Housing Strategy for Merton
Part 3: Past Performance & Future Targets
www.merton.gov.uk
2004-2007
CONTENTS: PAST PERFORMANCE AND FUTURE TARGETS

1. Introduction  1
2. Past Performance  3
3. Future Targets  15

Appendices

Appendix 1  Glossary of Terms  33
Appendix 2  Contacts List  39
Appendix 3  Related Strategic Plans of the Council  44

NOTE:
This book is the third of three publications that sets out the London Borough of Merton’s Housing Strategy for 2004-07
The three publications are:
Part 1. Executive Summary and Background
Part 2. Strategic Options and Priorities
Part 3. Past Performance and Future Targets
1. Introduction


Performance management

Following the decision of our tenants in July 2002 to retain the Council as their landlord, our focus has been on improving the quality of our Housing Management services and ensuring they meet our customers’ needs.

The Council’s Comprehensive Performance Assessment (CPA) by the Audit Commission published in 2003 gave Merton an overall rating of ‘weak’. Our Repairs and Maintenance Service had previously been given a one-star rating by the Housing Inspectorate and this was incorporated into the housing component of the CPA assessment for Merton, which received an overall rating of 2 out of 4. Our Housing Strategy and HRA Business Plan both achieved scores of 3 out of 4 (good).

The Housing Service Plan for 2003-06 identifies key performance indicators and core objectives for housing, and incorporates commitments set out in the Housing Strategy, the HRA Business Plan and the Council’s Race Equality Scheme. All staff receive a copy of the Service Plan and their individual Team Plans annually in preparation for their Staff Appraisal. The Service Plan explains the monitoring process and identifies lead officers responsible for delivery. It also identifies clear lines of responsibility for the delivery of actions.

We recognise the need for performance information to be specific and timely. Team Plans are monitored quarterly and regular meetings of the Housing Management Team (HMT) focus on monitoring performance and budgets. The Housing Strategy Review Group, and HRA Business Planning Team, monitor delivery of the strategy and business plan.

Further details of the performance management framework for Housing Services can be found in the HRA Business Plan.

2. Past Performance
### PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS

<table>
<thead>
<tr>
<th>Target Type</th>
<th>Definition</th>
<th>Success Measure 2002/3</th>
<th>Achievement 2002/3</th>
<th>Success Measure 2003/4</th>
<th>Progress against target for 2003/4 (at September 2003)</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>RENT ARREARS</strong></td>
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</tr>
<tr>
<td>National target (BVPI 66a)</td>
<td>Proportion of local authority rent collected</td>
<td>97% collected</td>
<td>97% collected</td>
<td>97.8% collected</td>
<td>96.8% collected</td>
<td>Monitored monthly by Housing Management Team (performance). Reports quarterly to District Panels</td>
</tr>
<tr>
<td><strong>REPAIRS</strong></td>
<td></td>
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<tr>
<td>National target (BVPI) 185</td>
<td>% of non-emergency repairs for which an appointment was made and kept</td>
<td>85% of appointments made and kept</td>
<td>97% of appointments made and kept</td>
<td>85% of appointments made and kept</td>
<td>94% of appointments made and kept</td>
<td>Monitored monthly by Housing Management Team (performance). Reports to District Panels quarterly</td>
</tr>
<tr>
<td>Local target</td>
<td>% of urgent repairs done on time</td>
<td>85% completed on time</td>
<td>87.4% completed on time</td>
<td>90% completed on time</td>
<td>83% completed on time</td>
<td>Monitored monthly by Housing Management Team (performance). Not reported to IDPS</td>
</tr>
<tr>
<td>Local target</td>
<td>% of non-urgent repairs done on time</td>
<td>n/a</td>
<td>n/a</td>
<td>85% completed on time</td>
<td>81% completed on time</td>
<td>Monitored monthly by Housing Management Team (performance). Reports to District Panels quarterly</td>
</tr>
</tbody>
</table>
## PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS

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<tbody>
<tr>
<td><strong>HOMELESSNESS</strong></td>
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<tr>
<td>National target (BVPI 183)</td>
<td>Average length of stay in: (a) bed and breakfast accommodation; and (b) hostel accommodation of households, which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need</td>
<td>No targets</td>
<td>n/a</td>
<td>(a) 6 weeks</td>
<td>(a) 16 weeks</td>
<td>Monitored quarterly through multi-Agency Homelessness Strategy Team and Housing Management Team (performance)</td>
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<tr>
<td></td>
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<td>(b) 35 weeks</td>
<td>(b) 21 weeks</td>
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<tr>
<td><strong>VOIDS</strong></td>
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</tr>
<tr>
<td>Local target</td>
<td>Average total void period</td>
<td>100% of voids let within 5 weeks</td>
<td>6.5 weeks</td>
<td>100% of voids let within 5 weeks</td>
<td>5.3 weeks</td>
<td>Monitored monthly by Housing Management Team (performance)</td>
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<tr>
<td><strong>FUEL POVERTY</strong></td>
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<tr>
<td>National target (BVPI 63)</td>
<td>Average SAP rating of local authority dwellings</td>
<td>Average SAP rating of 60</td>
<td>Average SAP rating of 60</td>
<td>Average SAP rating of 61</td>
<td>Average SAP rating 60</td>
<td>Monitored by Housing Management Team (performance)</td>
</tr>
</tbody>
</table>

### Notes
- **Success Measure 2002/3** refers to the target achievement for the year 2002/2003.
- **Achievement 2002/3** indicates the actual achievement of the target in the year 2002/2003.
- **Success Measure 2003/4** refers to the target achievement for the year 2003/2004.
- **Progress against target for 2003/4 (at September 2003)** indicates the progress towards the target as of September 2003.
- **Monitoring and Comments** provide information on how the targets are monitored and any comments regarding the progress or challenges faced.

**Housing Strategy for Merton**
## Housing Strategy for Merton

### Tenants’ Satisfaction

<table>
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<th>Target Type</th>
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<tr>
<td>National target (BVPI 74)</td>
<td>Satisfaction of tenants of Council housing with the overall service provided by their landlord: with results broken down by (1) black and minority ethnic tenants and (2) non black and minority ethnic tenants</td>
<td>No targets</td>
<td>(1) 60% satisfied (2) 59% satisfied</td>
<td>Satisfaction of tenants (1) 66% of ethnic minority tenants (2) 66% of non-ethnic minority tenants</td>
<td>No data available – next tenants satisfaction survey not due until 2006</td>
<td>Monitored by Housing Management Team (performance)</td>
</tr>
<tr>
<td>National target (BVPI 75)</td>
<td>Improve satisfaction with opportunities to participate in the housing management process</td>
<td>n/a</td>
<td>n/a</td>
<td>65% of tenants satisfied with opportunities to participate in the decision-making process</td>
<td>No data available – next tenants satisfaction survey not due until 2006</td>
<td>Monitored by Housing Management Team (performance)</td>
</tr>
<tr>
<td>Local target</td>
<td>Tenant satisfaction with repairs service</td>
<td>65% of tenants satisfied with service</td>
<td>55% satisfied</td>
<td>66% of tenants satisfied with service</td>
<td>53% satisfaction</td>
<td>Monitored by Housing Management Team (performance)</td>
</tr>
</tbody>
</table>
## PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS

### CUSTOMER COMPLAINTS/RACIAL HARASSMENT

<table>
<thead>
<tr>
<th>Target Type</th>
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<th>Success Measure 2002/3</th>
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<th>Progress against target for 2003/4 (at September 2003)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Local target</td>
<td>Address customer complaints within procedure time-table</td>
<td>n/a</td>
<td>n/a</td>
<td>95% dealt with within time-table</td>
<td>96% dealt with within time-table</td>
<td>Monitored quarterly</td>
</tr>
<tr>
<td>Local target</td>
<td>Interviews with racial harassment complainants carried out within 2-working days</td>
<td>n/a</td>
<td>n/a</td>
<td>100% dealt with within time-table</td>
<td>100% interviewed on time</td>
<td>Incidents of racial harassment monitored through Racial Incidents Panel</td>
</tr>
<tr>
<td>Local target</td>
<td>Ensure effective response to racist incidents</td>
<td>90% removed within 24 hours</td>
<td>80% removed within 24 hours</td>
<td>90% of racist and obscene graffiti removed within 24 hours</td>
<td>100% removed within 24 hours</td>
<td>Incidents of racial harassment monitored through Racial Incidents Panel</td>
</tr>
<tr>
<td>National target (BVPI 164)</td>
<td>Ensure the Housing Service follows CRE code of practice for rented housing and the ODPM code of practice for social landlords in tackling racial harassment</td>
<td>Effective delivery of CRE &amp; ODPM code</td>
<td>Housing Service follows code of guidance</td>
<td>Effective delivery of CRE &amp; ODPM code</td>
<td>Housing Service follows code of guidance</td>
<td>Procedures are being reviewed in consultation with stakeholders</td>
</tr>
</tbody>
</table>

### Progess against Key Local and National Targets (2002/3)

- **Customer Complaints/Racial Harassment**
  - Local target: Address customer complaints within procedure time-table
  - Local target: Interviews with racial harassment complainants carried out within 2-working days
  - Local target: Ensure effective response to racist incidents

### Achievements and Progresses

- **2002/3**: n/a
- **2003/4**:
  - Local target: 96% dealt with within time-table
  - Local target: 100% interviewed on time
  - National target: 80% removed within 24 hours

### Monitoring and Comments

- Monitored quarterly
- Incidents of racial harassment monitored through Racial Incidents Panel
- Procedures are being reviewed in consultation with stakeholders
## PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS

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<tr>
<td><strong>INCREASING HOUSING CHOICE</strong></td>
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</tr>
<tr>
<td>Local target</td>
<td>Achieve under-occupation moves</td>
<td>30 moves</td>
<td>23 achieved</td>
<td>30 moves</td>
<td>9 achieved</td>
<td>Monitored monthly by Housing Management Team (performance)</td>
</tr>
<tr>
<td>Local target</td>
<td>Work with Housing Associations to increase housing choice</td>
<td>n/a</td>
<td>n/a</td>
<td>Start on site for 109 units. Review nominations policy</td>
<td>Nominations review completed April 2004</td>
<td>Monitored through South-West London Partnership</td>
</tr>
<tr>
<td>Local target</td>
<td>Establish a private sector leasing scheme</td>
<td>n/a</td>
<td>n/a</td>
<td>40 units achieved</td>
<td>Scheme not yet operational</td>
<td>Monitored through multi-agency Homelessness Strategy Team</td>
</tr>
<tr>
<td><strong>PRIVATE SECTOR RENEWAL</strong></td>
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</tr>
<tr>
<td>National target (BVPI 62)</td>
<td>The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority</td>
<td>3% of private sector dwellings made fit</td>
<td>1.6% made fit/demolished as a result of local authority action</td>
<td>2% of private sector dwellings made fit</td>
<td>1.5% made fit/demolished as a result of local authority action</td>
<td>Monitored half yearly by Housing Management Team (performance)</td>
</tr>
<tr>
<td>National target (BVPI 64)</td>
<td>The number of private sector vacant dwellings that are returned to occupation or demolished as a direct result of action by the local authority</td>
<td>25 dwellings returned to occupation as a result of action</td>
<td>30 returned to occupation/de- demolished as a result of local authority action</td>
<td>40 dwellings returned to occupation as a result of action</td>
<td>20 returned to occupation</td>
<td>Monitored annually by Housing Management Team (performance)</td>
</tr>
</tbody>
</table>
## Housing Strategy for Merton

### PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002

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<tbody>
<tr>
<td>1.</td>
<td>To improve the quality of the Council’s housing stock and bring about service improvements</td>
<td>Conduct ballot of tenants on a transfer to Merton Housing Partnership</td>
<td>By July 2002</td>
<td>Stock transfer ballot conducted in July 2002. Residents voted to remain with the authority. The full allocated provision of £500k from the HRA was spent towards stock transfer and ballots</td>
<td>Option appraisal is a key objective in the HRA Business Plan</td>
</tr>
<tr>
<td>2.</td>
<td>Develop resident participation</td>
<td>Review options if residents vote against stock transfer</td>
<td>None specified</td>
<td>Housing Consultative Forum agreed implementation plan to consult residents at a neighbourhood level in May 2003. ‘Community Voice’ launched at Residents Fun Day in December 2003 which aims to look at new ways of engaging with residents. This is being taken forward from a new allocation of £300,000 for the stock option appraisal</td>
<td>Ongoing consultation through Tenants and Residents Associations, District Panels, Housing Consultative Forum and Merton Tenants and Residents Association</td>
</tr>
<tr>
<td>3.</td>
<td>To improve the quality of the Council’s housing stock and bring about service improvements</td>
<td>Complete 5 year implementation plan of Best Value Review of repairs and maintenance</td>
<td>By March 2006</td>
<td>The implementation plan was substantially achieved by December 2003. Some elements of the plan e.g. partnering contracts for response repairs and capital projects have a longer time span. Additional funding was allocated within the HRA in 2003/04 for Best Value Reviews and Service Improvements amounting to £80,000 and this facilitates the completion of the plan</td>
<td>Tenant and Councillor representation on Best Value Implementation Panel. Progress in key areas published in local tenants newsletter</td>
</tr>
<tr>
<td>4.</td>
<td>To improve the quality of the Council’s housing stock and bring about improvements</td>
<td>Reduce non-‘Decent Homes’ by one-third by April 2004 and completely eliminate by April 2010</td>
<td>By April 2004 &amp; 2010</td>
<td>Number of non-‘Decent Homes’ reduced from 41% in March 2002 to 33% in March 2004. The Council top-sliced £492,000 from existing budgets to specifically work on ‘Decent Homes’</td>
<td>Decent Homes Strategy monitored through Housing Consultative Forum. Funding identified and programme of works developed to meet the 2004 target</td>
</tr>
</tbody>
</table>
## PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002

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</thead>
<tbody>
<tr>
<td>5.</td>
<td>Separate the strategic role from operational management</td>
<td>Complete restructuring of the Housing Service</td>
<td>By April 2003</td>
<td>New structures in Housing Strategy and Housing Needs services implemented. New structures in Housing Strategy and Housing Needs contained growth of approximately £100,000. The new housing management staff structure will save £360,000 in a full year and this allows for growth in community development, cleaning and housing repairs</td>
<td>Monitored by Steering Group</td>
</tr>
<tr>
<td>6.</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Develop a strategy to strengthen and consolidate the council’s role in private sector housing</td>
<td>By July 2003</td>
<td>New Private Sector Renewal Policy implemented July 2003. This allowed a take-up of 80 private sector renewal grants in the year 2003/04 against a target of 80</td>
<td>Policy reviewed and updated January 2004</td>
</tr>
<tr>
<td>7.</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Improved access to private rented housing</td>
<td>None specified</td>
<td>Sponsored tenancy scheme developed December 2002 assisted 100 moves into the private sector between December 2002 and December 2003. Funded by £91,500 from Homelessness Directorate. Complete allocation used</td>
<td>Monitored through multi-agency Homelessness Strategy Team</td>
</tr>
<tr>
<td>8.</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Develop voluntary accreditation scheme for private landlords</td>
<td>None specified</td>
<td>No progress made</td>
<td>Merton to follow London-wide scheme now available via model developed by Camden council. To be developed and monitored in consultation with Private Sector Housing Strategy Team</td>
</tr>
</tbody>
</table>

**OBJECTIVE 2: STRENGTHENING THE COUNCIL’S STRATEGIC ROLE IN HOUSING**
### PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002

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<tbody>
<tr>
<td><strong>OBJECTIVE 2: continued</strong></td>
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<tr>
<td>9</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Widen the range of Home Improvement Agency services</td>
<td>None specified</td>
<td>Home Improvement Agency now provide hospital discharge and home safety services. Funded from the voluntary sector housing budget from the Council of £30,000 pa</td>
<td>Service expansion into Disabled Facilities Grant work likely. All monitoring through Care and Repair Advisory Group. The group includes representatives from Housing and Social Services, Environmental Health and users</td>
</tr>
<tr>
<td>10</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Develop access to equity release loans</td>
<td>None specified</td>
<td>Equity release available through the House-Proud scheme from July 2003 (£10,000 annual subscription)</td>
<td>Home Improvement Agency report monthly on advice given about equity release</td>
</tr>
<tr>
<td>11</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Consider a Merton scheme for registration of Houses in Multiple Occupation in line with national proposals</td>
<td>None specified</td>
<td>Licensing to be implemented in accordance with new legislation</td>
<td>To be developed in consultation with the Private Sector Housing Strategy Team</td>
</tr>
<tr>
<td>12</td>
<td>Consolidate the Council’s role in the private housing sector</td>
<td>Carry out a borough-wide Private Stock Condition Survey</td>
<td>None specified</td>
<td>Funding identified and tendering process due to commence in 2003/04. Allocation of £75k not yet taken up. Spending being reviewed to include housing needs survey</td>
<td>Amalgamated with housing needs survey and being developed in consultation with Private Sector Housing Strategy Team</td>
</tr>
<tr>
<td>13</td>
<td>Develop sub-regional working</td>
<td>Agree sub-regional housing strategy with neighbouring boroughs</td>
<td>By July 2003</td>
<td>Sub-Regional Strategy completed October 2003. Merton will contribute £9,000 to fund a sub-regional post to coordinate the strategic agenda for the boroughs</td>
<td>Monitored quarterly through South-West London Partnership</td>
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<tr>
<td><strong>OBJECTIVE 3: INCREASE THE SUPPLY OF AFFORDABLE HOUSING</strong></td>
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<tr>
<td>14</td>
<td>Work with Housing Associations and the Housing Corporation to increase supply</td>
<td>Develop with partner associations site mapping for new developments and jointly commission schemes with the Housing Corporation</td>
<td>By April 2003</td>
<td>GIS mapping database available from April 2003 – £2.5k annual subscription. One scheme jointly commissioned with the Housing Corporation by March 2003.</td>
<td>Monitored through quarterly Preferred Partners Meetings</td>
</tr>
<tr>
<td>15</td>
<td>Work with Housing Associations and the Housing Corporation to increase supply</td>
<td>Review the Council’s need for performance information from Housing Associations</td>
<td>By April 2003</td>
<td>Now being considered at sub-regional level</td>
<td>To be addressed through quarterly South-West London partnership</td>
</tr>
<tr>
<td>16</td>
<td>Work with private developers and planning policies to increase the supply of affordable housing</td>
<td>Review and adopt the new planning policy in the light of the Inspector’s recommendations and London Plan</td>
<td>By April 2004</td>
<td>Merton’s UDP policies take precedence until local development framework is in place. Postponed due to stock transfer agenda</td>
<td>Monitored through monthly Planning meetings</td>
</tr>
<tr>
<td><strong>OBJECTIVE 4: PROMOTE CHOICE IN ALLOCATIONS</strong></td>
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<tr>
<td>17</td>
<td>Promote choice in allocations</td>
<td>Complete Best Value Review of Housing Needs</td>
<td>By March 2003</td>
<td>This was re-scheduled due to the stock transfer agenda. The Best Value Review will now be completed in 2004/05</td>
<td></td>
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<tr>
<td>20</td>
<td>Respond to the changes in the Homelessness Act 2002</td>
<td>Eliminate bed-and-breakfast for homeless families</td>
<td>By April 2003</td>
<td>In March 2003 Merton had no families with dependant children in bed-and-breakfast accommodation. The Council achieved the Government target 1 year ahead of schedule through existing budgets and the allocation of £91,500 from the Homelessness Directorate in the year 2002/03</td>
<td>Monitored through multi-agency Homelessness Strategy Team which reports to Homelessness Forum</td>
</tr>
</tbody>
</table>

### OBJECTIVE 6: ADDRESS THE NEEDS OF MINORITY ETHNIC PEOPLE

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>21</td>
<td>Establish a Housing and Ethnic Minorities Policy Team</td>
<td>Policy team to have agreed a detailed programme for identifying and addressing needs</td>
<td>By March 2003</td>
<td>Ethnic Minorities Housing Strategy completed July 2003. Developed by Black and Ethnic Minorities Housing Strategy Team. This was achieved within existing budgets</td>
<td>Strategy monitored through multi-agency Black and Ethnic Minorities Housing Strategy Team</td>
</tr>
</tbody>
</table>
## PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002

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</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Improve support for vulnerable people</td>
<td>Complete Shadow Supporting People Strategy</td>
<td>By October 2003</td>
<td>Strategy completed September 2002</td>
<td>Strategy monitored by multi agency Supporting People Steering Group</td>
</tr>
<tr>
<td>23</td>
<td>Improve support for vulnerable people</td>
<td>Establish mechanism for paying supporting people grant</td>
<td>By April 2003</td>
<td>Mechanism in place April 2003</td>
<td>Monitored by multi agency Supporting People Steering Group</td>
</tr>
<tr>
<td>24</td>
<td>Improve support for vulnerable people</td>
<td>Increase provision of housing with support to young people and other vulnerable groups to whom new priority need categories of homelessness apply</td>
<td>None specified</td>
<td>7 x 1-bedroom flats for ex-offenders &amp; 5 x 1-bedroom flats for people with a mental health problem, all with support (on target for March 2004). 8 x 1-bedroom flats for young people (on target for October 2004)</td>
<td>Monitored through quarterly Preferred Partner Meetings and multi agency Homelessness Strategy Team</td>
</tr>
</tbody>
</table>
3. Future Targets
## STRATEGIC PRIORITY 1.  MAXIMISING THE SUPPLY OF NEW HOUSING

Link to Corporate objectives: Equalities Merton, Thriving Merton

<table>
<thead>
<tr>
<th>Ref</th>
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<th>Success Measures/Targets</th>
<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1.1: Make the best use of existing affordable housing in Merton</td>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Improve the turnaround of void properties on year</td>
<td>High</td>
<td>HRA Business Plan</td>
<td>Existing HRA staff</td>
<td>Average total void not to exceed 5 weeks and 90% of voids pre-allocated within 6 days</td>
<td>Ongoing (targets subject to review for 2004/5)</td>
<td>District Housing Managers &amp; Housing Needs Manager</td>
</tr>
<tr>
<td>1a.</td>
<td></td>
<td>High</td>
<td>HRA Business Plan</td>
<td>Existing HRA staff</td>
<td>Partnering arrangements established for voids repairs</td>
<td>By April 2005</td>
<td>Housing Stock Manager</td>
</tr>
<tr>
<td>2.</td>
<td>Eliminate difficult to let sheltered housing</td>
<td>High</td>
<td>HRA Business Plan, Older Persons Strategy</td>
<td>Existing HRA staff</td>
<td>Action implemented following review of sheltered housing and extra care housing</td>
<td>By March 2007</td>
<td>Head of Housing Policy &amp; Service Manager (Older People &amp; Home Care)</td>
</tr>
<tr>
<td>3.</td>
<td>Assist tenants to move to more appropriate housing and increase the supply of affordable housing</td>
<td>Medium</td>
<td></td>
<td>Existing HRA staff and HGF £157,000 revenue contribution to capital</td>
<td>25 under-occupation moves, 20 out of London moves through LAWN &amp; 6 moves through the Tenants Incentive Scheme achieved</td>
<td>By March 2004 (future annual targets subject to review)</td>
<td>Housing Needs Manager</td>
</tr>
</tbody>
</table>
### Objective 1.2: Maximise the number of new affordable homes built or refurbished in the borough

<table>
<thead>
<tr>
<th>Ref</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Carry out housing needs survey</td>
<td>High</td>
<td>Stock Options Appraisal, draft Key Worker Sub-Regional Housing Strategy</td>
<td>Budgeted from HGF £40,000</td>
<td>Survey completed</td>
<td>By September 2004</td>
<td>Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>5.</td>
<td>Understand the housing needs of key workers</td>
<td>Medium</td>
<td>Sub-Regional Housing Strategy</td>
<td>Existing HGF staff. 5 days LHU research</td>
<td>Sub-regional research on key workers’ housing needs commissioned</td>
<td>By February 2004</td>
<td>Principal Development Officer</td>
</tr>
<tr>
<td>6.</td>
<td>Identify opportunities for affordable housing development</td>
<td>High</td>
<td>Draft Merton Affordable Housing Plan</td>
<td>Existing HGF staff and additional staff costs of £15,000. RSLs Capital from receipts of HRA disposals. London Housing Board and private finance</td>
<td>Action implemented following review of HRA and other public sector sites and stock. Completed site mapping exercise with preferred partner Housing Associations to enable them to effectively target resources</td>
<td>By March 2007</td>
<td>Head of Housing Policy</td>
</tr>
<tr>
<td>7.</td>
<td>Develop new affordable housing</td>
<td>High</td>
<td>Affordable Housing Plan</td>
<td>London Housing Board and private finance. Additional staff growth costs of £35,000</td>
<td>400 new affordable homes built or acquired</td>
<td>By March 2007</td>
<td>Principal Development Officer</td>
</tr>
</tbody>
</table>
## Housing Strategy for Merton

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY 1. MAXIMISING THE SUPPLY OF NEW HOUSING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Link to Corporate objectives: Equalities Merton, Thriving Merton</strong></td>
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<tr>
<td><strong>Objective 1.2 (continued)</strong></td>
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<tbody>
<tr>
<td>8.</td>
<td>Meet the housing needs of black and ethnic minority communities</td>
<td>High</td>
<td>Ethnic Minorities Housing Strategy, Homelessness Strategy, Sub-Regional Housing Strategy</td>
<td>No additional resources required</td>
<td>15% of completions to be targeted to ethnic minority preferred partner Housing Associations</td>
<td>Ongoing and subject to monitoring and periodic review</td>
<td>Principal Development Officer</td>
</tr>
<tr>
<td>8a.</td>
<td></td>
<td>High</td>
<td>Ethnic Minorities Housing Strategy, Homelessness Strategy, Sub-Regional Housing Strategy</td>
<td>No additional resources required</td>
<td>30% of Approved Development Plan to be targeted towards 3-bedroom houses.</td>
<td>For two years up to March 2006 and then reviewed</td>
<td>Principal Development Officer</td>
</tr>
<tr>
<td>9.</td>
<td>Research and develop a Sub-Regional Ethnic Minorities Housing Strategy</td>
<td>High</td>
<td>Sub-Regional Housing Strategy</td>
<td>Existing HGF staff</td>
<td>Strategy and action plan agreed and implementation commenced</td>
<td>By March 2004</td>
<td>Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>10.</td>
<td>Increase the availability of housing for key workers and others unable to gain access to full market priced housing or social housing</td>
<td>Medium</td>
<td>Draft Sub-Regional Key Worker Strategy</td>
<td>London Housing Board and Private finance</td>
<td>50 new homes delivered that are either shared ownership or have intermediate rents</td>
<td>By March 2007</td>
<td>Principal Development Officer</td>
</tr>
</tbody>
</table>
## Housing Strategy for Merton

### STRATEGIC PRIORITY 1. MAXIMISING THE SUPPLY OF NEW HOUSING

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<tbody>
<tr>
<td>11.</td>
<td>Raise the standard of HMOs</td>
<td>High</td>
<td>Draft Private Sector Housing Strategy</td>
<td>Subject to assessment of final scheme</td>
<td>Development of effective licensing scheme in line with national scheme</td>
<td>Timetable to concur with publication of national scheme</td>
<td>Environmental Health Manager</td>
</tr>
<tr>
<td>12.</td>
<td>Bring empty properties back into use</td>
<td>Medium</td>
<td>Draft Empty Homes Strategy</td>
<td>Existing HGF staff</td>
<td>40 empty properties brought back into use (BVPI 64)</td>
<td>By March 2004 (targets for 2004/5 subject to review)</td>
<td>Environmental Health Manager</td>
</tr>
<tr>
<td>13.</td>
<td>Bringing empty spaces above shops into residential use</td>
<td>High</td>
<td>Draft Empty Homes Strategy</td>
<td>Capital subject to ODPM sub-region allocation</td>
<td>Accommodation brought into use</td>
<td>Contribute to sub-regional targets of 59 units (04/05) and 74 units (05/06)</td>
<td>Environmental Health Manager</td>
</tr>
<tr>
<td>14.</td>
<td>Engage with and support private landlords</td>
<td>Medium</td>
<td>Draft Private Sector Housing Strategy</td>
<td>Existing HGF staff</td>
<td>Landlord forums held twice a year. Interactive web-based notice board developed for landlords. Engagement with private landlords through south-west London partnership</td>
<td>Ongoing and subject to annual review</td>
<td>Housing Needs Manager</td>
</tr>
<tr>
<td>15.</td>
<td>Assist vulnerable people across the private sector</td>
<td>Medium</td>
<td>Draft Private Sector Housing Strategy</td>
<td>Subject to grant funding from ODPM Part of confirmed allocation of £80,000 from Homelessness Directorate</td>
<td>Rent Deposit Scheme pilot extended and developed to include wider cases in housing need</td>
<td>By March 2005</td>
<td>Housing Needs Manager</td>
</tr>
</tbody>
</table>

### Objective 1.3: Facilitating availability and access to good quality, affordable housing in the private sector

- Development of effective licensing scheme in line with national scheme
- 40 empty properties brought back into use (BVPI 64)
- Accommodation brought into use
- Landlord forums held twice a year.
- Interactive web-based notice board developed for landlords.
- Engagement with private landlords through south-west London partnership

### Time-Scale
- Timetable to concur with publication of national scheme
- By March 2004 (targets for 2004/5 subject to review)
- Contribute to sub-regional targets of 59 units (04/05) and 74 units (05/06)
- Ongoing and subject to annual review
- By December 2004
- By March 2005
## STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS

*Corporate Objective: Equalities Merton*

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</thead>
</table>
| 16. | Identify and address gaps in provision for vulnerable people | High | Homelessness Strategy, Supporting People Strategy | LHB | Five year Supporting People Strategy completed  
Learning Disabilities 6 one-bedroom flats completed  
Young People 8 one-bedroom flats with support for move-on completed  
Older People Bid supported for funding and revenue resources identified to develop proposals for sheltered accommodation for African Caribbean elders | By March 2005  
By March 2006  
By March 2004  
By March 2005 | Supporting People Manager  
Principal Development Officer  
Principal Development Officer  
Principal Development Officer |
| 17. | Improve arrangements for identifying vulnerable households | Medium | Homelessness Strategy | Existing HGF staff | Introduction of joint vulnerability assessments | By March 2005 | Housing Needs Manager |
| 18. | Review Housing Support Team role and effectiveness | High | Homelessness Strategy, Supporting People Strategy | HGF staff | Review completed and action plan implementation commenced | By March 2005 | Learning Disabilities Partnership Manager |
## Objective 2.2: Ensure homeless households have access to suitable temporary accommodation

<table>
<thead>
<tr>
<th>Ref</th>
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<tbody>
<tr>
<td>19.</td>
<td>Convert units at Hall Place into self-contained units</td>
<td>High</td>
<td>Homelessness Strategy</td>
<td>Resourced privately</td>
<td>20 self-contained units converted subject to need</td>
<td>By June 2004</td>
<td>Housing Needs Manager</td>
</tr>
<tr>
<td>20.</td>
<td>Implement action plan following review of temporary accommodation</td>
<td>High</td>
<td>Homelessness Strategy</td>
<td>Recycling of Capital receipts from HRA property sales</td>
<td>Action plan implemented</td>
<td>By March 2006</td>
<td>Housing Needs Manager</td>
</tr>
<tr>
<td>21.</td>
<td>Reduce bed and breakfast use</td>
<td>High</td>
<td>Homelessness Strategy</td>
<td>HGF funding plus grant funding from ODPM Part of confirmed allocation of £80,000 from Homeless Directorate</td>
<td>No homeless families in bed-and-breakfast accommodation, except in an emergency The number of single people in bed-and-breakfast reduced to 20 (subject to available funding through PSA)</td>
<td>From April 2004 and ongoing By March 2006</td>
<td>Housing Needs Manager</td>
</tr>
<tr>
<td>22.</td>
<td>Address the needs of older people in housing crisis</td>
<td>High</td>
<td>Homelessness Strategy</td>
<td>Existing HGF staff</td>
<td>Availability of suitable temporary accommodation assessed</td>
<td>By March 2005</td>
<td>Service Manager (Older People), Housing Needs Manager</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS

**Corporate Objective: Equalities Merton**

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<tbody>
<tr>
<td>23.</td>
<td>Review the Housing Advice Service responsibilities, role and effectiveness</td>
<td>Medium</td>
<td>Homelessness Strategy, Draft Private Sector Housing Strategy</td>
<td>Part through LHU research 15 days in total</td>
<td>Review completed and date set for completion of the implementation of agreed actions</td>
<td>By March 2005</td>
<td>Housing Advice Team Leader</td>
</tr>
<tr>
<td>24.</td>
<td>Undertake analysis of repeat homelessness in order to inform further actions and partnerships</td>
<td>High</td>
<td>Homelessness Strategy</td>
<td>Existing HGF staff</td>
<td>Research completed and findings addressed in an action plan</td>
<td>By March 2005</td>
<td>Policy Team Leader (Housing Needs)</td>
</tr>
<tr>
<td>25.</td>
<td>Improve housing advice to ethnic minority groups</td>
<td>Medium</td>
<td>Homelessness Strategy, Ethnic Minorities Housing Strategy</td>
<td>Existing HGF staff £2000</td>
<td>Awareness campaign completed for ethnic minority elders on housing options</td>
<td>By March 2004</td>
<td>Principal Policy Officer</td>
</tr>
<tr>
<td>26.</td>
<td>Prevent homelessness through mediation</td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Homelessness grant (part of confirmed allocation of £80,000 from Homeless Directorate)</td>
<td>Pilot established</td>
<td>By June 2004</td>
<td>Housing Needs Manager</td>
</tr>
<tr>
<td>27.</td>
<td>Ensure homeless people play an effective part in preventing homelessness</td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Existing HGF staff</td>
<td>Programme developed for effective consultation with homeless people</td>
<td>By March 2005</td>
<td>Policy Team Leader (Housing Needs)</td>
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</tbody>
</table>
### STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS

**Corporate Objective: Equalities Merton**

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<tr>
<td>28.</td>
<td>Develop partnerships and improve joint working through an inter-agency Homelessness Strategy Team</td>
<td>Medium</td>
<td>Homelessness Strategy, Sub-regional Housing Strategy</td>
<td>Existing HGF staff</td>
<td>Implementation of Sub-Regional Housing Strategy</td>
<td>In accordance with the Homelessness Strategy Action Plan</td>
<td>Homelessness Strategy Manager</td>
</tr>
<tr>
<td>29.</td>
<td>Increase the profile of adult education</td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Existing HGF staff</td>
<td>Profile raised through awareness raising events and improved monitoring</td>
<td>Ongoing</td>
<td>Head of Community and Cultural Services</td>
</tr>
<tr>
<td>30.</td>
<td>Improve the life chances of children in need and care</td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Existing HGF staff</td>
<td>12 vulnerable young people to have transferred into post-16 education thought the base project and work experience provided for 20 young people</td>
<td>Ongoing (targets subject to review for 2004/5)</td>
<td>Head of Access, Opportunity and Inclusion. Children’s Strategy Manager</td>
</tr>
<tr>
<td>Ref</td>
<td>Action and Priority</td>
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<td>Links to Other Strategies</td>
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<tr>
<td>31.</td>
<td>Appraise the options for housing stock investment, service development and the wider strategy for affordable housing and neighbourhood renewal</td>
<td>High</td>
<td>Communication &amp; Empowerment Strategies</td>
<td>Existing HRA staff £300,000 2004-2006</td>
<td>Tenants consulted at neighbourhood level about stock management and ownership options Options Appraisal completed</td>
<td>Started December 2003</td>
<td>Head of Housing Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>HRA Business Plan</td>
<td></td>
<td></td>
<td>By February 2005</td>
<td>Head of Housing Services</td>
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<td></td>
<td></td>
<td></td>
<td>Draft Neighbourhood Renewal Strategy</td>
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<td>32.</td>
<td>Deliver decent homes by 2010</td>
<td>High</td>
<td>Affordable housing plan</td>
<td>Major Repairs Allowance £4.8m per year</td>
<td>‘Decent Homes’ Strategy reviewed in light of new stock condition data Non-'Decent Homes’ eliminated (BVPI 184)</td>
<td>By March 2005</td>
<td>Housing Stock Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Stock Options Appraisal</td>
<td></td>
<td></td>
<td>By March 2010</td>
<td>Housing Stock Manager</td>
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<tr>
<td>33.</td>
<td>Improve satisfaction of tenants with the Housing Service</td>
<td>High</td>
<td>Communications &amp; Empowerment Strategies</td>
<td>Existing budgets plus HRA growth of £10,000 for additional surveys</td>
<td>66% of black and ethnic minority tenants satisfied with services (BVPI 74) 66% of tenants satisfied with the repairs service</td>
<td>By March 2006 and then in accordance with new targets</td>
<td>District Housing Managers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>HRA Business Plan</td>
<td></td>
<td></td>
<td>By March 2006 and then in accordance with new targets</td>
<td>District Housing Managers</td>
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**Objective 3.1: Meeting the Government Decent Homes Standard and the aspirations of tenants for Council homes and services**
### STRATEGIC PRIORITY 3. IMPROVING HOUSING CONDITIONS

**Objective 3.2: Address issues of non-decency in private sector accommodation occupied by vulnerable people**

<table>
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<tbody>
<tr>
<td>34.</td>
<td>Analyse Private Sector House Conditions Survey</td>
<td>High</td>
<td></td>
<td>Existing HGF staff £75,000</td>
<td>Action plan developed to address key issues</td>
<td>By September 2004</td>
<td>Environmental Health Manager/Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>35.</td>
<td>Complete and implement a Private Sector Housing Strategy</td>
<td>High</td>
<td></td>
<td>Existing HGF staff</td>
<td>Strategy and Action Plan agreed and implementation commenced</td>
<td>December 2004</td>
<td>Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>36.</td>
<td>Address non-decency through the Council’s Grants Programme</td>
<td>High</td>
<td>Housing Renewal Policy</td>
<td>DFG and Capital programme</td>
<td>Full spend of £200,000 renovation grants and £350,000 disabled facilities grants budgets</td>
<td>March 2004 (target subject to review for 2004/5)</td>
<td>Environmental Health Manager</td>
</tr>
<tr>
<td>37.</td>
<td>Enable the improvement of owner-occupied homes through equity release schemes</td>
<td>Medium</td>
<td>Housing Renewal Policy</td>
<td>Allocated from HGF Pan London scheme subject to ODPM allocation for private sector funding</td>
<td>Homes improved through equity release</td>
<td>Contribute to Pan-London target of 3,000 (04/05) and 4,000 (05/06)</td>
<td>Environmental Health Manager</td>
</tr>
<tr>
<td>38.</td>
<td>Work in partnership to publicise and promote grants and advice/information about home improvements</td>
<td>Medium</td>
<td>Housing Renewal Policy</td>
<td>Funding voluntary organisations from HGF £30,000</td>
<td>Care and Repair to have provided advice about a range of options to 25 clients per month</td>
<td>Ongoing (targets subject to review for 2004/5)</td>
<td>Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>Ref</td>
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<td>High/ Medium</td>
<td>Links to Other Strategies</td>
<td>Funding Source</td>
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</tr>
<tr>
<td>39.</td>
<td>Work in partnership to identify risks in vulnerable peoples’ homes and signpost them to services which can address them</td>
<td>Medium</td>
<td>Older Person’s Strategy, Supporting People Strategy</td>
<td>DTI funding, HIMP bid made (decision outstanding), possible ODPM regeneration funding, £50,000 HRA growth</td>
<td>1,000 smoke alarms, 250 carbon monoxide detectors and 25 cold alarms fitted through Homesafety Partnership. Programme for 2004/5 launched</td>
<td>By June 2004</td>
<td>Older Person’s Commissioning Officer</td>
</tr>
<tr>
<td>40.</td>
<td>Extend the role of the Home Improvement Agency (Care and Repair)</td>
<td>Medium</td>
<td>Housing Renewal Policy, Older Person’s Strategy, Supporting People Strategy</td>
<td>Funding to voluntary organisations from HGF within £30,000 allocation</td>
<td>Care and Repair to have completed a pilot delivering 10 Disabled Facilities Grants</td>
<td>By June 2004</td>
<td>Occupational Therapy Manager</td>
</tr>
</tbody>
</table>

**Objective 3.3: Reduce fuel poverty in all tenures**

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action and Priority</th>
<th>High/ Medium</th>
<th>Links to Other Strategies</th>
<th>Funding Source</th>
<th>Success Measures/Targets</th>
<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>41.</td>
<td>Reduce fuel poverty in the council sector</td>
<td>High</td>
<td>Aftercare Warmth Strategy (National and local)</td>
<td>HRA and MRA</td>
<td>SAP rating increased in Council homes (BVPI 63): from 61 to 62</td>
<td>By March 2005 (to be reviewed for future years)</td>
<td>Housing Stock Manager</td>
</tr>
<tr>
<td>42.</td>
<td>Review and produce a Fuel Poverty Strategy for all tenures and work in partnership to address the findings</td>
<td>Medium</td>
<td>Aftercare Warmth Strategy (National and local), Housing Renewal Policy</td>
<td>Existing HGF staff Subject to sub-regional private sector bid to ODPM</td>
<td>Completion of inter-agency Fuel Poverty Strategy Information developed with ‘Simply Energy’ about cheap fuel rates distributed with Council Tax forms Bid submitted to ODPM to fund sub-regional ‘Coldbusters’ scheme</td>
<td>By March 2005</td>
<td>Principal Housing Strategy Officer Housing Stock Manager</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Principal Housing Strategy Officer</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY 3. IMPROVING HOUSING CONDITIONS

**Corporate Objectives: Equalities Merton, Caring Merton and Thriving Merton**

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action and Priority</th>
<th>High/Medium</th>
<th>Links to Other Strategies</th>
<th>Funding Source</th>
<th>Success Measures/Targets</th>
<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>Raise public awareness about funding options for renewable energy</td>
<td>Medium</td>
<td>Agenda 21</td>
<td>Existing resources HGF £2,000</td>
<td>Develop interactive website through Council’s website detailing funding sources available</td>
<td>By June 2004</td>
<td>Principal Environment Officer</td>
</tr>
<tr>
<td>44</td>
<td>Develop and implement Merton’s sustainable Development Policy for the housing stock</td>
<td>High</td>
<td>Agenda 21</td>
<td>Existing resources</td>
<td>Policy finalised and implementation timetable agreed</td>
<td>By March 2005</td>
<td>Housing Stock Manager</td>
</tr>
<tr>
<td>45</td>
<td>Develop a model sustainable housing scheme in Merton</td>
<td>Medium</td>
<td>Agenda 21</td>
<td>LHB/private finance</td>
<td>Site located and agreed</td>
<td>By May 2004</td>
<td>Principal Environment Officer</td>
</tr>
</tbody>
</table>
## Strategic Priority 4: Developing Sustainable Communities

**Corporate Objectives: Education Merton, Safe, Clean and Green Merton**

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action and Priority</th>
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<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>46</td>
<td>Contribute to Merton’s Neighbourhood Renewal Strategy</td>
<td>Medium</td>
<td>Draft Neighbourhood Renewal Strategy</td>
<td>Existing HGF staff</td>
<td>Draft strategy and action plan completed</td>
<td>By July 2004</td>
<td>Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>47</td>
<td>Reconfiguring the housing service to support ‘Neighbourhood Management’</td>
<td>High</td>
<td>Stock Options Appraisal Draft Neighbourhood Renewal Strategy</td>
<td>HRA</td>
<td>Pilot neighbourhood office developed at Phipps Bridge</td>
<td>By March 2005</td>
<td>Head of Housing Services</td>
</tr>
</tbody>
</table>

### Objective 4.1: Contribute to a successful neighbourhood renewal strategy for the borough with a leading role for the housing service

<table>
<thead>
<tr>
<th>48</th>
<th>Prioritise the neighbourhood renewal target area for development activity</th>
<th>Medium</th>
<th>Neighbourhood Renewal Strategy</th>
<th>Existing budgets</th>
<th>Ensure that the following strategies prioritise the target area:</th>
<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Affordable Housing Strategy</td>
<td>By March 2005</td>
<td>Principal Development Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Empty Homes Strategy</td>
<td>By December 2004</td>
<td>Housing Advice Team Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Supporting People Strategy</td>
<td>By March 2005</td>
<td>Supporting People Manager</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY 4. DEVELOPING SUSTAINABLE COMMUNITIES

**Corporate Objectives: Education Merton, Safe, Clean and Green Merton**

**Objective 4.3: Increase resident involvement in housing services, particularly from amongst ethnic minority communities**

<table>
<thead>
<tr>
<th>Ref</th>
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<th>Lead Officer</th>
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</thead>
<tbody>
<tr>
<td>49.</td>
<td>Increase the capacity and skills of tenants and leaseholders to participate in the delivery of housing services</td>
<td>Medium</td>
<td>Communication and Empowerment Strategy</td>
<td>HRA existing budgets</td>
<td>Training programme completed to support effective tenant involvement on interview panels</td>
<td>By June 2004</td>
<td>District Housing Managers</td>
</tr>
<tr>
<td>49a.</td>
<td></td>
<td>Medium</td>
<td>Ethnic Minorities Housing Strategy</td>
<td>HRA existing budgets plus additional £25k growth for tenant participation community development 2004/5</td>
<td>Ethnic Minority Strategy Group to have investigated potential funding and developed proposals for capacity building and have worked closely with tenant participation officers</td>
<td>By March 2004</td>
<td>Principal Housing Policy Officer</td>
</tr>
<tr>
<td>49b.</td>
<td></td>
<td>Medium</td>
<td>Ethnic Minorities Housing Strategy</td>
<td>HRA existing budgets</td>
<td>Local Action Plan developed for involving ethnic minority residents on estates</td>
<td>By June 2004</td>
<td>Tenant Participation Manager</td>
</tr>
<tr>
<td>50.</td>
<td>Improve satisfaction with opportunities to participate by tenants in the housing management process</td>
<td>High</td>
<td>Communication and Empowerment Strategy</td>
<td>Existing budgets</td>
<td>65% of tenants satisfied with opportunities to participate in the decision making process</td>
<td>Throughout 2003-6</td>
<td>District Housing Managers</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY 4. DEVELOPING SUSTAINABLE COMMUNITIES

**Corporate Objectives: Education Merton, Safe, Clean and Green Merton**

<table>
<thead>
<tr>
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<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>51.</td>
<td>Review funding arrangements for community safety</td>
<td>Medium</td>
<td>Crime and Disorder Strategy 2002-5</td>
<td>£200,000 annual revenue contribution to capital</td>
<td>Tenants consulted on funding new initiatives in community safety and plan agreed</td>
<td>Annual review</td>
<td>District Housing Managers</td>
</tr>
<tr>
<td>51a.</td>
<td></td>
<td>Medium</td>
<td>Crime and Disorder Strategy 2002-5</td>
<td>Existing resources</td>
<td>Joint communications strategy on race crime agreed with housing associations</td>
<td>By June 2004</td>
<td>Head of Housing Policy</td>
</tr>
<tr>
<td>51b.</td>
<td></td>
<td>Medium</td>
<td>Crime and Disorder Strategy 2002-5</td>
<td>Existing resources</td>
<td>Youth crime prevention strategies adopted with DAAT and MPAC</td>
<td>By December 2004</td>
<td>Head of Housing Services</td>
</tr>
<tr>
<td>51c.</td>
<td></td>
<td>Medium</td>
<td>Crime and Disorder Strategy 2002-5</td>
<td>ALG funding £75,000 over 2 years</td>
<td>Joint development of Merton and Sutton's stand-alone mediation service</td>
<td>By March 2004</td>
<td>District Estates Manager</td>
</tr>
</tbody>
</table>

**Objective 4.4: Greater promotion of community safety – dealing with nuisance and anti-social behaviour, racial harassment, domestic violence, graffiti, and work to reduce crime**
## STRATEGIC PRIORITY 5. DELIVERING THROUGH EFFECTIVE PARTNERSHIPS

**Corporate Objective: Equalities Merton**

<table>
<thead>
<tr>
<th>Ref</th>
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<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>52.</td>
<td>Map and revise sub-regional partnerships and forums</td>
<td>High</td>
<td>Sub-Regional Housing Strategy</td>
<td>Existing resources</td>
<td>Sub-regional partnership working extended to other Council departments and organisations</td>
<td>By March 2005</td>
<td>Principal Housing Strategy Officer</td>
</tr>
<tr>
<td>53.</td>
<td>Develop Sub-Regional Key Worker Strategy</td>
<td>High</td>
<td>Sub-Regional Housing Strategy</td>
<td>Existing resources</td>
<td>Strategy in place and being implemented</td>
<td>By March 2004</td>
<td>Principal Housing Policy Officer</td>
</tr>
<tr>
<td>54.</td>
<td>Extend choice and mobility in the sub-region</td>
<td>Medium</td>
<td>Sub-Regional Housing Strategy</td>
<td>Existing resources</td>
<td>Initial scoping exercise completed for joint working and good practice</td>
<td>By March 2004</td>
<td>Housing Needs Manager</td>
</tr>
</tbody>
</table>

**Objective 5.1:** To work effectively both across boundaries and on a sub-regional basis with local authorities, housing associations and others in order to deliver whole area solutions for increasing the supply of affordable housing and meeting housing needs.
### Objective 5.2: Improve partnerships that reduce and address homelessness

<table>
<thead>
<tr>
<th>Ref</th>
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<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>55</td>
<td>Improve joint working between organisations to address homelessness</td>
<td>High</td>
<td>Homelessness Strategy, Sub-regional Housing Strategy</td>
<td>Existing resources</td>
<td>Homelessness Strategy Team to have met 4 times per year and Homelessness Forum to have met twice per year</td>
<td>Ongoing until March 2008 and then reviewed</td>
<td>Homelessness Strategy Manager</td>
</tr>
<tr>
<td>56</td>
<td>Increase awareness of housing issues for frontline staff, community groups, faith groups and other relevant organisations</td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Existing resources plus £3,000</td>
<td>Communications Strategy implemented to inform staff and organisations about homelessness</td>
<td>By March 2004</td>
<td>Homelessness Strategy Manager</td>
</tr>
<tr>
<td>57</td>
<td>Improve information and advice on housing options for young people</td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Existing resources</td>
<td>Housing Advice to attend One Stop Shop run by Connexions and provide training to Connexions staff</td>
<td>Ongoing and training to start April 2004</td>
<td>Housing Needs Manager</td>
</tr>
<tr>
<td>57a</td>
<td></td>
<td>Medium</td>
<td>Homelessness Strategy</td>
<td>Existing resources</td>
<td>Young peoples accommodation day held and developed through MYSHF</td>
<td>By March 2004</td>
<td>Principal Housing Strategy Officer</td>
</tr>
</tbody>
</table>

### Objective 5.4: To improve partnerships with private landlords

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action and Priority</th>
<th>High/ Medium</th>
<th>Links to Other Strategies</th>
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<th>Success Measures/Targets</th>
<th>Time-Scale</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
<td>Develop Sub-Regional Private Sector Renewal Strategy</td>
<td>High</td>
<td>Sub-regional Housing Strategy</td>
<td>Existing resources</td>
<td>Strategy in place</td>
<td>By March 2005</td>
<td>Environmental Health Manager</td>
</tr>
</tbody>
</table>
## Glossary of Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Initials</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td></td>
<td>Housing which is below market prices (rental and low cost home ownership).</td>
</tr>
<tr>
<td>Local Agenda 21</td>
<td>LA21</td>
<td>Plan to promote environmental sustainability.</td>
</tr>
<tr>
<td>Anti Social Behaviour</td>
<td>ASB</td>
<td>Behaviour by people that affects others within the community. ASB is wide ranging and can include graffiti, playing music loudly and harassment.</td>
</tr>
<tr>
<td>Approved Development Programme</td>
<td>ADP</td>
<td>The process whereby the Government allocates money to Housing Associations, through the Housing Corporation, for building new homes.</td>
</tr>
<tr>
<td>Assets</td>
<td></td>
<td>Items which have a relatively high value and are usually long lasting e.g. property.</td>
</tr>
<tr>
<td>Basic Credit Approval</td>
<td>BCA</td>
<td>The amount of money the Government allows the local authority to borrow for spending on capital projects.</td>
</tr>
<tr>
<td>Bed and Breakfast</td>
<td>B&amp;B</td>
<td>Temporary accommodation, with shared facilities, provided for homeless people while their homeless applications are assessed or they are waiting for permanent housing.</td>
</tr>
<tr>
<td>Best Value</td>
<td>BV</td>
<td>A process by which council services are reviewed and plans made to continually improve them. Residents play a key role in the process.</td>
</tr>
<tr>
<td>Cabinet</td>
<td></td>
<td>The body which makes the key decisions in the Council. It is chaired by the Leader of the Council and has 9 other Council members who each have responsibility for a key area e.g. education or housing.</td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td>Money spent on an asset (see above) to maintain it or extend its life.</td>
</tr>
<tr>
<td>Commission for Racial Equality</td>
<td>CRE</td>
<td>Government funded body to promote racial equality.</td>
</tr>
<tr>
<td>Community Plan</td>
<td></td>
<td>Long term plan identifying resident priorities for action in their communities. Also aims to promote economic, social and environmental well being of the community.</td>
</tr>
<tr>
<td>Community Housing Taskforce</td>
<td></td>
<td>A body established to help local authorities, tenants and Housing Associations through the process of stock transfer and to guide them through the option appraisal process.</td>
</tr>
</tbody>
</table>
## Housing Strategy for Merton

<table>
<thead>
<tr>
<th>Term</th>
<th>Initials</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Performance Assessment CPA</td>
<td>The assessment helps Councils improve their local services for their community. It looks at how good services are and how well the Council is run and rates authorities as excellent, good, fair, weak or poor. After the review the Council agrees an action plan to improve or maintain performance.</td>
<td></td>
</tr>
<tr>
<td>Decent Homes</td>
<td></td>
<td>A Government standard for all social housing to ensure that it is structurally sound, has modern facilities and is energy efficient.</td>
</tr>
<tr>
<td>Department of Trade and Industry DTI</td>
<td></td>
<td>Department which works with businesses, employees and consumers.</td>
</tr>
<tr>
<td>Disabled Facilities Grant DFG</td>
<td></td>
<td>Grants to adapt properties occupied by disabled people.</td>
</tr>
<tr>
<td>District Housing Panel DHP</td>
<td></td>
<td>Consists of a representative of Merton Tenants and Residents Federation, two representatives from each Tenants Association in the District, two majority councillors and 1 opposition councillor and officers if necessary. The panels monitor housing services.</td>
</tr>
<tr>
<td>Draft London Plan</td>
<td></td>
<td>The London Mayor's plan for development in the capital.</td>
</tr>
<tr>
<td>Drugs and Alcohol Action Team DAAT</td>
<td></td>
<td>Strategy partnership responsible for delivering the Government's 10-year strategy ‘Tackling Drugs Together to Build a Better Britain’.</td>
</tr>
<tr>
<td>Early Years Development &amp; Childcare</td>
<td>EYDCP</td>
<td>Describes planned actions of the Early Years Development &amp; Childcare Partnership in relationship to pre-school children and the provision of childcare places.</td>
</tr>
<tr>
<td>Implementation Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel Poverty</td>
<td></td>
<td>Households which spend more than 10 percent of their household income on trying to keep their homes adequately heated, are suffering from fuel poverty.</td>
</tr>
<tr>
<td>Geographic Information System GIS</td>
<td></td>
<td>Computer system for storing, mapping and manipulating geographical information.</td>
</tr>
<tr>
<td>Health Improvement and Modernisation</td>
<td>HIMP</td>
<td>Supports health improvement and funds projects which promote health and well-being in the community.</td>
</tr>
<tr>
<td>Programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Energy Conservation Act HECA</td>
<td></td>
<td>The act requires local authorities to publish a report on progress made in meeting targets to improve the energy efficiency of residential properties and on future plans.</td>
</tr>
</tbody>
</table>
### Housing Strategy for Merton

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>House in Multiple Occupation</td>
<td>HMO</td>
<td>Properties occupied by a number of people who are not part of the same household. They can include bedsits, shared houses and flats, boarding houses and hostels.</td>
</tr>
<tr>
<td>Housing Consultative Forum</td>
<td>HCF</td>
<td>Forum where residents associations representatives are consulted with and informed about housing matters in the borough.</td>
</tr>
<tr>
<td>Housing Corporation</td>
<td>HC</td>
<td>The body that funds and regulates Housing Associations. This includes funding for building new properties.</td>
</tr>
<tr>
<td>Housing General Fund</td>
<td>HGF</td>
<td>Income and expenditure for Council services which are not to do with Council housing are recorded in the authority’s General Fund. General Fund expenditure is met from charges for services, specific grants, Council Tax, non domestic rates and other government grants. Housing services which affect the wider community, such as advice to private tenants and housing benefit are paid for from the General Fund.</td>
</tr>
<tr>
<td>Housing Health and Safety Rating System</td>
<td>HHSRS</td>
<td>A scheme proposed in the Housing Bill that will replace the current Fitness Standard. It will be based on a risk assessment of a variety of factors and their impact on the most vulnerable occupier.</td>
</tr>
<tr>
<td>Housing Needs Index</td>
<td>HNI</td>
<td>A national index which identifies housing need in different areas.</td>
</tr>
<tr>
<td>Housing Revenue Account</td>
<td>HRA</td>
<td>This is an income and expenditure account for Council housing. Income is made up from rents and housing subsidy and expenditure is for housing management and maintenance.</td>
</tr>
<tr>
<td>Housing Strategy Review Group</td>
<td>HSRG</td>
<td>A multi departmental group of officers who contribute, direct and monitor the Housing Strategy.</td>
</tr>
<tr>
<td>Insecurity Points</td>
<td></td>
<td>Points given to those on the new starters sub register whose present accommodation is insecure and will shortly be coming to an end.</td>
</tr>
<tr>
<td>Intermediate Housing Need</td>
<td></td>
<td>Affects those who find market rents and purchase prices unaffordable but are unlikely to be allocated social housing due to a low level of housing need. This would include keyworkers.</td>
</tr>
<tr>
<td>Joint Investment Plan</td>
<td>JIP</td>
<td>Programme agreed by local authorities, health bodies and other partner agencies to improve support to specific groups of people.</td>
</tr>
<tr>
<td>Keyworker</td>
<td></td>
<td>Any worker, defined by the authority as being essential to the delivery of services in the borough.</td>
</tr>
<tr>
<td>Local Authority Social Housing Grant</td>
<td>LASHG</td>
<td>Money channelled through Local Authorities to fund Housing Association development. (It was abolished in March 2003).</td>
</tr>
</tbody>
</table>
## Housing Strategy for Merton

<table>
<thead>
<tr>
<th>Term</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Local Strategic Partnership</td>
<td>LSP</td>
<td>Consists of representatives from the public, private and voluntary sector. It is designed to develop and pursue a vision for neighbourhood renewal and improve the delivery of local services through better planning.</td>
</tr>
<tr>
<td>London Alliance with the West and North</td>
<td>LAWN</td>
<td>Scheme to help people in Council and Housing Association properties move to social housing in other parts of the country (mainly the North) where there are more properties available.</td>
</tr>
<tr>
<td>London Housing</td>
<td>LH</td>
<td>Provides expert advice and analysis on social housing issues in London.</td>
</tr>
<tr>
<td>Major Repairs Allowance</td>
<td>MRA</td>
<td>A subsidy from Government for major repairs to Council housing.</td>
</tr>
<tr>
<td>Merton Young Single Homelessness Forum</td>
<td>MYSHF</td>
<td>Partnership between Housing Associations, voluntary organisations and the local authority to address single homelessness.</td>
</tr>
<tr>
<td>Merton Housing Association Group</td>
<td>MERHAG</td>
<td>A group of social landlords who meet with the local authority to discuss issues of common interest and concern.</td>
</tr>
<tr>
<td>Merton Partnership Against Crime</td>
<td>MPAC</td>
<td>A partnership between the Council, Police, Health Authority and other agencies which work together to reduce crime in the borough.</td>
</tr>
<tr>
<td>Merton Tenant and Residents Federation</td>
<td>MTRF</td>
<td>An umbrella group for all the tenant &amp; resident associations concerned with Council housing in Merton.</td>
</tr>
<tr>
<td>Movers sub register</td>
<td></td>
<td>A list of Council and Housing Associations who require a move to other accommodation for various reasons.</td>
</tr>
<tr>
<td>Neighbourhood Renewal</td>
<td></td>
<td>A strategy to tackle problems of deprivation in the borough. It is based on a partnership approach and addressing a wide range of issues.</td>
</tr>
<tr>
<td>New starters sub register</td>
<td></td>
<td>A list of all people who are waiting for Council accommodation.</td>
</tr>
<tr>
<td>Office for the Deputy Prime Minister</td>
<td>ODPM</td>
<td>Government Department which deals with housing, neighbourhood renewal and planning amongst other things.</td>
</tr>
<tr>
<td>Private Sector Leasing Scheme</td>
<td>PSL</td>
<td>Scheme where private landlords lease properties to the Council or a Housing Association to house those most in need.</td>
</tr>
</tbody>
</table>
### Housing Strategy for Merton

<table>
<thead>
<tr>
<th>Term</th>
<th>Initials</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Social Landlord</td>
<td>RSL</td>
<td>Housing providers who are registered with the Housing Corporation. The organisations are not for profit, often known as Housing Associations.</td>
</tr>
<tr>
<td>Scrutiny Panel</td>
<td></td>
<td>The Panel that consists of councillors, provides a check on Cabinet decisions by looking at areas of work where decisions are due to be made. Panel meetings are open to members of the public and views, concerns and recommendations are passed on to the Cabinet.</td>
</tr>
<tr>
<td>Section 106 agreement</td>
<td>S106</td>
<td>Agreements where a developer may be required to provide new social housing as part of larger development.</td>
</tr>
<tr>
<td>Sheltered Housing</td>
<td></td>
<td>Housing specifically designed and allocated to elderly people which also includes various forms of support.</td>
</tr>
<tr>
<td>Social Housing</td>
<td></td>
<td>Affordable housing provided by Housing Associations, the Council and other housing providers for rent.</td>
</tr>
<tr>
<td>South West London Housing Strategy</td>
<td></td>
<td>A strategy developed by the 7 south west London authorities in response to the London Housing Strategy.</td>
</tr>
<tr>
<td>Special Educational Policy</td>
<td>SEN</td>
<td>Sets out how the Local Educational Authority will manage special needs in Merton.</td>
</tr>
<tr>
<td>Supplementary Credit Approval</td>
<td>SCA</td>
<td>An approval from Government for an authority to borrow money for a particular capital project.</td>
</tr>
<tr>
<td>Supporting People</td>
<td>SP</td>
<td>The Supporting People programme is designed to fund support services which help improve people’s lives and maintain independence within their own homes.</td>
</tr>
<tr>
<td>Stakeholders</td>
<td></td>
<td>Those who will be affected or have an interest in a particular issue or policy.</td>
</tr>
<tr>
<td>Standard Assessment Procedure</td>
<td>SAP</td>
<td>A method of rating the energy efficiency of a home. It is calculated taking account of thermal insulation, efficiency of heating system and ventilation in a property. A property can be rated from 1-100, the higher the number the better the standard.</td>
</tr>
<tr>
<td>Stock Options Appraisal</td>
<td></td>
<td>This involves looking at the advantages and disadvantages of different options for owning and managing the Council’s stock. It takes account of funding, stock condition and the housing needs and aspirations of tenants.</td>
</tr>
</tbody>
</table>
**Housing Strategy for Merton**

<table>
<thead>
<tr>
<th>Term</th>
<th>Initials</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenant and Resident Association</td>
<td>TRA</td>
<td>An association of tenants and residents who meet in an area to address issues of common concern and influence the services they receive and the communities in which they live.</td>
</tr>
<tr>
<td>Unitary Development Plan</td>
<td>UDP</td>
<td>This sets out the Council’s plan for using land. Planning applications are considered against this plan.</td>
</tr>
<tr>
<td>Zero Budget approach</td>
<td></td>
<td>Looking at services from a starting point of zero budget and working out how much money would be required to provide the service.</td>
</tr>
</tbody>
</table>
Appendix 2

Contacts

If you have any comments or questions about this strategy, please do not hesitate to contact:

Housing Strategy and Development Team
Housing and Social Services Department
5th Floor, Civic Centre
London Borough of Merton
London Road
Morden
Surrey
SM4 5DX

By e-mailing: strategy&development@merton.gov.uk
or by ‘phoning: 020 8545 3685
## Appendix 2

### Contacts (continued)

<table>
<thead>
<tr>
<th>Document</th>
<th>Contact</th>
<th>Telephone &amp; Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocations Policy</td>
<td>Steve Langley</td>
<td>020 8545 3712 <a href="mailto:steve.langley@merton.gov.uk">steve.langley@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Housing Needs Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Housing &amp; Social Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Allocations Strategy (annual)</td>
<td>Michael Furnival-Adams</td>
<td>020 8545 4155 <a href="mailto:michael.furnival-adams@merton.gov.uk">michael.furnival-adams@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Principal Housing Strategy Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Housing &amp; Social Services</td>
<td></td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
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</tr>
<tr>
<td>Asset Management and Capital Plan</td>
<td>Tony Skillbeck</td>
<td>020 8545 4167 <a href="mailto:tony.skilbeck@merton.gov.uk">tony.skilbeck@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Property Liaison Manager</td>
<td></td>
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<tr>
<td></td>
<td>Environment &amp; Regeneration</td>
<td></td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
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</tr>
<tr>
<td>Best Value Performance Plan</td>
<td>Diane Bailey</td>
<td>020 8545 3963 <a href="mailto:diane.bailey@merton.gov.uk">diane.bailey@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Head of Policy and Scrutiny</td>
<td></td>
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<tr>
<td></td>
<td>Chief Executives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Children’s Services Plan</td>
<td>David Wright</td>
<td>020 8545 3710 <a href="mailto:david.wright@merton.gov.uk">david.wright@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Children's Strategy &amp; Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td></td>
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<tr>
<td></td>
<td>Housing &amp; Social Services</td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Community Plan</td>
<td>Rob Moran</td>
<td>020 8545 4152 <a href="mailto:rob.moran@merton.gov.uk">rob.moran@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Head of Regeneration</td>
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<tr>
<td></td>
<td>Environment &amp; Regeneration</td>
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## Housing Strategy for Merton

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<tr>
<th>Document</th>
<th>Contact</th>
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<tbody>
<tr>
<td>Sustainable Communities Plan</td>
<td>Office of the Deputy Prime Minister</td>
<td><a href="http://www.odpm.gov.uk">www.odpm.gov.uk</a></td>
</tr>
<tr>
<td>Crime and Disorder Strategy</td>
<td>Steve Brennan&lt;br&gt;M PAC Manager&lt;br&gt;Environment &amp; Regeneration&lt;br&gt;London Borough of Merton</td>
<td>020 8545 3240&lt;br&gt;<a href="mailto:steve.brennan@merton.gov.uk">steve.brennan@merton.gov.uk</a></td>
</tr>
<tr>
<td>Economic Development Strategy</td>
<td>Nick Smart&lt;br&gt;Principal Environmental Planner&lt;br&gt;Environment &amp; Regeneration&lt;br&gt;London Borough of Merton</td>
<td>020 8545 3064&lt;br&gt;<a href="mailto:nick.smart@merton.gov.uk">nick.smart@merton.gov.uk</a></td>
</tr>
<tr>
<td>Ethnic Minority Housing Strategy</td>
<td>Angela Chu&lt;br&gt;Principal Housing Policy Officer&lt;br&gt;Housing &amp; Social Services&lt;br&gt;London Borough of Merton</td>
<td>020 8545 3619&lt;br&gt;<a href="mailto:angela.chu@merton.gov.uk">angela.chu@merton.gov.uk</a></td>
</tr>
<tr>
<td>Health Improvement Programme</td>
<td>Jatinder Bhuhi&lt;br&gt;Health Partnership Officer&lt;br&gt;Chief Executives&lt;br&gt;London Borough of Merton</td>
<td>020 8545 3440&lt;br&gt;<a href="mailto:jatinder.bhuhi@merton.gov.uk">jatinder.bhuhi@merton.gov.uk</a></td>
</tr>
<tr>
<td>HECA Progress Report</td>
<td>Annette Acik&lt;br&gt;Principal Environmental Health Officer&lt;br&gt;Environment &amp; Regeneration&lt;br&gt;London Borough of Merton</td>
<td>020 8545 3029&lt;br&gt;<a href="mailto:annette.acik@merton.gov.uk">annette.acik@merton.gov.uk</a></td>
</tr>
<tr>
<td>Homelessness Strategy</td>
<td>Michael Furnival-Adams&lt;br&gt;Principal Housing Strategy Officer&lt;br&gt;Housing &amp; Social Services&lt;br&gt;London Borough of Merton</td>
<td>020 8545 4155&lt;br&gt;<a href="mailto:michael.furnival-adams@merton.gov.uk">michael.furnival-adams@merton.gov.uk</a></td>
</tr>
<tr>
<td>Housing Needs Survey and Update</td>
<td>Michael Furnival-Adams&lt;br&gt;Principal Housing Strategy Officer&lt;br&gt;Housing &amp; Social Services&lt;br&gt;London Borough of Merton</td>
<td>020 8545 4155&lt;br&gt;<a href="mailto:michael.furnival-adams@merton.gov.uk">michael.furnival-adams@merton.gov.uk</a></td>
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</tr>
<tr>
<td>Housing Revenue Account Business Plan</td>
<td>Keith Marshall</td>
<td>020 8545 3722&lt;br&gt;<a href="mailto:keith.marshall@merton.gov.uk">keith.marshall@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Housing Stock Manager</td>
<td></td>
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<td></td>
<td>Housing &amp; Social Services</td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
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</tr>
<tr>
<td>Learning Disabilities Housing Strategy</td>
<td>Julie Phillips</td>
<td>020 8545 3967&lt;br&gt;<a href="mailto:julie.phillips@merton.gov.uk">julie.phillips@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Planning Commissioning Officer,</td>
<td></td>
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<tr>
<td></td>
<td>Housing &amp; Social Services,</td>
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<tr>
<td></td>
<td>London Borough Of Merton</td>
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</tr>
<tr>
<td>Local Agenda 21 Action Plan</td>
<td>Adrian Hewitt</td>
<td>020 8545 3457&lt;br&gt;<a href="mailto:adrian.hewitt@merton.gov.uk">adrian.hewitt@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Principal Environmental Officer</td>
<td></td>
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<tr>
<td></td>
<td>Environment &amp; Regeneration</td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Neighbourhood Renewal Strategy</td>
<td>Joanna Switalska</td>
<td>020 8545 3233&lt;br&gt;<a href="mailto:joanna.switalska@merton.gov.uk">joanna.switalska@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Regeneration Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environment &amp; Regeneration</td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Private Sector Housing Strategy</td>
<td>Michael Furnival-Adams</td>
<td>020 8545 4155&lt;br&gt;<a href="mailto:adam.smith@merton.gov.uk">adam.smith@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Principal Housing Strategy Officer</td>
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<tr>
<td></td>
<td>Housing &amp; Social Services</td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Race Equality Action Plan</td>
<td>Monica Wambu</td>
<td>020 8545 3864&lt;br&gt;<a href="mailto:monica.wambu@merton.gov.uk">monica.wambu@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Equalities Policy Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chief Executives</td>
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<td></td>
<td>London Borough of Merton</td>
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</tbody>
</table>
## Housing Strategy for Merton

<table>
<thead>
<tr>
<th>Document</th>
<th>Contact</th>
<th>Telephone &amp; Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>South West London Housing Strategy</td>
<td>Michael Furnival-Adams</td>
<td>020 8545 4155</td>
</tr>
<tr>
<td></td>
<td>Principal Housing Strategy Officer</td>
<td><a href="mailto:michael.furnival-adams@merton.gov.uk">michael.furnival-adams@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Housing &amp; Social Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Supporting People Strategy</td>
<td>Eileen Nutting</td>
<td>020 8545 3841</td>
</tr>
<tr>
<td></td>
<td>Supporting People Manager</td>
<td><a href="mailto:eileen.nutting@merton.gov.uk">eileen.nutting@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Housing &amp; Social Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Tenant Participation Compact</td>
<td>Lesley Smith</td>
<td>020 8545 3618</td>
</tr>
<tr>
<td></td>
<td>Tenant Participation Manager</td>
<td><a href="mailto:lesley.smith@merton.gov.uk">lesley.smith@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Housing &amp; Social Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>London Borough of Merton</td>
<td></td>
</tr>
<tr>
<td>Unitary Development Plan</td>
<td>Steve Cardis</td>
<td>020 8545 3060</td>
</tr>
<tr>
<td></td>
<td>Principal Planner</td>
<td><a href="mailto:steve.cardis@merton.gov.uk">steve.cardis@merton.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Environment &amp; Regeneration</td>
<td></td>
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<tr>
<td></td>
<td>London Borough of Merton</td>
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</table>
Appendix 3

**Related Strategic Plans of the Council**

| Merton’s Community Plan | This includes two priority issues within which housing has a key role:
| | ● The introduction of programmes to reduce fuel poverty for those in public housing from 35% to 10%;
| | ● To promote the development of communities and a sense of neighbourhood.
| | The Housing Service is actively involved in the development of the Corporate Neighbourhood Renewal Strategy. We are also committed to eliminating fuel poverty in Council homes by 2010. (Strategic Priority 3 and 4: Improving Housing Conditions and Developing Sustainable Communities). |
| Crime and Disorder Reduction Strategy 2002/05 | This has clear implications for housing in the area of community safety (Strategic Priority 4: Developing Sustainable Communities). |
| Supporting People Strategy | The Housing Service has a central role in the provision of appropriate accommodation with support. Our housing strategy sets targets to maximise housing and support options and choice for homeless households. (Strategic Priority 2: Supporting Vulnerable People and Preventing Homelessness). |
| Children’s Services Plan | The provision and retention of accommodation is a key issue for looked after children and families with support needs. (Strategic Priorities 1 and 2: Increasing the Supply of Affordable Housing and Supporting Vulnerable People and Preventing Homelessness). |
| LA21 Action Plan | This plan encompasses the Council’s commitments to energy, protection of the environment and the development of sustainability across the services of the Council and in the borough. In writing the Housing Strategy we note the lead promoted by government and the Housing Corporation in promoting an environmental agenda and the concept of sustainability in housing development. Our housing strategy has also adopted sustainability targets from the Energy Bill (2002) to ensure that 10% of energy sources come from renewable sources by 2010. (Strategic Priorities 3 and 4: Improving Housing Conditions and Developing Sustainable Communities). |
## Housing Strategy for Merton

### Unitary Development Plan (UDP)

The Plan contains policies for housing provision and the supply of affordable housing in the borough in the context of overall development. Key features include:

- Encourage the re-use and re-cycling of urban land to provide housing development.
- Support for improvement of housing.
- Requirements for provision of affordable housing within new housing developments.
- Encouragement for new dwellings to be built to Lifetime Homes Standards.
- Objectives for housing development for people with physical disabilities.
- Objectives for suitable accommodation for homeless people.
- Promotion of sustainable housing development.

*(Strategic Priorities 1, 2, 3 and 4 all support the UDP objectives: Increasing the Supply of Affordable Housing, Supporting Vulnerable People and Preventing Homelessness, Improving Housing Conditions, and Developing Communities)*

### Local Strategic Partnership

The partnership seeks to develop multi-agency working to address community regeneration and to attract funding. In supporting neighbourhood renewal, our housing strategy encourages multi-agency working to tackle social exclusion and community safety.

*(Strategic Priority 4: Developing Sustainable Communities)*

### Economic Development Strategy

This reflects the role of housing markets in the economic well-being of the borough and the sub-region. We are committed to improving access to affordable housing (Strategic Objective 1), investing in the borough’s housing stock to improve housing conditions (Strategic Priority 3), and supporting neighbourhood renewal (Strategic Priority 4) all of which contributes to a healthy local economy.

### Housing Revenue Account (HRA) Business Plan 2003

A separate business plan for Council housing in Merton is being published in summer 2004. That plan sets out short, medium and long term projections for Council housing as a social business but also focuses on the performance of the Council as a landlord. A major aim of the plan is to examine the best way to get more money for Council housing as well as looking at value for money with the service at the moment. This housing strategy has been drafted in tandem with the Council housing plan and reflects the directions that the Council can take as the largest landlord in the borough.

*(Strategic Priorities: all 5 apply)*
### Homelessness Strategy 2003-2008
A multi-agency plan for addressing homelessness in the borough was completed and published in July 2003. Its focus is on early intervention and prevention of homelessness and seeks to meet the housing and support needs of the homeless. Our housing strategy incorporates the priorities and targets of the Homelessness Strategy. *(Strategic Priority 2: Increasing Housing Choice)*

### Ethnic Minority Housing Strategy
An Ethnic Minority Housing Strategy has been developed in 2003 through strong partnerships with local community organisations. Its aim is to improve the responsiveness and sensitivity of housing provision for ethnic minority communities in the borough. This aim is incorporated in all of our housing plans this year e.g. to ensure that the needs of ethnic minority households who are homeless, or are at risk of becoming homeless are addressed, or that the needs of ethnic minority communities are considered within the development of new affordable housing, or in council housing to prove that the Council as the largest landlord in the borough has services sensitive to ethnic minority residents and records action of service delivery within a fair and accessible system that is transparent in the way the services are delivered to all parts of the community. *(Strategic Priorities 1, 2, 4 and 5: Increasing the Supply of Affordable Housing, Supporting Vulnerable People and Preventing Homelessness, Developing Sustainable Communities, and Delivering through Effective Partnerships)*

### Capital Strategy & Asset Management Plan
Plans for capital spending and asset management for the whole Council have been set to reflect the overriding priorities of the Council and the Housing Service with its agenda represented within that arena. The financial resources underpinning this housing strategy have been developed through the corporate capital and asset management approach where corporate resources form part of the decision-making process. *(See the Resources section in Part 2 of this strategy.)*

### Risk Management Action Plan
A Risk Management Working Group has undertaken an audit of housing services identifying the relative level of risk in all areas of the Housing Service and this forms part of the Council’s overall position to risk and planning to target the highest levels of risk. From the housing perspective we have developed an action plan on risk that is integrated into our service planning and into the production of the Housing Service Plan and associated plans.
Housing Strategy for Merton

If you would like more information in your own language, please contact us at the address shown in the box below.

You can also get this information in large print, in Braille and on tape.

Public Information Officer
3rd Floor, Merton Civic Centre,
Morden SM4 5DX  Tel: 020 8545 3475