



TENANT MANAGEMENT PLAN

**ST ALBANS CLOSE, GRAVESEND,
DA12 5SE**

Contents

1. Introduction and purpose.....	3
2. The scheme and its statutory scope	3
3. Roles, responsibilities and points of contact	4
4. Resident eligibility, referral and allocation	4
4.1 Support-need categories	4
4.2 Referral and shortlisting.....	4
4.3 Risk assessment, support plan and sign-off	4
5. Occupancy control and the 18-month limit	5
6. Alignment with the Licence Agreement	5
7. Noise Management Plan	6
7.1 Objectives and legislative context.....	6
7.2 Design and acoustic mitigation	6
7.3 Behavioural controls	6
7.4 Neighbour liaison and complaints procedure	6
7.5 Monitoring and records	7
8. Anti-social behaviour management and enforcement.....	7
8.1 Preventative and early-intervention measures	7
8.2 Compliance inspections.....	7
8.3 Licence termination — notice periods	7
8.4 Absence and abandonment.....	8
8.5 Possession process.....	8
9. Support and tenancy sustainment	8
10. Move-on, partnership working and safeguarding	8
11. Monitoring, review and compliance	9
Appendix 1 — Noise / anti-social behaviour complaint record	10

1. Introduction and purpose

This Tenant Management Plan (“the Plan”) has been prepared for the SoloHaus scheme of eight self-contained modular homes at Land at St Albans Close Open Space, Gravesend (planning permission 20250479). It is submitted to the Local Planning Authority for written approval in order to discharge Condition 12 of that permission.

Condition 12 requires, prior to first occupation, a tenant management plan that is “in line with the Tenant Licence Agreement referenced in the Planning Statement” and that also includes a Noise Management Plan. The stated reason is *to ensure the approved accommodation is only occupied and used as specialist housing, and to safeguard neighbour amenity*, in accordance with Policy CS19 of the Gravesham Local Plan Core Strategy (2014). This Plan is structured to meet both limbs of that reason.

The Plan should be read together with, and is consistent with, the following approved and related documents and conditions:

- **Condition 10** — occupancy is restricted to a single occupant of qualifying status appointed by the Council’s Rough Sleeping Partnership Manager or Team, for a maximum aggregate period of 18 months in any two calendar years.
- **Condition 11** — if the specialist use ceases, the units are to be removed and the land restored within three months.
- **Condition 16** — the air source heat pumps must operate in night mode between 2300 and 0700 hours each day.
- **Planning Statement, Appendix A** — the indicative Tenant Licence Agreement; and **Appendix B** — the Management Strategy.

Status of the licence agreement. The Licence Agreement at Appendix A of the Planning Statement is indicative. A bespoke licence agreement will be produced for this scheme, modelled on the indicative Licence Agreement, with any significant deviations from the indicative Licence Agreement to be agreed with the Local Planning Authority in writing. That bespoke agreement will replicate the terms, House Rules and notice periods referenced in the Planning Statement and relied upon in this Plan, so that the Plan remains “in line with” the licence as required by Condition 12. Where this Plan refers to specific licence clauses, those references are to the indicative agreement and will be carried through to the bespoke document.

2. The scheme and its statutory scope

The scheme comprises eight single-storey SoloHaus modular units, each with an internal floor area of 24 sqm and designed for single occupancy. The units provide high-quality, transitional “step-down” accommodation for single individuals moving on from homelessness, rough sleeping or 24-hour supported accommodation towards fully independent living. The homes are managed directly by Gravesham Borough Council’s Rough Sleeping Team.

The management arrangements in this Plan are the mechanism by which that specialist, time-limited use is secured in practice.

Occupancy control (Condition 10). No unit will be occupied by more than one occupant of qualifying status, appointed by the Rough Sleeping Partnership Manager or Team. No occupant will remain for more than a maximum aggregate period of 18 months in any two calendar years. This limit is treated as absolute; the operational controls for tracking and enforcing it are set out at Section 5.

Cessation of use (Condition 11). Should the specialist use cease, the Council will remove the units and restore the land within three months, in accordance with a scheme to be agreed in writing with the Local Planning Authority.

3. Roles, responsibilities and points of contact

Clear accountability is central to protecting both residents and neighbours. Responsibility for the scheme sits with named post-holders within the Rough Sleeping Team, supported by defined out-of-hours arrangements.

- **Rough Sleeping Partnership Manager** — holds overall responsibility for allocations, sign-off of placements, tenancy management, enforcement decisions and oversight of this Plan.
- **Allocated support worker(s)** — provide floating support, conduct weekly key-working, carry out welfare checks and site visits, and are the first responders to complaints and support needs.
- **Single point of contact for occupants** — a single point of contact will be provided to tenants for repairs, support and emergencies, at sign-up.
- **Dedicated neighbour reporting line** — a single point of contact will be publicised to surrounding residents, for reporting noise, nuisance or anti-social behaviour (see Section 7).
- **Out-of-hours arrangements** — tenants will be given a single point of contact for out-of-hours, ensuring reports outside office hours are captured and triaged.
- **Repairs and maintenance** — Day-to-day repairs, cleanliness and grounds maintenance are the responsibility of Gravesham Borough Council, which assumes full repairing responsibility once the site has been handed over.

A copy of this Plan, the House Rules and the relevant contact details will be provided to every occupant on the day they move in, and the neighbour reporting details will be made available to surrounding residents.

4. Resident eligibility, referral and allocation

The scheme is intended only for single individuals assessed as able to live semi-independently with low-to-moderate floating support. Individuals with high, complex or intensive support needs, or who require 24-hour supported accommodation, are not eligible for this site.

4.1 Support-need categories

The Rough Sleeping Team assesses each individual against four support levels. Only the first two are eligible for this scheme:

- **Low** — able to maintain self-contained accommodation independently with minimal or no support.
- **Moderate** — able to maintain self-contained accommodation with some support.
- **Significant / Complex** — not eligible for this scheme. These individuals require supported or intensively supported accommodation elsewhere.

4.2 Referral and shortlisting

Referrals are received and shortlisted through the Rough Sleeping Initiative (RSI) team, and may originate from RSI outreach workers, supported and temporary accommodation providers, local authority housing teams and partner homelessness agencies. Priority is given to individuals who have demonstrated sustained, positive engagement in supported accommodation and are assessed as ready to step down to low-supported living.

4.3 Risk assessment, support plan and sign-off

Reflecting good practice in temporary and supported accommodation allocation, no placement is made until the following are completed:

- a comprehensive risk assessment covering risk to self, to others and to the surrounding residential community;
- a needs assessment covering housing history, physical and mental health, substance misuse, financial circumstances, independent-living skills and employment or training goals;
- an individual support plan setting agreed goals, support interventions, frequency of contact, safeguarding and neighbouring-community considerations, and clear move-on objectives within the 18-month limit; and
-

Placements across the eight units are managed to maintain a balanced, low-to-moderate risk profile so that the site functions as a settled “micro-neighbourhood” that integrates with the surrounding community.

5. Occupancy control and the 18-month limit

So that the accommodation is demonstrably used only as specialist, time-limited housing (Condition 10, and the purpose of Condition 12), the following controls apply:

- **Single occupancy only** — each unit is let to one qualifying occupant; the licence prohibits sub-letting, assignment and additional occupiers.
- **Aggregate 18-month cap** — the initial licence is granted for six months with the option to extend, but no occupant will remain for more than an aggregate of 18 months in any two calendar years. Move-on planning begins on day one of the placement.
- **Record-keeping and audit trail** — the Rough Sleeping Team maintains an occupancy register recording, for each unit, the start date, extension decisions and cumulative occupancy against the 18-month limit. This provides an audit trail that can be made available to the Local Planning Authority on request to evidence compliance with Condition 10.
- **Periodic review** — each licence is reviewed at least every six months, jointly by the Partnership Manager and support worker, considering how the placement is progressing and the availability of move-on options.

6. Alignment with the Licence Agreement

Occupants are accommodated under a non-secure licence rather than an Assured Shorthold Tenancy. This is deliberate: it reflects the transitional nature of the accommodation and enables the Council to end an arrangement quickly where the licence or House Rules are breached, without the delay associated with secure tenancies. This Plan mirrors the key operational terms of the licence, including:

- quiet hours and the prohibition on noise audible outside a unit between 9.00 pm and 7.30 am (licence clause 3(8));
- single occupancy, with no overnight visitors and no sub-letting or assignment;
- the prohibition on pets (clause 3(9)), and on alcohol and non-prescription drugs and paraphernalia on site (House Rules);
- the right of monthly access for health, safety and compliance checks, including room searches, with confiscation of prohibited items (clause 2(2)(i) and House Rules);
- the absence, welfare-check and abandonment provisions (clauses 3(25) and 4(4)); and
- the notice periods for ending a licence (clause 4(3)), reproduced in the enforcement table at Section 8.

Each occupant signs the licence and their personalised support plan on the day of move-in, and the House Rules are explained as part of the induction.

7. Noise Management Plan

This section is the Noise Management Plan required by Condition 12. It is designed to protect the amenity of the properties that immediately adjoin the site given that the units sit close to those boundaries and that the scheme is staffed by floating support rather than 24-hour on-site supervision.

7.1 Objectives and legislative context

The objective is to prevent noise and disturbance arising from the operation of the scheme, from residents, or from their visitors, and to provide a clear and responsive route for neighbours to raise concerns. The Plan operates alongside the Council's general duties in respect of statutory nuisance under the Environmental Protection Act 1990 and the wider framework of the Noise Act 1996 and the Anti-social Behaviour, Crime and Policing Act 2014.

7.2 Design and acoustic mitigation

- **Acoustic construction** — the SoloHaus units are of steel-framed construction with acoustic insulation exceeding the standard set by Part E of the Building Regulations, containing noise within each unit.
- **Air source heat pumps (Condition 16)** — the communal ASHPs are programmed to operate in night mode between 2300 and 0700 hours each day, reducing operational noise by approximately 5 dB, in accordance with the submitted acoustic report and Condition 16.
- **Layout** — the single-storey layout and boundary treatments limit overlooking and disturbance to neighbouring gardens; rear windows are obscure-glazed and top-hung in accordance with Condition 18.

7.3 Behavioural controls

- **Quiet hours** — residents must not make, or allow others to make, noise or vibration audible outside their unit between 9.00 pm and 7.30 am. This includes televisions, audio equipment, raised voices, door-slaming and use of the private outdoor areas.
- **No overnight visitors** — units are for single occupancy only; visitors may not stay overnight under any circumstances.
- **Day guests** — residents may host limited day guests, who must not cause noise, nuisance or anti-social behaviour and should ordinarily leave the site by 9.00 pm. Any nuisance caused by a guest is the responsibility of the resident and is a breach of licence.
- **Alcohol and substances** — consuming alcohol or possessing or using non-prescription drugs or paraphernalia is prohibited across the site.
- **Outdoor and boundary areas** — residents have no access to the rear maintenance strip along the boundary fences; this is reserved for maintenance and landscaping.

7.4 Neighbour liaison and complaints procedure

Drawing on established practice for managed and short-stay accommodation, the Council will operate a clear, responsive complaints procedure that gives neighbours direct access to a named service:

- **Publicised reporting route** — dedicated contact details are provided to surrounding residents for reporting noise, nuisance or anti-social behaviour, with out-of-hours arrangements in place.
- **Logging** — every report is logged on receipt with the Rough Sleeping Partnership Manager (target: within 12 hours) using the complaint record at Appendix 1.
- **Investigation** — a support worker or manager investigates promptly, including a site visit where appropriate, ordinarily within 24 hours of a report (and sooner for serious or ongoing incidents).
- **Action** — where a breach is verified, the Council issues a warning or escalates directly to the enforcement steps in Section 8.

- **Feedback** — the complainant is updated on the outcome and any action taken, ordinarily within 48 hours of the investigation concluding, so far as data-protection obligations allow.

7.5 Monitoring and records

A register of noise and anti-social behaviour complaints, investigations and outcomes is maintained. Trends are reviewed at the multi-agency meetings referred to at Section 10, and the register can be made available to the Local Planning Authority or Environmental Protection team on request.

8. Anti-social behaviour management and enforcement

Protecting the amenity and safety of neighbours is paramount. The Plan seeks first to prevent anti-social behaviour through careful allocation, active support, and a layout that promotes passive surveillance and clear sightlines. Where behaviour nonetheless falls short, the Council has clear, graduated and legally binding powers to act.

8.1 Preventative and early-intervention measures

- acceptable-behaviour expectations are set out in the licence and House Rules and explained at sign-up;
- support workers use early intervention; contact, warnings and, where useful, acceptable-behaviour agreements to address emerging issues before they escalate;
- all contact and incidents are recorded to maintain a clear evidence trail; and
- the Council's published anti-social behaviour policy (Housing Act 1996, s.218A) and, where necessary, the tools available under the Anti-social Behaviour, Crime and Policing Act 2014 support enforcement.

8.2 Compliance inspections

- **Monthly access** — residents must permit monthly access for health, safety and compliance checks, including room searches.
- **Confiscation** — prohibited items (weapons, illicit drugs, paraphernalia or alcohol) are confiscated and may trigger immediate termination of the licence.

8.3 Licence termination — notice periods

Notices are issued strictly in accordance with the licence terms. The categories below align with clause 4(3) of the Licence Agreement and the House Rules:

Breach category	Typical examples	Action / notice period
1. Immediate / extreme	Violence or threats of violence; sexual harassment; racist or other discriminatory abuse; bringing weapons, explosives or gas cylinders onto the site.	Immediate written notice to quit , where continued presence would seriously prejudice the safety of others or the viability of the scheme (licence clause 4(3)).
2. Seriously disruptive	Seriously disruptive or violent behaviour; aggressive intimidation of neighbours, staff or contractors; supply or persistent use of controlled drugs on site; malicious damage to property.	48 hours' written notice to vacate (licence clause 4(3)).
3. Standard breach	Non-payment of rent; permitting overnight visitors; persistent breach of quiet hours; smoking inside a unit; keeping a pet; failure to engage with support; other breaches of the licence or House Rules.	First warning → final warning → 7 days' written notice to vacate (licence clause 4(3) and House Rules).

Breach category	Typical examples	Action / notice period
4. Non-fault / planned move-on	Expiry of the 18-month occupancy limit; a planned, supported move into settled accommodation; or the resident giving up the licence.	Minimum one month's notice (mirroring the resident's own notice obligation at licence clause 3(26)), with move-on support in place.

8.4 Absence and abandonment

- **3-day absence:** if a resident is absent for three consecutive days without prior written notice, staff may enter the unit to carry out a welfare and safety check.
- **10-day abandonment:** if a resident is absent for a continuous period of ten days without prior notice, the licence is treated as abandoned and the Council will serve notice terminating it and reclaiming possession (clause 4(4)).

8.5 Possession process

Where a notice expires without the resident leaving, the Council will recover possession using the appropriate legal process, carried out with appropriate support and risk management, and with onward accommodation or signposting considered so far as the Council's duties require.

9. Support and tenancy sustainment

Residents receive floating support tailored to their assessed needs, typically between 2 and 6 hours per week, comprising face-to-face and telephone contact and including a minimum of one weekly key-working session in the resident's home. Support is high and direct at the outset, as utilities are set up, benefits claimed and anxieties resolved and reduces over time under continual review, and can be increased if required.

At move-in, the support worker assists with: signing the licence and support plan; explaining rights and responsibilities and the consequences of breach; setting up utilities (including prepayment electricity to support budgeting) and benefit claims; registering with a GP and other local services; and a property induction covering fire safety, health and safety and reporting procedures. Ongoing support covers budgeting and rent (with rent set in line with the Council's policy up to the one-bedroom Local Housing Allowance), welfare and Council Tax advice, wellbeing and mental-health support, referrals to specialist services, and help to sustain property standards and attend appointments.

10. Move-on, partnership working and safeguarding

Move-on planning starts on day one and is delivered within the 18-month window. It includes identifying suitable private-rented or social housing, supporting residents to bid for permanent accommodation, liaising with landlords and providers, and preparing residents for independent living, with continued support through the transition to reduce the risk of repeat homelessness.

The scheme is delivered in partnership with:

- the Rough Sleeping Initiative outreach team;
- Kent Police, including the Designing Out Crime Team, to review site security and address any anti-social behaviour;
- health, mental-health and substance-misuse services;
- local authority housing and planning teams; and
- employment, training and voluntary-sector partners.

Regular multi-agency meetings identify and proactively manage emerging risks on the site, ensuring residents receive coordinated support while the amenity and safety of the surrounding community are actively safeguarded.

11. Monitoring, review and compliance

- **This Plan is reviewed at least annually and updated to reflect operational learning, complaints trends and any changes in policy or legislation.**
- **Occupancy, support, complaint and enforcement records are maintained and can be made available to the Local Planning Authority on request to demonstrate compliance with Conditions 10 and 12.**
- **Any material change to the management arrangements described here will be agreed with the Local Planning Authority.**

Prepared in support of the discharge of Condition 12 of planning permission 20250479. This Plan is intended to be read as a single, self-contained document and supersedes any earlier draft management strategy or working notes.

Appendix 1 — Noise / anti-social behaviour complaint record

The following pro-forma is used to log and track each report received through the neighbour reporting line (Section 7.4).

Field	Record
Reference number / date & time received	
Reporting party (neighbour / resident / staff) and contact details	
Nature of complaint (noise / ASB / other) and location	
Officer receiving the report	
Action taken and time of first response / site visit	
Outcome, any warning or notice issued, and cross-reference	
Feedback given to complainant (date) and case status	