



# Housing Strategy for Merton

## Part 3: Past Performance & Future Targets

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# Housing Strategy for Merton

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### 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

# Housing Strategy for Merton

# 1. Introduction

This part of the strategy sets out how the performance of the Housing Service, and the progress against the Housing Strategy, is monitored. It also sets out in tabular form our progress last year (2002/03) in delivering the Housing Strategy for 2002-2005, and the new Housing Strategy Action Plan for 2004-2007.

### **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.

Section 2 outlines progress against the revised targets set out in our Housing Strategy Update 2002. Section 3 is the new Housing Strategy Action Plan for 2004-2007.

# Housing Strategy for Merton

## 2. Past Performance

## Housing Strategy for Merton

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

## Housing Strategy for Merton

<b>PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS</b>						
<i>Target Type</i>	<i>Definition</i>	<i>Success Measure 2002/3</i>	<i>Achievement 2002/3</i>	<i>Success Measure 2003/4</i>	<i>Progress against target for 2003/4 (at September 2003)</i>	<i>Monitoring and Comments</i>
<b>HOMELESSNESS</b>						
National target (BVPI 183)	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	No targets	n/a	(a) 6 weeks (b) 35 weeks	(a) 16 weeks (b) 21 weeks	Monitored quarterly through multi-Agency Homelessness Strategy Team and Housing Management Team (performance)
<b>VOIDS</b>						
Local target	Average total void period	100% of voids let within 5 weeks	6.5 weeks	100% of voids let within 5 weeks	5.3 weeks	Monitored monthly by Housing Management Team (performance)
<b>FUEL POVERTY</b>						
National target (BVPI 63)	Average SAP rating of local authority dwellings	Average SAP rating of 60	Average SAP rating of 60	Average SAP rating of 61	Average SAP rating 60	Monitored by Housing Management Team (performance)



## Housing Strategy for Merton

<b>PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS</b>						
<i>Target Type</i>	<i>Definition</i>	<i>Success Measure 2002/3</i>	<i>Achievement 2002/3</i>	<i>Success Measure 2003/4</i>	<i>Progress against target for 2003/4 (at September 2003)</i>	<i>Monitoring and Comments</i>
<b>TENANTS' SATISFACTION</b>						
National target (BVPI 74)	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	No targets	(1) 60% satisfied (2) 59% satisfied	Satisfaction of tenants (1) 66% of ethnic minority tenants (2) 66% of non-ethnic minority tenants	No data available – next tenants satisfaction survey not due until 2006	Monitored by Housing Management Team (performance)
National target (BVPI 75)	Improve satisfaction with opportunities to participate in the housing management process	n/a	n/a	65% of tenants satisfied with opportunities to participate in the decision-making process	No data available – next tenants satisfaction survey not due until 2006	Monitored by Housing Management Team (performance)
Local target	Tenant satisfaction with repairs service	65% of tenants satisfied with service	55% satisfied	66% of tenants satisfied with service	53% satisfaction	Monitored by Housing Management Team (performance)

## Housing Strategy for Merton

<b>PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS</b>						
<i>Target Type</i>	<i>Definition</i>	<i>Success Measure 2002/3</i>	<i>Achievement 2002/3</i>	<i>Success Measure 2003/4</i>	<i>Progress against target for 2003/4 (at September 2003)</i>	<i>Monitoring and Comments</i>
<b>CUSTOMER COMPLAINTS/RACIAL HARASSMENT</b>						
Local target	Address customer complaints within procedure time-table	n/a	n/a	95% dealt with within time-table	96% dealt with within time-table	Monitored quarterly
Local target	Interviews with racial harassment complainants carried out within 2-working days	n/a	n/a	100% dealt with within time-table	100% interviewed on time	Incidents of racial harassment monitored through Racial Incidents Panel
Local target	Ensure effective response to racist incidents	90% of racist and obscene graffiti removed within 24 hours	80% removed within 24 hours	90% of racist and obscene graffiti removed within 24 hours	100% removed within 24 hours	Incidents of racial harassment monitored through Racial Incidents Panel
National target (BVPI 164)	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	Effective delivery of CRE & ODPM code	Housing Service follows code of guidance	Effective delivery of CRE & ODPM code	Housing Service follows code of guidance	Procedures are being reviewed in consultation with stakeholders

## Housing Strategy for Merton

<b>PROGRESS AGAINST KEY LOCAL AND NATIONAL TARGETS</b>						
<i>Target Type</i>	<i>Definition</i>	<i>Success Measure 2002/3</i>	<i>Achievement 2002/3</i>	<i>Success Measure 2003/4</i>	<i>Progress against target for 2003/4 (at September 2003)</i>	<i>Monitoring and Comments</i>
<b>INCREASING HOUSING CHOICE</b>						
Local target	Achieve under-occupation moves	30 moves	23 achieved	30 moves	9 achieved	Monitored monthly by Housing Management Team (performance)
Local target	Work with Housing Associations to increase housing choice	n/a	n/a	Start on site for 109 units. Review nominations policy	Nominations review completed April 2004	Monitored through South-West London Partnership
Local target	Establish a private sector leasing scheme	n/a	n/a	40 units achieved	Scheme not yet operational	Monitored through multi-agency Homelessness Strategy Team
<b>PRIVATE SECTOR RENEWAL</b>						
National target (BVPI 62)	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	3% of private sector dwellings made fit	1.6% made fit/demolished as a result of local authority action	2% of private sector dwellings made fit	1.5% made fit/demolished as a result of local authority action	Monitored half yearly by Housing Management Team (performance)
National target (BVPI 64)	The number of private sector vacant dwellings that are returned to occupation or demolished as a direct result of action by the local authority	25 dwellings returned to occupation as a result of action	30 returned to occupation/demolished as a result of local authority action	40 dwellings returned to occupation as a result of action	20 returned to occupation	Monitored annually by Housing Management Team (performance)

## Housing Strategy for Merton

<b>PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002</b>					
<i>Ref</i>	<i>Action</i>	<i>Target</i>	<i>Timescale</i>	<i>Progress Made</i>	<i>Monitoring and Comments</i>
<b>OBJECTIVE 1: RAISING THE QUALITY OF SOCIAL HOUSING</b>					
1.	To improve the quality of the Council's housing stock and bring about service improvements	Conduct ballot of tenants on a transfer to Merton Housing Partnership	By July 2002	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	Option appraisal is a key objective in the HRA Business Plan
2.	Develop resident participation	Review options if residents vote against stock transfer	None specified	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	Ongoing consultation through Tenants and Residents Associations, District Panels, Housing Consultative Forum and Merton Tenants and Residents Association
3.	To improve the quality of the Council's housing stock and bring about service improvements	Complete 5 year implementation plan of Best Value Review of repairs and maintenance	By March 2006	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	Tenant and Councillor representation on Best Value Implementation Panel. Progress in key areas published in local tenants newsletter
4.	To improve the quality of the Council's housing stock and bring about improvements	Reduce non-'Decent Homes' by one-third by April 2004 and completely eliminate by April 2010	By April 2004 & 2010	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'	Decent Homes Strategy monitored through Housing Consultative Forum. Funding identified and programme of works developed to meet the 2004 target

## Housing Strategy for Merton

<b>PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002</b>					
<b>Ref</b>	<b>Action</b>	<b>Target</b>	<b>Timescale</b>	<b>Progress Made</b>	<b>Monitoring and Comments</b>
<b>OBJECTIVE 2: STRENGTHENING THE COUNCIL'S STRATEGIC ROLE IN HOUSING</b>					
5.	Separate the strategic role from operational management	Complete restructuring of the Housing Service	By April 2003	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	Monitored by Steering Group
6.	Consolidate the Council's role in the private housing sector	Develop a strategy to strengthen and consolidate the council's role in private sector housing	By July 2003	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	Policy reviewed and updated January 2004
7.	Consolidate the Council's role in the private housing sector	Improved access to private rented housing	None specified	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	Monitored through multi-agency Homelessness Strategy Team
8.	Consolidate the Council's role in the private housing sector	Develop voluntary accreditation scheme for private landlords	None specified	No progress made	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

## Housing Strategy for Merton

<b>PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002</b>					
<b>Ref</b>	<b>Action</b>	<b>Target</b>	<b>Timescale</b>	<b>Progress Made</b>	<b>Monitoring and Comments</b>
<b>OBJECTIVE 2: continued</b>					
9	Consolidate the Council's role in the private housing sector	Widen the range of Home Improvement Agency services	None specified	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	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
10	Consolidate the Council's role in the private housing sector	Develop access to equity release loans	None specified	Equity release available through the House-Proud scheme from July 2003 (£10,000 annual subscription)	Home Improvement Agency report monthly on advice given about equity release
11	Consolidate the Council's role in the private housing sector	Consider a Merton scheme for registration of Houses in Multiple Occupation in line with national proposals	None specified	Licensing to be implemented in accordance with new legislation	To be developed in consultation with the Private Sector Housing Strategy Team
12	Consolidate the Council's role in the private housing sector	Carry out a borough-wide Private Stock Condition Survey	None specified	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	Amalgamated with housing needs survey and being developed in consultation with Private Sector Housing Strategy Team
13	Develop sub-regional working	Agree sub-regional housing strategy with neighbouring boroughs	By July 2003	Sub-Regional Strategy completed October 2003. Merton will contribute £9,000 to fund a sub-regional post to co-ordinate the strategic agenda for the boroughs	Monitored quarterly through South-West London Partnership

## Housing Strategy for Merton

<b>PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002</b>					
<b>Ref</b>	<b>Action</b>	<b>Target</b>	<b>Timescale</b>	<b>Progress Made</b>	<b>Monitoring and Comments</b>
<b>OBJECTIVE 3: INCREASE THE SUPPLY OF AFFORDABLE HOUSING</b>					
14	Work with Housing Associations and the Housing Corporation to increase supply	Develop with partner associations site mapping for new developments and jointly commission schemes with the Housing Corporation	By April 2003	GIS mapping database available from April 2003 – £2.5k annual subscription. One scheme jointly commissioned with the Housing Corporation by March 2003.	Monitored through quarterly Preferred Partners Meetings
15	Work with Housing Associations and the Housing Corporation to increase supply	Review the Council's need for performance information from Housing Associations	By April 2003	Now being considered at sub-regional level	To be addressed through quarterly South-West London partnership
16	Work with private developers and planning policies to increase the supply of affordable housing	Review and adopt the new planning policy in the light of the Inspector's recommendations and London Plan	By April 2004	Merton's UDP policies take precedence until local development framework is in place. Postponed due to stock transfer agenda	Monitored through monthly Planning meetings
<b>OBJECTIVE 4: PROMOTE CHOICE IN ALLOCATIONS</b>					
17	Promote choice in allocations	Complete Best Value Review of Housing Needs	By March 2003	This was re-scheduled due to the stock transfer agenda. The Best Value Review will now be completed in 2004/05	
18	Promote choice in allocations	Implement revised lettings scheme	By January 2003	New Allocations Policy implemented in January 2003	Performance in lettings monitored through annual Allocations Strategy by Strategy & Development Team. Stakeholders provided with feedback on performance annually and involved in target setting

## Housing Strategy for Merton

<b>PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002</b>					
<i>Ref</i>	<i>Action</i>	<i>Target</i>	<i>Timescale</i>	<i>Progress Made</i>	<i>Monitoring and Comments</i>
<b>OBJECTIVE 5: STRENGTHEN PROTECTION FOR THE HOMELESS</b>					
19	Respond to the changes in the Homelessness Act 2002	Complete Homelessness Strategy	By July 2003	Strategy completed July 2003 and launched September 2003. The Council funded a new strategy post 'Homelessness Strategy Manager' from January 2003 at a cost of £20,000 per year	Monitored through multi-agency Homelessness Strategy Team which reports to Homelessness Forum
20	Respond to the changes in the Homelessness Act 2002	Eliminate bed-and-breakfast for homeless families	By April 2003	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	Monitored through multi-agency Homelessness Strategy Team which reports to Homelessness Forum
<b>OBJECTIVE 6: ADDRESS THE NEEDS OF MINORITY ETHNIC PEOPLE</b>					
21	Establish a Housing and Ethnic Minorities Policy Team	Policy team to have agreed a detailed programme for identifying and addressing needs	By March 2003	Ethnic Minorities Housing Strategy completed July 2003. Developed by Black and Ethnic Minorities Housing Strategy Team. This was achieved within existing budgets	Strategy monitored through multi-agency Black and Ethnic Minorities Housing Strategy Team



## Housing Strategy for Merton

<b>PROGRESS AGAINST TARGETS IN THE HOUSING STRATEGY STATEMENT 2002</b>					
<b>Ref</b>	<b>Action</b>	<b>Target</b>	<b>Timescale</b>	<b>Progress Made</b>	<b>Monitoring and Comments</b>
<b>OBJECTIVE 7: SUPPORT FOR VULNERABLE PEOPLE</b>					
22	Improve support for vulnerable people	Complete Shadow Supporting People Strategy	By October 2003	Strategy completed September 2002	Strategy monitored by multi agency Supporting People Steering Group
23	Improve support for vulnerable people	Establish mechanism for paying supporting people grant	By April 2003	Mechanism in place April 2003	Monitored by multi agency Supporting People Steering Group
24	Improve support for vulnerable people	Increase provision of housing with support to young people and other vulnerable groups to whom new priority need categories of homelessness apply	None specified	7 x 1 bedroom flats for ex-offenders & 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)	Monitored through quarterly Preferred Partner Meetings and multi agency Homelessness Strategy Team

## 3. Future Targets

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 1. MAXIMISING THE SUPPLY OF NEW HOUSING</b>							
<b>Link to Corporate objectives: Equalities Merton, Thriving Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 1.1: Make the best use of existing affordable housing in Merton</b>							
<b>1.</b>	<b>Improve the turn-around of void properties on year</b>	High	HRA Business Plan	Existing HRA staff	Average total void not to exceed 5 weeks and 90% of voids pre-allocated within 6 days	Ongoing (targets subject to review for 2004/5)	District Housing Managers & Housing Needs Manager
<b>1a.</b>		High	HRA Business Plan	Existing HRA staff £50,000 HRA	Partnering arrangements established for voids repairs	By April 2005	Housing Stock Manager
<b>2.</b>	<b>Eliminate difficult to let sheltered housing</b>	High	HRA Business Plan, Older Persons Strategy	Existing HRA staff £30,000 HRA Capital will be self financing	Action implemented following review of sheltered housing and extra care housing	By March 2007	Head of Housing Policy & Service Manager (Older People & Home Care)
<b>3.</b>	<b>Assist tenants to move to more appropriate housing and increase the supply of affordable housing</b>	Medium		Existing HRA staff and HGF £157,000 revenue contribution to capital	25 under-occupation moves, 20 out of London moves through LAWN & 6 moves through the Tenants Incentive Scheme achieved	By March 2004 (future annual targets subject to review)	Housing Needs Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 1. MAXIMISING THE SUPPLY OF NEW HOUSING</b>							
<b>Link to Corporate objectives: Equalities Merton, Thriving Merton</b>							
<b>Ref</b>	<b>Action and Priority</b>	<b>High/ Medium</b>	<b>Links to Other Strategies</b>	<b>Funding Source</b>	<b>Success Measures/Targets</b>	<b>Time-Scale</b>	<b>Lead Officer</b>
<b>Objective 1.2: Maximise the number of new affordable homes built or refurbished in the borough</b>							
4.	<b>Carry out housing needs survey</b>	High	Stock Options Appraisal, draft Key Worker Sub-Regional Housing Strategy	Budgeted from HGF £40,000	Survey completed	By September 2004	Principal Housing Strategy Officer
5.	<b>Understand the housing needs of key workers</b>	Medium	Sub-Regional Housing Strategy	Existing HGF staff. 5 days LHU research	Sub-regional research on key workers' housing needs commissioned	By February 2004	Principal Development Officer
6.	<b>Identify opportunities for affordable housing development</b>	High	Draft Merton Affordable Housing Plan	Existing HGF staff and additional staff costs of £15,000. RSLs Capital from receipts of HRA disposals. London Housing Board and private finance	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	By March 2007  By March 2005	Head of Housing Policy  Principal Development Officer
7.	<b>Develop new affordable housing</b>	High	Affordable Housing Plan	London Housing Board and private finance. Additional staff growth costs of £35,000	400 new affordable homes built or acquired	By March 2007	Principal Development Officer

## Housing Strategy for Merton

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

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 1. MAXIMISING THE SUPPLY OF NEW HOUSING</b>							
<b>Link to Corporate objectives: Equalities Merton, Thriving Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 1.3: Facilitating availability and access to good quality, affordable housing in the private sector</b>							
<b>11.</b>	<b>Raise the standard of HMOs</b>	High	Draft Private Sector Housing Strategy	Subject to assessment of final scheme	Development of effective licensing scheme in line with national scheme	Timetable to concur with publication of national scheme	Environmental Health Manager
<b>12.</b>	<b>Bring empty properties back into use</b>	Medium	Draft Empty Homes Strategy	Existing HGF staff	40 empty properties brought back into use (BVPI 64)	By March 2004 (targets for 2004/5 subject to review)	Environmental Health Manager
<b>13.</b>	<b>Bringing empty spaces above shops into residential use</b>	High	Draft Empty Homes Strategy	Capital subject to ODPM sub-region allocation	Accommodation brought into use	Contribute to sub-regional targets of 59 units (04/05) and 74 units (05/06)	Environmental Health Manager
<b>14.</b>	<b>Engage with and support private landlords</b>	Medium	Draft Private Sector Housing Strategy	Existing HGF staff	Landlord forums held twice a year. Interactive web-based notice board developed for landlords. Engagement with private landlords through south-west London partnership	Ongoing and subject to annual review  By December 2004	Housing Needs Manager  Housing Needs Manager
<b>15.</b>	<b>Assist vulnerable people across the private sector</b>	Medium	Draft Private Sector Housing Strategy	Subject to grant funding from ODPM Part of confirmed allocation of £80,000 from Homelessness Directorate	Rent Deposit Scheme pilot extended and developed to include wider cases in housing need	By March 2005	Housing Needs Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS</b>							
<b>Corporate Objective: Equalities Merton</b>							
<b>Ref</b>	<b>Action and Priority</b>	<b>High/ Medium</b>	<b>Links to Other Strategies</b>	<b>Funding Source</b>	<b>Success Measures/Targets</b>	<b>Time-Scale</b>	<b>Lead Officer</b>
<b>Objective 2.1: Ensure vulnerable people are supported in their homes so they can live independently</b>							
<b>16.</b>	<b>Identify and address gaps in provision for vulnerable people</b>	High	Homelessness Strategy, Supporting People Strategy	LHB	<p>Five year Supporting People Strategy completed</p> <p><i>Learning Disabilities</i> 6 one-bedroom flats completed</p> <p><i>Young People</i> 8 one-bedroom flats with support for move-on completed</p> <p><i>Older People</i> Bid supported for funding and revenue resources identified to develop proposals for sheltered accommodation for African Caribbean elders</p>	<p>By March 2005</p> <p>By March 2006</p> <p>By March 2004</p> <p>By March 2005</p>	<p>Supporting People Manager</p> <p>Principal Development Officer</p> <p>Principal Development Officer</p> <p>Principal Development Officer</p>
<b>17.</b>	<b>Improve arrangements for identifying vulnerable households</b>	Medium	Homelessness Strategy	Existing HGF staff	Introduction of joint vulnerability assessments	By March 2005	Housing Needs Manager
<b>18.</b>	<b>Review Housing Support Team role and effectiveness</b>	High	Homelessness Strategy, Supporting People Strategy	HGF staff	Review completed and action plan implementation commenced	By March 2005	Learning Disabilities Partnership Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS</b>							
<b>Corporate Objective: Equalities Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 2.2: Ensure homeless households have access to suitable temporary accommodation</b>							
<b>19.</b>	<b>Convert units at Hall Place into self-contained units</b>	High	Homelessness Strategy	Resourced privately	20 self-contained units converted subject to need	By June 2004	Housing Needs Manager
<b>20.</b>	<b>Implement action plan following review of temporary accommodation</b>	High	Homelessness Strategy	Recycling of Capital receipts from HRA property sales	Action plan implemented	By March 2006	Housing Needs Manager
<b>21.</b>	<b>Reduce bed and breakfast use</b>	High	Homelessness Strategy	HGF funding plus grant funding from ODPM Part of confirmed allocation of £80,000 from Homeless Directorate	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)	From April 2004 and ongoing  By March 2006	Housing Needs Manager  Housing Needs Manager
<b>22.</b>	<b>Address the needs of older people in housing crisis</b>	High	Homelessness Strategy	Existing HGF staff	Availability of suitable temporary accommodation assessed	By March 2005	Service Manager (Older People), Housing Needs Manager



## Housing Strategy for Merton

### STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS

#### Corporate Objective: Equalities Merton

Ref	Action and Priority	High/ Medium	Links to Other Strategies	Funding Source	Success Measures/Targets	Time-Scale	Lead Officer
<b>Objective 2.3: Reduce homelessness through early intervention and prevention</b>							
23.	<b>Review the Housing Advice Service responsibilities, role and effectiveness</b>	Medium	Homelessness Strategy, Draft Private Sector Housing Strategy	Part through LHU research 15 days in total	Review completed and date set for completion of the implementation of agreed actions	By March 2005	Housing Advice Team Leader
24.	<b>Undertake analysis of repeat homelessness in order to inform further actions and partnerships</b>	High	Homelessness Strategy	Existing HGF staff	Research completed and findings addressed in an action plan	By March 2005	Policy Team Leader (Housing Needs)
25.	<b>Improve housing advice to ethnic minority groups</b>	Medium	Homelessness Strategy, Ethnic Minorities Housing Strategy	Existing HGF staff £2000	Awareness campaign completed for ethnic minority elders on housing options	By March 2004	Principal Policy Officer
26.	<b>Prevent homelessness through mediation</b>	Medium	Homelessness Strategy	Homelessness grant (part of confirmed allocation of £80,000 from Homeless Directorate)	Pilot established	By June 2004	Housing Needs Manager
27.	<b>Ensure homeless people play an effective part in preventing homelessness</b>	Medium	Homelessness Strategy	Existing HGF staff	Programme developed for effective consultation with homeless people	By March 2005	Policy Team Leader (Housing Needs)

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 2. SUPPORTING VULNERABLE PEOPLE AND PREVENTING HOMELESSNESS</b>							
<b>Corporate Objective: Equalities Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 2.4: Develop an effective, evidence-based inter-agency strategy to minimise homelessness in the longer term</b>							
<b>28.</b>	<b>Develop partnerships and improve joint working through an inter-agency Homelessness Strategy Team</b>	Medium	Homelessness Strategy, Sub-regional Housing Strategy	Existing HGF staff	Implementation of Sub-Regional Housing Strategy	In accordance with the Homelessness Strategy Action Plan	Homelessness Strategy Manager
<b>29.</b>	<b>Increase the profile of adult education</b>	Medium	Homelessness Strategy	Existing HGF staff	Profile raised through awareness raising events and improved monitoring	Ongoing	Head of Community and Cultural Services
<b>30.</b>	<b>Improve the life chances of children in need and care</b>	Medium	Homelessness Strategy	Existing HGF staff	12 vulnerable young people to have transferred into post-16 education through the base project and work experience provided for 20 young people	Ongoing (targets subject to review for 2004/5)	Head of Access, Opportunity and Inclusion. Children's Strategy Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 3. IMPROVING HOUSING CONDITIONS</b>							
<b>Corporate Objectives: Equalities Merton, Caring Merton and Thriving Merton</b>							
<b>Ref</b>	<b>Action and Priority</b>	<b>High/ Medium</b>	<b>Links to Other Strategies</b>	<b>Funding Source</b>	<b>Success Measures/Targets</b>	<b>Time-Scale</b>	<b>Lead Officer</b>
<b>Objective 3.1: Meeting the Government Decent Homes Standard and the aspirations of tenants for Council homes and services</b>							
<b>31.</b>	<b>Appraise the options for housing stock investment, service development and the wider strategy for affordable housing and neighbourhood renewal</b>	High	Communication & Empowerment Strategies HRA Business Plan Draft Neighbourhood Renewal Strategy	Existing HRA staff  £300,000 2004-2006	Tenants consulted at neighbourhood level about stock management and ownership options  Options Appraisal completed	Started December 2003  By February 2005	Head of Housing Services  Head of Housing Services
<b>32.</b>	<b>Deliver decent homes by 2010</b>	High	Affordable housing plan Stock Options Appraisal HRA Business Plan	Major Repairs Allowance £4.8m per year	'Decent Homes' Strategy reviewed in light of new stock condition data  Non-'Decent Homes' eliminated (BVPI 184)	By March 2005  By March 2010	Housing Stock Manager  Housing Stock Manager
<b>33.</b>	<b>Improve satisfaction of tenants with the Housing Service</b>	High	Communications & Empowerment Strategies HRA Business Plan	Existing budgets plus HRA growth of £10,000 for additional surveys	66% of black and ethnic minority tenants satisfied with services (BVPI 74)  66% of tenants satisfied with the repairs service	By March 2006 and then in accordance with new targets  By March 2006 and then in accordance with new targets	District Housing Managers  District Housing Managers

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 3. IMPROVING HOUSING CONDITIONS</b>							
<b>Corporate Objectives: Equalities Merton, Caring Merton and Thriving Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 3.2: Address issues of non-decency in private sector accommodation occupied by vulnerable people</b>							
<b>34.</b>	<b>Analyse Private Sector House Conditions Survey</b>	High		Existing HGF staff £75,000	Action plan developed to address key issues	By September 2004	Environmental Health Manager/Principal Housing Strategy Officer
<b>35.</b>	<b>Complete and implement a Private Sector Housing Strategy</b>	High		Existing HGF staff	Strategy and Action Plan agreed and implementation commenced	December 2004	Principal Housing Strategy Officer
<b>36.</b>	<b>Address non-decency through the Council's Grants Programme</b>	High	Housing Renewal Policy	DFG and Capital programme	Full spend of £200,000 renovation grants and £350,000 disabled facilities grants budgets	March 2004 (target subject to review for 2004/5)	Environmental Health Manager
<b>37.</b>	<b>Enable the improvement of owner-occupied homes through equity release schemes</b>	Medium	Housing Renewal Policy	Allocated from HGF Pan London scheme subject to ODPM allocation for private sector funding	Homes improved through equity release	Contribute to Pan-London target of 3,000 (04/05) and 4,000 (05/06)	Environmental Health Manager
<b>38.</b>	<b>Work in partnership to publicise and promote grants and advice/information about home improvements</b>	Medium	Housing Renewal Policy	Funding voluntary organisations from HGF £30,000	Care and Repair to have provided advice about a range of options to 25 clients per month	Ongoing (targets subject to review for 2004/5)	Principal Housing Strategy Officer

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 3. IMPROVING HOUSING CONDITIONS</b>							
<b>Corporate Objectives: Equalities Merton, Caring Merton and Thriving Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 3.2 (continued)</b>							
<b>39.</b>	<b>Work in partnership to identify risks in vulnerable peoples' homes and signpost them to services which can address them</b>	Medium	Older Person's Strategy  Supporting People Strategy	DTI funding, HIMP bid made (decision outstanding), possible ODPM regeneration funding, £50,000 HRA growth	1,000 smoke alarms, 250 carbon monoxide detectors and 25 cold alarms fitted through Homesafety Partnership. Programme for 2004/5 launched	By June 2004	Older Person's Commissioning Officer
<b>40.</b>	<b>Extend the role of the Home Improvement Agency (Care and Repair)</b>	Medium	Housing Renewal Policy, Older Person's Strategy, Supporting People Strategy	Funding to voluntary organisations from HGF within £30,000 allocation	Care and Repair to have completed a pilot delivering 10 Disabled Facilities Grants	By June 2004	Occupational Therapy Manager
<b>Objective 3.3: Reduce fuel poverty in all tenures</b>							
<b>41.</b>	<b>Reduce fuel poverty in the council sector</b>	High	Aftercare Warmth Strategy (National and local)	HRA and MRA	SAP rating increased in Council homes (BVPI 63): from 61 to 62	By March 2005 (to be reviewed for future years)	Housing Stock Manager
<b>42.</b>	<b>Review and produce a Fuel Poverty Strategy for all tenures and work in partnership to address the findings</b>	Medium	Aftercare Warmth Strategy (National and local), Housing Renewal Policy	Existing HGF staff  Subject to sub-regional private sector bid to ODPM	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	By March 2005  By March 2005  By March 2004	Principal Housing Strategy Officer  Housing Stock Manager  Principal Housing Strategy Officer

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 3. IMPROVING HOUSING CONDITIONS</b>							
<b>Corporate Objectives: Equalities Merton, Caring Merton and Thriving Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 3.4: Promote and encourage greater use of home insulation and renewable and sustainable domestic energy</b>							
43.	<b>Raise public awareness about funding options for renewable energy</b>	Medium	Agenda 21	Existing resources HGF £2,000	Develop interactive web site through Council's web site detailing funding sources available	By June 2004	Principal Environment Officer
44.	<b>Develop and implement Merton's sustainable Development Policy for the housing stock</b>	High	Agenda 21	Existing resources	Policy finalised and implementation timetable agreed	By March 2005	Housing Stock Manager
45.	<b>Develop a model sustainable housing scheme in Merton</b>	Medium	Agenda 21	LHB/private finance	Site located and agreed	By May 2004	Principal Environment Officer

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 4. DEVELOPING SUSTAINABLE COMMUNITIES</b>							
<b>Corporate Objectives: Education Merton, Safe, Clean and Green Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 4.1: Contribute to a successful neighbourhood renewal strategy for the borough with a leading role for the housing service</b>							
46.	<b>Contribute to Merton's Neighbourhood Renewal Strategy</b>	Medium	Draft Neighbourhood Renewal Strategy	Existing HGF staff	Draft strategy and action plan completed	By July 2004	Principal Housing Strategy Officer
47.	<b>Reconfiguring the housing service to support 'Neighbourhood Management'</b>	High	Stock Options Appraisal Draft Neighbourhood Renewal Strategy	HRA Additional £35,000 being invested into neighbourhood functions	Pilot neighbourhood office developed at Phipps Bridge	By March 2005	Head of Housing Services
<b>Objective 4.2: Encourage sustainable housing through development and improvement</b>							
48.	<b>Prioritise the neighbourhood renewal target area for development activity</b>	Medium	Neighbourhood Renewal Strategy	Existing budgets	Ensure that the following strategies prioritise the target area:  Affordable Housing Strategy  Empty Homes Strategy  Supporting People Strategy	By March 2005  By December 2004  By March 2005	Principal Development Officer  Housing Advice Team Leader  Supporting People Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 4. DEVELOPING SUSTAINABLE COMMUNITIES</b>							
<b>Corporate Objectives: Education Merton, Safe, Clean and Green Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 4.3: Increase resident involvement in housing services, particularly from amongst ethnic minority communities</b>							
<b>49.</b>	<b>Increase the capacity and skills of tenants and leaseholders to participate in the delivery of housing services</b>	Medium	Communication and Empowerment Strategy	HRA existing budgets	Training programme completed to support effective tenant involvement on interview panels	By June 2004	District Housing Managers
<b>49a.</b>		Medium	Ethnic Minorities Housing Strategy	HRA existing budgets plus additional £25k growth for tenant participation community development 2004/5	Ethnic Minority Strategy Group to have investigated potential funding and developed proposals for capacity building and have worked closely with tenant participation officers	By March 2004	Principal Housing Policy Officer
<b>49b.</b>		Medium	Ethnic Minorities Housing Strategy	HRA existing budgets	Local Action Plan developed for involving ethnic minority residents on estates	By June 2004	Tenant Participation Manager
<b>50.</b>	<b>Improve satisfaction with opportunities to participate by tenants in the housing management process</b>	High	Communication and Empowerment Strategy	Existing budgets	65% of tenants satisfied with opportunities to participate in the decision making process	Throughout 2003-6	District Housing Managers



## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 4. DEVELOPING SUSTAINABLE COMMUNITIES</b>							
<b>Corporate Objectives: Education Merton, Safe, Clean and Green Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>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</b>							
<b>51.</b>	<b>Review funding arrangements for community safety</b>	Medium	Crime and Disorder Strategy 2002-5	£200,000 annual revenue contribution to capital	Tenants consulted on funding new initiatives in community safety and plan agreed	Annual review	District Housing Managers
<b>51a.</b>		Medium	Crime and Disorder Strategy 2002-5	Existing resources	Joint communications strategy on race crime agreed with housing associations	By June 2004	Head of Housing Policy
<b>51b.</b>		Medium	Crime and Disorder Strategy 2002-5	Existing resources	Youth crime prevention strategies adopted with DAAT and MPAC	By December 2004	Head of Housing Services
<b>51c.</b>		Medium	Crime and Disorder Strategy 2002-5	ALG funding £75,000 over 2 years	Joint development of Merton and Sutton's stand-alone mediation service	By March 2004	District Estates Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 5. DELIVERING THROUGH EFFECTIVE PARTNERSHIPS</b>							
<b>Corporate Objective: Equalities Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>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</b>							
<b>52.</b>	<b>Map and revise sub-regional partnerships and forums</b>	High	Sub-Regional Housing Strategy	Existing resources	Sub-regional partnership working extended to other Council departments and organisations	By March 2005	Principal Housing Strategy Officer
<b>53.</b>	<b>Develop Sub-Regional Key Worker Strategy</b>	High	Sub-Regional Housing Strategy	Existing resources	Strategy in place and being implemented	By March 2004	Principal Housing Policy Officer
<b>54.</b>	<b>Extend choice and mobility in the sub-region</b>	Medium	Sub-Regional Housing Strategy	Existing resources	Initial scoping exercise completed for joint working and good practice	By March 2004	Housing Needs Manager

## Housing Strategy for Merton

<b>STRATEGIC PRIORITY 5. DELIVERING THROUGH EFFECTIVE PARTNERSHIPS</b>							
<b>Corporate Objectives: Equalities Merton</b>							
<i>Ref</i>	<i>Action and Priority</i>	<i>High/ Medium</i>	<i>Links to Other Strategies</i>	<i>Funding Source</i>	<i>Success Measures/Targets</i>	<i>Time-Scale</i>	<i>Lead Officer</i>
<b>Objective 5.2: Improve partnerships that reduce and address homelessness</b>							
<b>55.</b>	<b>Improve joint working between organisations to address homelessness</b>	High	Homelessness Strategy, Sub-regional Housing Strategy	Existing resources	Homelessness Strategy Team to have met 4 times per year and Homelessness Forum to have met twice per year	Ongoing until March 2008 and then reviewed	Homelessness Strategy Manager
<b>56.</b>	<b>Increase awareness of housing issues for frontline staff, community groups, faith groups and other relevant organisations</b>	Medium	Homelessness Strategy	Existing resources plus £3,000	Communications Strategy implemented to inform staff and organisations about homelessness	By March 2004	Homelessness Strategy Manager
<b>57.</b>	<b>Improve information and advice on housing options for young people</b>	Medium	Homelessness Strategy	Existing resources	Housing Advice to attend One Stop Shop run by Connexions and provide training to Connexions staff	Ongoing and training to start April 2004	Housing Needs Manager
<b>57a.</b>		Medium	Homelessness Strategy	Existing resources	Young peoples accommodation day held and developed through MYSHF	By March 2004	Principal Housing Strategy Officer
<b>Objective 5.4: To improve partnerships with private landlords</b>							
<b>58.</b>	<b>Develop Sub-Regional Private Sector Renewal Strategy</b>	High	Sub-regional Housing Strategy	Existing resources	Strategy in place	By March 2005	Environmental Health Manager

# Appendices

## Appendix 1

### Glossary of Terms

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

## Housing Strategy for Merton

<b>Term</b>	<b>Initials</b>	<b>Meaning</b>
Comprehensive Performance Assessment	CPA	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.
Decent Homes		A Government standard for all social housing to ensure that it is structurally sound, has modern facilities and is energy efficient.
Department of Trade and Industry	DTI	Department which works with businesses, employees and consumers.
Disabled Facilities Grant	DFG	Grants to adapt properties occupied by disabled people.
District Housing Panel	DHP	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.
Draft London Plan		The London Mayor's plan for development in the capital.
Drugs and Alcohol Action Team	DAAT	Strategy partnership responsible for delivering the Government's 10-year strategy 'Tackling Drugs Together to Build a Better Britain'.
Early Years Development & Childcare Implementation Plan	EYDCP	Describes planned actions of the Early Years Development & Childcare Partnership in relationship to pre-school children and the provision of childcare places.
Fuel Poverty		Households which spend more than 10 percent of their household income on trying to keep their homes adequately heated, are suffering from fuel poverty.
Geographic Information System	GIS	Computer system for storing, mapping and manipulating geographical information.
Health Improvement and Modernisation Programme	HIMP	Supports health improvement and funds projects which promote health and well-being in the community.
Home Energy Conservation Act	HECA	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.

## Housing Strategy for Merton

<b>Term</b>	<b>Initials</b>	<b>Meaning</b>
House in Multiple Occupation	HMO	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.
Housing Consultative Forum	HCF	Forum where residents associations representatives are consulted with and informed about housing matters in the borough.
Housing Corporation	HC	The body that funds and regulates Housing Associations. This includes funding for building new properties.
Housing General Fund	HGF	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.
Housing Health and Safety Rating System	HHSRS	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.
Housing Needs Index	HNI	A national index which identifies housing need in different areas.
Housing Revenue Account	HRA	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.
Housing Strategy Review Group	HSRG	A multi departmental group of officers who contribute, direct and monitor the Housing Strategy.
Insecurity Points		Points given to those on the new starters sub register whose present accommodation is insecure and will shortly be coming to an end.
Intermediate Housing Need		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.
Joint Investment Plan	JIP	Programme agreed by local authorities, health bodies and other partner agencies to improve support to specific groups of people.
Keyworker		Any worker, defined by the authority as being essential to the delivery of services in the borough.
Local Authority Social Housing Grant	LASHG	Money channelled through Local Authorities to fund Housing Association development. (It was abolished in March 2003).

## Housing Strategy for Merton

<b>Term</b>	<b>Initials</b>	<b>Meaning</b>
Local Strategic Partnership	LSP	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.
London Alliance with the West and North	LAWN	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.
London Housing Board	LHB	A board consisting of representatives from the Government Office for London, Greater London Authority, Housing Corporation, Association of Local Government, London Development Agency and English Partnerships that is responsible for developing a London Housing Strategy.
London Housing	LH	Provides expert advice and analysis on social housing issues in London.
Major Repairs Allowance	MRA	A subsidy from Government for major repairs to Council housing.
Merton Young Single Homelessness Forum	MYSHF	Partnership between Housing Associations, voluntary organisations and the local authority to address single homelessness.
Merton Housing Association Group	MERHAG	A group of social landlords who meet with the local authority to discuss issues of common interest and concern.
Merton Partnership Against Crime	MPAC	A partnership between the Council, Police, Health Authority and other agencies which work together to reduce crime in the borough.
Merton Tenant and Residents Federation	MTRF	An umbrella group for all the tenant & resident associations concerned with Council housing in Merton.
Movers sub register		A list of Council and Housing Associations who require a move to other accommodation for various reasons.
Neighbourhood Renewal		A strategy to tackle problems of deprivation in the borough. It is based on a partnership approach and addressing a wide range of issues.
New starters sub register		A list of all people who are waiting for Council accommodation.
Office for the Deputy Prime Minister	ODPM	Government Department which deals with housing, neighbourhood renewal and planning amongst other things.
Private Sector Leasing Scheme	PSL	Scheme where private landlords lease properties to the Council or a Housing Association to house those most in need.

## Housing Strategy for Merton

<b>Term</b>	<b>Initials</b>	<b>Meaning</b>
Registered Social Landlord	RSL	Housing providers who are registered with the Housing Corporation. The organisations are not for profit, often known as Housing Associations.
Scrutiny Panel		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.
Section 106 agreement	S106	Agreements where a developer may be required to provide new social housing as part of larger development.
Sheltered Housing		Housing specifically designed and allocated to elderly people which also includes various forms of support.
Social Housing		Affordable housing provided by Housing Associations, the Council and other housing providers for rent.
South West London Housing Strategy		A strategy developed by the 7 south west London authorities in response to the London Housing Strategy.
Special Educational Policy	SEN	Sets out how the Local Educational Authority will manage special needs in Merton.
Supplementary Credit Approval	SCA	An approval from Government for an authority to borrow money for a particular capital project.
Supporting People	SP	The Supporting People programme is designed to fund support services which help improve people's lives and maintain independence within their own homes.
Stakeholders		Those who will be affected or have an interest in a particular issue or policy.
Standard Assessment Procedure	SAP	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.
Stock Options Appraisal		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.



## Housing Strategy for Merton

<b>Term</b>	<b>Initials</b>	<b>Meaning</b>
Tenant and Resident Association	TRA	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.
Unitary Development Plan	UDP	This sets out the Council's plan for using land. Planning applications are considered against this plan.
Zero Budget approach		Looking at services from a starting point of zero budget and working out how much money would be required to provide the service.

## Appendix 2

### Contacts

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

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SM4 5DX

By e-mailing: [strategy&development@merton.gov.uk](mailto:strategy&development@merton.gov.uk)  
or by 'phoning: 020 8545 3685

## Housing Strategy for Merton

### Appendix 2

#### Contacts (continued)

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

## Housing Strategy for Merton

Document	Contact	Telephone & Email
Sustainable Communities Plan	Office of the Deputy Prime Minister	<a href="http://www.odpm.gov.uk">www.odpm.gov.uk</a>
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Economic Development Strategy	Nick Smart Principal Environmental Planner Environment & Regeneration London Borough of Merton	020 8545 3064 <a href="mailto:nick.smart@merton.gov.uk">nick.smart@merton.gov.uk</a>
Ethnic Minority Housing Strategy	Angela Chu Principal Housing Policy Officer Housing & Social Services London Borough of Merton	020 8545 3619 <a href="mailto:angela.chu@merton.gov.uk">angela.chu@merton.gov.uk</a>
Health Improvement Programme	Jatinder Bhuhi Health Partnership Officer Chief Executives London Borough of Merton	020 8545 3440 <a href="mailto:jatinder.bhuhi@merton.gov.uk">jatinder.bhuhi@merton.gov.uk</a>
HECA Progress Report	Annette Acik Principal Environmental Health Officer Environment & Regeneration London Borough of Merton	020 8545 3029 <a href="mailto:annette.acik@merton.gov.uk">annette.acik@merton.gov.uk</a>
Homelessness Strategy	Michael Furnival-Adams Principal Housing Strategy Officer Housing & Social Services London Borough of Merton	020 8545 4155 <a href="mailto:michael.furnival-adams@merton.gov.uk">michael.furnival-adams@merton.gov.uk</a>
Housing Needs Survey and Update	Michael Furnival-Adams Principal Housing Strategy Officer Housing & Social Services London Borough of Merton	020 8545 4155 <a href="mailto:michael.furnival-adams@merton.gov.uk">michael.furnival-adams@merton.gov.uk</a>

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Document	Contact	Telephone & Email
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Learning Disabilities Housing Strategy	Julie Phillips Planning Commissioning Officer, Housing & Social Services, London Borough Of Merton	020 8545 3967 julie.phillips@merton.gov.uk
Local Agenda 21 Action Plan	Adrian Hewitt Principal Environmental Officer Environment & Regeneration London Borough of Merton	020 8545 3457 adrian.hewitt@merton.gov.uk
London Housing Strategy	Government Office for London	020 7217 3328 <a href="http://www.gov.uk/housing/index.asp">www.gov- london.gov. uk/housing/index.asp</a>
Neighbourhood Renewal Strategy	Joanna Switalska Regeneration Manager Environment & Regeneration London Borough of Merton	020 8545 3233 joanna.switalska@merton.gov.uk
Private Sector Housing Strategy	Michael Furnival-Adams Principal Housing Strategy Officer Housing & Social Services London Borough of Merton	020 8545 4155 adam.smith@merton.gov.uk michael.furnival-adams@merton.gov.uk
Race Equality Action Plan	Monica Wambu Equalities Policy Officer Chief Executives London Borough of Merton	020 8545 3864 monica.wambu@merton.gov.uk

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Document	Contact	Telephone & Email
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Supporting People Strategy	Eileen Nutting Supporting People Manager Housing & Social Services London Borough of Merton	020 8545 3841 eileen.nutting@merton.gov.uk
Tenant Participation Compact	Lesley Smith Tenant Participation Manager Housing & Social Services London Borough of Merton	020 8545 3618 lesley.smith@merton.gov.uk
Unitary Development Plan	Steve Cardis Principal Planner Environment & Regeneration London Borough of Merton	020 8545 3060 steve.cardis@merton.gov.uk

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## Appendix 3

### Related Strategic Plans of the Council

<p><b><i>Merton's Community Plan</i></b></p>	<p>This includes two priority issues within which housing has a key role:</p> <ul style="list-style-type: none"> <li>● The introduction of programmes to reduce fuel poverty for those in public housing from 35% to 10%;</li> <li>● To promote the development of communities and a sense of neighbourhood.</li> </ul> <p>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. <i>(Strategic Priority 3 and 4: Improving Housing Conditions and Developing Sustainable Communities).</i></p>
<p><b><i>Crime and Disorder Reduction Strategy 2002/05</i></b></p>	<p>This has clear implications for housing in the area of community safety <i>(Strategic Priority 4: Developing Sustainable Communities).</i></p>
<p><b><i>Supporting People Strategy</i></b></p>	<p>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. <i>(Strategic Priority 2: Supporting Vulnerable People and Preventing Homelessness).</i></p>
<p><b><i>Children's Services Plan</i></b></p>	<p>The provision and retention of accommodation is a key issue for looked after children and families with support needs. <i>(Strategic Priorities 1 and 2: Increasing the Supply of Affordable Housing and Supporting Vulnerable People and Preventing Homelessness).</i></p>
<p><b><i>LA21 Action Plan</i></b></p>	<p>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. <i>(Strategic Priorities 3 and 4: Improving Housing Conditions and Developing Sustainable Communities).</i></p>

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<p><b>Unitary Development Plan (UDP)</b></p>	<p>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:</p> <ul style="list-style-type: none"> <li>● Encourage the re-use and re-cycling of urban land to provide housing development.</li> <li>● Support for improvement of housing.</li> <li>● Requirements for provision of affordable housing within new housing developments.</li> <li>● Encouragement for new dwellings to be built to Lifetime Homes Standards.</li> <li>● Objectives for housing development for people with physical disabilities.</li> <li>● Objectives for suitable accommodation for homeless people.</li> <li>● Promotion of sustainable housing development.</li> </ul> <p><i>(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)</i></p>
<p><b>Local Strategic Partnership</b></p>	<p>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.</p> <p><i>(Strategic Priority 4: Developing Sustainable Communities)</i></p>
<p><b>Economic Development Strategy</b></p>	<p>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.</p>
<p><b>Housing Revenue Account (HRA) Business Plan 2003</b></p>	<p>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 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.</p> <p><i>(Strategic Priorities: all 5 apply)</i></p>



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<p><b>Homelessness Strategy 2003-2008</b></p>	<p>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. <i>(Strategic Priority 2: Increasing Housing Choice)</i></p>
<p><b>Ethnic Minority Housing Strategy</b></p>	<p>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. <i>(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)</i></p>
<p><b>Capital Strategy &amp; Asset Management Plan</b></p>	<p>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. <i>(See the Resources section in Part 2 of this strategy.)</i></p>
<p><b>Risk Management Action Plan</b></p>	<p>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.</p>

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

**Albanian** Nese deshironi me shume informacion ne gjuhen tuaj, ju lutemi te na kontaktoni ne adresen e dhene ne kutine me poshte.

**Arabic** إذا أردت معلومات إضافية بلغتك الأصلية الرجاء الاتصال بنا في العنوان المدون ضمن الإطار أدناه.

**Bengali** যদি আপনার নিজের ভাষায় লেখা আরও তথ্য চান তাহলে দয়া করে আমাদের সঙ্গে যোগাযোগ করুন, তলার বক্সে আমাদের ঠিকানা রয়েছে।

**Chinese** 如果你需要用中文印成的資料，請按低端方格內提供的地址與我們聯系。

**Farsi** اگر مایل به اطلاعات بیشتر به زبان خود هستید، لطفاً با ما از طریق آدرس زیر تماس بگیرید.

**French** Pour tout renseignement complémentaire dans votre propre langue, veuillez nous contacter à l'adresse figurant dans l'encadré du bas.

**Gujarati** જો તમને તમારી પોતાની ભાષામાં વધારે માહિતી જોઈતી હોય, તો કૃપા કરીને નીચે અંતમાં આપેલા ખાનામાં દર્શાવેલા સરનામે અમારો સંપર્ક કરો.

**Punjabi** ਜੇਕਰ ਤੁਸੀਂ ਪੰਜਾਬੀ ਵਿਚ ਹੋਰ ਜਾਣਕਾਰੀ ਲੈਣੀ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਹੇਠ ਲਿਖੇ ਖਾਨੇ ਵਿਚ ਦਿੱਤੇ ਪਤੇ 'ਤੇ ਸਾਡੇ ਠਾਲ ਸੰਪਰਕ ਕਰੋ।

**Somali** Hadii aad u baahan tahay faahfaahin intaa kabadan oo ku soobsan afkaaka hooyo ama Af Somali fadlan lana soo xiira cinwaanka hoos ku qoran.

**Spanish** Si usted desea más información en su propia lengua, por favor contáctenos en la dirección al pie del formato.

**Tamil** உங்கள் மொழியில் மேலதிக தகவலைப் பெற விரும்பினால், அடியிலுள்ள பெட்டிக் குள் தரப்பட்டுள்ள விலாசத்தில் எம்முடன் தொடர்பு கொள்ளுங்கள்.

**Urdu** اگر آپ اپنی زبان میں مزید معلومات حاصل کرنا چاہتے ہیں تو براہ کرم ہم سے اس پتہ پر رابطہ قائم کریں جو کہ نیچے کے بکس میں درج ہے۔

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

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