



London Borough of Enfield

Report Title	Council Housing Service Plan 2026/27
Committee	Cabinet
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Ward(s) affected	All
Key Decision Number	KD5960
Classification	Part 1 Public
Reason for Exemption	N/A
Date of Meeting	11 March 2025

Purpose of Report

1. This report looks back at how the Council Housing Service performed over the last year. The Service Plan for 2026/27 then sets out how we will continue to deliver services next year. It considers what tenants have told us, makes sure we meet national standards, and helps us to prepare for the new Decent Homes Standard. The overall focus is improving homes and services for residents.

Recommendations

- I. Approve the Service Plan for 2026/27 (appendix 1) for the Council Housing service.
- II. Approve the updated Assurance framework (appendix 2) including the launch of a new Council Housing Board to provide stakeholder oversight and join up against the Council Housing Service Plan.

Background, Options and Risks

2. The Regulator of Social Housing inspected the housing service last year and gave us a C1 rating, which is the highest score. At the time, we are one of only four councils in the country to have achieved this top grade which means we

meet all the consumer standards and shows our commitment to involving residents and improving housing services.

3. We want to build on this achievement and strengthen further our relationship with tenants to improve their experience. We have updated our Tenant Engagement Strategy to support this, which Cabinet agreed in November 2025 and the Housing and Growth Strategy 2025-30 sets out the overall vision and strategy for Council Housing.
4. This is all supported by the annual review of the Housing Revenue Account Business Plan which was reported to Cabinet in February 2026 which ensures that financial resources support our priorities.
5. From April 2024 the Social Housing (Regulation) Act 2023 set up a new regulation system for local authority social housing. It is the biggest change to social housing regulation in a decade and includes inspections every 4 years. The Council was inspected in July 2025 and was awarded the highest rating.
6. The Government has published its Decade of Renewal which has a commitment to raising the quality of homes and increasing the number of new affordable homes to meet the increasing demand. It has also given guidance on rents, the reform of the Right to Buy, the new Decent Homes Standard and for the professionalisation of housing staff. Our service plan helps us to prepare for these new requirements.

Progress of the 2025/26 service plan

7. The Council Housing Assurance Framework gives a framework to makes sure that performance is clearly reported, it is based on correct data, and that the voice of residents is heard and acted on.
8. Service performance on repairs, health and safety and customer service are reported as part of the Quarterly Corporate Dashboard to Cabinet.
9. The improvement plan for 2025/26 has been implemented and the main achievements are as follows:

A. Tenant Involvement and Empowerment

- A revised Resident Engagement Strategy was agreed by Cabinet in November 2025 based on feedback from tenants and builds on the Enfield 500 and tenants scrutiny groups.
- To make Enfield's housing service resident-led, transparent, and inclusive, the Enfield 500 have been at the centre of what we do and our decision-making. We have encouraged residents to join the group, and membership is now over 750. Improvements have been made how we communicate with residents. We send out 6 e-newsletters a year in addition to Housing News which is sent every three

months. We have organised over 40 ward walkabouts and 35 Enfield 500 events.

- The Enfield 500 scrutiny group regularly meets and reviews performance information and helps to shape the service plan including the performance information with they would like to see.
- Complaints are handled with empathy, diversity is always considered, and performance information drives continuous improvement. Complaints from residents are managed by a separate team who are there to support and help the person making the complaint. Our performance has improved, and in Quarter 3 (October-December 2025) 91% first stage complaints were responded to on time and 100% of final reviews.
- A review of the frontline housing management service has taken place with the aim to begin this in the Spring 2026.

B. Safety & Quality

- An updated Asset Management Strategy was completed in September 2025 and agreed by Cabinet.
- We have continued previous years' high performance in terms of asset surveys, including assessments of hazards and, subject to access, will achieve 100% of the housing stock surveyed within the last five years.
- Capability of APEX (our Asset Management IT System) continuing to grow with compliance, and damp and mould information now logged on the system with further improvements set for 2026-27.
- The Repairs Policy was reviewed with residents and developed to update the types of repairs, timelines and responsibilities as well as new legislation. This was implemented in advance of Awaab's Law introduction from October 2025. The Council achieved 100% compliance with the property inspections required by the new regulations in the first month.
- A revised Damp and Mould Policy was launched this year, with further updates being added to ensure clarity of new legislation linked to Awaab's Law. This was agreed in January 2026 and a progress report is being submitted to the Housing and Regeneration Scrutiny Committee in March 2026.
- Changes to the repairs service including video calling, are improving accuracy, supporting right-first-time outcomes, and enabling quicker, more efficient repairs for residents. Over 140 residents have independently used the video calling since implementation in late October, this has sped up the repairs process and reduced repeated visits, improving service efficiency for residents.
- The Council continues to deliver high levels of compliance across all landlord health and safety checks, including gas, electrical safety, asbestos and fire safety, with anticipated year-end performance being top quartile when compared to our peers.
- The Tenant Satisfaction Surveys in 2025/26 showed an increase in residents reporting that they felt safe in their homes to 88%. Additionally, over 85% of residents were confident they would know what to do in the event of a fire in their home – we will continue to work with all residents to improve this.
- We have introduced better contract management, both to ensure performance is maintained and continue to work with all contractors about no access,

appointment letters are now routinely issued in advance of planned repairs and robust processes have been put in place regarding no access for landlord health & safety servicing. Contractor performance will continue to be a theme for consistent performance during 2026/27.

- The Repairs & ERD team, underpinned by the development of a robust business case, continues to achieve better value for money through the reduction of reliance on contractors via direct delivery. This has included the creation of an in-house drainage team and an in-house electrical team.
- We maintain 100% compliance in terms of the registration of the Council's high rise residential blocks with the Building Safety Regulator and the timely submission of information when requested.

C. Tenancy Standard

- An amended Allocations policy was launched at the start of the year, with allocations made fairly and in line with relevant legislation and the Council's housing strategies.
- Tenancy audits continue, supporting vulnerable and wellbeing of residents.
- Policies continuing to be updated including 'Access to property' & 'Absent tenants & abandonment' policies which were updated in Autumn 2025, with the recharge policy pending approval. The compensation policy is currently being redrafted.
- Tenancy strategy is out for consultation, and the existing Strategy has been extended into 2026 to facilitate the consultation period.

D. Neighbourhood and Community

- Estate improvements happened throughout the year, with a 65% satisfaction rate which has increased over the past four years. The Jeremys Green bin upgrade in October 2025 introduced secure enclosures, improving cleanliness. St Marys Road saw new play equipment installed to foster community cohesion, and in December 2025, a pilot security gate at Osward Place improved safety ahead of a full rollout in 2026.
- Estate block inspections continue to exceed targets, with the team completing more inspections than required. 1304 block Inspections were completed out of a plan of 1292 achieving 100% of checks against a target of 75%.
- The ASB team is fully integrated within Housing Management, delivering services in line with the ASB Policy. In Q3, 75% of residents were satisfied with the outcome of their case (target 70%), reflecting a responsive, coordinated approach that improves quality of life across estates.
- The roving security pilot has been positively received by residents, and the number of patrol officers increased because of the high satisfaction.

E. Capacity and Enabling

- Civica CX continues to be developed with continued upgrades to bring more user ability to the service. This includes providing much clearer information on our vulnerable residents.
- An advancement of AI usage across the service to support with rent and repairs findings, learning from historical data, and the introduction of a damp & mould

module.

- There is a comprehensive programme of training modules for core areas in Council Housing including new mandatory training for staff in key areas of safety including Asbestos awareness. In addition, the service has supported 3 colleagues in Build Safety qualifications.
- The aim to make housing officers more professional is starting by auditing current qualifications, prioritising Chartered Institute of Housing training, and making sure we follow professional standards to ensure full compliance of this standard by 2029
- Staff are using Power BI dashboards to see performance information in real time, track performance trends, and support data informed decision-making.
- During December we held a senior managers conference for Housing and Regeneration staff. The aim of the conference was to give an opportunity to review the years achievements and to explore solutions for future collaboration.

F. General Assurance

- Cabinet agreed an Assurance Framework for Council Housing in February 2024 which we have been working towards as below:
- Council Housing boards for Building Safety and Compliance, Repairs, Asset Strategy and Capital Delivery and Housing Management
- Weekly oversight by the Cabinet Member for Housing on progress against our plans.
- Reporting to the Housing and Regeneration Scrutiny Panel on progress including the 6 month service plan update
- Updates to EMT and 6th Month reports to the Council's Corporate Assurance Board.
- The council received a C1 grading from the Regulator of Social Housing in July 2025.
- Reporting to Cabinet on key indicators for Council Housing as part of the corporate performance dashboard
- Internal audits on the Customer Contact Centre and Complaints which provided reasonable assurance
- We have revised our Assurance Framework for 2026/27 which is at appendix 2

2026-2027 Service Plan

10. In preparation for the 2026-2027 service plan, we reviewed the learning from complaint records, feedback from officers, the results of our TSM survey and spoke to residents in the Enfield 500 Scrutiny Panel.
11. The tenant satisfaction survey told us that communication and involvement are key areas for focus, as well as neighbourhood management, repairs and complaints,
12. The Enfield 500 Scrutiny Panel also told us that communication was a key area for improvement. The group wanted better communication and highlighted that updates and keeping in contact was seen as helpful even if there were no major

updates the notion of feeling informed was what impacted their satisfaction the most.

13. The service plan is in Appendix 1 covering the key areas of the consumer standard. The summary is:

A. Transparency, influence & accountability

Plans for 2026-27 include developing a Vulnerability and Diversity Strategy, enhancing resident engagement and communication, monitoring satisfaction, sharing performance data, delivering improved housing management, and ensuring fair service charges working directly with our residents in the Enfield 500.

B. Safety & Quality

Focus on delivering the 26-29 asset management strategy, with further focus on ensuring that all properties are safe, well-maintained, and free from hazards. It highlights the use of data and technology to manage building safety, compliance, and targeted investment in housing stock. A responsive repairs service and proactive risk management are emphasised to protect residents and maintain high standards.

C. Tenancy Standard

The plan aims for fair allocation and letting of homes to maximise suitable housing for tenants. It includes annual audits and welfare visits to support vulnerable residents, along with ongoing policy reviews and digital improvements to improve tenancy management. Robust monitoring and transparent operations are central to delivering effective tenancy services.

D. Neighbourhood & Community

Dedicated to creating clean, safe, and inclusive estates for all residents. Improving partnerships with housing associations and investing in communal spaces are key strategies to improve community cohesion and local pride. Resident feedback is used to drive continuous improvements in security, estate improvements, and social value projects.

E. Capacity & Enabling

Focus on ensuring the service has the right resources and tools to drive continuous improvement. It highlights the optimization of digital systems like CivicaCX and AI applications to enhance efficiency and deliver targeted solutions for tenants. The section also emphasizes workforce development through professionalization, training, and ensuring staff competency in critical service areas.

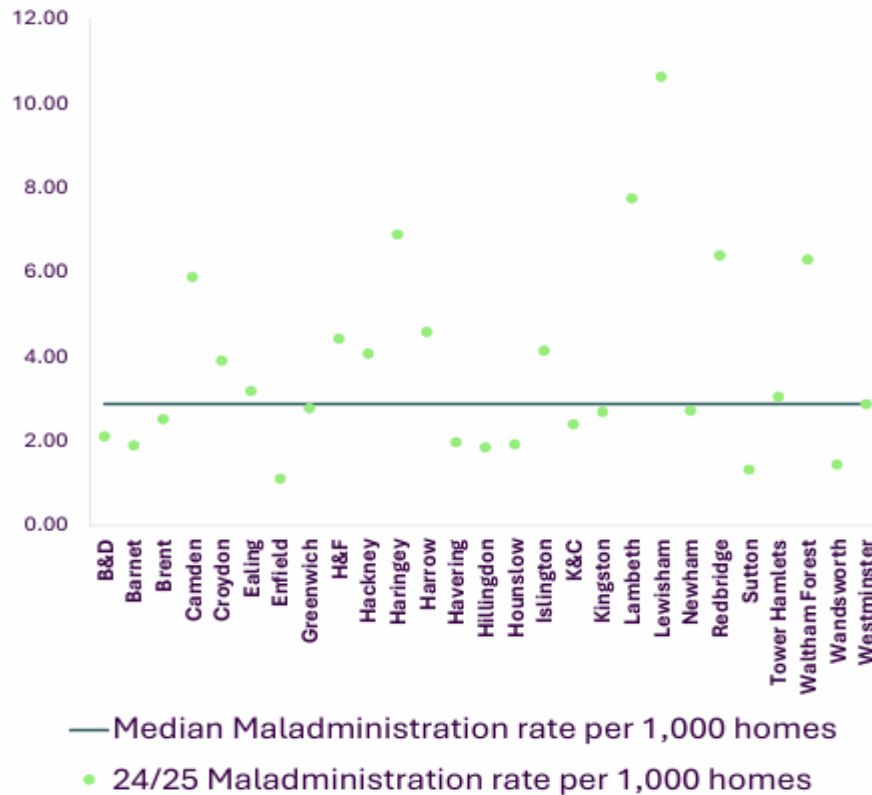
Housing Ombudsman 2025-26 report findings

13. In Autumn 2025, the Housing Ombudsman released its report for 2025-26. Enfield received 8 determination cases which led to a total of 18 findings, with 17 classified as maladministration. This is a decrease from the previous year, which

saw 23 determinations and 40 findings.

14. Most maladministration findings relate to property condition and complaints handling.
15. The service regularly reviews Housing Ombudsman cases and recommendations to identify areas for improvement. Regular complaint meetings take place which reviews and risk rates all complaints to resolve the issue for residents at the earliest point. Regular updates are provided to staff in the service on the Spotlight reports to enhance awareness of good practice and foster an environment for continuous improvement, as well as professional development. The council is also updating its corporate complaints policy in line with the Housing Ombudsman's recommendations.
16. Benchmarking Enfield's performance against other London Boroughs shows that Enfield has one of the lowest number of Maladministration cases per 1000 properties compared to our peers.

Maladministration findings per 1,000 homes 2024/25

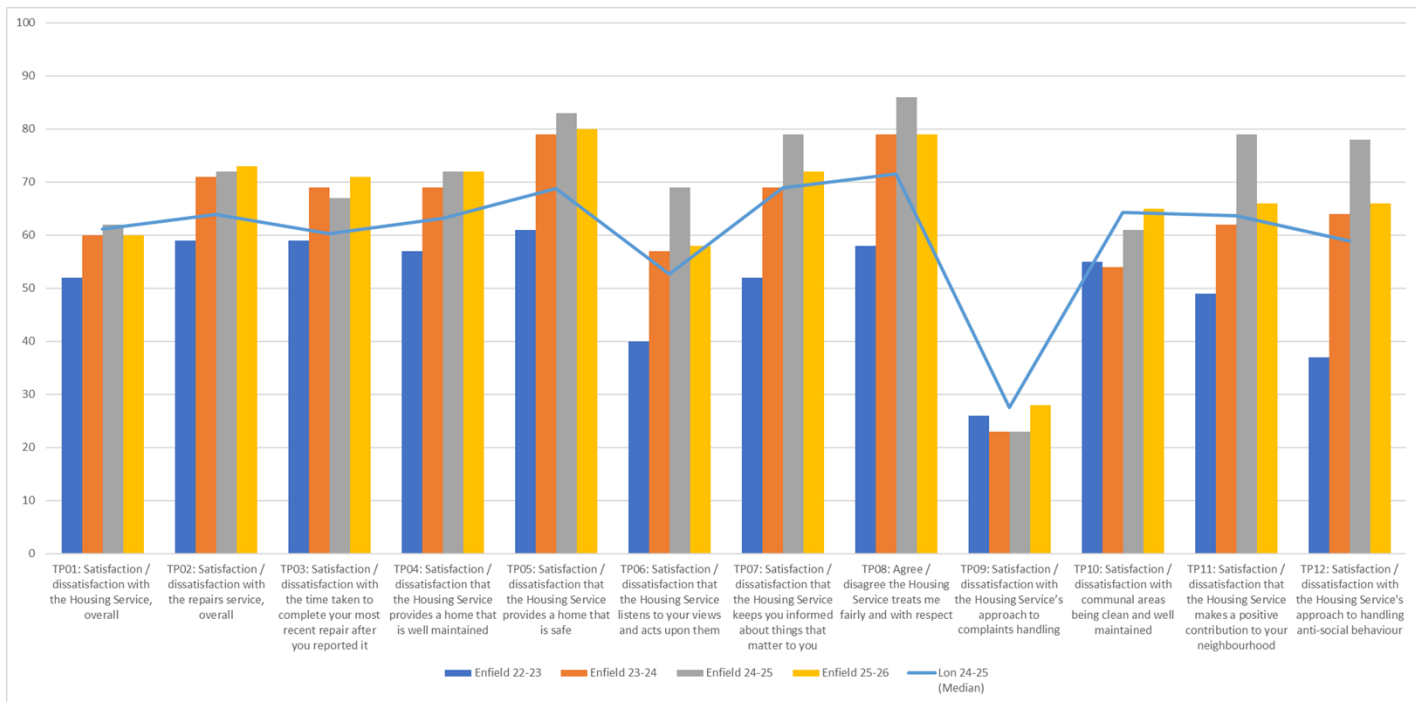


Tenant Satisfaction Measures

17. In the Autumn of 2023, BMG Research began the first of three years of commissioning the Tenant Satisfaction Measure survey. The survey was carried out again in 2025, with 1001 tenants completing the face-to-face interviews. These meetings took place in tenants' homes, with sampling points across the borough. The approach followed is consistent with the requirements of the Regulator of Social Housing and the margin of error for tenants is $\pm 2.95\%$ based on stock size, meaning we are 95% confident that a figure in findings of 50% would fall between 47.05% and 52.95% if all tenants responded to the survey. The data from these surveys provides valuable insights which contribute to service improvement initiatives.
18. Overall satisfaction amongst Enfield Council tenants stands at 60%.
19. The data from the survey will be shared with the Regulator in the Summer of 2026 as required.
20. On the detailed feedback we can see an upwards trend from 2022 across all TSM metrics, and almost all the metrics are above the London Average.

Tenant Satisfaction Measure	2022	2025
TP01: Satisfaction / dissatisfaction with the Housing Service, overall	52	60
TP02: Satisfaction / dissatisfaction with the repairs service, overall	59	73
TP03: Satisfaction / dissatisfaction with the time taken to complete your most recent repair after you reported it	59	71
TP04: Satisfaction / dissatisfaction that the Housing Service provides a home that is well maintained	57	72
TP05: Satisfaction / dissatisfaction that the Housing Service provides a home that is safe	61	80
TP06: Satisfaction / dissatisfaction that the Housing Service listens to your views and acts upon them	40	58
TP07: Satisfaction / dissatisfaction that the Housing Service keeps you informed about things that matter to you	52	72
TP08: Agree / disagree the Housing Service treats me fairly and with respect	58	79
TP09: Satisfaction / dissatisfaction with the Housing Service's approach to complaints handling	26	28
TP10: Satisfaction / dissatisfaction with communal areas being clean and well maintained	55	65
TP11: Satisfaction / dissatisfaction that the Housing Service makes a positive contribution to your neighbourhood	49	66
TP12: Satisfaction / dissatisfaction with the Housing Service's approach to handling anti-social behaviour	37	66

21. Repair Satisfaction shows continued improvements year on year, representative of the extensive work and investment into delivering a strong repair service for our tenants.
22. Top-quartile performance is in safety, repairs, fairness, respect, and keeping tenants informed.
23. Extensive work continues in communal areas and complaints which both saw a 4 - 5% increase in the previous year however are key detractors for overall satisfaction and continued focus maintains in delivering strong services in these areas.
24. The qualitative feedback makes clear that communication is the single biggest friction point for tenants, with residents highlight that sometimes updates are unclear, slow or inconsistent, and a need to chase for progress. This was seen as a key driver of overall satisfaction. Tenants value respectful interactions but have expressed a desire for more updates on queries or work. These insights directly support the Council Housing Service Plan's emphasis on strengthening end-to-end communication.
25. Tenant Satisfaction measures are published each year after organisations submit these to the Regulator of Social Housing; each year Enfield undertakes benchmarking exercises to ensure we continue to perform as well as our peers.
26. The graph below shows Enfield's uphill journey over the 4 years and the London Averages being met or exceeded across the measures.



27. The survey provided Enfield with insight into areas of dissatisfaction, which are shared with all services for service area learning, but also themes regarding communication which form part of the Council Housing Service Plan for 2026-2027

Council Housing Service Plan 2026/27

28. The plan shown at appendix 1 has been developed to consider all the areas for improvement arising from tenant feedback and progress against the 2025/26 plan and Regulatory compliance. The plan is themed around the Consumer Standards for easiest analysis review and accountability but reflect Enfield's specific priorities. Following feedback from staff and residents we have focused the service plan on key priorities that will result in improved outcomes. We have included how specific oversight will be provided in addition to the checks and balances that are outlined in the Assurance Framework. The Housing and Regeneration Scrutiny Panel agrees its work programme on an annual basis in June each year. It is likely that some of the areas in the work plan will be reviewed as part of this planning.

Preferred Option and Reasons for Preferred Option

29. Approve the updated Council Housing Service Plan to ensure delivery of priorities for improvement and responding to residents' priorities
30. Note the TSM results for submission to the Housing regulator as required.
31. Agree Housing and Regeneration Scrutiny Panel will review progress of the service plan.

Relevance to Council Plans and Strategies

32. Our Council Plan 2023-26 sets out our priorities for supporting residents to live happy, healthy and safe lives. This includes our priority for strong, healthy and safe communities and more and better homes. The implementation of the actions in the Council Housing Service Plan will help us deliver on these priorities and improve outcomes for our tenants and leaseholders.

Financial Implications

33. This report is requesting to approve the 2026/27 service plan for the Council housing service.
34. The HRA Business Plan (KD5771) was approved at Council in February 2026 and was reviewed and updated to reflect the external environment, the progress of the Council Housing strategy and the budget plan for the next 10 years.

35. In 2025/26 there is an approved capital budget of £142.1m, with £40.5m allocated to deliver stock decency standards, energy efficiency measures and meet fire safety regulatory requirements.
36. In addition, there is an approved revenue expenditure budget of £95.7m to deliver the management, maintenance and core services to the residents.
37. The overarching plans within this report are included within the approved revenue and capital budgets, however if additional measures are required, this may lead to resource constraints and choices may have to be made over prioritisation of future projects.

Legal Implications

38. The updated Council Housing Service Plan 2026/27 (“the Plan”) strengthens the Council’s compliance with the Social Housing (Regulation) Act 2023, which introduced a proactive consumer regulation regime and enhanced the enforcement powers of the Regulator of Social Housing. The Act requires social landlords to maintain safe, well-managed homes and gives the Regulator authority to require improvement plans, carry out inspections, take emergency remedial action, and issue unlimited fines for non-compliance. The Service Plan sets a programme of activity to ensure the Council continues to meet these enhanced duties, including maintaining the C1 regulatory grading.
39. The Plan also supports compliance with a wide range of statutory duties governing the condition and safety of Council homes. These include obligations under the Landlord and Tenant Act 1985, the Homes (Fitness for Human Habitation) Act 2018, the Building Safety Act 2022, the Fire Safety Act 2021, the Fire Safety (England) Regulations 2022, and the Decent Homes Standard. The specific focus on damp and mould, building safety cases, safety-related surveys, and asset management systems demonstrates how the Council is applying these legal requirements to ensure its homes remain safe, fit for purpose, and fully compliant.
40. In addition, the Plan reflects the Ombudsman’s statutory jurisdiction over complaints handling. With maladministration findings concentrated around property condition and complaint responses, the Council’s actions, including improved complaint processes, updated corporate complaints policy, and new digital case management, support compliance with the Housing Ombudsman’s Complaint Handling Code and best practice expectations. Strengthened oversight mechanisms, including the new Council Housing Board, also meet legal expectations around transparency, accountability, and tenant engagement.
41. Taken together, the updated Plan forms a legally robust framework that enables the Council to meet its statutory obligations, respond to regulatory scrutiny, and mitigate risks associated with non-compliance. There are no legal reasons why the recommendations in this report should not be approved.

Equalities Implications

42. An equality impact assessment (EQIA) has been completed for this report and is appended to this report. The EQIA concludes that there is no differential impact on any protected characteristic because of the implementation of this service plan; and implementing the actions will have a positive impact on all protected groups, providing fair treatment to all residents.
43. The updated plan will deliver support to vulnerable residents with tenancy audits and checks, resident support in our 54 high rise blocks, managing the Property Information Box's (PIBs) and looking at digitisation of processes to improve efficiency.

HR and Workforce Implications

44. No direct workforce implications have been identified by this report.
45. If a requirement for additional resource is identified to support the actions of this service plan, a separate proposal and supporting restructure report will need to be prepared in accordance with the Council's Principles for Managing Reorganisations. This will outline the resource required and the reporting structure. HR advice will be sought prior in relation to the above point.

Environmental and Climate Change Implications

46. The new Plan will ensure that the improvements made to council housing will take environmental and climate change considerations into account.
47. The proposal is expected to reduce overall energy consumption by delivering the 26–29 Asset Management Strategy invests in energy-efficiency upgrades, including retrofitting homes to EPC B, installing solar PV, air/ground-source heat pumps, and improving building fabric, while digital tools and improved repairs handling reduce travel-related fuel use.
48. Key emission-reduction measures include energy-efficient refurbishments, installation of renewable technologies, district heat network connections, optimisation of CivicaCX, digital and AI to cut unnecessary visits, scheduling of in-house repairs to reduce mileage, and enforcing the Council's Sustainable & Ethical Procurement Policy to lower construction-related emissions.
49. Environmental risks relate mainly to construction activity (waste, noise, materials), damp/mould treatments, and estate works, but these are mitigated

through sustainable procurement, compliance with fire, building safety and damp/mould standards, enhanced staff training, and designing neighbourhood improvements to be greener, safer and more environmentally resilient.

50. Long-term climate impacts such as heat, flooding and extreme weather are mitigated through upgrading homes to EPC B, improving insulation and ventilation, installing low-carbon heating, designing greener and more permeable estates, strengthening digital housing systems for resilience, and embedding regulatory requirements that ensure homes remain safe and fit for purpose over coming decades.

Public health Implications

51. Housing plays an important role in determining health outcomes. Poor or inadequate housing can significantly impact health and well-being and substandard housing is linked to worsening health conditions. This can be due to various factors, such as exposure to toxins, damp and mould conditions, cold indoor temperatures, overcrowding, safety issues, and the location's accessibility to work, green spaces, and services.
52. The 2025/26 service plan aims to improve housing standards within the borough, which should lead to better health outcomes for all tenants and their families.

Procurement Implications

53. Where the procurement of goods, services, and works is required to support delivery of the Council Housing Service plan 2025/26, all procurement must be in accordance with the Council's Contract Procedure Rules and relevant procurement legislation.
54. All contracts over £100k must have a nominated contract manager in the procurement system. The procurement system must be used for contracts over £30k. All contracts must be recorded even if there is no procurement.
55. Procurement Services must be engaged with at the earliest opportunity to ensure projects are on the procurement annual plan to support resource planning. Projects must be discussed with procurement in advance to develop a procurement strategy and delivery programme that ensures value for money, compliance and supports delivery of the service plan's objectives and priorities.
56. Estate improvements and garage improvement plans require procurement strategies that embed social value commitments (e.g., local employment, skills development, and community cohesion projects). Capital works and estate improvements should incorporate sustainable materials and energy-efficient solutions. Procurement specifications must align with the Council's environmental

and climate change commitments.

57. Contracts must have clear KPIs to ensure delivery of outcomes/outputs and where needed ensure that outcomes are compliant to relevant legislation or standards. Training and professionalisation agenda may involve procuring external training providers or accreditation services. Contracts should include clear KPIs for delivery and compliance with CIH standards.
58. Procurement of specialist surveys, safety case file production, and compliance monitoring tools will be critical. Contracts should include robust performance and reporting requirements to meet regulatory obligations.
59. Optimisation of CivicaCX and AI applications may require procurement of software upgrades, integration services, and possibly data analytics solutions. Any upgrades to IT to meet the plan must be done in conjunction with Digital Services and upgrades and new modules procured compliantly.
60. Specifications and contracts must be clear on payment milestones and performance measures to ensure delivery prior to payment. This is especially important for specialist support, or work that must be compliant to regulatory obligations.

Report Author:

Appendices

- Appendix 1 – Council Housing Service Plan
- Appendix 2 – Council Housing Assurance Framework
- Appendix 3 – Equalities Impact Assessment

Appendix 1

Council Housing Service Plan 2026/27

A. Transparency, Influence and accountability – tenant focused	Key Actions	Lead	Target date
<p>Objectives To expand and develop further the Engagement with Residents through the Enfield 500 (E500) including, the method of tenant involvement to shape and influence decision making, service design, and delivery.</p> <p>To see continued improvement of the Tenant Satisfaction Metrics.</p>	<ol style="list-style-type: none"> 1. Publish a Vulnerability and Diversity Strategy bringing together existing procedures for safeguarding and supporting tenants and ensuring the service responds to the diverse needs of our resident base. Oversight: Cabinet Member, Scrutiny Committee, and E500, Housing Management Board 2. Develop the Enfield 500 to further improve resident engagement. Create an annual plan to drive priorities and demonstrate service improvement from engagement. Continue to monitor the Resident Engagement strategy through the TSM measures, satisfaction surveys. Reviewing the Enfield 500 1 year on Oversight: Cabinet Member and E500, Asset & Capital Board 3. Develop a comprehensive communications strategy to improve the relationship with tenants and ensure feedback mechanisms that are inclusive of our diverse communities Oversight: Cabinet Member and E500, Housing Management Board 4. Embed scrutiny of performance data by tenants and the Enfield 500 with regular reports presented to the Director at the Housing Management Board Oversight: Cabinet Member, Scrutiny Committee, and E500 	<p>NW</p> <p>NW</p> <p>NW</p> <p>NW</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Ongoing</p>

	<p>Tenant Scrutiny Panel, Housing Management Board</p> <p>5. With the Tenants Scrutiny panel review service charges, ensuring fairness and transparency</p> <p>Oversight: E500 Scrutiny Panel, Cabinet Member, Housing Management Board</p>	NW	Q2
B. Safety and quality	Key Actions		
<p>Objective</p> <p>To ensure our properties are safe, maintained and free from hazards.</p>	<p>1. Ensure capital works programmes are delivered as required through the 26-29 Asset Management Strategy (Oversight: Cabinet Member, E500, Asset & Capital Board)</p> <p>2. Safety Information: Review the use of Safety and Compliance intelligence to deliver a joined-up systems approach to inform and manage the housing service (Oversight: Building Safety & Compliance Board, Cabinet Member and E500)</p> <p>3. Building Safety Information Management – Enhancement to our asset management ICT system to support production of Building Safety Case Files, including relevant surveys and building safety ratings held digitally, periodic building safety related surveys to be managed through the inspection module with relevant actions being recorded as part of the Health & Safety actions monitoring for a holistic view of actions on the block. (Oversight: Building Safety & Compliance Board)</p> <p>4. Use the information from our different property surveys to ensure properties are safe, maintained and enable targeted investment programmes. (Oversight: Asset & Capital Board & Cabinet Member)</p> <p>5. Ensure a responsive, value for money Repairs Service, delivered by the Council’s in-house resources and achieving a high first-time fix</p>	AC	Ongoing
		AC	Ongoing
		AC	Q3
		AC	Ongoing
		AC	Ongoing

	<p>rate. (Oversight ERD Board, Cabinet Member, E500)</p> <p>6. Partnership Approach: Work in partnership with internal stakeholders and our contractors to deal positively and proactively with no access issues to avoid cases escalating (Oversight: Cabinet Member, ERD Board)</p> <p>7. Minimise risks to Council Housing residents through a proactive response to the extension of Awaab’s Law, and the new Fire Safety Regulations 2025, including resident information and support. (Oversight: ERD Board, Building Safety & Compliance Board)</p>	AC	Ongoing
		AC	Q3
C. Tenancy standard	Key Actions		
<p>Objective</p> <p>Ensure we allocate and let homes fairly to support as many tenants as possible in having a suitable home to live.</p>	<p>1. Undertake corporate audit of housing allocations Oversight: Cabinet Member, Housing Management Board</p> <p>2. Produce an annual report of housing allocations in 2025/6 Oversight: Cabinet Member, Housing Management Board</p> <p>3. Introduce a quarterly report of Registered Provider nominations to ensure they are fulfilling the noms agreement. Oversight: Cabinet Member, Housing Management Board</p> <p>4. Ensure the programme of annual tenancy audits is completed and monitored monthly, capturing tenant data, with a focus on welfare visits for vulnerable residents (including those living alone) Oversight: Cabinet Member, Housing Management Board</p> <p>5. Review draft policies (Domestic Abuse, Compensation) and develop the tenancy handbook. Consult with E500 and coproduce multi media information sessions for residents including new lettings. Oversight: Cabinet Member, E500, Housing Management Board</p> <p>6. Develop and launch the Enfield Housing Compact with in borough</p>	NW	Q1
		NW	Q2
		NW	Q1
		NW	Q1
		NW	Q3
		NW	Q3

	<p>registered providers to create an agreement covering lettings, homelessness and development and cooperation</p> <p>Oversight: Cabinet Member, E500, Housing Management Board</p> <p>7. Implement the Tenancy Strategy 2026-31 to ensure a flexible and best use of the councils housing stock and robustly manage and monitor all flexible non-secure lettings.</p> <p>Oversight: Housing Management Board, Cabinet Member</p>	NW	Ongoing
D. Neighbourhood and Community	Key actions		
<p>Objective</p> <p>Ensure our estates and communities are clean and safe for all residents.</p>	<p>1. Modernise and improve communal areas creating safer, greener, and cleaner estates which support community cohesion, environmental goals, and local pride.</p> <p>Oversight: Cabinet Member, E500, Housing Management Board</p>	NW	Ongoing
	<p>2. Deliver the Garage Improvement Plan, getting assets back into use or disposing to support the Councils Regeneration & Development plans. Oversight: Cabinet Member, E500, Housing Management Board</p>	NW	Ongoing
	<p>3. Continue to review Roving Security and deliver enhanced estate improvements driven by the Enfield 500 and resident consultation.</p> <p>Oversight: Cabinet Member, E500, Housing Management Board</p>	NW	Ongoing
	<p>4. Strengthen our residents voice through social value projects</p> <p>Oversight: Cabinet Member, E500</p>	AC	Ongoing
	<p>5. Roll out of CPZ's Oversight: Housing Management Board</p>	NW	Ongoing
E. Capacity and enabling	Key actions		
<p>Objective</p> <p>To ensure service</p>	<p>1. Optimise the use of CivicaCX and AI applications to improve the efficiency of the service and to drive targeted solutions for tenants</p>	NW & AC	Q3

<p>has the right capacity and tools to deliver continuously improving services.</p>	<p>based on their needs as a key CRM and housing management tool. Oversight: Cabinet Member, E500, Housing Management Board</p> <p>2. Develop digital opportunities for improving the efficiency and productivity of services (such as digital sign ups, mobile access to housing management system) Oversight Cabinet Member, Housing Management Board</p> <p>3. Deliver year 1 of the 3 year roll out of the professionalisation agenda, upskilling the work force and providing career development opportunities. Oversight: Cabinet Member, Housing Management Board</p> <p>4. Co produce the Regulator of Social Housing Code of Conduct with the Tenant Scrutiny Panel</p> <p>5. Deliver a training programme for front line staff to improve skills, competence and culture Oversight Housing Management Board, ERD Board</p> <p>6. Ensure the competency (skills, knowledge, experience and behaviours) of all officers involved in critical building safety related service delivery (Oversight Building safety Compliance Board)</p>	<p>NW & AC</p> <p>NW</p> <p>NW</p> <p>NW & AC</p> <p>AC</p>	<p>Q2</p> <p>Ongoing</p> <p>Q1</p> <p>Q4</p> <p>Ongoing</p>
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Council Housing Assurance Framework 2026/27

Purpose

1. The Council Housing Assurance Framework sets out the structure for oversight of the Council Housing service to ensure it meets Council objectives delivering for tenants and statutory and regulatory standards.
2. Council Housing tenants are, on average, older than the rest of the population of the borough and are more likely to be female and to have a disability. The impact of poor assurance and not meeting the regulatory standards will therefore impact more on residents of the borough with these protected characteristics.

Assurance Framework

3. The proposed Council Housing Assurance Framework will mitigate the risks associated with non-compliance using a three lines of defence model set out below.

ASSURANCE FRAMEWORK OVERVIEW		
1 st Line of Defence	2 nd Line of Defence	3 rd Line of Defence
Strategies, Policies, Procedures	Performance reporting and trend analysis	Internal Audits
Systems & Data	Data compliance reviews	External Reviews
Training & professional competence	Housing & Regeneration Scrutiny Panel	
	Residents Scrutiny	

Actions to gain assurance

4. An effective strategy, policy and operating procedure framework is essential to translate the objectives of the service and the philosophy for its operation through to published policies which enable residents to understand what the service offers and operational guidance for staff to enable them to effectively translate strategy and policy into operational practice. There are key areas that we need to have in place and keep under review:
 - a. Enfield Housing & Growth Strategy
 - b. Allocations Policy – agreed at Cabinet April 2025.
 - c. Damp and Mould in April 2025, and updated in October 2025.
 - d. Tenancy Engagement – agreed at Cabinet November 2025
 - e. Repairs & Maintenance Policy – agreed by Portfolio decision in October 2025
 - f. Rechargeables Repairs approved in October 2025

5. Adequate, appropriately targeted skilled and competent staff are a key requirement. We are operating in an environment of skills shortages especially in technical areas. We are therefore focused on growing our own capacity and training staff to reach appropriate levels of competence. The quality of homes is a key concern and it is essential that staff have rounded expertise, understanding about building safety, addressing issues such as damp and mould, decent homes and greener and warmer homes in the context of the needs of residents living in these homes. We have launched our response to the professionalisation agenda during the year, capturing qualifactions already in the service, and our plan to ensure compliance by 2029.
6. We utilise our i.learn system to provide mandatory training in key service areas.
7. An effective housing management system operated by skilled staff is a key foundation of the service. During 2025/26 we implemented the Civica CX Housing Management system. Ensuring effective record keeping is a key requirement and a focus for the year is to ensure the effective recording of tenant information and using it for service design and delivery.
8. A key aspect of the Assurance Framework is performance monitoring and scrutiny. Below outlines how performance is reviewed, providing appropriate oversight including by Cabinet on a quarterly basis as part of the corporate performance dashboard. The Housing and Regeneration Scrutiny Panel also has an important role in scrutinising performance and develops an annual work programme every June which will include Council Housing areas. We produce annual performance information for residents which is communicated in Housing News and will be using the Enfield500 for specific scrutiny in key areas during the year – prioritising repairs.

PERFORMANCE REPORTING		
1 st Line of Defence	2 nd Line of Defence	3 rd Line of Defence
Building Safety & Compliance Board	Council Housing Board	Corporate Assurance Board
Asset and Capital Board	SMT/EMT Performance Reporting	Cabinet Performance Reporting
ERD Board	Cabinet Member Briefings	Annual Reporting to Residents
Data Compliance Board		
Housing Management Board		

9. For 2026/27 we intend to introduce a new quarterly Council Housing Board which will be chaired by the Cabinet Member for Housing and will allow for key stakeholders to be a formal part of the Assurance process providing increased oversight and ensuring join up. This terms of reference will be to:

- a. Provide oversight on the delivery of the Council Housing Work Plan ensuring that it is being implemented in a way that addresses key local priorities
 - b. Identify where Tenants would like to have a further role in Scrutiny of the various activities in the Service Plan with reports from the Tenant Scrutiny Panel being considered by the Board and actions agreed
 - c. Oversee progress with the delivery of the ASB strategy and approach ensuring effective liaison between the corporate ASB team that leads on cross tenure ASB issues and the police on strategic safety programmes
 - d. Oversee programmes of health related activity that supports our tenants and leaseholders
 - e. Oversees progress on employment and skills issues for tenants and leaseholders
 - f. Oversee fraud initiatives
 - g. Oversee the provision of support for care leavers entering into social housing
 - h. Oversee quarterly financial performance and the prioritization of resources against service plan priorities
10. The membership of the Group will be:
- a. Cabinet Member for Housing (chair)
 - b. Head of Community Safety
 - c. Police
 - d. Public Health
 - e. Employment and Skills
 - f. Head of Internal Audit in relation to fraud work
 - g. Childrens services
 - h. Executive Director and Directors of Council Housing
11. The continuing implementation of the Apex data system will improve the data governance of compliance reporting against Health and Safety standards.
12. Ongoing work with complaint team and key stakeholders to improve the standard of complaints handling and quality of responses facilitated by the introduction of the Verint system.
13. There is a regular internal audit programme which will prioritise audits against key risk areas. During the year the following audits are programmed –

Financial Strategy

14. The Council Housing strategy is supported by a Financial Strategy and framework for the HRA which identifies resources for services, investment in existing homes and in building new homes. This strategy is reported to Cabinet in February every year and regular performance reports on progress are presented throughout the year.