

DRAFT

**Homelessness and Rough
Sleeper Strategy
2026 - 2031**

Contents

Introduction	3
What is homelessness?	3
How this Strategy has been developed?	4
National Context	4
Local Context	8
Strategic fit	9
Summary of findings from the Homelessness Review.....	9
Strategic Objectives.....	11
Monitoring	12
Homelessness and Rough Sleeper Strategy: Action Plan 2026-2031.....	13

Introduction

The demand for homelessness services has increased steadily over the past 5 years. During the past 3 years, the Council's Housing Service received more than 1,400 requests for advice and assistance from family and single households seeking help.

The impact of homelessness has a devastating impact on those directly affected, a social cost that extends into the wider community, and a financial cost that draws agency resources away from other key services.

Although Sevenoaks District within the national context has seen a rise in levels of homelessness, it remains in a position of not having a rough sleeping problem. However, the Council cannot be complacent, homelessness effects lives and life chances and 1 rough sleeper must be considered 1 too many.

This Strategy introduces a framework that sets out to reduce the impact that homelessness has on local individuals and households, and the priorities the Council will pursue to help do so.

What is homelessness?

This Strategy uses a definition of homelessness that includes both rough sleepers, single people and families that are threatened with, or present as homeless. In short, any household (individual, couple, or a family) that find themselves without a safe or secure place to call home.

Those who present as homeless do not have to be sleeping on the streets or lack a roof at the time they ask for help. Households can be considered homeless if they are:

- Having to stay with friends or family.
- Staying in a hostel, night shelter or bed and breakfast accommodation.
- At risk of violence or abuse in their current home.
- Living in poor or unsafe conditions.
- Leaving an institution such as a prison or hospital, or the care system, with nowhere to go.

Contributing factors that have led to this national picture of increasing homelessness include:

- High housing demand and a lack of supply leading to high house prices and private rents with greater shortfalls between rents and Local Housing Allowance
- Shortage of social housing or truly affordable housing to rent
- Increasing household bills and cost of living
- Cuts and reforms to welfare benefits
- Cuts in funding to statutory and voluntary services which support vulnerable people
- Buy to Let tax rules impacted the private rented market

How this Strategy has been developed?

The relevant legislation has been adhered to in formulating and modifying this Strategy. It has been prepared in line with the statutory requirements set out in the Homelessness Act 2002, Section 1(4) of which requires Housing Authorities to publish a new Homelessness and Rough Sleeper Strategy, based on the results of a Homelessness Review, which we have undertaken.

In addition we have had regard to the Council's Housing Allocation Policy and the Homelessness Code of Guidance for local Housing Authorities in England 2018, (updated 1 April 2026).

The homelessness review provides an up to date picture of:

- Current and likely future levels of homelessness across Sevenoaks District
- Activities carried out and support available to prevent homelessness and those experiencing it.
- Level of resources made available locally to tackle homelessness.

The wider public, local voluntary and statutory partners were invited to comment on the findings of the review, and their responses have been used to inform the shape and direction of this Strategy, which sets out how the Council will work with others to; put in place plans to prevent homelessness occurring; intervene effectively when it occurs; and deliver sustainable plans to support rehousing options.

National Context

The operating environment in which Local Authorities must deliver services to reduce homelessness continues to provide a number of key challenges. Increasing house prices, rising private rented sector rents and the reduced income many local households have experienced as a result of the pandemic, continue to have an impact, sustaining the high number of households accessing services and needing to be placed in temporary accommodation.

Key issues to highlight include:

National Plan to end Homelessness

The UK Government published its National Plan to End Homelessness (www.gov.uk/government/publications/a-national-plan-to-end-homelessness) , a comprehensive cross government strategy designed to tackle both the causes and consequences of homelessness across England.

What does the new National Plan to end Homelessness plan aim to achieve

At its core, the National Plan sets out 3 interlinked ambitions:

- To halve the number of people sleeping rough long term over this Parliament.

- To make homelessness rare by addressing root causes, including poverty, insecure tenancies, and lack of affordable housing.
- To ensure that when homelessness occurs, it is brief and non-recurring through improved early intervention and rapid rehousing.

To support these outcomes, the plan commits to transforming accountability and delivery mechanisms across departments and emphasises codesign with people with lived experience. It embeds targets across central government, recognising that homelessness is a cross sector problem requiring joined up solutions.

Importantly, the plan outlines actions for immediate, medium, and long term change. In the short term, this includes eliminating the unlawful use of Bed and Breakfast accommodation for families and addressing unacceptable temporary accommodation conditions. Medium term actions focus on prevention and support systems, while long term actions tackle structural issues such as housing supply, poverty, and tenancy stability.

What does the new National Plan to end Homelessness mean for Sevenoaks District Council

Local Authorities, including Sevenoaks District Council, sit at the centre of delivering this vision. Historically, Councils have borne significant burden responding to homelessness, from rising temporary accommodation costs to statutory duties under the Homelessness Act. The new plan expands both expectations and resources in the areas set out below:

- Prevention First - Councils will be expected to shift from crisis response to proactive prevention, embedding early intervention in all housing functions.

This change in focus means strengthening tenancy support, advising households at risk, and collaborating with partners such as health and employment services to keep people in their homes.

- Strategic ambitions - Mayors and Strategic Authorities are being asked to set regional ambitions on homelessness and coordinate partners to prevent and respond effectively.
- Enhanced accountability - Local Plans and targets will need to align with national goals, particularly around reducing rough sleeping, eliminating long stays in temporary accommodation, and increasing sustained housing outcomes.
- Funding and partnerships - While the plan unlocks funding to support prevention and sustained housing pathways, Councils must leverage this alongside existing duties and budgets. Flexible funding arrangements will be introduced to support local innovation, but there will be an expectation that authorities can demonstrate measurable impact.

For officers, this means deeper collaboration with social services, health, probation and community partners and embedding homelessness risk assessments across all relevant functions. It stresses the importance of data, evaluation, and evidence, as Councils will need to monitor progress against local and national targets.

- Implications for Registered Providers (formerly known as Housing Associations) and the broader sector, Registered Providers are critical partners in delivering the goals set out in the plan. The focus on early prevention and rapid rehousing places supported and social housing at the heart of the solution.
- Supported Housing expansion - Targeted investment, including funding for supported accommodation, aims to help people move quickly from the streets or temporary settings into stable homes with tailored support.
- Joint pathways - Registered Providers will be expected to work closely with Local Authorities, Health, and Support providers to create seamless pathways from crisis to long term tenancy sustainability.
- Asset use and mobility - There is explicit recognition of the need to make better use of existing affordable housing stock, to reduce void times, and support movement within the sector to match housing supply to need.

For Registered Providers, this means not only investing in the scale of delivery but in service innovation and tenancy sustainment.

- Homelessness and Affordable Housing targets

One of the key features of the National Plan is the explicit link to the Government's broader housing agenda, in particular the drive for an increase in affordable and social housing supply. The plan aligns with flagship commitments such as:

- A new 10 year Social and Affordable Homes Programme, backed by £39 billion in investment, aimed at delivering 1.5 million new homes, including a generational uplift in social and affordable homes.
- Local Authority and Registered Provider supported through extended funding guarantees and planning reform incentives.

This alignment reinforces that ending homelessness and boosting affordable housing are intrinsically linked without more genuine affordable supply, pressures on temporary accommodation, rough sleeping and insecure tenancies will persist.

Homelessness Reduction Act 2017

The implementation of this Act, whilst putting in place welcome additional protections for those at risk of homelessness, has introduced extra demands on the work of local Housing Needs teams. The changes it introduced included:

- A new prevention duty, requiring local authorities to take reasonable steps to assist those likely to become homeless earlier, so within 56, rather than 28 days.
- A new relief duty, which applies to those already homeless when they ask the Local Authority for help. It requires local authorities to provide support for 56 days.
- A requirement to carry out a holistic assessment of the applicant's housing and support needs, then set out how these will be addressed in a Personal Housing Plan.

The combined impact of these changes has been to increase the overall number of applicants seeking help, alter the profile of those qualifying for assistance (in particular more single applicants and more households with complex needs are coming forward under the new duties) and increase the number of applicants placed in temporary accommodation.

Domestic Abuse Act 2021

Under the Act, domestic abuse is recognised as a direct factor conferring priority need for the first time, so applicants no longer have to prove that the abuse is creating vulnerability, in order to qualify for help. This is a welcome change that will provide reassurance and certainty for individuals and their families presenting as homeless because of domestic abuse and will simplify the decision making process for officers. The Act introduces a new definition of domestic abuse and requires that Housing Authorities, when rehousing victims, should provide a secure lifetime tenancy.

Renters' Rights Act 2025

The Act received Royal Assent on 27 October 2025 and is being implemented over 3 phases starting from 1 May 2026. The Act gives the Council new investigatory powers and a stronger ability to inspect properties, demand documents and access third party data to crack down on rogue Landlords. Phase 1 will see Landlords no longer able to use Section 21 of the Housing Act 1988 to evict tenants, new and existing tenancies in the private rented sector will become Assured Periodic Tenancies and Landlords will not be able to discriminate against prospective tenants in receipt of benefit or who have children. Phases 2 and 3 will see the introduction of a Private Rented Sector database, a Landlord Ombudsman and the Decent Homes Standard.

Local Context

Property prices in Sevenoaks District are high, with the average median cost of a home in 2024 is £455,000 (source: [Targeted Review of Local Housing Needs 2025 \(TRLHN\)](#)). The recent surge in market activity has only served to exacerbate this position. Such high prices set the context for a range of issues that restrict the access that many households have to local housing markets. These include (with all references relating to the TRLHN):

- High house prices and rents: house price ratios, which compare the relationship between average property prices and average earnings, showed that by 2024, median property prices were almost 9 times the local resident based full time salary. High house prices have a knock on effect on private rents, the high level of which continue to challenge the ability for local households to secure suitable housing. By 2024, the median rent (all bed sizes) stood at £1,248 per month. A recent search on Rightmove (22 April 2026) illustrated the fact that the majority of private rents charged in Sevenoaks District are above the Local Housing Allowance, which caps levels of welfare benefit subsidy that can be claimed. Of the 65 advertised homes in Sevenoaks and Swanley, none were available at a rent below the respective Local Housing Allowance rate, there has only been one increase in the rates since 2012.
- Deprivation: Indices of Multiple Deprivation, last published by the Office for National Statistics in 2025, provide a snapshot of relative deprivation in each locality in England, by looking at a range of factors including income, employment, education, health, and barriers to housing. These are combined into a single index. Overall, Sevenoaks District ranks as 295 out of 354 local authorities in England. Sevenoaks District has two Lower Super Output Areas (LSOAs) that are amongst the 20% most deprived in England, St Mary's and White Oak wards in Swanley.
- Housing tenure and supply: The total housing stock of Sevenoaks District was 52,247 in 2024, an increase of 2,995 homes since 2012 (source: [Targeted Review of Local Housing Needs 2025 \(TRLHN\)](#)). 7,053 properties were in the Private Sector with 7,837 homes from Registered Providers. New affordable housing supply is an area that requires more focus if provision is to be expanded to help meet demand.
- Housing demand and availability: The demand for social housing is high and there are currently over 1,168 households waiting for homes on the Council's Housing Register, each of whom meets one or more categories of preferential need. The availability of social housing, on the other hand, is restricted in terms of both new supply and the number of existing homes that become available to relet. During 2025-2026 a total of 251 homes were let to new tenants. There remains a significant discrepancy between the levels of supply and demand.

The combined impact of high housing costs and restricted affordable housing in both the private and social rented housing sectors, presents a real housing challenge to residents of the District. These challenges restrict the housing choices of many households on middle incomes and severely restrict the choices of those on low and unstable incomes, many of whom have to compromise on the standard and suitability of the homes they can secure. These inequalities will continue to have a disproportionate impact on young people, single households, and those reliant on welfare benefits.

Strategic fit

This Strategy contributes directly to the housing ambitions set out in Sevenoaks District Council's Council Plan and our Housing Strategy 2022-2027 priorities, which are:

- Priority 1: Developing Sevenoaks District's housing offer - building new affordable homes.
- Priority 2: Promoting quality and optimising the suitability of homes.
- Priority 3: Reducing homelessness and improving routes into permanent accommodation.
- Priority 4: Healthy people, homes and places.

In addressing homelessness the plan sets out goals to; focus on prevention; support households at risk of homelessness; and work in partnership to address the number of rough sleepers in the town.

Summary of findings from the Homelessness Review

The review set out to provide an up to date picture of the:

- Current and likely future levels of homelessness across the District.
- Activities carried out and support available to prevent homelessness and those experiencing it.
- Level of resources made available locally to tackle homelessness.

The main causes of homelessness in the District remains static:

- Friends or family no longer willing or able to accommodate.
- Loss of private rented sector accommodation due to termination of tenancy.
- Domestic Abuse.
- Relationship breakdown.

A summary of key findings from the review is set out below.

- Service demand and operational response - the review showed that the demand for services remains high and is likely to remain so into the foreseeable future. During 2025/2026, of 1,050 approaches received 304 households were assessed as being owed a statutory homelessness duty. 117 households were found to be owed a prevention duty (because they were at risk of homelessness when they approached the Council) and 88 were owed a

relief duty (because they were homeless at the time they approached the Council).

- Prevention duty and the Council's response - the number of households whose prevention duty ended during the year is used to measure the level of activity under this duty. During 2025-2026, this duty ended with accommodation being successfully secured for 44 households through preventative activities undertaken by the Housing Service. 73 went on to become homeless. Taking positive action to prevent homelessness in this way reduces both the social cost of homelessness on households and the financial costs borne by the Council.
- Relief duty and the Council's response - the number of households whose relief duty ended during the year is used to measure the level of activity under this duty. During 2025-2026 this duty ended for 35 households, with the activities undertaken by the Housing Service successfully securing accommodation. As is the case with preventative measures, relieving homelessness in this way reduces the social and financial costs of homelessness. 99 households remained homeless as their relief duty ended (after 56 days) and progressed to be assessed under the main homelessness duty.
- Main duty assessments - in 2025/2026, 99 main duty decisions were undertaken, with 98 progressing to be owed the main housing duty as they were assessed as homeless, in priority need and not intentionally homeless. 20 households rehoused under the main duty in the same year accepted an offer through the Housing Register, with 6 accepting an offer in the private rented sector.
- Rough Sleeping - although the number of rough sleepers in Sevenoaks District continues to be low when compared with areas of a similar size, we have seen an increase in recent years. The annual rough sleeper count, which takes place in all local authorities each autumn, reported 6 rough sleepers across the district in November 2025, through a single night count and an estimate meeting with partner agencies, for comparison in November 2023 we reported 1 rough sleeper and in November 2024 we reported 0 rough sleepers. The Council continues to provide ongoing support, carrying out proactive outreach work that identifies those sleeping rough and helps connect them with local services, but there remains a significant shortage of suitable move on accommodation in the District.
- Partnerships - working with statutory and voluntary partners has been integral to mounting an effective local response to homelessness, and a wide range of dedicated partners have joined efforts to help prevent homelessness and provide support to vulnerable households. The Duty to Refer pathway has led to 772 referrals being made by partner agencies between April 2023 and March 2026. The Probation Service, hospitals and prisons were the leading sources of referral.

- Impact of the Domestic Abuse Act - the Act was introduced in 2021 and placed a duty on local authorities to give support to victims of domestic abuse and their children in refuges and safe accommodation. Since its introduction, the Council has seen a rise in out of area placements, notably from London authorities. Domestic abuse now accounts for a significant number of our homelessness enquires and has seen 55 placements being made in interim and temporary accommodation in 2025-2026. A Domestic Abuse Action Plan has been created to review the demand from this cohort and ensure that we are identifying the correct support and pathways for customers fleeing domestic abuse. Through the Action Plan, it has been identified that 587 homeless applications have been received, 59 of which were through the Duty To Refer pathway from professional agencies. 175 applications have been from customers renting privately or through a Council/Housing Association, with 112 approaching from their family home or while staying with friends.
- Longer term trends: We are seeing the rising cost of living impacting a rise in homelessness. In addition to this, the Renters' Rights Act 2025 is likely to have an impact on the service as Landlords exit the private rented sector, and the Council has new duties to investigate all cases of harassment and take a tougher approach to illegal eviction.

Strategic Objectives

Following the findings of the homelessness review, this Strategy sets out the Council's objectives for preventing and relieving homelessness, improving outcomes for households in housing need, and ensuring that services are responsive, consistent and effective. It provides a framework for working with partners to address the causes of homelessness, meet statutory duties, and make the best use of available housing and support options. The objectives outlined below are intended to guide action over the life of the Strategy and reflect both local priorities and the needs identified through the review:

Objective	How it will be delivered
PREVENTION	Quality housing needs and standards - services dedicated to effective advice, holistic and informed assessment. Preventative casework - working alongside partners, to stop those seeking help from becoming homeless. Targeted preventions for the most vulnerable groups through the provision of agreed pathways into support. Strategic activities that seek to identify issues that drive homelessness across the District and apply remedies to reduce it.

Objective	How it will be delivered
INTERVENTION	Tackling rough sleeping - supporting the National Plan to halve long term rough sleeping and a County wide approach to reducing harm and addressing associated multiple, complex needs. Partnership working - maximise the effectiveness of joint working and pathways for at risk groups. Temporary housing - provide a good quality, safe, secure, value for money accommodation portfolio and reduce the use of emergency placements.
SUSTAINABLE SOLUTIONS	Re-housing establish a range of sustainable housing and move-on options for rough sleepers, vulnerable and homeless households. Support - deliver effective support services to help households maintain accommodation once housed.

Each of these is underpinned by a series of objectives:

- Effective collaborations with statutory, agency and voluntary partners.
- High quality services that treat customers with respect and provide value for money.
- Skilled and well trained staff.

Pursuing an integrated approach that works with partners to assess and prevent the local causes of homelessness and rough sleeping, can help deliver best practice, reduce the barriers that restrict people from accessing services, and equip residents with the skills they need to sustain their tenancy in the longer term.

Monitoring

The Action Plan will be monitored on an annual basis to maintain progress against the set objectives. If any minor changes are needed, these will be considered by the Head of Strategic and Private Sector Housing to ensure the Strategy may be future proofed to changing legislation, circumstances and local identified needs.

Authority to introduce the minor amendments is delegated to the Deputy Chief Executive and Corporate Director for People, Places and Economy, in consultation with the Portfolio Holder for Housing and Health.

Homelessness and Rough Sleeper Strategy: Action Plan 2026-2031

Theme 1: Prevention

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
Quality housing advice, prevention and accommodation services - dedicated to effective advice, holistic and informed case assessment	Train and develop a team of confident and experienced housing advice, prevention and accommodation officers to deliver high quality needs assessments and excellent customer service, with dignity and respect	Develop and update skills matrix for all teams/staff Organise delivery of homelessness law and case law update courses Enhanced monthly monitoring of complaints and ensure outcomes are discussed at 1-1s to reduce levels of complaints	Year 1 and ongoing Annually Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader Housing Options and Solutions Manager/ Housing Advice Team Leader Housing Options and Solutions Manager/ Housing Advice Team Leader	
	Develop IT systems to maximise efficiency, case management and reporting capabilities and align key customer processes	Effective case management of homelessness applications and decisions in place	Year 1 and ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader/ Housing Options and Support Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
		Updated website content, with better quality information providing residents with opportunities to receive answers via self-service options	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader	
		Automated management reports detailing caseload, approaches, throughput, and demographics, to support the more effective monitoring of service	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader/ Housing Options and Support Team Leader	
		Data reports that can be extracted and shared with partners to support the development of new initiatives and funding bids	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader/ Housing Options and Support Team Leader	
		Key customer processes, including applications for homelessness, housing	Year 1	Housing Options and Solutions Manager/	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
		register and change of circumstance forms, fully operational and online Automated processes in place that reduce the time spent on administrative tasks and improve customer outcomes	Year 1	Housing Advice Team Leader/ Housing Solutions Team Leader/ Housing Options and Support Team Leader Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader/Housing Options and Support Team Leader	
National Plan to end Homelessness	Reduce family placements into temporary accommodation through strengthened prevention and early intervention	10% reduction in new family temporary accommodation placements by March 2027	Year 1	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
	Work closely with statutory and voluntary sector partners, ensuring customers can	Continue holding the Homelessness and Rough Sleeper Strategy Forums with voluntary homelessness service	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager/ Housing Advice Team Leader/	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
	access advice and practical support which meets their needs and delivers realistic housing solutions	providers, advice, and statutory agencies At least one partner agency invited to each monthly team meeting to discuss their service/project Monitor referral arrangements in place to deliver preventative outcomes via commissioned partners	Year 1 and ongoing Year 1 and ongoing	Housing Solutions Team Leader/ Housing Options and Support Team Leader <i>Partners:</i> <i>West Kent Housing Association</i> <i>Citizens Advice</i> <i>Social Services</i> Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager/ Housing Advice Team Leader	
Preventative casework – working, alongside partners, to stop those seeking help from becoming homeless	Work effectively with other colleagues in the Council such as housing benefit, private housing, community safety, licensing, and income teams, to help resolve issues that	Improved standards in private sector accommodation resulting in fewer approaches due to disrepair	Ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager/ Housing Advice Team Leader <i>Partners:</i> <i>West Kent Housing Association</i>	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
	may lead to homelessness				
National Plan to end Homelessness	Improve Personalised Housing Plan quality through monthly audits	95% of Personalised Housing Plans rated "good" or above	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
National Plan to end Homelessness	Improve casework triage for families at risk	All family cases triaged within 48 hours	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
National Plan to end Homelessness	Eliminate Bed and Breakfast use beyond 6 weeks for families	Maintain - Zero families in Bed and Breakfast	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
National Plan to end Homelessness	Introduce weekly Bed and Breakfast Review Panel	Weekly review of all Bed and Breakfast placements	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
Targeted prevention Support for people at higher risk of homelessness	Work with neighbouring authorities and named public bodies to review and maintain effective Duty to Refer pathways, to help drive the early	Increased volume of timely referrals from agencies and support services, improving prevention outcomes for applicants	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
	identification of homelessness				
Support for people at higher risk of homelessness	Create a dedicated hub of local partners, integrating the prevention work of Council teams, voluntary and statutory agencies, to focus on upstreaming preventative activities and coordinate casework	Continue providing the Housing and Community Hub on a monthly basis, held at the Council offices Increased volumes of planned moves to alternative Private Rented Sector homes and other housing options through negotiation and the use of incentives	Year 1 and ongoing Ongoing	Head of Strategic and Private Sector Housing/ HERO Service Team Leader <i>Partners:</i> <i>West Kent Housing Association</i> <i>Citizens Advice</i> <i>Social Services</i> <i>Community Mental Health</i> Housing Options and Solutions Manager/ Housing Solutions Team Leader	
Supporting people to increase their earnings and incomes, and tackling child poverty	Target early financial support for tenants (Discretionary Housing Payments, rent deposits and rent in advance) in	Reduced proportion of relief versus prevention outcomes managed through the housing services team	Ongoing	Housing Advice Team Leader/HERO Service Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
	partnership between Benefits, HERO and West Kent Housing Association				
	Promote an effective, value for money, landlord incentive scheme that encourages more private rented sector Landlords to let homes to housing needs referrals	Sevenoaks Landlords Hub offer published and advertised to Private Rented Sector Landlords Continue holding Landlord Forums to promote the Sevenoaks Landlords Hub offer Key point of contact for Private Sector Landlords established and better working relationships with local Landlords, local Agents and the National Residential Landlords Association Increased number of private rented sector properties available and reduced number of applicants in emergency	Ongoing Ongoing Ongoing Ongoing	Housing Options and Solutions Manager/ Housing Solutions Team Leader Housing Options and Solutions Manager/ Housing Solutions Team Leader Housing Solutions Team Leader/ Landlord Liaison Officer Housing Solutions Team Leader/ Landlord Liaison Officer	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
		and temporary accommodation			
National Plan to end Homelessness	Strengthen prevention pathways with health, schools, probation	10% increase in prevention success rate by 2027	Year 1	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader <i>Partners: Kent County Council Citizens Advice</i>	
		Reduced numbers of 18 to 25 year old homeless applicants	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	
		Embedded pathways for those leaving hospital and Care Leavers reducing the numbers in emergency and temporary accommodation	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader <i>Partners: Kent County Council</i>	
		Continue to attend the monthly prison pre-release panel meetings to	Ongoing	Housing Options and Solutions Manager/	

Objective	Action	Success Criteria and Outcomes	When	Objective	Action
		identify customers being released from prison with a local connection to Sevenoaks before their release date		Housing Options and Support Team Leader	
	Joint working pathway for with Children's Services for families who may be intentionally homeless identified through the Kent and Medway Working Protocol	Reduced number of intentionally homeless families with children in emergency and temporary accommodation	Year 1 and ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	

Theme 2: Intervention

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
Tackling rough sleeping - continue supporting the County wide approach to reducing harm and addressing associated multiple, complex needs	Work with key delivery partners to deliver a programme of support and initiatives	Agreed funding framework for rough sleeping services to sustain initiative for next 3 years	Ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
National Plan to end Homelessness	Expand Assertive Outreach	25% reduction in single night count by 2027	Year 1	Housing Options and Solutions Manager/ Housing Options and Support Team Leader	
National Plan to end Homelessness	Strengthen health inreach	Weekly clinics by Quarter 3 2026	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
	Develop a District wide support and accommodation approach for customers with the most complex support needs	An established multi disciplinary team/hub where multiple complex needs cases across the District are managed in one place	Year 1 and ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
		Reduced number of households with multiple complex need cases in interim and temporary accommodation	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader	
National Plan to end Homelessness	Develop Housing First pathway	2 Housing First tenancies by 2027	Year 1	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
	Continue to use capital and revenue grants from Ministry of Housing and Communities and Local Government and Homes England, to provide dedicated move on accommodation for former rough sleepers and work collaboratively with relevant partners (for	Support services provided for Vine Court Road and Orchard Close Reduced numbers of rough sleepers	Ongoing Ongoing	Housing Options and Solutions Manager/ Housing Options and Support Team Leader Housing Options and Solutions Manager/ Housing Options and Support Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
	example, West Kent Housing Association) to ensure the success of those placements				
	Engage with the voluntary sector and statutory agencies to target and deliver support where it is needed most and make best use of their well established working relationship with this group	Continue holding the Homelessness and Rough Sleeper Strategy Forums with voluntary homelessness service providers, advice, and statutory agencies Joint plan with voluntary groups for delivering Severe Weather Emergency Protocol (SWEP) responses Support rough sleepers and the wider street community by addressing their	Year 1 and ongoing Ongoing Ongoing	Head of Strategic and Private Sector Housing/ HERO Service Team Leader <i>Partners:</i> <i>West Kent Housing Association</i> <i>Citizens Advice</i> <i>Social Services</i> Housing Options and Solutions Manager/ Housing Options and Support Team Leader Housing Options and Solutions Manager/ Housing Options and Support Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
		vulnerability and wider impact on community safety issues			
Partnership working – maximise the effectiveness of joint working and pathways for at risk groups	Strategic commitment to partnership working across various multi agency panels and forums to find solutions in the most complex of individual cases	An established multi agency hub where multiple complex needs cases across the District are discussed in one place	Ongoing	Housing Options and Solutions Manager/ Housing Options and Support Team Leader	
		Reduced number of multiple complex needs cases in interim and temporary accommodation	Ongoing	Housing Options and Solutions Manager/ Housing Options and Support Team Leader	
National Plan to end Homelessness	Multi-agency case conferences for entrenched individuals	Monthly conferences for all long term cases	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	
	Strategic commitment to close working with Kent Districts and Boroughs to minimise duplication, pool resources and reduce costs	Regular attendance at the Kent Housing Options Group	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
	Continue with consortium applications for grant funding wherever possible, to help maximise funding successes	Successful joint bids with other Kent authorities for future funding opportunities	Year 1 to 5	Housing Options and Solutions Manager/ Housing Advice Team Leader/ Housing Solutions Team Leader/ Housing Options and Support Team Leader	
National Plan to end Homelessness Pillar 2 – Targeted prevention	Contribute to County wide efforts to improve services and options for victims of domestic abuse	Enhanced housing options to support for victims of domestic abuse	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	
		Domestic Abuse and Safeguarding Officer in post and in attendance at MARAC	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	
		West Kent Domestic Abuse Forum continues to meet	Ongoing	Housing Options and Solutions Manager/ Housing Advice Team Leader	
Temporary housing providing a good quality, safe, secure, value for money accommodation	Review existing emergency and temporary accommodation provision to ensure value for	Reduced average cost per unit of nightly paid interim and temporary accommodation	Ongoing	Housing Options and Solutions Manager/ Housing Solutions Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
portfolio and reduce the use of emergency placements Increasing the supply of good quality, affordable temporary accommodation	money across the portfolio	Quality portfolio of interim and temporary accommodation properties to better meet a wide range of applicants housing needs in place Continue to optimise the use of West Kent Housing Association and Moat Housing stock as temporary accommodation, over and above emergency short term placements	Ongoing Ongoing	Housing Options and Solutions Manager/ Housing Solutions Team Leader Housing Options and Solutions Manager/ Housing Solutions Team Leader <i>Partners:</i> <i>West Kent Housing Association</i> <i>Moat Housing</i>	
	Review the Housing Allocation Policy and make the best use of existing social housing stock	Allocation Policy updated, consulted, and approved Reduced void turnaround process between the Council	Year 1 and ongoing Ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager/ Housing Solutions Team Leader Housing Options and Solutions Manager/ Housing Solutions Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
		and our partner Registered Providers		<i>Partner Registered Providers: West Kent Housing Association Moat Housing</i>	
Rehousing - establish a range of sustainable housing and move on options for homeless households	Ensure cohesive approach to private rented sector procurement and lettings of Assured Shorthold Tenancies and leased properties	Greater range of sustainable move on options for homeless households delivered	Ongoing	Housing Solutions Team Leader/ Landlord Liaison Officer	
	Work with partners in Kent County Council to ensure the commissioning and best use of supported accommodation across the County	Reduce numbers of applicants in interim and temporary accommodation awaiting move on to supported accommodation	Ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager <i>Partners: West Kent Housing Association</i>	
National Plan to end Homelessness	Expand move on pathways with Registered Providers	47 new move on units	Year 1	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager <i>Partners:</i>	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
				<i>West Kent Housing Association</i> <i>Moat Housing Group</i>	
National Plan to end Homelessness	Enhance Private Rented Sector access scheme	200 Private Rented Sector lets by year 5 of the Strategy	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager/ Housing Solutions Team Leader	
	Ensure the Housing Allocation Policy balances the needs of homeless and housing register applicants and review existing applications	Revision of Housing Allocation Policy complete and Housing Register list up to date	Year 1 and ongoing	Housing Options and Solutions Manager/ Housing Solutions Team Leader	
	Make best use of Disabled Facilities Grants to provide suitable adaptations across the public and private sector and a review of needs undertaken as part	More residents continuing to live independently and Disabled Facility Grants statistics reflected in homelessness prevention outcomes	Ongoing	Private Sector Housing Manager/ Private Sector Housing Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
	of the new Private Sector Housing Assistance Policy 2025-2030				
	Undertake regular assessments of housing need to inform delivery plans for new homes	Comprehensive housing needs assessment completed in partnership with the Planning Policy Team as part of Housing Strategy 2022-2027		Head of Strategic and Private Sector Housing/ Housing Enabling Officer	
Support – deliver effective services to help customers maintain accommodation once housed.	Provide the HERO Service and One You services to bridge the gap between health, homelessness and employment/skills	Increase in homelessness preventions	Year 1 and ongoing	Housing Options and Solutions Manager/ HERO Service Team Leader	
	Develop a standalone Tenancy Readiness package to support homeless applicants in specific areas of independent living and tenancy sustainment	Tenancy readiness package developed and implemented	Year 1 and ongoing	Housing Options and Solutions Manager/ HERO Service Team Leader	

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Theme 3: Sustainable Solutions

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
Ensure that the emerging Local Plan contains policies that optimise the delivery of a range of affordable homes through the planning system	Local Plan policies drafted	Included in Reg 18 consultation Local Plan adopted by Full Council (following examination)	Year 1	Head of Strategic and Private Sector Housing/ Housing Enabling Officer/ Planning Policy Officer	
Explore the scope for a managed increase in Quercus Housing's delivery outputs	Develop a scoping paper for Purchase and Repair acquisitions to provide family sized affordable rent and/or temporary accommodation within the District	Revised Business Plan adopted by Quercus Housing Guarantor Board	Annually	Deputy Chief Executive and Corporate Director of Communities, Place and Economy	
Continue to work with the Rural Housing Enabler (Rural Kent), Parish	5-year programme of local needs surveys undertaken	All Town and Parish Council areas surveyed	Year 3	Head of Strategic and Private Sector Housing/ Housing Enabling Officer	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
Councils and community groups to undertake a programme of local housing needs surveys across the District and to facilitate the delivery of new rural exceptions housing where needs are identified	Assistance provided to facilitate delivery of new local needs housing	At least 30 new local needs homes delivered during the Housing Strategy period, subject to planning approval	Ongoing	Head of Strategic and Private Sector Housing/ Housing Enabling Officer	
Include provisions in the emerging Local Plan to deliver accessible and wheelchair adapted housing	Policies included in new Local Plan to ensure new homes meet the needs of older and disabled households	Policies included in Local Plan Reg 18 consultation and onwards	Year 1	Head of Strategic and Private Sector Housing/ Housing Enabling Officer/ Planning Policy Officer	
Within the existing Registered Provider stock, seek to	Work with West Kent Housing Association and other Registered Providers to	Planning applications submitted for remodelling of stock	Ongoing	Head of Strategic and Private Sector Housing/ Housing Enabling Officer	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
refurbish, extend, or repurpose existing dwellings to make better use of them	facilitate the best use of the existing stock, including the remodelling of social housing schemes that are no longer fit for purpose				
Support owners of empty homes through the Council's membership of Kent No Use Empty, to create a downward trend in the number of long term empty homes	Development of a new Empty Homes Strategy and Action Plan	Empty Homes Strategy and Action Plan approved, and empty homes brought back into use and provided as affordable housing wherever possible	Year 1 and ongoing	Private Sector Housing Manager	
Create a coalition of interim, temporary and move on accommodation Landlords to provide	Work with Kent Housing Group to ascertain interim and temporary accommodation charges from private providers across the County	Consistency of charging for temporary accommodation across Kent	Year 1 and ongoing	Head of Strategic and Private Sector Housing/ Housing Options and Solutions Manager	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
sustainable, reliable, cost effective temporary accommodation	and seek consistency Review all emergency accommodation providers used by the Council and develop a preferred provider list	List of preferred providers in place based on suitability/affordability	Year 1 and ongoing	Housing Options and Solutions Manager/ Housing Solutions Team Leader	
Provide regular Landlord Forums to ensure relationships with local private rented sector Landlords are strengthened and to maximise the potential for the placement of homeless households into long term	Provide regular Landlord Forum events for Private Sector Landlords	Events held every quarter	Quarterly	Housing Options and Solutions Manager/ Housing Solutions Team Leader	
	Develop support pages for Landlords on our website, to increase landlord engagement and to highlight any new incentives available	Website updated and reviewed every 6 months	Year 1 and ongoing	Housing Solutions Team Leader	
	Investigate the provision of web		Year 1	Housing Solutions Team Leader	

Objective	Action	Success Criteria and Outcomes	When	Lead Officer/Team Responsible	Progress
housing solutions	alerts so that Landlords are notified of updates	If feasible, web alerts implemented to subscribing Landlords			