

Council Housing Asset Management Strategy

2026-2029



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Foreword by Councillor Ayten Guzel

I am proud of the improvements made to Council owned homes addressing Decent Homes, Safety and Affordable Warmth. We have delivered on our commitments to invest in our Council Homes and this will remain a priority.

I know from speaking to residents that their priorities are for a reliable repairs service that is ever more resident focused and to see substantial investment – along with government grants – to make our homes warmer and more affordable to run, so these themes run right through our new Strategy. In partnership with our residents including through the Enfield500 group, I will be ensuring that this plan is delivered. I shall also be bringing forward separate plans for further estate-based regeneration and a plan to ensure all our estates meet modern day standards and are clean and green.



This strategy is supported by our action plan outlining the ongoing work required. It will be reviewed on an annual basis to ensure it continues to make the best use of resources to maintain and improve our asset portfolio, support our corporate ambitions and reflect tenants' future needs and aspirations in line with their changing expectations.

Councillor Ayten Guzel
Cabinet Member for Housing

Vision

We will invest in and improve our council homes, as part of our priority to create more and better homes for Enfield. Our aim is for our council homes to be:

- Safe, decent and good for health and wellbeing
- Energy Efficient and Sustainable for future
- Child, age, and disability friendly; and
- Digitally connected.

Our ability to deliver good quality Council Homes impacts on our wider priorities as a council to support and enable strong, healthy, and safe communities and thriving children and young people. We can only achieve this if our council tenants and leaseholders live in a good quality home in a well-managed estate or neighbourhood. Our ability to create clean and green places also depends on our council housing land being well-designed and well-managed. Furthermore, given the size, breadth and diversity of our housing provision, there are significant opportunities for our capital programme to provide local people with skills and employment opportunities to create an economy that works for everyone.

Our Ambitions set out where we are now, why we need to focus on this area, how we intend to deliver the ambition and how residents and SMT will be able to monitor the progress.

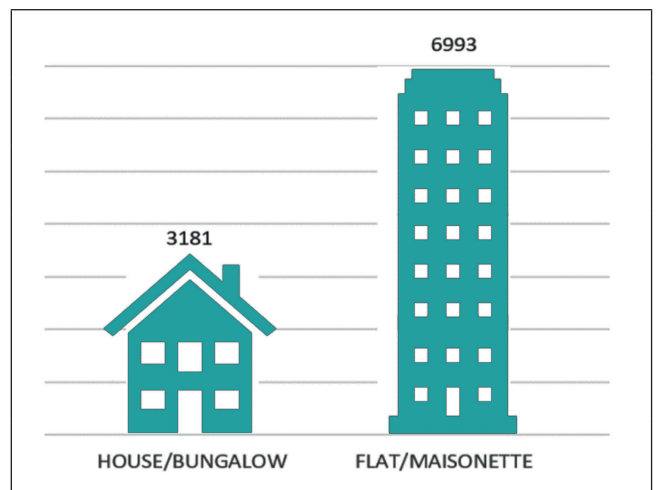
Profile of Assets

Asset Base

We have a total asset base of over **17,580 units**, comprising **15,614** residential homes – which includes circa **5,000** leasehold properties where we retain freehold ownership, and nearly **2,000** commercial units including shops and garages. Our 10,618 Council homes have a book value of £870m (EUV-SH). The physical and financial performance of these assets underpins the strategy for Council Housing which is funded through the Housing Revenue Account (HRA). How our assets perform, and their quality, directly impacts on our residents and the communities that they are part of. Having good quality and well-maintained homes can significantly impact upon the health, well-being, and quality of life of our residents and we know that this is a major driver of resident satisfaction.

Breakdown of Council housing

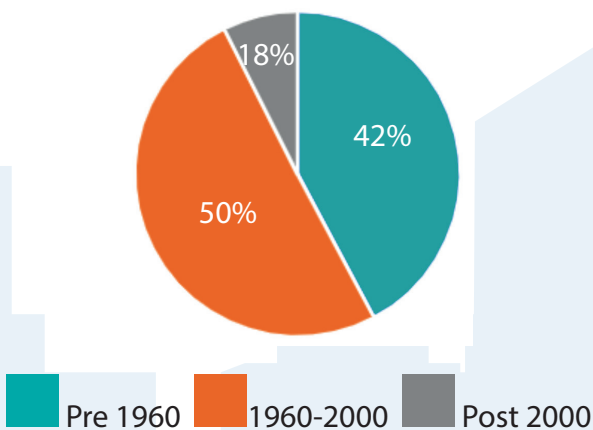
Bedrooms	Properties	% stock
Bedsit	275	2.70%
1	3122	30.64%
2	3444	33.80%
3	3538	30.08%
4	170	1.67%
5+	18	0.18%



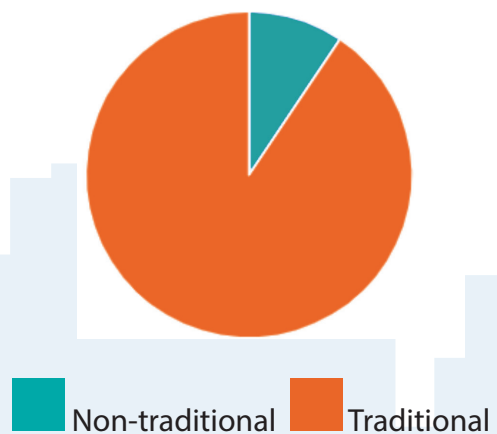
Sheltered Housing

The Council owns and manages 757 properties where tenants benefit from additional support provided by the Sheltered Housing Team.

Age Profile of Stock



Construction Type



Resident Perception and Engagement

Tenant Satisfaction Measures

We know from resident feedback that having a house in poor condition or in need of repairs is a key reason for dissatisfaction with the overall service from the Council. 61% of our residents say that repairs and maintenance and condition of the home is the most important service to them. The most recent TSM Results (2024) showed:

- 83% feel safe in their home (London average 67%).
- 72% feel home is well maintained (London average 59%)

These measures showed increased levels of satisfaction from the 2023 survey evidencing the impact of the Asset Management Strategy approach to investment and prioritising safety and decency. The main reasons for dissatisfaction were poor repairs and maintenance, issues with damp and mould, issues with doors and windows and kitchens/bathrooms in need of upgrading. All of these elements are focus areas within this AMS to align with resident feedback and continue to improve resident satisfaction.

Complaints

The main cause of customer complaints is in repairs and maintenance, which is a high volume service where we delivered over 30000 responsive repairs last year. We know that by continued investment in stock and through a predictive and preventative approach we can reduce complaints and this is therefore our priority. Ongoing work to use repairs intelligence to enhance our investment programme will be key to reducing customer complaints in this area. This supported by sharing planned programmes with repairs teams, AI intelligence and repairs replacement budget has allowed Enfield to take a more proactive approach to resolving repairs through planned replacement schemes.

Digitalisation of Repairs

The Council is committed to ensuring a responsive, value for money Repairs Service, delivered by the Council's in-house resources and achieving performance that compares to the best of our peers and as noted above, this will be in part driven by moving towards a more predictive and preventative approach through the use of technology and strategic planning.

RepairSense

From October 2024, RepairSense (an AI tool) has supported our drive to improve our "right first time" measure and support the management of complex repairs. From August 2025, subcontractor works will also be monitored using this tool, and in Q3 2025/26 we will go live with a module specifically allowing close management of Damp and Mould cases.

Resident Experience – webform

The Council has acknowledged that the high volume of telephone and email traffic and associated manual inputting directed to the Resolution Centre impacts on performance and has supported the channel shift to online, self-serve solutions. A new webform, which went live in March 2025, allows the online submission of repairs that goes directly into Civica CX without manual intervention.

The live web form continues to be rolled out across service areas; the housing resolution team is using the webform to book all non-urgent repairs. An improved version is under development that allows the housing resolution officers to override the priorities to raise emergency repairs, this will alleviate the need for some jobs being raised on Civica CX and in turn, allow more capacity for high quality interactions with residents.

In addition, the Active Housing expansion project, which will allow the compliance team, temporary accommodation, housing gateway to raise repairs using the tool to reduce the number of incorrect orders and errors is progressing and this will provide greater efficiencies and cost savings with a resident version of the webform currently under development. This version will also be embedded in the Enfield portal for Council residents.

Resident Experience – video calling

The Council has identified an efficiency opportunity in relation to the introduction of a video calling option for residents how are reporting a repair via telephone. This has the following advantages:

- Reduces the need for initial inspections
- Allows more accurate job specification and anticipation of materials needed, supporting “Right First Time”
- Helps improve the resident experience by allowing better interaction at first point of contact.
- This project will go live in Q3 of 2025/2026.

Engagement

Engaging with residents is central to our approach and to improving standards and generally to our success as a Council. Residents must have a voice regarding the management of their home, their community and the scope and quality of services they receive ([AP#1](#)). This strategy aligns with our Tenant Engagement and Empowerment Strategy.

To ensure we continuously engage with residents and listen to feedback we will:

- Engage Enfield500 and residents in the creation of this strategy and its ongoing monitoring and review
- Engage Enfield500 and residents at project inception for Decent Homes, Fire Safety or wider regeneration and development projects and programmes
- Engage with members of the Community Investment Panel to establish priorities for targeted Social Value investment by contractors who are delivering major works
- Provide opportunities to review the scope of work to empty homes and develop an Enfield Homes Standard to prepare for the proposed revisions to the Decent Homes Standard.
- Publish a 5-year HRA capital programme, which residents can view online ([AP#2](#))
- Where suitable, hold coffee mornings to allow for open face-to-face dialogue with residents on any proposals that impact the block/communal areas.

- Allow engagements on multiple platforms that reflects the residents needs and identify and explore a range of technological solutions that facilitates more agile engagement and allows smarter consultation on the projects and initiatives within our neighbourhoods
- Ensure we communicate in a range of languages focused on the current most used languages of our residents, Turkish, Somali, Polish, Bengali, and Albanian
- We will identify and work with community leaders who can help with our message and teach us how to engage with residents, especially hard to reach groups
- We will tailor our engagement projects and outreach opportunities for underserved and hard-to-reach members of the community to give them an equal voice. We will continue to use feedback to adjust approaches or resolve residents' concerns. (AP#3)

Ambitions

Ambition I - Delivering warm and decent homes

As at 31st March 2025 94.65% of our homes met the Decent Homes Standard reflecting the success of over £200 million in investment since April 2020. Strong delivery plans aligned with increased insight into stock condition has supported over achievement of annual targets and we are on track to achieve 100% across all stock not planned for imminent regeneration by March 2026 percentage of decent homes.

As part of our aims to increase knowledge of the stock we have completed stock condition surveys and HHSRS (Housing Health and Safety Rating System) surveys in over 73% of our homes as at 30 June 2025, targeting 100% covering by March 2026. Over 1200 Energy Performance Certificates have also been completed, as well as extracting data from published certificates to increase data on this important aspect of our homes.

Data from major works, repairs, compliance activity, voids, adaptations and new build properties are embedded into the stock conditioning data maintenance processes to ensure data remains accurate. Good quality, current stock data gives us the ability to meet our objectives, especially around achieving good customer satisfaction and improving standards within our homes and communities. Using the data and provides the intelligence to develop a clear investment plan in our homes that enables prioritisation based on condition.

To ensure this approach is maintained we will:

- Complete the remaining stock condition surveys and roll out annual surveys of 20% of our housing stock **(AP#4)**.
- Understand how APEX integrates with Civica, our Housing Management system so we get a flow of information across all Housing platforms, and look to incorporate Building Information Modelling (BIM). **(AP#5)**
- Utilise Repairs Sense and other real time information to enhance the stock condition information and ensure targeted investment

The quality of our existing and new homes, as well as the commercial assets directly impacts on our residents, income and the communities that they are part of. The delivery of this ambition will ensure housing residents have good quality and well-maintained homes which can significantly impact upon the health, well-being, and quality of life of our residents. This is a major driver of resident satisfaction and supports the Fairer Enfield Policy. This ambition also aligns with Enfield priorities to deliver more and better homes and with the outcomes expected of Social Housing providers under the Safety and Quality Standard, of the Regulator of Social Housing Consumer Standards.

We are committed to maintaining our properties to the Decent Homes standard and providing homes that are 'fit for human habitation' both at the start and during any tenancy, identifying those that would pose a serious problem with mould growth if unchecked, or where there is insufficient natural ventilation to prevent it occurring that might have an impact on residents' health. To achieve, manage, and maintain our homes to the Decent Homes standard as a minimum and seek to exceed these standards where it makes financial sense to do so, our homes must:

- Be free from Category 1 HHSRS hazards.
- Be in a reasonable state of repair.
- Have reasonably modern facilities.
- Provide a reasonable degree of thermal comfort.

Through intelligence-led asset management, we will use our understanding of our stock's performance, to deliver investment where it is needed most and will deliver the best outcomes for our residents. Maintaining up to date information about stock is essential and we are adopting a range of ways to ensure our stock information is kept up to date and increase the use of monitoring devices and AI to gather information for decision making. **(AP#6)**.

Our core property standards and lifecycles match the Decent Homes standard as a minimum and our stock Investment programme is designed to maintain our homes to this standard and where necessary to consider the longer-term future for aged-expired stock. The Business Plan sets aside £165m to invest in the stock over the next 5 years. Investment requirements are reviewed on an annual basis with scope to re-prioritise funding as necessary and a specific review will be undertaken in the light of any announcements on a new Decent Homes standard. **(AP#7)**

Our Investment Programme is designed to reach and maintain 100% decency for all retained stock and maintain this. We will continue to use tailored management plans to improve or remodel stock in priority areas including interim investment plans for regeneration areas such as Joyce Avenue and Snells Park. Through consultation with residents, we will explore their needs and gather ideas that will provide shared impact upon our estates; draft action plans will be developed for several estates that sit alongside capital investment and improvement programmes **(AP#8)**

The Investment Programme focuses on the following lifecycle replacements and improvements that are needed as identified from APEX and which will be subject to an on-the-ground assessment before work commences. We regularly review our investment decisions and feedback from residents and wider stakeholders to ensure outcomes are achieved and minimise future reinvestment obligations.

The table below shows the number of components that require work (excluding properties earmarked for regen) each year up to 2028-29.

DH Components	2025	2026	2027	2028	Total
Heating Type	387	1207	472	158	2224
Electrical System	59	133	331	1131	1654
Doors	561	38	155	110	864
Wall Finish	227	16	93	243	579
Heating Distribution	214	19		2	235
Roofs	99	25	34	66	224
Windows	144	37	3	15	199
Chimneys	87	73	3	13	176
Wall Structure	103	5	14	48	170
Lintels	10	3	16	66	95
Bathroom	18		1	8	27
Kitchen	13			11	24
Grand Total	1922	1556	1122	1871	6471
Investment required	£14,226,587	£6,003,527	£4,980,133	£10,502,917	£35,713,165

Our investment programme takes a proactive approach to eradicating problems by intelligent integration and planning of improvements. Many of these which improve the living conditions for residents can also reduce the inconvenience experienced through requiring repairs, as well as the burden on Enfield Repairs Direct, for example through tackling issues which cause condensation, damp and mould. We will:

- Inform residents at least a month in advance of improvement works to their homes
- Consider where decency works can be integrated with other required investment in fire safety or mechanical and electrical system upgrades
- Continuously updating APEX through our targeted stock surveys and after major investment works as well as through an ongoing stock survey plan of no less than 20% older stock (>10 years of age) homes/year. This will ensure data is accurate and is the starting point for investment works.
- Engage with residents who have declined Decent Homes works, to ensure that they are able to make informed choices and understand the benefits of allowing improvements. We may consider stronger housing management action should we continue to be refused access to complete works.

- Work with engaged residents to promote the benefits of decant homes and energy improvement works to reduce refusals
- Completing decency works as part of our void works.

Following the success of our Decent Homes and Fire Safety Investment plans, we are now able to focus on wider aspects that support maintaining good quality homes by undertaking reviews of:

- Door Entry systems
- Drainage Systems (SVP), SUDS Systems and Garchey Pits
- Pumped Water supplies and shared mains pipework
- Passenger Lifts and sump pumps
- Drainage

These areas are under detailed review currently to support planning future investment priorities. **(AP#9)**.

We will continue to improve the zero-tolerance approach and responses to Damp and Mould **(AP#10)** by taking proactive steps that will include:

- Making the most of opportunities to identify damp and mould during homes visits and campaigns such as the Big Door Knock aimed to target under engaged residents
- Continuing to undertake HHSRS surveys as part of stock condition programmes and monitoring resolution of issues identified
- Use knowledge to improve the thermal performance of our homes, particularly those that pose a particular risk from dampness or surface condensation due to the method of construction, potentially causing a serious problem with mould growth if unchecked, or where there is insufficient natural ventilation to prevent it occurring that might have an impact on residents' health
- Expanding intelligence in this area through increased monitoring devices and research activity
- Identifying opportunities to extend scope of diagnosis like checking neighbouring homes when reports of damp and mould are received
- Implementing a data driven, risk-based approach thereby reducing reliance on reports from residents and allowing earlier interventions to be taken reducing risks to residents
- Evaluating what can be put in place to support residents where structural interventions are not appropriate, for example whole house ventilation systems

We will also ensure that all stock is reviewed at void stage to future proof stock. To do this we will:

- Consider all void work required to meet our current standards around Decency, Fire Safety, Energy Efficiency and Compliance and ensure total costs of investment are considered including undertaking disruptive works (such as rewires and heating works) that have previously been declined by a resident.
- Use estimated investment and property NPV to validate investment decisions and ensure recommendations for disposal are made when properties do not meet financial thresholds or do not meet current demand needs. Ensure this investment is captured in Apex using Surveying applications available to the Void Team **(AP#11)**

- Speed of void turnaround time is a priority to reduce waiting times and to maximise revenue income. Therefore turn-around (key to key) times should be as short as possible, with a target of not more than 18 days for general needs and 30 days for sheltered housing and where possible manage lower value voids works in-house. **(AP#12)**
- Complete essential tests and works to ensure that the dwelling fully complies with the Homes Act 2018, meets the Housing Health and Safety Rating System (HHSRS), is safe and clean and free from damp and mould.
- We will also use vacant homes strategically to support permanent and short-term decanting requirements as we improve and maintain our housing stock and ensure all large assets (5+ beds) are inspected and audited annually to ensure we closely monitor this limited stock (circa 18 dwellings currently). When this stock becomes void we will engage with valuers to understand if disposal and reinvestment in new stock would be more suitable. **(AP#13)**
- Recharge former residents for damage to the home, which costs an estimated £45,000 annually
- Assess adapted properties when they become void, to identify the nature of the adaptations so that they can be offered to households requiring those adaptations and as part of our 10-year fixed term tenancy scheme as appropriate.

We will undertake a further review of the remaining sheltered housing schemes to determine the direction of travel for this stock consider the following:

- Site suitability (Suitability for residents with mobility issues, operational management challenges)
- Location and facilities
- Resident consultation outcomes, and level of demand
- Investment requirements (Warden/Nurse call alarms, Digital switchover upgrades)

On completion of this review Investment Programmes will be aligned to ensure priority works are completed. **(AP#14)**

We have reviewed and responded to the consultation on a reformed Decent Homes standard and when confirmed will take early steps to ensure compliance.

We will develop a procurement strategy that will reduce the time and resources that are required to procure individual works packages. The Procurement Act 2023 has introduced opportunities for the use of a competitive flexible procedure, which is designed to enable contracting authorities to have greater freedom and flexibility and improved engagement with the suppliers to ensure that the Council's priorities and ambitions around improved social value are met. Various options have been considered, and a full options appraisal will be undertaken to establish the most appropriate contracting structure to address the following:

- Consolidation of works packages where appropriate
- Consideration of the Gateway 2 application process for High Rise Blocks
- Soft market engagement with suppliers
- Tenant and leaseholder consultation

- Assessment of risk with contracting with a limited number of suppliers
- Market conditions and duration of any long-term contracts

Measure of Success

- Increase in satisfaction with the condition of homes
- Achieving 100% Decency and maintaining this outturn annually
- Reduction in responsive repairs
- Contract outcomes are delivered on time, on budget to the required quality.

Ambition 2 - Safe and Compliant Homes

Landlord Compliance

We have continued to deliver high levels of performance in Safety and Compliance areas with most key areas reporting 100% compliance at 31st March 2025. Properties where compliance was not achieved due to difficulties obtaining access, we progress legal routes including enforcement where necessary and undertake relevant checks promptly.

Strong, effective, and consistent adherence to landlord compliance is a statutory requirement and essential to meeting the expectation of our residents, the Regulator of Social Housing and the Building Safety Regulator. The ability to meet statutory targets for performance and compliance avoids prosecution and fines, maintains the reputation of the Council and most importantly ensures the safety of our residents.

As a minimum, we will continue to consistently deliver 100% compliance in respect of the Regulator of Social Housing's Safety and Quality Standard (gas, electricity, water, fire, asbestos, smoke and CO detection, and lifts) in accordance with our Health and Safety Compliance Policy. **(AP#15)**. As part of this ambition we will undertake strategic reviews of our more complex Mechanical and Electrical equipment within our blocks **(AP#16)** to engineer out future problems where possible, these include:

- Mechanical AOV's or smoke extraction systems
- Communal mechanical ventilation shafts
- Fire alarm panels
- Emergency lighting
- Sprinklers
- Non-Traditional construction – identifying any deleterious materials
- Structural stability

Our focus on property compliance seeks to reduce or remove the risk of failure. We will:

- Identify key contractors who deliver compliance related tasks and assurance to our residents. We actively manage these contracts, measuring performance and acting if our needs are not met. Where considered appropriate we will identify contingency plans to mitigate key contract failure.

- Service and maintain a broad range of other assets including active fire detection, air and ground source heat pumps, domestic electrical installations, communal heating systems, fall arrest systems etc, and achieve 100% compliance across these measures.
- Ensure compliance with all property related legislation and regulations as set out in our tenancy and lease agreements and maintain our properties in accordance with our responsibilities as a landlord, including inspection and replacement/installation of window safety restrictors.
- Consider our IT systems and operating structures and seek ways to be innovative in considering digital solutions, automation and using technology where it's safe and reliable to do so. (AP#17)

Lift Maintenance and Replacement

The Council has within its housing stock 124 lifts, the majority of which are in its High-rise Residential Buildings. The repair and maintenance of the lifts are delivered by a lift contractor, ensuring the Council meets its statutory obligation to ensure all passenger lifts are maintained for lift safety. Additionally, there is a six-monthly Lifting Operations and Lifting Equipment Regulations (LOLER) inspection.

Remedial works arising from the inspection and testing regime as recommended by contractors are validated to ensure appropriateness of solution and value for money before commencement of works and the Council retains a specialist lift consultant to support with this technical appraisal. Enfield Council endeavours to complete all validated remedial works arising within priority timescales and where it is reasonably practicable.

The Council understands the inconvenience and risks caused by lift failures and as such is prioritising a replacement programme based on an independent review of lifts to identify those which have obsolete components, high levels of breakdown or are the oldest within the portfolio.

The lifts in the following blocks are included within the first tranche of the modernisation programme:

Site	Number of flats served	Year of Manufacture	Lift Capacity (Kg)
Bliss House	126	1995	630
Purcell House	126	1995	630
Constable House	30	2006	600
Gainsborough House	108	2006	600
Bonnington House	108	2006	600
Gilpin Crescent	45	2006	450
Wadham House	45	2006	450

Where blocks are included in regeneration schemes any modernisation of lifts will be limited to ensuring the operational life can be extended to align with the decommissioning of the block.

The lift modernisation will incorporate the following criteria to ensure that the lifts are more efficient and resilient:

- The components will need to all meet the criteria for anti-vandal use and be EN81 71 Category 1 compliant as a minimum, to reduce the impact of general wear and tear and malicious damage.
- Concealed CCTV will be incorporated in the lift car design.
- Intelligent controllers will be utilised with current the latest technology to manage the peak demand and use.
- Where possible components will be from a UK based supply chain to reduce any the risk of delays or longer lead times and improve the availability of technical support both online and on site.
- Obsolete components and technologies will be identified and replaced.
- Where existing components are still serviceable and have a good remaining life, these will be retained, and the modernisation will be undertaken to the remaining parts components of the lift.
- Access for servicing and repair will be considered to ensure that any LOLER Thorough Examination (LOLER) inspections and cyclical servicing can be undertaken easily.

Communal and District Heating

A number of properties within the housing portfolio are connected to district heating systems or have communal boilers. The Heat Network (Metering and Billing) Regulations 2014 and the Energy Act 2023 - Heat Network Regulatory Framework, impose additional obligations on landlords to ensure compliance. Ofgem will be the official regulator for heat networks by 2026-2027 and to meet the requirements transparent consumption-based billing and additional consumer support for any tenants with vulnerabilities are required. To meet the requirements, heat networks and or communal boilers information has been assessed, and details of vulnerable tenants will be collated on a priority services register to ensure the required consumer protection is provided.

Building Safety

We have a high proportion of high-rise residential buildings (HRRBs) (58 blocks over 18m) with the majority constructed between 1960 and 1980, which include a number that were constructed using system build non-traditional methods. To meet the requirements of the Building Safety Act 2022, we have developed Building Safety Case information and a programme of intelligence gathering surveys to increase knowledge and establish any priority actions for these blocks. The Building Safety Case Files incorporate all the required fire related information such as (but not limited to) O&M Manuals, BIM and Fire Exit Route information, construction specific data and dimensions.

In order to continue assurance in relation to the “Golden Thread” of information relating to blocks, our aim is to hold all this data in one place with a view to making it accessible. **(AP#18)**. We will also continue to embed the requirements from the Building Safety Act and emerging regulations and legislative changes to ensure the safety of our residents and fulfil our obligations as a building owner. **(AP#19)**. To that end, the focus of our Building Safety approach is on resident safety:

To minimise as far as reasonably practicable the risks to those who live, work and visit Enfield Council's HRRBs.

As noted above, our HRRBs were built at different times and using a number of construction methods. This means that there is no one single approach that is appropriate to manage risks as each block, therefore the Council's methodology in terms of works required to HRRBs is based on individual block improvements and prioritising what is reasonably practicable, supported by technical appraisals including but not limited to:

- Fire Risk Assessments
- Fire Safety Strategies
- Structural surveys
- External Wall Assessments
- Lift consultancy assessments

That said, the Council will of course be mindful that several blocks share similarities to one another and may therefore undertake works at a number of blocks as part of programmes of improvement. The Council will prioritise works on the basis of reducing residual risk through carefully planned capital investment, adopting the following principles to support the reduction of the likelihood of fire and, if a fire should occur, minimising its impact:

- Prioritise compartmentation improvements, including the protection of means of escape
- Flat entrance doors and communal doors
- Prefer active ventilation systems over passive
- Upgraded Fire Safety Systems eg linked alarms
- Sprinkler installation where appropriate
- Upgrading to firefighter lifts where practicable
- Upgrading emergency lighting
- Upgrading door entry and fob systems
- Asset tagging and self-monitoring systems to reduce inspections

The Council is aware that the completion of large-scale refurbishment schemes to HRRBs are by their nature highly technical and involve significant investment. To accelerate delivery, the Council will continue to lobby for additional grant funding so that are residents can benefit from improved safety and thermal efficiency as quickly as is reasonably possible.

Measure of Success

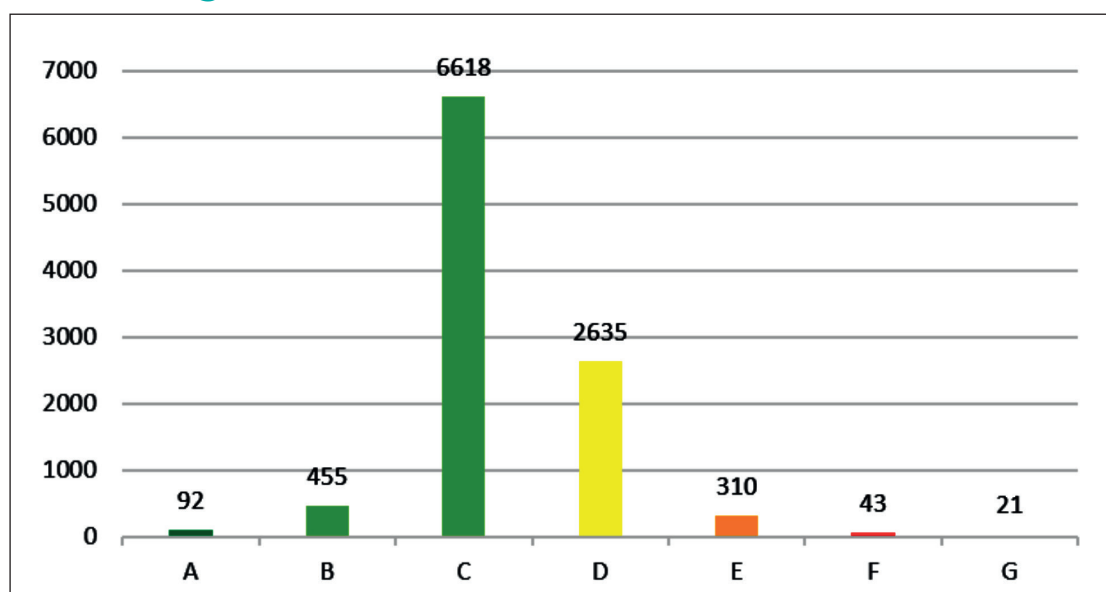
- Achieving and maintaining 100% compliance on Big 6
- % of homes with Category 1 hazard does not increase
- Continue to receive Building Assessment Certification on HRBs when Building Safety Case Reports are called in
- High Tenant Satisfaction Measure TP05 tenants feel safe in their home

Ambition 3 - Energy Efficient and Sustainable Homes

Our current mean SAP rating is 77.32 (typically within an average EPC Band-C rating) which is above the national average SAP of 67. This shows an improvement since the drafting of the original AMS in 2023, where the average EPC Band was D. The improvement reflects the positive impact of an enhanced Decent Homes programme supported by securing £3.1m in Social Housing Decarbonisation Funding in 2023.

We currently have 64 assets with an EPC band of F and G. These are targeted for improvement along with suitable band E properties via the Investment programme supported by £5.6m in Warmer Homes funding successfully obtained during 2024.

EPC Rating



80% of properties are heated using gas with 10 blocks of flats currently undergoing a feasibility for decommissioning gas and replacing with alternative options, with further planning underway for all stock. Our homes that are served by electric heating have ground source heat pumps at 12 blocks serving over 570 flats, with retrofitted heat pump controls within each flat, allowing each resident to select their own preferred energy supplier to access the best available electricity tariff. Additionally, 662 homes are connected to the Energetik district heat network with the potential for this to be expanded to serve additional new build and regeneration sites across the borough and connection of existing homes subject to budget provision.

It is important that homes are easy and affordable for residents to heat and ensuring homes are Energy Efficient and provide a high degree of thermal comfort is key to this. The ability to control heating and the efficiency of systems, supports homes being more affordable to assist with reducing costs of energy bills to residents.

As part of the Council's Climate Action Plan 2024 we have committed to reducing carbon emissions by 79% and increasing average EPC to B. This aligns with wider priorities as set out in The Retrofit London Programme which includes an aspiration to achieve EPC B by 2030 and to eliminate the re-procurement of gas boilers after April 2023. We are consequently focussing our objectives through the life of this AMS towards improvements in SAP ratings, which will also reduce carbon emissions.

We will also continue to seek additional grant funding to supplement our capital funding requirements, striving to deliver new and exciting opportunities that offer better value for residents and drive carbon efficiencies.

Extract from Enfield Climate Action Plan 2024

C.BU.3	Decarbonised council housing assets	By 2030, landlord energy supply to council housing will be decarbonised by 79% from our baseline through decarbonisation of communal heating systems and renewable energy investment. We will achieve year on year reductions in energy and carbon emissions and increases in solar capacity installed with savings passed on to residents.
C.BU.4	Retrofit of Council homes	By 2030, all existing directly managed council housing will be carbon neutral and housing energy inefficiency will no longer contribute to fuel poverty. All council homes will have an average rating of EPC C (>70) at least and moving towards B (>80) where affordable.
C.BU.5	Carbon neutral council-led development	By 2030, all buildings developed by the Council will be carbon neutral and resilient. Leading by example, the Council will minimise whole-life carbon impact of all developments and require the highest standards from development partners.

This also contributes to **Ambition 1** for warm homes to ensure we meet Decency Standards and can also reduce cost of energy to residents making homes more affordable.

To help continue our journey to achieve our goals we need to:

- Following successful funding applications of £8.5m during 2023 and 2024, continue to optimise funding and continue to integrate the concept of warmer homes into all investment plans and ensure we are always Grant Ready when new opportunities arise. **(AP#20)**
- To develop a master plan, where each unit has its optimal action noted and costed to achieve EPC B. Where rising to a Band B can't be achieved, we will assess the most efficient solution and outcome. Where no suitable option is available disposal will be considered. **(AP#21)**
- Expand Gas decommissioning programmes to include all stock and where possible align to Energetik Network availability. Ensure careful resident engagement is a key element of this transition. Also ensure toolkit available for repairs and compliance to support adhoc decommissioning when replacements are required **(AP#22)**
- Continue to roll out monitoring devices to significant retrofitted homes to increase the intelligence on the outcome of these changes
- Upskill the teams - retrofitting properties to net zero will need dedicated resource and skills and especially in maintaining the new technologies,

Carefully planning our delivery options by matching the retrofit approach to the cost and level of intervention required ensuring:

- A fabric first approach is the default for all carbon reduction works – the focus should be on wall insulation, triple glazing, insulated doors, floors and roofs and air tightness – this is a core element of our 5-year investment programme. We are including pricing options for elements like triple glazing in our procurement of capital programmes, so we can undertake these works, should they be required, as part of normal investment works.

- We will also incorporate the ability to install additional insulation and PV measures into the external works programmes when roofs are being replaced, and the orientation of the roof maximises the ability to generate electricity
- Our retrofits meet PAS2035.
- We continuously update our knowledge on the costs and benefits of emerging technologies. We'll deliver this through exploring the market and seeking the (often free) guidance of experts. We'll also foster a culture where information and ideas are shared **(AP#23)**
- We take the community with us – spreading awareness and understanding of new heating solutions. Provide an opportunity for resident and leaseholders representatives to become involved in any procurement of future energy efficiency projects and to share their experiences of using new heating systems
- We will monitor the impact of hotter summers, climate change and the performance of energy efficiency measures, which may result in overheating in our homes. The design of new build properties will be considered as well as retrofit options to help reduce overheating, including the use of solar reflective films, ventilation strategies and adjustments to heating and hot water systems.

Measure of success

- Increase in the average EPC rating of our homes
- Reduction in carbon emissions
- Reducing families experiencing fuel poverty
- Effective control of heating at a property level

Ambition 4 – Child, Age and Disability Friendly

To ensure our homes meet the needs of our tenants and future tenants we need to consider aspects that support families, those with reduced mobility or aging residents who may need more suitable accommodation to support independence or provide extra care.

Through the assessment of ongoing regeneration, development and acquisition programmes, to ensure where viable that we maximise the supply of adapted and lifetime designed homes some examples of which are detailed below:

New Homes in development:

Dendridge Close consists of two sites located in the northeast of the borough in **Bullsmoor Ward**. It is currently used as a large unrestricted car park serving the existing residents of **Dendridge Close** and the surrounding area.

The site has been identified as suitable for a scheme that will help deliver on the objectives of the HRA 30-year Business Plan, and forms part of our Affordable Housing Programme 2021 – 26. The scheme is part funded by the GLA and will deliver 27 units across both sites.



We will continue to shape our Employer Requirements with our development and regeneration teams as we enhance our knowledge of product selection and ongoing maintenance costs. By being better prepared it can help contractually by having less variations or changes to specifications and help during future maintenance of homes when repairs teams understand and have led on materials and systems used in the development. **(AP#24)**

We have also started a programme of Estate based improvements such as communal garden clearances, play space improvements, bin storage improvement and deep cleaning activity. We will continue to listen to resident feedback to inform this rolling programme and maximise Social value opportunities when major works programmes are being delivered on estates. **(AP#25)**

Ambition 5 – Improve Digitally Connectivity

It is important that we ensure stock remains digitally connected and that changes in the industry are planned for and mitigated against any risks or negative impact to residents when items including door entry phone's, lift emergency call systems or Fire Alarms lose connectivity.

The social rented sector remains the tenure with the lowest levels of internet access and this was particularly true for households renting from a local authority (83% internet access compared to 87% renting from a housing association) according to the English Homes Survey 2023-24, demonstrating the need for focus in improving this area.

We will look beyond just the physical condition of our homes to identify actions that can be taken to improve the wider infrastructure and connectivity of homes. This includes upgrading equipment that will be decommissioned through initiatives including the National Copper Switch off **(AP#26)** and enabling improvements to digital connection for residents by working with operators and the non-exclusive wayleave to roll out fibre to multi-dwelling units. This will improve Digital infrastructure across the borough. **(AP#27)**

Measures of success

- Increase in homes with Fibre to the Premises (FTTP)
- Increased use of technology and channel shift by residents to report repairs and other issues to the Council
- Use of monitoring and predictive technology to support tenants and provide real time data on compliance and repairs
- All remote systems are transferred successfully to digital connectivity

Financial Plan

HRA Business Plan

The ambitions set out within the AMS require significant investment and to ensure this is possible close monitoring of the HRA Business Plan and financial performance is required. We have £164m available to invest in the stock over the next five years:

2025/26	2026/27	2027/28	2028/29	2029/30
£57,962,977	£37,399,400	£29,205,500	£22,558,400	£20,920,900

The Business Plan is reviewed on an annual basis in the light of economic assumptions and priorities for the service, although the Council notes the current “Decent Homes 2” consultation and will keep the position under careful review ensuring resources are available to be compliant before the required date.

The plan sets aside £164m to invest in the stock over the next 5 years and £675m for the remaining 25 years. In the light of our stock condition survey programme and changing expectations around the reformed Decent Homes proposed requirements, additional and longer-term investment requirements will be able to be quantified and built into the HRA business plan recognising our policy of utilising revenue contributions to capital to fund investment in existing homes.

Our current stock has a book value of £870m. The revenue stream from rents is used to support the existing investment, development, and regeneration programme. Regeneration of existing stock such as Joyce and Snells Estate to support the wider need to develop new homes to create a more balanced age profile and to respond to housing supply needs.

A key role of the AMS is to identify opportunities for disposal and redevelopment of HRA assets and land. We have made a strategic decision to prioritise the provision of family homes and to rationalise our stock of existing 1 beds as we bring into management new homes of this type We will review the under performance of our current stock, including hard to let, and decide on the most appropriate method of disposal in line with the Councils Property Procedure rules.

There is a requirement in the 30-year HRA Business Plan for generating £1million income from HRA owned stock disposal on an annual basis. We have achieved £5.2m in completed land and garage disposals since April 2024 and have a pipeline in place to focus on land and garages no longer required for operational use for the next 2 years with focus shifting to dwellings that are not suitable for investment for future pipelines. **(AP#28)**

We will continue to use net present value (NPV) calculations as a can-opener to assess the future of our stock including investment, alongside factors such as stock desirability and demand and ensure where necessary disposals are considered so income reinvested in retained stock. As a general approach stock that requires more than £30,000 investment per unit is likely to affect the long-term viability leading to a negative NPV. In these circumstances we will undertake an options appraisal to assess the way in which we can invest for the long term.

With the Right to Buy (RTB) currently applying to almost all our Council tenants we need to ensure we maximise the potential income by ensuring our process and valuations are accurate, including lease extensions. **(AP#29)**

We are operating under challenging financial circumstances with insufficient funding to address the needs of all our existing portfolio from a renewal and modernisation perspective. We therefore need to continuously look at all options for the future of stock including renewal, regeneration, and disposal. We will also need to continuously review the commercial assets and ensure income generation is constantly reviewed and maximised.

Income and asset optimisation

To support the HRA financial position the below areas will need focus to ensure optimal income is being achieved. The key areas and actions needed are described below:

- Lease extensions for those with leasehold properties at or below 80 years and enfranchisement of wholly leasehold blocks
- Garages – We currently have 1770 garages of which 206 are deemed unlettable and 976 are considered void. Pipeline developed for disposals of unlettable garage sites no longer required for operational use and are at risk of land mis-use. Clear lettings plan for garages deemed in lettable condition and void needs to be developed. Reduce operating costs to ensure investment and maintenance of garages can be undertaken via garage income. **(AP#30)**
- Parking bays, pramsheds and other estate assets such as play areas – ensure assets are identified and recorded in CX to allow for income generation opportunities or investment requirements to be identified **(AP#31)**
- Commercial Shops – Continue to ensure regular rent reviews are in place and vacant units are let promptly removing internal delays and challenges from the process
- Telecoms – Due to changes in the Communication Code close monitoring of expenditure to is needed to ensure leases when they come up for renewal, include reimbursement of all costs incurred by the Council and reprofile business plan to factor in reduced costs **(AP#32)**
- Regular reviews of service charges to ensure the charges are reflective of actual costs rather than estimates **(AP#33)**
- Identify the opportunities for extensions, infill, roof top development or optimisation of undercrofts or other underutilised areas that could be developed to increase the supply of additional homes **(AP#34)**
- Apply for available cladding remediation funding or other sources of eligible grant funding to increase the budget available for investment in the stock. **(AP#35)**

Appendices

Glossary of Terms and Acronyms

AMP - Asset Management Plan

EUV-SH – Equivalent Use Value Social Housing

NPV – Net Present Value

HRA – Housing Revenue Account

RTB – Right to Buy

MEES – Minimum Energy Efficiency Standards

Action Plan 2026-2029

	Objective	Key Activities	Target Date
	Objective	Key Activities	Target Date
AP1	Resident Engagement	Ensure ongoing engagement with residents and E500 on investment plans, resident priorities and outcomes in line with Tenancy Engagement Strategy	Ongoing
AP2	Resident Engagement	Publish a 5-year HRA capital programme which residents can view online	Annually following Council approval
AP3	Resident Engagement	Continue to review resident feedback and consider actions to respond to this feedback	Ongoing
AP4	Stock knowledge	Complete the remaining 30% stock condition surveys and roll out annual surveys of 20% of our stock and develop our surveying strategy	Q4 2025/26 and annually
AP5	Stock knowledge	Understand how APEX integrates with Civica, our Housing Management system so we get a flow of information across all Housing platforms.	Q4 2025/26
AP6	Stock knowledge	Increase stock condition data and insight using monitoring devices or AI to support intelligent decision making	Q2 2026/27
AP7	Warm and Decent	Continue to closely monitor the investment plan and ensure this achieves and maintains 100% decency across all retained stock	Ongoing
AP8	Warm and Decent	Through consultation with residents, we will explore their needs and gather ideas that will provide shared impact upon our estates; draft action plans will be developed for several estates that sit alongside capital investment and improvement programmes	Ongoing, first draft plans Q2 2026/27
AP9	Warm and Decent	Monitor the completion of detailed component reviews and develop approach for responding to or undertaking further strategic/complex reviews	Ongoing

	Objective	Key Activities	Target Date
AP10	Warm and Decent	Continue to review approach to Damp and Mould and monitoring of customer reports and HHSRS actions identified through stock condition	Ongoing
AP11	Warm and Decent	Update Void process to reflect the new approach to void management/ investment and ensure investment in this stock is automatically provide via Apex survey manager app	Q1 2026/27
AP12	Warm and Decent	Minimise time property is empty to maximise revenue. Strategy will also consider work completed during period it is empty, data to be captured, management of process from pre-key to post empty period and how it links into disposal/change of use reviews	Q3 2025/26
AP13	Warm and Decent	Use vacant homes strategically to support permanent and short-term decanting requirements as we improve and maintain our housing stock and ensure all large assets (5+ beds) are inspected and audited annually to ensure we closely monitor this limited stock (circa 18 dwellings currently). When this stock becomes void we will engage with valuers to understand if disposal and reinvestment in new stock would be more suitable.	Ongoing
AP14	Warm and Decent	Undertake a strategic review of our sheltered schemes that considering implications of changing demographics on future service needs and Quality & Quantity of existing provision, are they fit for purpose	Q4 2025/26
AP15	Safe and Compliant	Landlords compliance: consistently deliver 100% compliance on the Big 6 (Gas, Electric, Water, Fire, Asbestos and Lifts)	Ongoing

	Objective	Key Activities	Target Date
AP16	Safe and Compliant	Understand complex M&E in blocks using experts to determine remaining life-, short-, medium- and long-term investment programmes to enhance component life and mitigate breakdowns or component failures including back-up plans and emergency strategies Utilise contractors to understand M&E install year and update APEX with new knowledge	Ongoing through life of AMS, first blocks by Q3 2025/26
AP17	Safe and Compliant	Continue to review digital opportunities and expand the roll out of automatic monitoring devices and gateways to increase intelligence and ability to respond proactively	Ongoing
AP18	Safe and Compliant	Implement BSCF document migration to Apex to allow for all identified actions to be programmed with wider Fire Safety and Asset investment planning tools	Q3 2026/27
AP19	Safe and Compliant	Progress the automation of suitable parts of BSCF to ensure documents remain live	Q3 2026/27
AP20	Safe and Compliant	Continue to optimise funding and continue to integrate the concept of warmer homes into all investment plans and ensure we are always Grant Ready when new opportunities arise.	Ongoing
AP21	Energy Efficient and Sustainable for the future	To develop a master plan, where each unit has its optimal action noted and costed to achieve EPC B. Where rising to a Band B can't be achieved, we will assess the most efficient solution and outcome. Where no suitable option is available disposal will be considered.	Q4 2026/27
AP22	Energy Efficient and Sustainable for the future	Expand Gas decommissioning programmes to include all stock and where possible align to Energtik Network availability. Ensure careful resident engagement is a key element of this transition. Also ensure toolkit available for repairs and compliance to support adhoc decommissioning when replacements are required	Ongoing; toolkit end Q2 2026/27

	Objective	Key Activities	Target Date
AP23	Energy Efficient and Sustainable for the future	Annually review the costs of the work required to improve the stocks thermal efficiency and meet the requirements of net zero, and flag any implications on the HRA business plan.	Annual to align with HRA BP review
AP24	Child, Age and disability friendly	Continue to shape our Employer Requirements with our development and regeneration teams as we enhance our knowledge of product selection and ongoing maintenance costs	Ongoing
AP25	Child, Age and disability friendly	Deliver neighbourhood and estate improvement initiatives and continue to listen to resident feedback to identify actions for the rolling programme	Ongoing
AP26	Digitally Connected	Analogue/3G&4G equipment to be reviewed and upgraded to ensure we are digital ready for national digital improvement initiatives	Ongoing
AP27	Digitally Connected	Continue with Digital Roll out plan and ensure any associated works identified are undertaken to ensure the plan remains on track. Ensure that our buildings can access the best possible broadband and digital services. Work with partners and procure services from external providers to support the installation of super-fast broadband services to our estates and buildings where feasible, ensuring that installations are managed in a way that protects residents, our assets, and our housing portfolio.	Ongoing
AP28	Income and Asset Optimisation	Achieve £1 million disposal income annually, including active review of 1 bed dwellings in context of increasing new build assets	Annual
AP29	Income and Asset Optimisation	Ensure a consistent valuation approach across the Council's stock, including leaseholder buybacks	Q4 2026/27
AP30	Income and Asset Optimisation	Clear lettings plan for garages deemed in lettable condition and void needs to be developed. Reduce operating costs to ensure investment and maintenance of garages can be undertaken via garage income.	Q4 2025/26 and ongoing

	Objective	Key Activities	Target Date
AP31	Income and Asset Optimisation	Develop a robust asset list on wider assets such as parking bays, pram sheds, street furniture, play equipment and ensure assets are recorded on CX to support maintenance, investment planning and where appropriate income generation	Q4 2026/27
AP32	Income and Asset Optimisation	Telecoms – Due to changes in the Communication Code close monitoring of expenditure to is needed to ensure leases when they come up for renewal, include reimbursement of all costs incurred by the Council and reprofile business plan to factor in reduced costs	Ongoing
AP33	Income and Asset Optimisation	Service Charges – regular review of actual costs to ensure income is reflective of costs.	Ongoing
AP34	Income and Asset Optimisation	Identify and undertake appraisals for the delivery of hidden homes, extensions, rooftop developments to optimise the use of HRA land and assets based on the delivery of a minimum of five new/extended units annually	Annual
AP35	Income and Asset Optimisation	Ensure opportunities for grant funding are maximised to increase investment available to maintain, improve and address cladding remediation	Ongoing

Appendix A - HRB (Tall Building Summary)

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
1 	Alma House (1-13) 7	6	7	0	13	EDLO - CONCRETE FRAME	
2 	Alma House (14-26) 7	8	5	0	13	EDLO - CONCRETE FRAME	
3 	Ambrose Court 7	25	0	0	25	TRADITIONAL	
4 	Anvil House 7	10	8	0	18	TRADITIONAL	
5 	Ashcombe House 13	42	8	0	50	WATES	
6 	Bliss House 13	62	10	0	72	WATES LARGE PANEL	
7 	Bonington House 11	65	23	0	88	WATES	
8 	Boundary Court 9	27	21	0	48	EDLO - CONCRETE FRAME	

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
9	Bridport House 	14	44	28	0	72	EDLO - CONCRETE FRAME
10	Brittany House 	13	89	0	0	89	CONCRETE FRAME
11	Brookbank House 	9	21	13	0	34	WATES
12	Burgundy House 	13	49	43	0	92	CONCRETE FRAME
13	Buzzard Court 	7	28	0	0	28	CONCRETE
14	Cheshire House 	18	81	21	0	102	EDLO - LARGE PANEL
15	Chiltern House 	7	51	33	0	84	EDLO - CONCRETE FRAME
16	Constable House 	7	15	15	0	30	WATES



		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
17	Cumberland House 	9	20	25	0	45	EDLO - CONCRETE FRAME
18	Dorset House 	13	46	4	0	50	WATES
19	Dover House 	14	35	17	0	52	WATES
20	Durbin House 	7	10	8	0	18	EDLO - IN SITU
21	Gainsborough House 	11	60	28	0	88	WATES
22	Gatting Court 	7	28	0	0	28	STEEL FRAME
23	Gilpin Crescent 	9	23	22	0	45	EDLO - CONCRETE FRAME
24	Graham House 	9	22	23	0	45	EDLO - CONCRETE FRAME
25	Guernsey House 	13	34	16	0	50	WATES

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
26	Harrier Court 	7	27	0	0	27	CONCRETE
27	Hastings House 	14	37	15	0	52	WATES
28	Hawk Court 	7	28	0	0	28	CONCRETE
29	Hereford House 	8	24	16	0	40	TRADITIONAL
30	Herm House 	13	42	9	0	51	WATES
31	Honiton House 	13	35	15	0	50	WATES
32	Isis House 	9	24	20	1	45	EDLO - CONCRETE FRAME
33	Jackson House 	13	27	24	0	51	PC PANEL

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
34	Jersey House 	13	32	18	0	50	WATES
35	Joyce Ave 128-216 	9	28	15	2	45	EDLO - CONCRETE FRAME
36	Joyce Ave 254-342 	9	29	16	1	45	EDLO - CONCRETE FRAME
37	Joyce Ave 2-90 	9	24	21	3	45	EDLO - CONCRETE FRAME
38	Keys House 	13	32	18	0	50	WATES
39	Leicester House 	8	26	14	0	40	TRADITIONAL
40	Newton House 	13	38	12	0	50	WATES
41	Normandy House 	13	55	37	0	92	CONCRETE FRAME

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
42 	Peregrine Point (123-162)	7	43	0	0	43	TRADITIONAL
43 	Peregrine Point (97-122)	7	25	1	0	26	TRADITIONAL
44 	Picardy House	13	52	40	0	92	CONCRETE FRAME
45 	Pipistrelle House	8	38	0	0	38	CONCRETE
46 	Purcell House	13	62	10	0	72	WATES LARGE PANEL
47 	Regan House	9	23	22	0	45	EDLO - CONCRETE FRAME
48 	Sark House	13	33	18	0	51	WATES
49 	Scott House	18	82	19	0	101	EDLO - LARGE PANEL

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
50	Shropshire House 	18	92	10	0	102	EDLO - LARGE PANEL
51	Swinson House 	13	34	17	0	51	PC PANEL
52	Tiverton House 	13	44	6	0	50	WATES
53	Wadham House 	9	25	16	4	45	EDLO - CONCRETE FRAME
54	Walbrook House 	22	114	12	0	126	EDLO - LARGE PANEL
55	Walmer House 	12	21	23	0	44	WATES
56	Walton House 	7	13	5	0	18	EDLO - IN SITU

		DWELLINGS					
Block Name	Height (storey)	Council owned	Leasehold	Other	Total	Construction type	
57	Welch House 	42	8	0	50	WATES	
58	Woolpack House 	35	15	0	50	WATES	

