<ul style="list-style-type: none"> <li>– Undertake inspections at major Brands Hatch events;</li> <li>– Identify land intended for public campsites during Olympics; PSH to feed into SDC Olympic Working Group;</li> </ul>	– Existing;	– HM;	– <b>SCAP;</b>
37	Review scope for developing shared services/joint approaches between local authorities	<ul style="list-style-type: none"> <li>– To consider pooling resources, expertise, skills and joint procurement as an ongoing process.</li> <li>– Identify cross-cutting outcomes;</li> </ul>	– Existing;	<ul style="list-style-type: none"> <li>– HM;</li> <li>– HPM;</li> </ul>	– <b>SCAP;</b>

**Note:** actions without target timescales will be evaluated annually

<b>SUPPORTING EVIDENCE AND INTELLIGENCE</b>	
<b>Sustainable Community Action Plan (2010-13)</b>	The long-term, sustainable vision for the Sevenoaks District and sets out the local community's priorities for action. <a href="http://www.sevenoaks.gov.uk/documents/sdc_comactionplan_final.pdf">http://www.sevenoaks.gov.uk/documents/sdc_comactionplan_final.pdf</a>
<b>Core Strategy (2010)</b>	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. <a href="http://www.sevenoaks.gov.uk/documents/core_strategy_draft_for_submission_jan_2010_lores.pdf">http://www.sevenoaks.gov.uk/documents/core_strategy_draft_for_submission_jan_2010_lores.pdf</a>
<b>Sevenoaks District Stock Condition Survey (2011)</b>	Sets out the basic legislative, government and local reporting requirements on private sector housing, and details the local stock condition using various criteria. <a href="http://www.sevenoaks.gov.uk/housing/housing_improvement_and_repairs/default.asp">http://www.sevenoaks.gov.uk/housing/housing_improvement_and_repairs/default.asp</a>
<b>West Kent Strategic Housing Market Assessment (2008)</b>	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. <a href="http://www.sevenoaks.gov.uk/documents/west_kent_shma_final.pdf">http://www.sevenoaks.gov.uk/documents/west_kent_shma_final.pdf</a>
<b>West Kent Local Investment Plan (2010)</b>	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). <a href="http://www.sevenoaks.gov.uk/housing">http://www.sevenoaks.gov.uk/housing</a>
<b>Kent Supporting People Strategy (2010-15)</b>	Provides the framework for the local planning, commissioning, regulation and funding of housing-related support services in the Sevenoaks District and across Kent. <a href="http://www.kenthousinggroup.org.uk/HousingStrategy.aspx">http://www.kenthousinggroup.org.uk/HousingStrategy.aspx</a>
<b>Kent Supporting People Needs Analysis (2009)</b>	An analysis of need used to identify priorities and underpin the commissioning process. <a href="http://www.kenthousinggroup.org.uk/HousingStrategy.aspx">http://www.kenthousinggroup.org.uk/HousingStrategy.aspx</a>
<b>Kent Forum Housing Strategy (2011)</b>	Sets out the major housing challenges facing Kent now and in the future, and offers solutions to address local issues having a county perspective. <a href="http://www.kenthousinggroup.org.uk/uploads/KMHSconsultationversion.pdf">http://www.kenthousinggroup.org.uk/uploads/KMHSconsultationversion.pdf</a>

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	62
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



<b>ABREVIATIONS</b>			
<b>ACRK</b>	ACTION WITH COMMUNITIES IN RURAL KENT	<b>JCP</b>	JOB CENTRE PLUS
<b>BC</b>	BALANCED COMMUNITIES	<b>JPPB</b>	JOINT POLICY AND PLANNING BOARD
<b>CBL</b>	CHOICE-BASED LETTINGS	<b>KA2</b>	KENT AGREEMENT 2
<b>CD</b>	COMMUNITY DEVELOPMENT	<b>KAAP</b>	KENT ADAPTATION ACTION PLAN
<b>CIL</b>	COMMUNITY INFRASTRUCTURE LEVY	<b>KCC</b>	KENT COUNTY COUNCIL
<b>CLG</b>	COMMUNITIES AND LOCAL GOVERNMENT	<b>KES</b>	KENT ENVIRONMENT STRATEGY
<b>COPS</b>	CORPORATE OLDER PERSONS' STRATEGY	<b>KHAW5</b>	KENT HEALTH AND AFFORDABLE WARMTH STRATEGY
<b>CPA</b>	COMPREHENSIVE PERFORMANCE ASSESSMENT	<b>KHG</b>	KENT HOUSING GROUP
<b>CS</b>	CORE STRATEGY (LDF)	<b>KMDAS</b>	KENT AND MEDWAY DOMESTIC ABUSE STRATEGY
<b>CSH</b>	CODE FOR SUSTAINABLE HOMES	<b>KFHS</b>	KENT FORUM HOUSING STRATEGY
<b>CSU</b>	COMMUNITY SAFETY UNIT	<b>LAMS</b>	LOCAL AUTHORITY MORTGAGE SCHEME
<b>CSR</b>	COMPREHENSIVE SPENDING REVIEW	<b>LHS</b>	LIFETIME HOMES STANDARD
<b>DAHS</b>	DOMESTIC ABUSE HOUSING STRATEGY	<b>LD</b>	LEARNING DISABILITY
<b>DC</b>	DEVELOPMENT CONTROL	<b>LEP</b>	LOCAL ENTERPRISE PARTNERSHIP
<b>DCM</b>	DEVELOPMENT CONTROL MANAGER	<b>LIP</b>	LOCAL INVESTMENT PLAN
<b>DFG</b>	DISABLED FACILITIES GRANT	<b>LSVT</b>	LARGE SCALE VOLUNTARY TRANSFER
<b>DPD</b>	DEVELOPMENT PLAN DOCUMENT	<b>LSP</b>	LOCAL STRATEGIC PARTNERSHIP
<b>DYSO</b>	DO-IT-YOURSELF SHARED-OWNERSHIP	<b>PPM</b>	PLANNING POLICY MANAGER
<b>ECO</b>	ENERGY CONSERVATION OFFICER	<b>PSH</b>	PRIVATE SECTOR HOUSING (TEAM)
<b>EHAP</b>	EMPTY HOMES ACTION PLAN	<b>PSHAP</b>	PRIVATE SECTOR HOUSING ASSISTANCE POLICY
<b>ERHA</b>	ENGLISH RURAL HOUSING ASSOCIATION	<b>PSHS</b>	PRIVATE SECTOR HOUSING STRATEGY
<b>EAP</b>	EQUALITY ACTION PLAN	<b>RHP</b>	REGIONAL HOUSING POT
<b>EQIA</b>	EQUALITY IMPACT ASSESSMENT	<b>RP</b>	REGISTERED PROVIDER
<b>GTAA</b>	GYPSY/TRAVELLER ACCOMMODATION ASSESSMENT	<b>S106</b>	SECTION 106
<b>HA</b>	HOUSING ASSOCIATION	<b>SBD</b>	SECURE BY DESIGN
<b>HCA</b>	HOMES AND COMMUNITIES AGENCY	<b>SCAP</b>	SUSTAINABLE COMMUNITY ACTION PLAN
<b>HERO</b>	HOUSING ENERGY RETRAINING OPTIONS	<b>SDHR</b>	SEVENOAKS DISTRICT HOUSING REGISTER
<b>HHC</b>	HEAD OF HOUSING AND COMMUNICATIONS	<b>SHLAA</b>	STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT
<b>HM</b>	HOUSING MANAGER (PRIVATE SECTOR AND SOCIAL TEAMS)	<b>SHMA</b>	STRATEGIC HOUSING MARKET ASSESSMENT
<b>HMNA</b>	HOUSING MARKET AND NEEDS ASSESSMENT	<b>SHOE</b>	SHARED-OWNERSHIP FOR THE ELDERLY
<b>HMO</b>	HOUSE IN MULTIPLE-OCCUPATION	<b>SHSG</b>	STRATEGIC HOUSING SUB-GROUP
<b>HOLD</b>	HOUSING FOR THOSE WITH LEARNING DISABILITIES	<b>SILK</b>	SOCIAL INNOVATION LAB FOR KENT
<b>HPM</b>	HOUSING POLICY MANAGER	<b>SP/S</b>	SUPPORTING PEOPLE/STRATEGY
<b>HSAP</b>	HOUSING STRATEGY ACTION PLAN	<b>SPD</b>	SUPPLEMENTARY PLANNING DOCUMENT
<b>HSCS</b>	HOUSING STOCK CONDITION SURVEY	<b>WK LIP</b>	WEST KENT LOCAL INVESTMENT PLAN