

Council Housing Asset Management Strategy

2023-2028



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This document is scheduled for approval at September Cabinet meeting

1. Foreword

This Asset Management Strategy sets out how we will maintain, manage, and invest in our Council Homes meeting our priority to invest in and improve our Council Homes as outlined in our Housing and Good Growth Strategy 2020-2030.

This strategy is an agile document, supported by our action plan outlining further work required. It will be reviewed on an annual basis in the light of this information and changing external expectations.

2. 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:

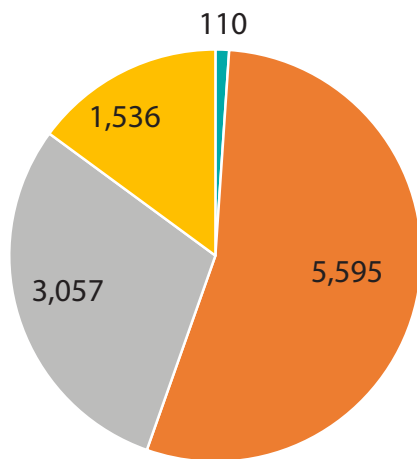
- affordable so that different people on different incomes can live together in mixed communities
- safe and good for health and wellbeing
- child, age, and disability friendly
- low carbon and climate resilient
- and digitally connected.

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.

3. Profile of assets

We have a total asset base of over **18,300 units**, comprising 15,383 residential homes – which includes over 5,000 leasehold properties where we retain freehold ownership, and over 3,000 commercial units including shops and garages. Our 10,298 Council homes have a book value of c£760m (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.

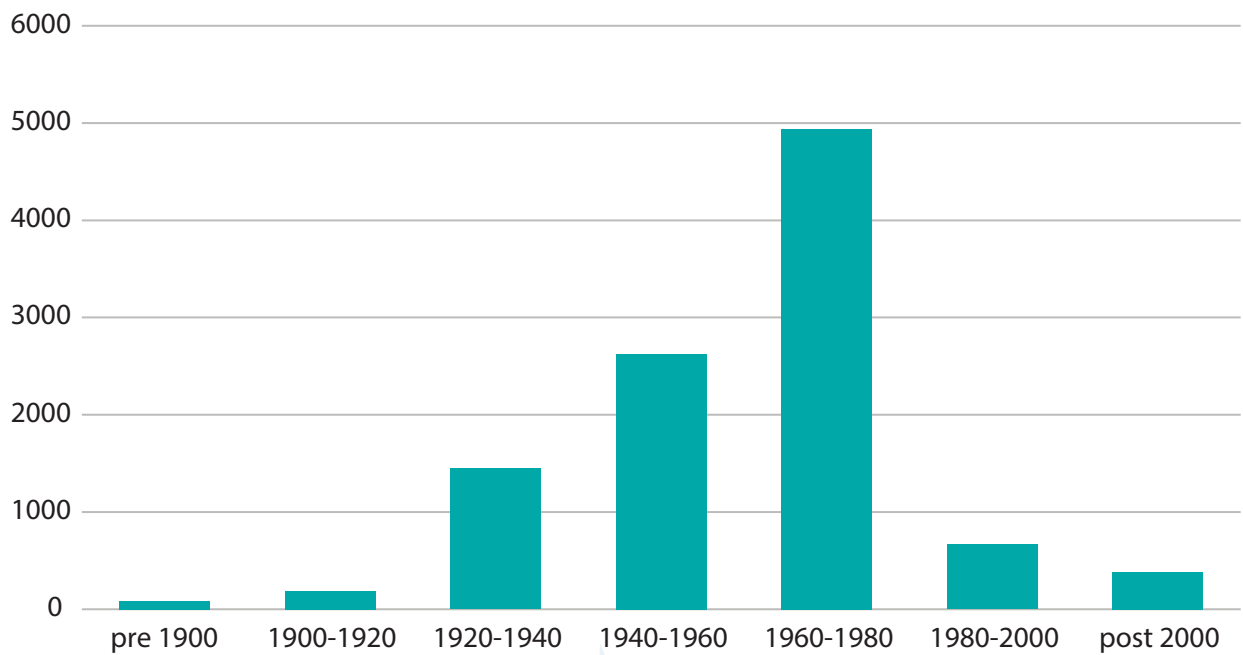
Council Housing stock by property type



■ Bungalow ■ Flat ■ House ■ Maisonette

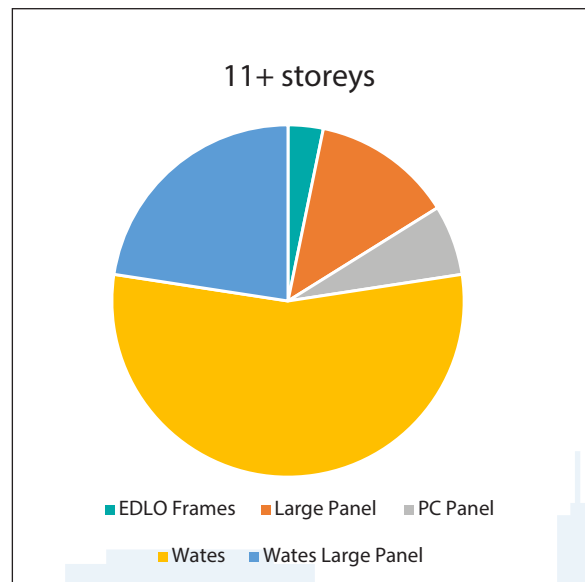
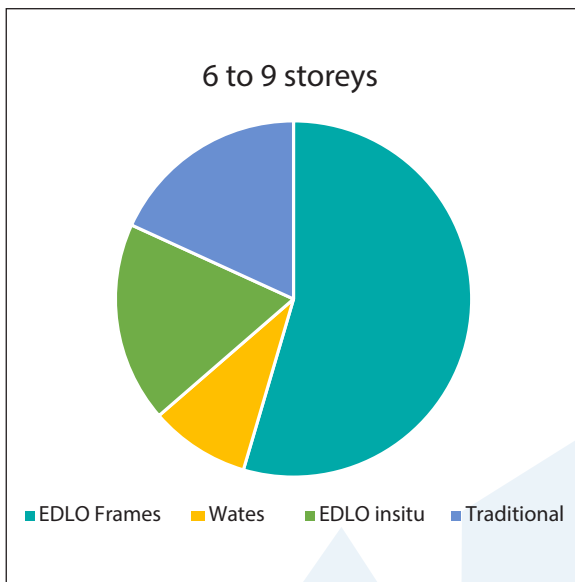
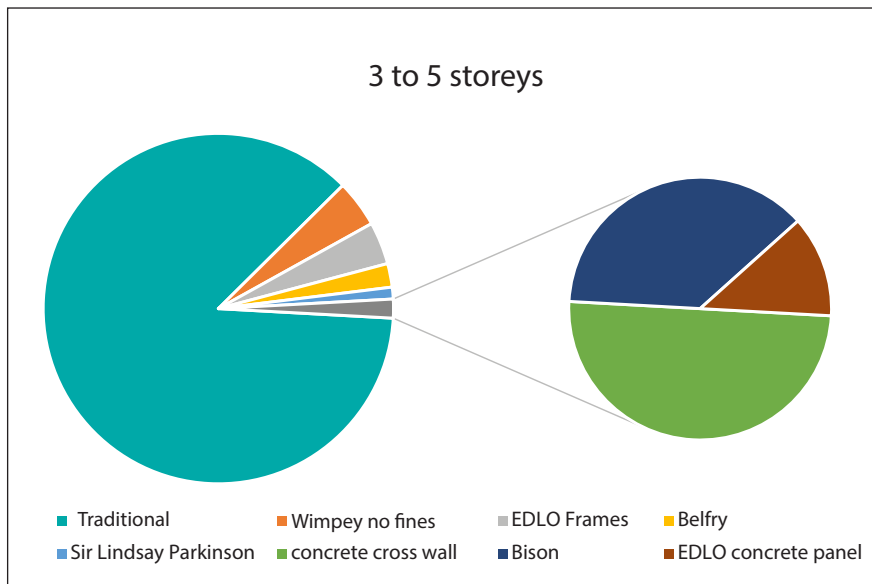
No. Bedrooms	No. properties	% stock
Bedsit	282	3%
1	3,116	30%
2	3,574	35%
3	3,109	30%
4	149	1.7%
5+	18	0.3%
TOTAL	10,298	

Age of profile of stock

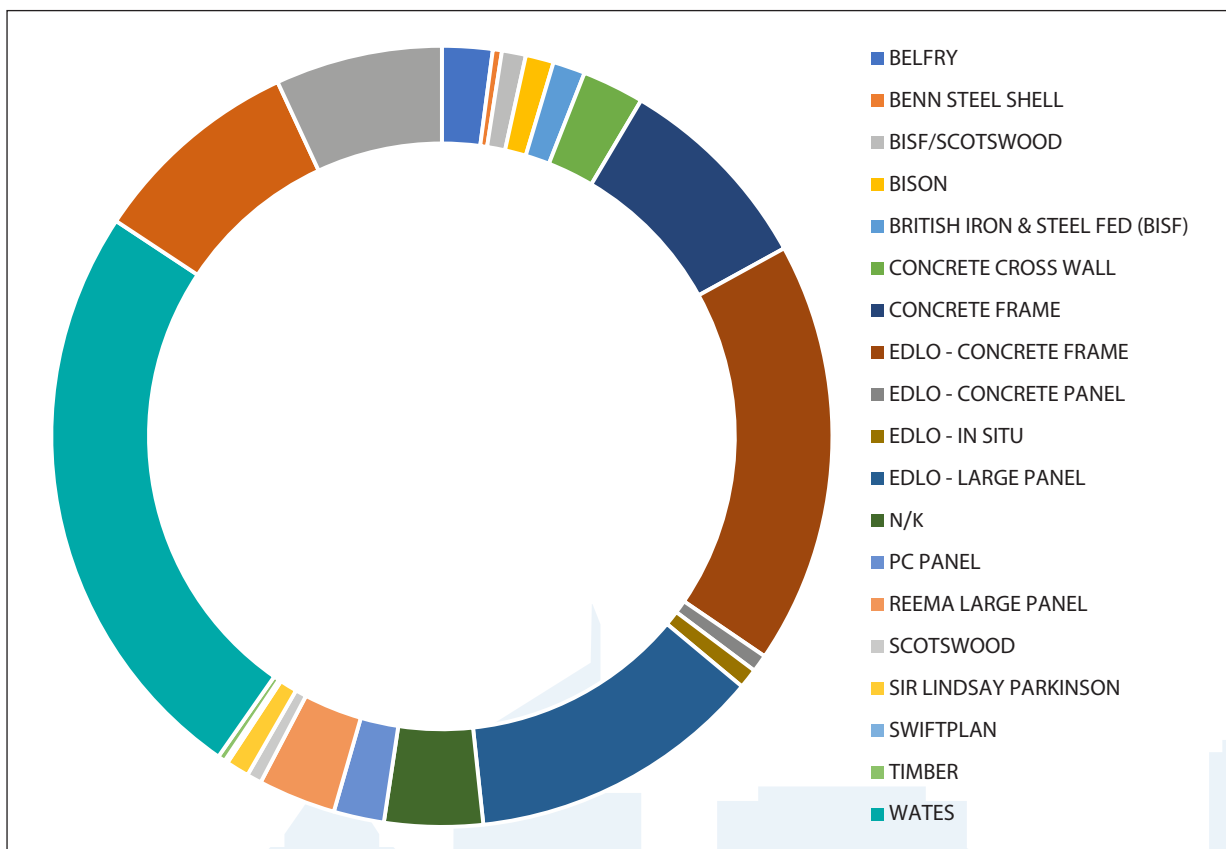
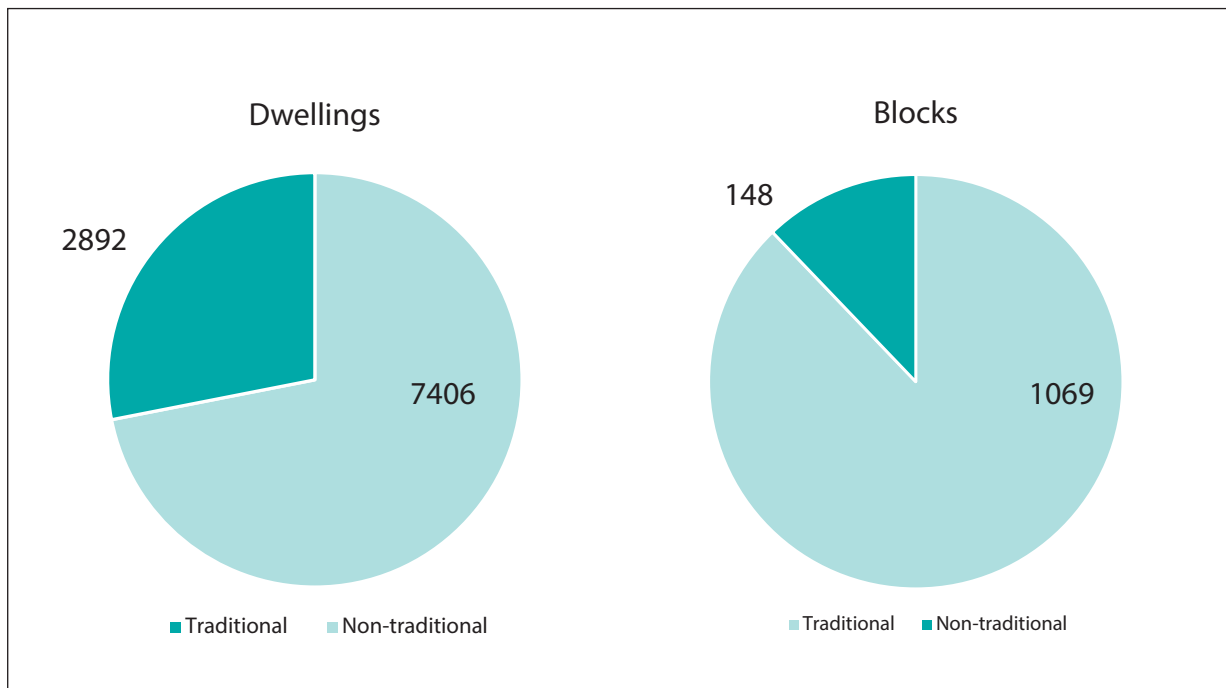


Block Height	Construction type													Totals
	EDLO Frames	Large Panel	PC Panel	Wates	Wates Large Panel	EDLO insitu	Belfry	Bison	concrete cross wall	EDLO concrete panel	Sir Lindsay Parkinson	Wimpey no fines	Traditional	
11+	1	4	2	17	7									31
6 to 9	12			2		4							4	22
3 to 5	18						10	3	4	1	5	20	398	459
	31	4	2	19	7	4	10	3	4	1	5	20	402	512

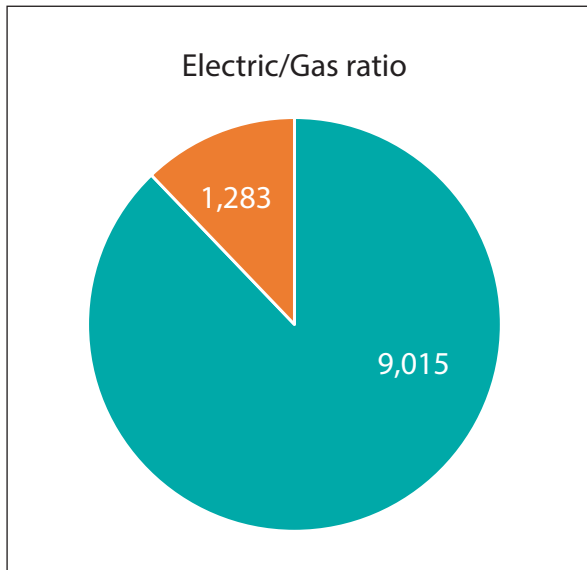
Construction type by block height



Construction types



Heat source

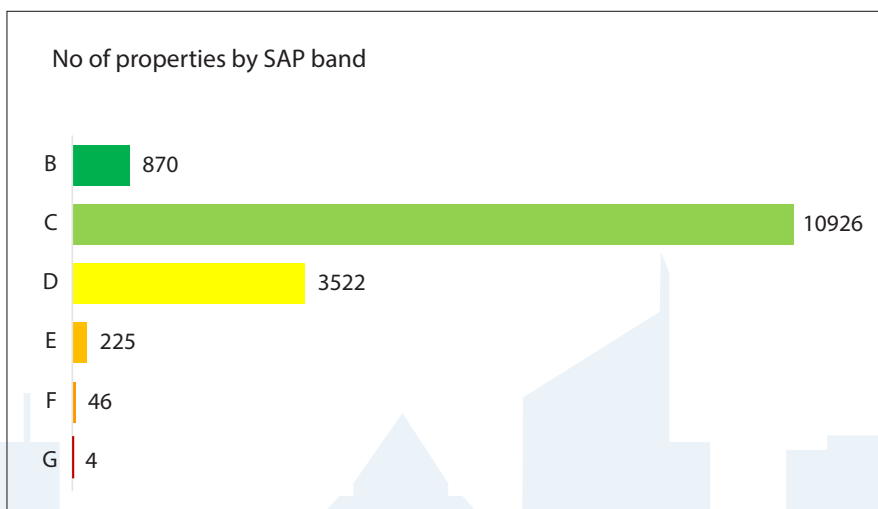


The heat source ratio of our homes is 88% gas and 12% electric.

Our electric properties also comprise of:

- Ground source heat pumps at 12 blocks serving over 570 flats with retrofitting heat pump controls within each flat, allowing each resident to select their own preferred energy supplier to access the best available electricity tariff
- 257 homes connected to the Energetik pipeline with the potential for 30 estates totalling c3,800 located along the network route which will be available by the end of 2025 and connection being subject to budget provision
- Installed electrical power solutions at Walbrook, Cheshire House and Shropshire House

SAP score



Band	Range	%
B	81-91	5.58%
C	69-80	70.07%
D	55-58	22.59%
E	39-54	4.44%
F	21-38	0.30%
G	0-20	0.03%

Mean SAP Score
71.89

Median SAP Score
72.88

EPC rating of our council housing

Our current mean SAP rating is 71.89 (typically within an average EPC Band-C rating) which is comparable with the national average SAP of 67. We currently have 275 assets with an EPC band of E, F and G. These are targeted for improvement.

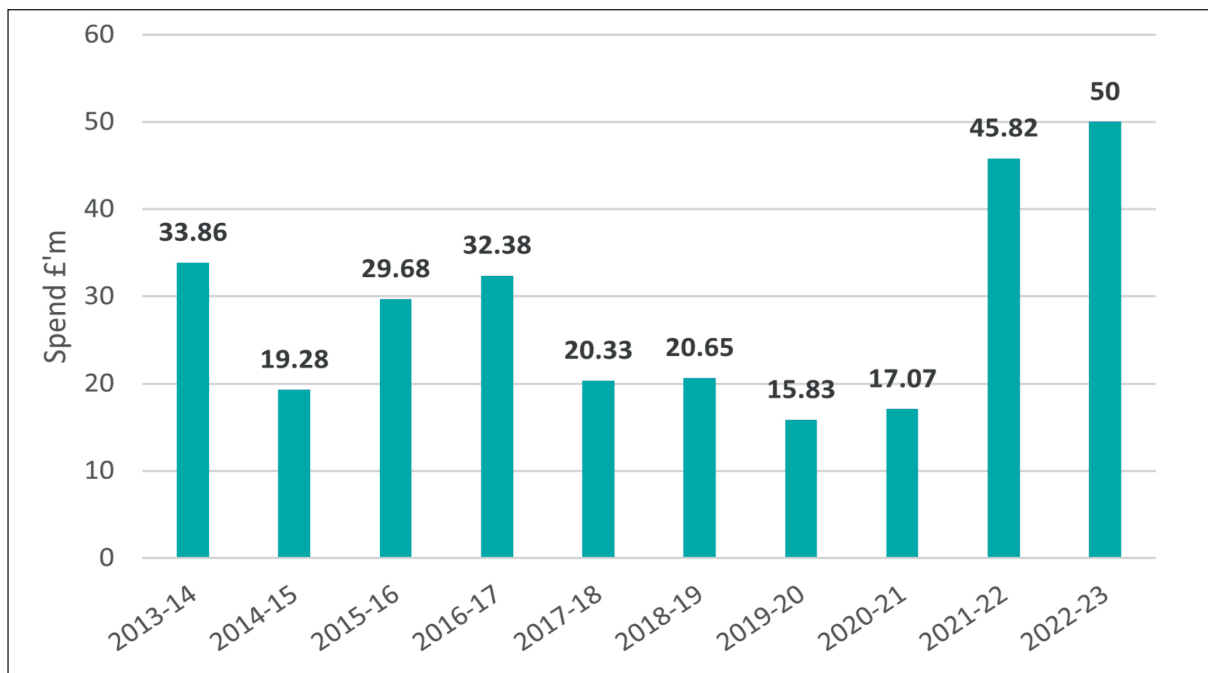
4. Background to investment and the current position

2008 - 2015

In 2008 an ALMO was established securing £58m from Government for investment in Decent Homes. - £10m less than bid for. While significant investment was made in decent homes priorities of kitchens and bathrooms following this, the ability of the ALMO to go further and address infrastructure requirements was restricted by a lack in funding.

2015 - 2023

The ALMO was brought back in-house in 2015. In this period over £231m has been invested in the stock. The Council approved a Housing and Growth Strategy in 2020 which included the priority of Investing In and Being Proud of our Council Homes. This was supported by a review of the HRA Business Plan which prioritised significant additional investment in Council Homes.



The quality of homes is a priority for residents. In response our Housing and Good Growth Strategy agreed in 2020, set out a priority to invest in and be proud of our Council Homes as part of our Better Council Homes programme. From our 2022 BMG survey we know that 57% of residents are satisfied that their home is well maintained. The allied review of the HRA Business Plan identified additional investment in Council Homes to address the backlog that had been accrued through underinvestment in previous years as illustrated overleaf.

Year	Investment made - £m	Non Decent Homes outturn
2016/17	£32.38	2,350
2017/18	£20.33	3,647
2018/19	£20.65	3,968
2019/20	£15.83	3,250
2020/21	£17.07	4,107
2021/22	£45.82	4,010
2022/23	£40.00	3,125

During 2020/21 the Pandemic affected the delivery of investment as works within homes was interrupted for significant periods. In that year and in 2021/22 significant investment was made on building safety improvements and to address longstanding building infrastructure component replacements contributing to the safety and maintenance of buildings. During 2022/23 this priority continued and as a result we improved the decency rate by 17.3% taking the stock to a level of 69% in line with the Decent Homes standard. Satisfaction with our major works programme is high at 95%. Satisfaction is measured on a monthly basis where works have been completed to a property, or, where works will be ongoing for more than a few months, one satisfaction survey will be requested at the "half-way" point and another at the completion of the project.

During 2022/23 works have been delivered to replace roofs, kitchens, bathrooms, electrics, heating, door entry systems, fire rated door replacements and fire safety improvements. Contractors are measured on the resident satisfaction of their works and communications as part of their contract, and where concerns are identified this will be addressed with contractors within monthly progress reviews. Where performance is not improved this would be escalated and contract measures invoked. The programme has also delivered wider benefits including a reduction in leaks which has reduced insurance claims made by leaseholders for damage. Effective leaseholder consultation arrangements are in place with good collection levels achieved.

Our elemental replacement approach enables efficient procurement and delivery. In an attempt to address investment needs in our high rise stock we embarked on a pilot programme to complete all investment works including essential building safety and decarbonisation measures in one go. We used Walbrook House and adopted a construction management approach to the task of designing the complex works programme. The conclusion of the exercise resulted in a high cost investment need and having regard to the feedback from residents a decision was taken to decommission the building and investigate alternative solutions including addressing place making priorities in the area.

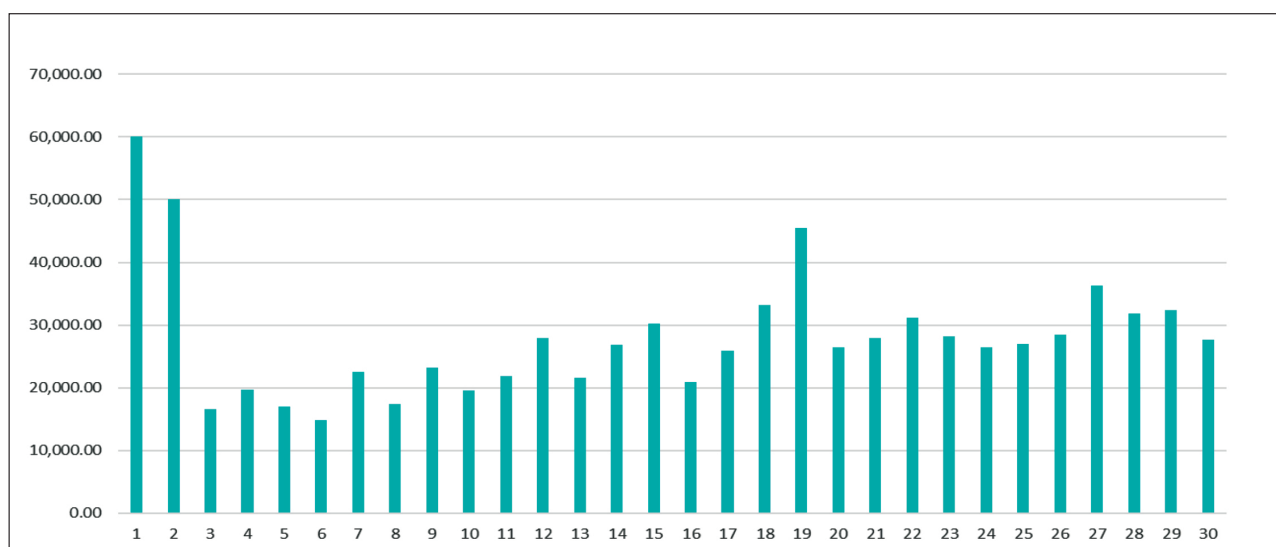
We have undertaken work with residents to identify principles for High Rise Living (at the Appendix D) (AP8) which will influence the design of an Enfield "high-rise" standard.

Exceptional market conditions were experienced in 2022 where contractors had material and labour shortages resulting in cost pressures and delivery slippage. This alongside expected overage payments which were at risk of slippage meant that we had to reprioritise works to ensure budget management. This caused delay in some programmes but despite this we delivered £40m of investment significantly improving the decency rating. Continued progress is planned for 2023/24 and we expect all stock to be at and maintain the Decent Homes standard by 2026.

As of end March 2023, our decency is at 69% and the following works are required to achieve decency: bathrooms, kitchens, heating systems and external doors and wall systems.

Works will continue to be required to address building safety legislation, replace aged, expired infrastructure such as waste systems/soil stacks in flats and strengthening works in blocks or to bring homes up to EPC C standard which we estimate would cost in the region of £9.5m or around £2,000 per affected property (approx. 4,700 homes).

In addition, addressing damp and mould issues is a priority for the council and we have been fundamentally reviewing our response so that there is a stronger relationship between what we know is required to address damp and mould on a day-to-day basis alongside identifying where this has a structural or capital investment led requirement to prevent damp and mould occurring long term. The Business plan sets aside £163m to invest in the stock over the next 5 years and £675m for the remaining 25 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 new requirements.



While the Business Plan is fully funded there is a gap for full decarbonisation and renewal and the Council has agreed that the additional cost of retrofitting homes (which cannot be supported through existing programmes addressing decency) should be funded by Government and guided through the London Retrofit programme. We are calling on grant led investment through the release of the Social Housing Decarbonisation Fund, as opposed to funding through multiple bidding cycles which result in pepper potted solutions. Funding for the renewal of existing stock including relaxations on the use of RTB receipts are key asks.

We know from resident feedback, our Tenant Satisfaction Survey 2022, that having a house in poor condition or in need of repairs, is a key driver of satisfaction 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 table below compares the year-on-year satisfaction with the quality of the home over the last few years. The drop in satisfaction in 2022 is consistent with an overall reduction in tenant satisfaction rates across London of 7%. In 2020 we insourced our repairs service through Enfield Repairs Direct which led to a +6% increase in resident satisfaction on the contracted delivery model.

	Satisfied			Dissatisfied		
	2022	2021	2019	2022	2021	2019
General needs	54% (-6)	60%	59%	31% (-1)	32%	29%
Sheltered	73% (-8)	81%	-	20% (+4)	16%	1

We are analysing the feedback to see where improvements can be made throughout our repairs service ([AP#31](#)).

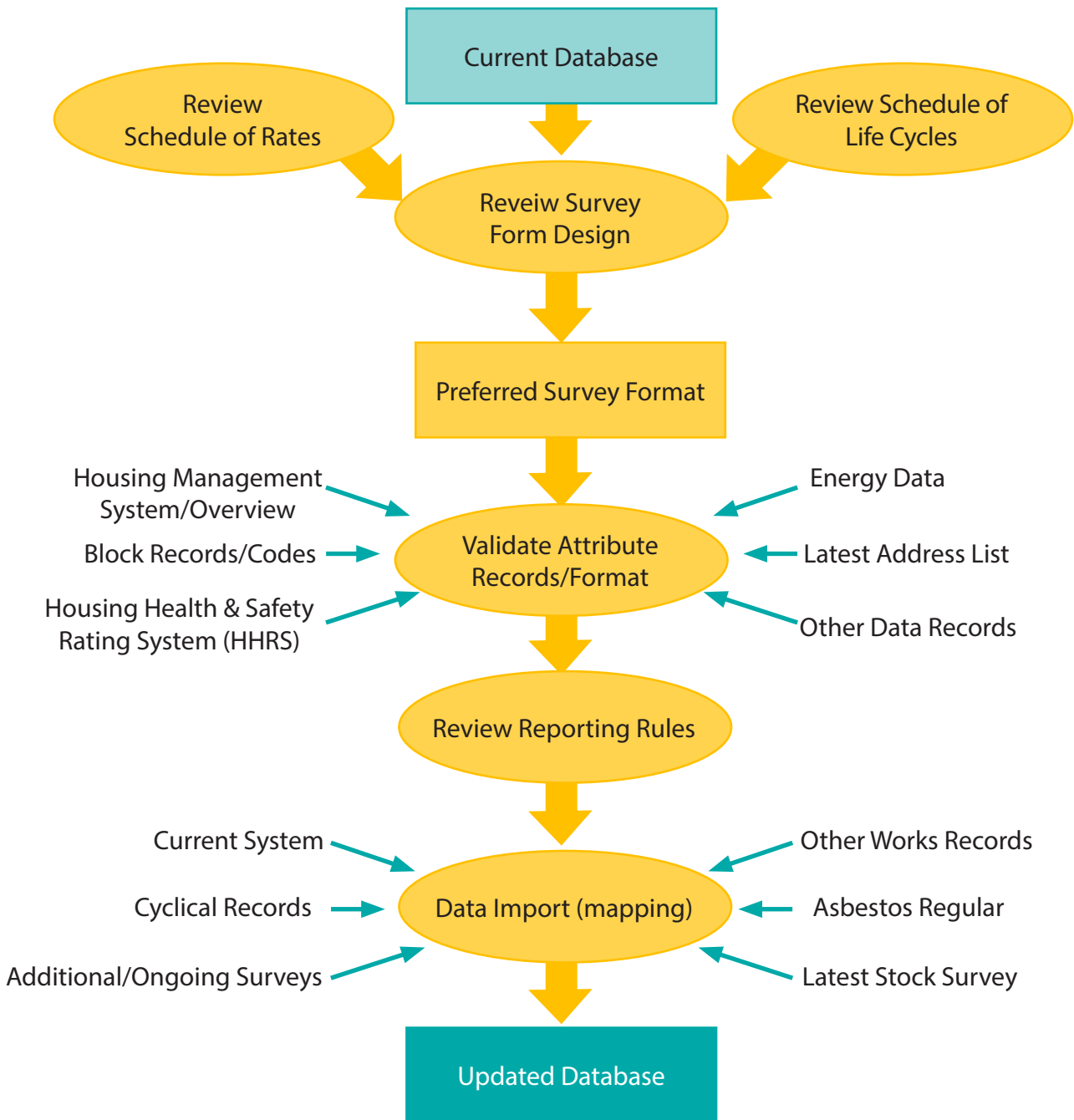
Knowing our stock

Good quality stock data gives us the ability to meet our objectives, especially around achieving good customer satisfaction and improving standards within our stock and communities, by having a clear investment plan in our homes. Stock condition information is there to inform, not dictate, investment. By applying this data to our asset management strategy, it enables us to determine a confirmed investment and management plan. Production of robust stock condition survey data enables us to quantify our current and future liability, reducing expensive reactive replacement

No data is perfect unless a thorough 100% survey of all stock is completed. Our aim is not to have components surveyed beyond 5 years (10 for new builds). Our last significant stock survey took place in 2019 and covered around 25% of our stock (c. 2400 homes), but we are procuring a new survey of our stock which will commence in the early Summer of 2023, and this will start our plan to undertake quinquennial surveys and develop our surveying strategy ([AP#6](#)). A review of our sheltered housing stock of 791 homes over 26 sites is due to commence.

We're implementing APEX, our asset management system with it expected to be fully rolled out and utilised by all in 2023, including the management of our compliance data ([AP#2](#)). We'll only be collecting data with value and will manage and maintain it, so we effectively monitor our housing portfolio. We'll also look to 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) too

Stock Condition Survey Database Enhancement



Warm, comfortable, and decent homes

Our stock investment programme is designed to maintain our homes to the Decent Homes Standard and where necessary to consider the longer-term future for aged-expired stock. Up to date information about stock is essential and we are adopting a range of ways to ensure our stock information is up to date.

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 look at all options for the future of stock including renewal, regeneration, and disposal.

Safe and compliant homes

Strong, effective, and consistent adherence to landlord compliance is essential to meeting the expectation of our residents and the Regulator. As a minimum, we will consistently deliver 100% compliance on the “Big-6” (gas, electricity, water, fire, asbestos, and lifts). We will also ensure we target the requirements from the Building Safety Act ([AP#35](#)), changes to the building regulations and other important legislative changes to ensure the safety of our residents and fulfil our obligations as a building owner. We’ll also seek to be innovative in considering digital solutions, automation and using technology where it’s safe and reliable to do so.

Sustainability & Carbon Neutrality

In the Council’s Climate Action Plan, we have committed to “Retrofit council housing to increase SAP to a minimum score of 86” [EPC B] by March 2030 so consequently we’ve focussed 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.

Digitally connected council homes

Ensuring the availability of affordable high-quality fibre connectivity to all our housing stock is a key objective for the local authority as part of our council housing offer to tenants as reflected in our Council Plan – ‘Investing in Enfield’ 2023-2026.

Soft market testing exercises have been initiated and in August 2023 we escalated our engagement with fibre carriers in the market by inviting them to submit expressions of interest for the provision of full fibre to the premises to all our social housing stock. The outcome of this process will enable us to develop plans in partnership that can ensure affordable and accessible broadband provision is made available to all social housing tenants during 2023/24.

As well as creating the benefits for tenants that affordable digital connectivity can bring, we will also be seeking to extract the ‘social value’ from future agreements that can add real and sustainable value to our local communities.

We are also engaged sub-regionally as part of Local London and regionally with the GLA on wider digital infrastructure project areas that will underpin and provide support for our vision for digitally connected council homes.

Financial performance

Social housing is valued based on the rental stream it generates. This is because its use is limited to providing social tenancies on social rents set in accordance with the rent standard. To appraise the viability of stock we use net present value (NPV) calculations as a can-opener to review the future of our stock alongside homes with poor SAP ratings or those that don't meet housing demand

As a general approach stock that requires more than £42,000 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.

Resident 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#14](#)). This strategy aligns with our Tenant Engagement and Empowerment Strategy.

We will build relationships that align to our approach to managing homes. Any maintenance strategies, whether on a macro scale like decent homes or more specific to a small number of homes having retrofit works on them will:

- Ensure that residents are engaged at project inception
- Allow engagements on multiple platforms that reflects the residents needs
- Specifically, be aimed at improving customers satisfaction
- Ensures we listen and respond to residents' views

We need to communicate in a range of languages, with Turkish, Somali, Polish, Bengali, and Albanian the most popular non-English languages spoken in our borough. 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. Housing News is one way to communicate alongside local community meetings and working with Tenant and Residents Associations.

To help us better engage we will 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, allowing us to encourage a more diverse group to be part of the conversation. With the aim of providing an easy and secure way for our residents to participate online, engage with us and give honest feedback, negating language barriers.

By offering a range of methods of interaction, utilising digital and social media platforms, we can be confident in getting the right messages to the right people, providing a consistent customer experience, as well as reducing carbon.

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.

5. Delivering warm, comfortable, and decent homes

This strategy aims to ensure that all our assets are maintained to clearly defined, understood, and adopted standards for decency. 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, ensuring opportunities are taken to unlock any untapped potential or act where stock no longer meets our residents needs or is no longer 'fit for purpose'.

We are committed to maintaining our properties to the Decent Homes standard ([AP#4](#)) 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.

This plan focuses on the following lifecycle replacements and improvements that are needed as identified from APEX and which will be subject to on the ground assessment before works commence. We will regularly review our investment decisions and be transparent and open to scrutiny and challenge to make sure we remain focused on delivering programmes of work where they are needed while trying to minimise future reinvestment obligations ([AP#5](#)).

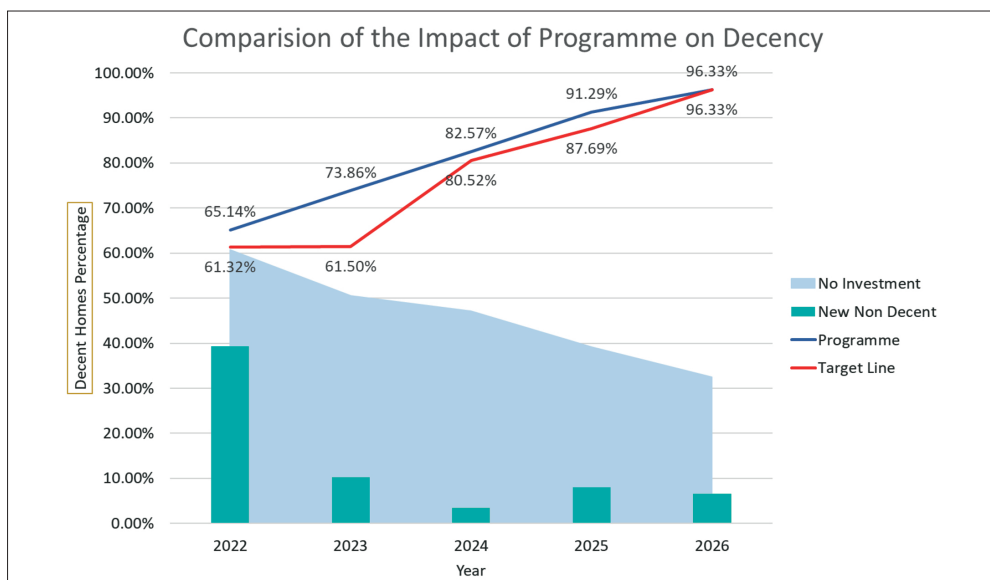
Our Investment Plan is designed to reach 100% decency for all retained stock with a plan to invest in homes on our major regeneration scheme at Joyce and Snells on a just in time basis. The below table shows the number of components that require work (excluding properties earmarked for regen) each year up to 2026:

Component	2023	2024	2025	2026	total
Electrical System	168	526	325	316	1335
Heating Type	1260	764	699	973	3696
Lintels	70	4	30	1	105
Windows	230	18	26	8	282
Modern Bathroom	227	21	11	32	291
Modern Kitchen	96	17	4	34	151
Chimney	335	6	123	90	554
External Doors	600	52	82	35	769
External Wall Finish	615	211	271	221	1318
External Wall Structure	187	49	61	9	306
Rainwater Goods	319	21	105	0	445
Roof (Block)	209	89	25	11	334
Roof (House)	366	56	92	77	591

This table also highlights those components that will or may have an effect on the current EPC rating

Effect on EPCs
Potential effects on EPCs

Overall progression is planned as follows:

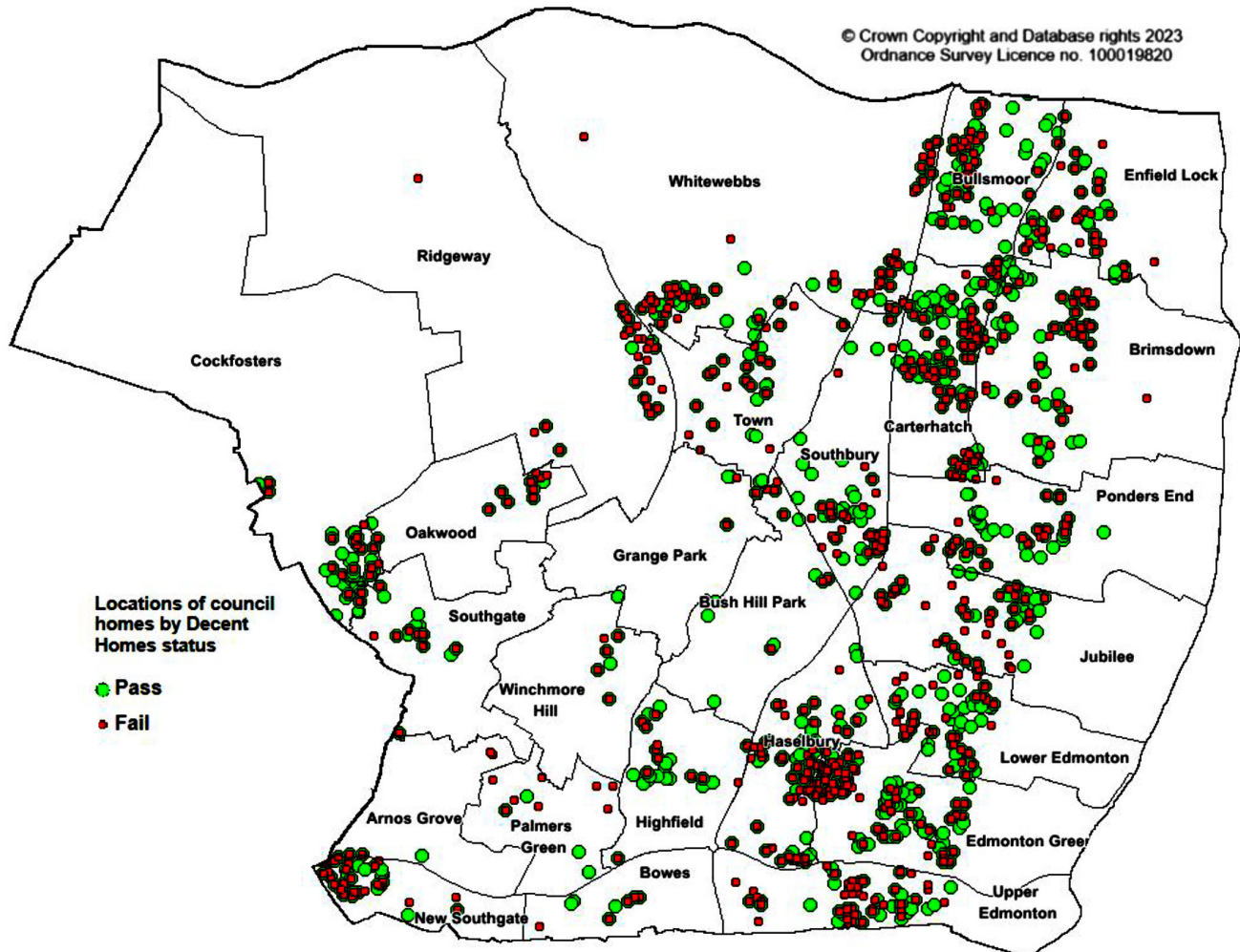


Estimated investment levels required:

Component	2023	2024	2025	2026	Grand Total
Chimney	£544,850	£8,491	£175,484	£165,577	£894,404
Electrical System	£563,025	£2,629,948	£1,518,892	£724,960	£5,436,824
External Doors	£531,237	£79,243	£105,933	£49,705	£766,118
External Wall Finish	£1,121,451	£627,752	£473,794	£61,965	£2,284,962
External Wall Structure	£1,128,424	£4,057,107	£2,149,785	£78,722	£7,414,038
Heating Distribution	£1,988,204	£158,936	£185,926	£509,796	£2,842,862
Heating Type	£3,083,141	£706,592	£800,305	£649,615	£5,239,653
Lintels	£100,000	£6,000	£45,000	£1,000	£152,000
Modern Bathroom	£1,127,924	£106,083	£201,669	£301,005	£1,736,680
Modern Kitchen	£6,698,569	£1,998,700	£1,111,805	£1,225,010	£11,034,085
Rainwater Goods	£201,369	£7,647	£121,826		£330,843
Roof (Block)	£6,122,650	£1,481,107	£361,056	£722,261	£8,687,074
Roof (House)	£1,169,922	£381,058	£158,187	£116,953	£1,826,119
Windows	£6,297,480	£661,235	£2,150,140	£994,102	£10,102,957
Grand Total	£30,678,247	£12,909,899	£9,559,801	£5,600,672	£58,748,620
Total + Contingency @20%	£36,813,897	£15,491,879	£11,471,762	£6,720,807	£70,498,344
Total + 2.5% Inflation (Compound interest)	£37,128,349	£15,627,514	£11,574,710	£6,782,628	£71,113,200
Compound Interest %	1.025	1.051	1.077	1.104	

Estimated cost subject to tendering and confirmation through that process. The contingency level allows for current high inflation levels. The 2.5% inflation rate is the long term assumption in the HRA business plan. The costs are based on elemental component costs rather than whole cost of delivery and subject to change.

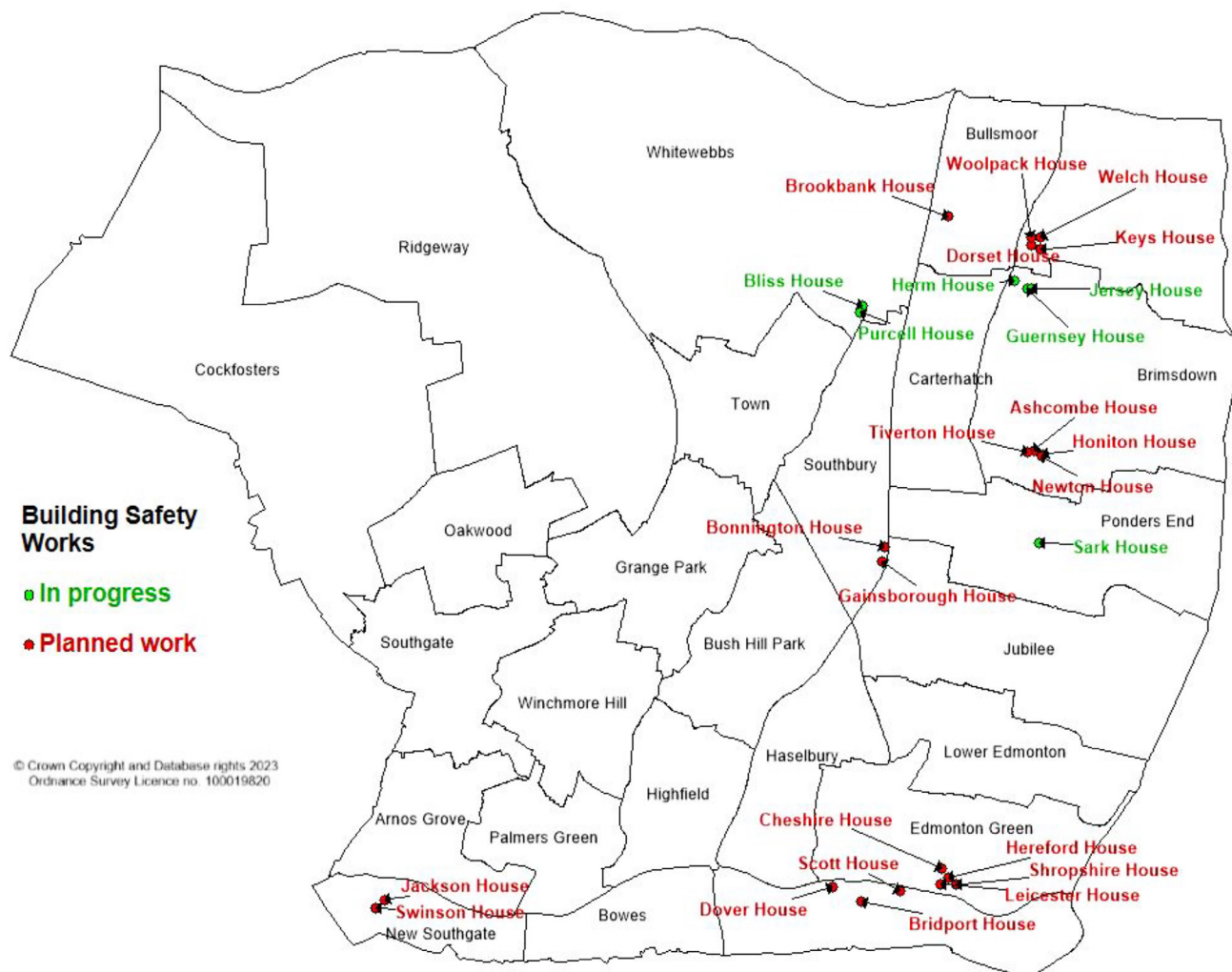
Works will be delivered across the borough



Our decency rate will continue to rise monthly as our knowledge increases and planned programmes are delivered. Our aim is to deliver 80% decency by March 2024 on the journey towards full compliance. Our contractors also undertake surveys prior to works programmes, with these incorporating a wider scope than just the components being replaced enabling us to verify asset information and update our asset management system.

Map of planned Building Safety Works

We also have a high proportion of high-rise residential buildings (HRRBS) (51 blocks in scope for Building Safety Case Reports) with the majority constructed between the 1960's and 1970's and a large stock of housing constructed using non-traditional methods. Future investment options for these blocks are required.



With the introduction of the new Building Safety Regulator we'll continue to develop our knowledge of our Tall Buildings to not only satisfy requirements but also to manage and monitor our homes to ensure they remain structurally sound, alongside our annual Fire Risk Assessments. Coming to a decision about the future of these blocks is a priority for the asset strategy ([AP#8](#)) and will be progressed during 2023. While there is a particular focus on Walbrook House and Shropshire and Cheshire House on the Shires Estate we've considered the investment needs of all our tall buildings in **Appendix A**.

We will look beyond just the physical condition of our homes to identify actions that can be taken to secure better use of all our land and assets, looking at housing needs and related assets alongside our dwellings and blocks ([AP#15](#)), including enabling digital connection for residents ([AP#3](#)). This approach includes reviewing our 791 units of sheltered housing spread across 26 schemes ([AP#12](#)) and determining the direction of travel for those schemes. The majority of the stock designated as sheltered housing is inherently unsuitable for use by anyone with mobility issues. Only 12 of the blocks have lifts

meaning that upper floor flats often become difficult to let. All the sheltered housing blocks have more than one storey. Roughly a quarter of the stock consists of bedsits or studio flats. We need to:

- Consider future service needs and the implications of changing demographics on them
- The overall, strategic context in which we operate
- The quality and quantity of our existing homes and whether this is in line with projected demand trends, is the building fit for purpose.

Appendix B provides a review of estates and summary of work to consider their future.

Our capital works programme takes a proactive approach to eradicating problems ([AP#16](#)) by intelligent integration and planning of improvements. Many of these which improve the living conditions for residents can also reduce the burden on Enfield Repairs Direct, for example through tackling issues which cause condensation, damp and mould. We will:

1. Publish future capital programme priorities for residents to view online ([AP#11](#)).
2. Be 100% decent by 2026, and to satisfy our requirements under HHSRS and the Fitness for Habitation regulations. We will achieve this by:
 - Completing the works in tranches of mainly elemental programmes, except for blocks or street properties which are grouped geographically, to enable better use of our resources and so we can survey in detail, develop procurement strategies ([AP#34](#)), and manage specific pieces of work.
 - Undertaking targeted stock surveys, including HHSRS checks where required, that validate and verify our information and work ahead of each tranche ensuring stock information is up to date, as well as using our data to ensure we proactively visit homes susceptible to damp and mould. By June 2023 we will have procured consultants to undertake surveys based on the following priorities:
 - Homes with multiple decency failures including one internal component
 - Homes with multiple external decency failures
 - Homes with single external decency failures
 - Homes with single internal decency failures
 - Alongside these we have also committed that we will inspect homes based on damp and mould 'hot spots'.
 - Informing residents of at least a month in advance of improvement works to their homes
 - 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.
 - Engaging 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.
 - Completing decency works as part of our void works.

Our core property standards and lifecycles match the Decent Homes standard as a minimum, but we will continue to review options (AP#9) and choices with residents where we can and ensure that all properties and neighbourhoods which have a long-term future are brought up to this standard. As part of maintaining these standards we will:

- Promote consistency in component product selection, with data held and reviewed to inform future procurement decision making, with annual benchmarking undertaken to ensure expected unit rate is linked to actual delivered costs (AP#10).
- Consider where local policy standards may be needed for short or medium-term management of our stock that is planned for future regeneration works
- Use tailored management plans to improve or remodel stock in priority areas including interim investment plans for regeneration areas for example at Joyce 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#13)
- 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
- Have a zero-tolerance approach to damp and mould moving towards a proactive approach. This will include:
 - Reviewing our damp and mould strategy to ensure it remains fit for purpose (AP#7)
 - 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.
 - Evaluating what can be put in place to support residents where structural interventions are not appropriate, for example whole house ventilation systems
 - Making the most of opportunities to identify damp and mould during homes visits
 - When undertaking major works planning needs to be put in place to avoid unintended consequences around damp and mould
- 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. Our pipeline of homes is substantial so it's key we manage the whole life cycle of our homes:

Void homes

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. We will also use vacant homes strategically to support permanent and short term decanting requirements as we improve and maintain our housing stock.

In 2022/23 there were 290 void occurrences to January 2023, a turn-over rate of 3.4%, although a further 100 voids are being 'held' on Walbrook, Cheshire & Shropshire House due to the future of these buildings being subject to the determination of an options appraisal. Whilst accepting that turnover is inevitable, we aim, where possible, to reduce this rate.

While we are looking at managing and completing lower value voids in-house in 2023, we also continue to:

- test occupation rates with a view to reducing under-occupation of dwellings through the assisted relocation of tenants that no longer need large homes
- Identify low demand units as early as possible and consider future viability which may include detailed options appraisals ([AP#28](#))
- 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.
- Recharge former residents for damage to the home, in 2021/22 we recharged c£45,000
- Use the void period as an opportunity to catch-up any overdue internal or disruptive works (such as rewires and heating works) that have previously been declined by a resident
- Focus on work that affect the decent homes standard, damp and mould or health and safety
- Make minor improvements that could increase the SAP rating of a home (insulation top up or replacing heating controls or lightbulbs where required)
- Check flats for building safety concerns and undertaking checks on fire doors

We are currently developing our short- and long-term strategic approach to our void homes ([AP#32](#)).

6. Safe and compliant homes

We will maintain 100% compliance against the “Big-6” landlord compliance measures ([AP#18](#)) in accordance with our Health and Safety Compliance Policy. The definitions are stipulated within our compliance policy which is updated as new guidance and legislation is issued. This is the minimum to conform to regulations. Performance against the “Big-6” means;

- servicing all gas appliances,
- testing all communal electrical installations,
- checking communal water installations and having suitable and sufficient risk assessments in place to ensure the absence of legionella bacteria,
- regular undertaking of fire risk assessments and associated actions
- regular checking of asbestos in communal areas
- regular thorough examination and servicing of passenger lifts.

The ability to meet statutory targets for performance and compliance and in doing so avoid prosecution and fines, maintain the reputation of the Council and more importantly the safety of our residents. An internal audit undertaken in May 2022 gave reasonable assurance to our processes and we have completed those actions to secure substantial assurance.

Alongside the big 6 we will:

- Extend this level of focus to the dwelling (as well as communal areas) to ensure homes are safe – not just satisfying regulations, we need to be certain that homes and services remain safe in between any regulatory checks. We will refer to this as “beyond compliance” and will aim to apply the same level of rigour to all aspects of landlord compliance ([AP#19](#)).
- Satisfy requirements under the Building Safety Act and ensure we have effective, proportionate measures in place to manage safety risks to our buildings ([AP#17](#))
- Service and maintain a broad range of other assets including active fire detection, air and ground source heat pumps, domestic electrical installations, fall arrest systems etc. And to achieve 100% compliance across these measures.
- Provide assurance in accordance with the Council Housing Assurance Framework agreed in February 2023.
- Ensure compliance with all property related legislation and regulations and maintain our properties in accordance with our responsibilities as a landlord (as set out in our tenancy agreements).
- Review and update all our data and stock information, during the life of the AMS, to ensure we are capturing and maintaining our assets appropriately.
- Incorporate all the required fire related information such as (but not limited to) O&S Manuals, BIM and Fire Exit Route information, construction specific data and dimensions. Our aim will be to hold all this data in one place with a view to making it accessible.
- Consider our IT systems and operating structures in line with the evolving requirements of fire safety legislation.

- We will work with APEX provider to identify how we can better utilise our existing systems to gather and hold performance information and streamline our reporting processes, making some content available directly to residents where it is practical to do so.
- Review our more complex Mechanical and Electrical equipment within our blocks to engineer out future problems where possible
- Our focus on property compliance seeks to reduce or remove the risk of failure. We use several tools to do this;
- Identifying 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.
- Value for money will be ensured by working all key contracts through an effective Council procurement process and actively managing the contract. Benchmarking of the cost of compliance against other organisations to highlight what it costs to maintain an excellent compliance regime.
- We rely on accurate and pertinent data being held and readily transformed into information. The information needs of the AMS are to be incorporated as part of our data governance framework and included and managed within our Asset Management System (APEX).

7. Sustainability and carbon neutrality

The Council has committed to making its own operations carbon neutral by 2030, with a broader challenge for the borough to become carbon neutral by 2040, including our housing stock ([AP#20](#)). The Enfield Climate Action Plan has a target to retrofit council housing to increase the SAP to a minimum score of 86 (midway through EPC B). The Retrofit London Programme sets out an aspiration to achieve EPC B by 2030 and to eliminate the re-procurement of gas boilers after April 2023.

Recent successes

Enfield is leading the London Retrofit programme with Waltham Forest and is influencing and advising other London boroughs and helping them become future ready by sharing our own experience and knowledge. We've undertaken:

- Retrofit projects like Energiesprong where we're reducing carbon emissions and lowering residents' energy bills on 10 homes,
- Heat network retrofit – Naylor Grove – Energetik project
- Used ECO funding where we are insulating and improving around 750 homes through energy company funding,
- Piloted new income schemes like the comfort plan to part pay for capital deep retrofit works, and
- Utilised government funding streams where we have upgraded 51 homes to EPC C utilising Local Authority delivery scheme and received over £600,000 of funding as part of the Social Housing Decarbonisation Fund.
- Joined the Retrofit London Practitioners Working Groups.

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

- Build on our good start – We're part of the Mayors Innovation Partnership, which is helping boroughs achieve their climate action goals and learning from being an early adopter in delivering net zero retrofit projects. We are in the second stage of the four-stage process over 3 years: design, prototyping, piloting, and commercialisation. We've:
 - Analysed our stock with contracting partners to and creating a delivery plan and a target cost for prototyping.
 - Engaged with residents and other stakeholders to ensure we take them on the journey with us, for example removing gas from homes when many use and rely on it to cook in a controlled way has been challenging.
 - Learned about the delivery of our homes to improve processes, product quality, validate costs and identifying where innovation can be made

We have completed 10 prototype homes in April 2023 and will feedback our understanding to the Innovation Partnership enabling others, as well as ourselves, to scale up and driving down the costs before the final stage of commercialisation of the project.

- Upskill the teams - retrofitting properties to net zero will need dedicated resource and skills and especially in maintaining the new technologies,
- Carefully planning our approach – *matching the retrofit approach to the cost and level of intervention required:*
 - Fabric first should be 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 insulation and PV measures into the external works to houses project that will be commencing in 2023/24.

- We should prepare for our retrofits to meet PAS2035.
- We need to consider swapping heating systems in newer homes (<15 years old) as building regulations already ensures their fabric and air tightness are good.
- Aim to look to a single investment approach for dwellings needing more than £42k work but balanced against NPV and other planned investment works.
- We should take the community with us – spreading awareness and understanding of new heating solutions.
- For leaseholders we need to mitigate the impact on their bills by seeking to agree a cost recovery position for retrofit work, on a building-by-building basis, because of the wider capital investment programme and will offer enhanced repayment options to resident homeowners, where feasible
- Provide an opportunity for resident and leaseholders representatives to become involved in any procurement of future energy efficiency projects
- Be grant ready – don't just understand the EPCs of our properties but create groups of homes that could not only satisfy eligibility criteria for future funding, allowing us to apply quickly, but would provide sufficient numbers in specific areas. By identifying homes where we currently have vulnerable properties it also ensures we are addressing their needs as well as improving the thermal efficiency of our homes ([AP#25](#)).

Where are we now and where do we want to be?

Our current mean SAP rating is 71.89 (typically within an average EPC Band-D rating) which is comparable with the national average SAP of 67. We currently have 275 assets with an EPC band of E, F and G. We want to:

- Gain EPC/SAP (RDSAP) data for the 54% of properties (5580) where data is not held or known over the life of the AMS, but this number should be able to reduce in bulk due to the ability to download data from government websites where EPC's have been completed ([AP#21](#)).
- To develop data capture for monitoring minimum heat demand (kWh/m²) for our homes and determine the carbon footprint of our stock and the measures to improve them. Heat demand follows the principle in all energy management scenarios in all sectors that avoiding energy use, and then being efficient with it, is better than trying to produce lots of green energy unnecessarily
- To connect as many homes as possible to the Energetik decentralised energy network, with 257 already connected and the potential to connect more than 3,800 up to 2025 ([AP#23](#)).
- The governments Heat & Buildings Strategy outlines banning gas boilers from newbuilds by 2025 and to phase out the installation of natural gas boilers beyond 2035 with the London Retrofit programme challenging us to cease the replacement of gas boilers from April 2023. To prepare ourselves for the exit of gas and to switch from gas boilers to a low carbon heat source from a potential range of options we need to prepare a plan for their removal ([AP#24](#)). Careful resident engagement is required as, through our deep retrofit work, we've found many rely on gas cooking and prefer the control of heat they have rather than electric hobs, it's not just

about changing pans they use it's about changing what they have always done. A primary target in terms of decarbonisation is taking fossil fuel-based heating systems out, not just putting insulation in. We have c8250 homes with gas boilers including in 41 of our 54 tall buildings. We will prioritise the removal as follows:

- Bliss and Purcell House which has an external gas supply
 - Blocks with minimal gas use (for cooking purposes or where only leaseholders have individual gas heating systems). We have 3 blocks that we know: Sark, Herm and Guernsey House but we are discussing with Cadent where there may be further blocks like this.
 - Remainder of blocks with dwelling gas heating systems – we will determine whether we can replace with a district heating system or renewable alternative like a communal ground source heat pump
 - Gas communal heating systems (currently 17 blocks serving nearly 750 Council housing residents, and 5 further community halls)
 - Obsolete individual gas boilers that cannot be repaired, boilers >15 years of age or any beyond economical replacement – where an alternative heating system is not an option all gas boiler renewals will be hydrogen ready
 - Replace older style off-peak heating systems with more modern storage or panel heater systems or renewable technology where possible. This will be completed during lifecycle replacement programmes of these components
- To develop a master plan, where each unit has its optimal action noted ([AP#22](#)). The table shows known and potential ratings extrapolated:

Band	Current Energy Rating		Potential Energy Rating	
	Actual	Extrapolated	Actual	Extrapolated
A	2	4	28	61
B	250	546	1237	2704
C	2279	4982	2842	6213
D	1634	3572	521	1139
E	450	984	58	127
F	52	114	16	35
G	38	83	3	7

Actions include:

- Follow the EPC guidance – provision of improved insulation, condensing boiler installations, solar panels etc
- Do nothing/maintain - This will target resources at those below EPC Band C, and of those, aiming further at the ones that can achieve a Band C. Those already at Band C or above will be maintained as part of the exiting maintenance and repairs programmes.
- Explore alternatives - We have many homes that are desirable for a multitude of reasons other than their energy efficiency. In certain instances where it is considered appropriate, we will perform works to increase the SAP rating but ultimately note that the property is unlikely to reach Band C but should be retained due to other material factors.
- Disposal – Although we have not currently disposed of any homes, options appraisals will be undertaken should a property be deemed un-aligned with our mission of delivering good

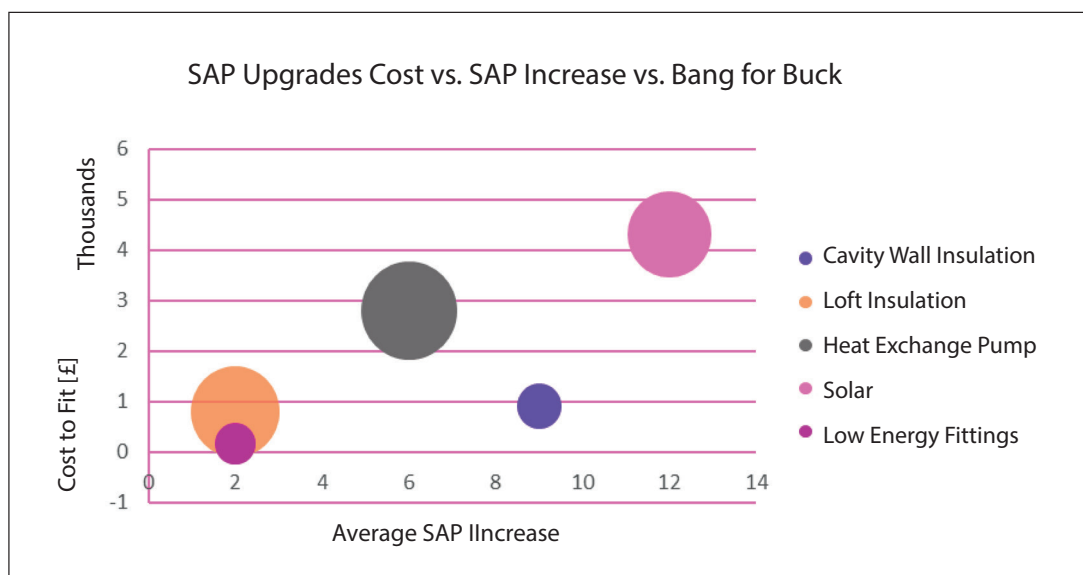
homes for our residents (essentially where we are unable to improve the energy rating of the property, and where there is little or no strategic reason to retain the stock). Affordability is likely to prove an influencing factor. We will consult residents and other stakeholders during this appraisal process.

- To target a year-on-year reduction in our environmental footprint in the delivery of our repairs service.

The cost of retrofitting a home to an ultra-low carbon standard will vary significantly and is heavily influenced by the type, construction, age, and the existing energy efficiency performance of the property. Our Energiesprong deep retrofit project costs are c£120k/home (with about 35% funded) although this will reduce considerably when commercialisation of the techniques happens. We'll be considering this longer-term impact during the life of this AMS and look at how our current budgets may be targeted towards an ultra-low carbon standard.

Getting value for money

SAP ratings can be considered a proxy for carbon neutral performance. The macro environment is that the UK generates 43% of its energy through renewable means. While electric boilers, an emerging front runner for enabling carbon neutrality, are now similar in installation costs to gas boilers they are around 3 times more expensive to run with the current gas/electric prices. We will focus our programmes on existing mature technologies with a primary target in terms of decarbonisation to taking fossil fuel-based heating systems out, not just putting insulation in



This graph shows the technologies delivering the most SAP increase for the smallest cost to be those with the smallest *bubble*.

This strategy will deliver increases in SAP ratings as efficiently as possible by focussing on those improvements that deliver the greatest SAP points increase for each pound spent. Where rising to a Band B can't be achieved by a singular improvement, the most efficient combination will be suggested.

We're committed to continuously updating 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. Understanding where match-funding is needed and leveraging the decent homes energy efficiency works that we are doing. We'll also foster a culture where information and ideas are shared.

8. Financial performance

Our current stock has a book value of £760m. The revenue stream is used to support the existing investment, development, and regeneration programme.

The Business Plan is reviewed on an annual basis in the light of economic assumptions and priorities for the service. The plan sets aside £163m to invest in the stock over the next 5 years and £675m for the remaining 25 years. Over the next three years £127m is being prioritised.

Investment is also identified for regeneration of existing stock at Joyce and Snells and development of new homes to create a more balanced age profile and to respond to housing need.

In the light of our stock condition survey programme, other actions outlined in our action plan for 2023/24 and changing expectations around any Decent Homes 2 requirement additional and longer term investment requirements will be able to be quantified and built into the HRA business plan.

We will 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 ([AP#26](#)).

A key role of the AMS is to identify opportunities for disposal and redevelopment of HRA assets and land. 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.

We are currently developing a policy on disposals ([AP#33](#)) which will include options for identifying potential opportunities for disposal over the short, medium, and longer term that includes poor performing assets, garages, and small sites, commercial HRA assets and freehold sales.

There is a requirement in the 30-year HRA Business Plan for generating £1million income from HRA owned asset disposal by year end on an annual basis ([AP#27](#)). In 2022/23 we completed £1,028,500 in land and asset disposals, on over £5m worth of valuations completed. Due diligence is required as many areas of land identified are unregistered ([AP#30](#)) and we need to reduce the risk from encroachment or adverse possession claims and other impediments that need unlocking.

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](#)).

Appendix A: Action Plan 2023/24

	Objective	Key Activities	By/owner
1	Produce a review programme for the Asset Strategy to support an annual refresh and update of the plan and which monitors the actions and activities that flow from it.	Annual refresh of the strategy to fit into the HRA annual business plan review and that reflects progress made and responds to sector shifts.	February 2024
2	Data management analysis & insight.	Support the development of the current APEX system so it produces asset management data that informs the business plan. Understand how APEX integrates and interacts with Civica/Northgate IT systems Ensure that only data with value is collected and that it is managed and maintained so that it can be effectively used to monitor our housing portfolio.	June 2023
3	Enable digitisation of our housing stock.	Issue 'expression of interest' templates to potential partner fibre carriers and assess responses received to 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.	August/September 2023 Autumn/Winter 2023
4	Achieve 100% decent stock and develop our planning approach to sustain the decent homes standard and any future home standards.	Achieve decent on 100% homes by 2025/26 and benchmark our lifecycles so we use data and replacement criteria for attributes. Set a standard that can sustainably extend life cycles, reduces replacement costs and minimises future reinvestment obligations.	March 2026

5	<p>Produce an annual impact assessment to review investment decisions, stock interventions and the impact upon our 30yr financial model to include decency.</p>	<p>Ensures investment decisions are open for scrutiny and challenge and understand how they impact the HRA.</p> <p>Set a standard that can sustainably extend life cycles, reduces replacement costs and minimises future reinvestment obligations</p>	April 2024
6	<p>Increase the proportion of the stock that has a new stock condition survey and create a surveying strategy and implement a programme to achieve 100% coverage and ongoing surveys.</p> <p>Commission a review of complex M&E within blocks.</p>	<p>Develop a programme for reaching 100% stock condition survey for all domestic assets by 2026 and then a rolling survey, thereafter, focusing on ensuring we triage to gain useful information as early as possible in the process and which provides a better base data set for interim financial modelling. Procure a competent surveying partner.</p> <p>Embed scrutiny, independent validation, and feedback into the surveying process to ensure that data quality is maintained to a high standard.</p> <p>Look to survey high rise blocks on a risk-based approach but annually in the main and understand what data is useful to identify the next priorities.</p> <p>Ensure all replacement and renewal data from void / cyclical and repair work is captured and used to update stock condition data.</p> <p>Look to introduce 'snap' or 'smart' stock surveys based on 5 or 6 key components which can be completed on void properties.</p> <p>Determine whether repairs operatives could be 'pushed' validation info, e.g., when a repair is raised for a kitchen, they could be asked to answer a simple question about its age/condition which could then feedback to asset management team, allowing current stock information on specific components to compliment larger scale survey programmes.</p> <p>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.</p> <p>Utilise contractors to understand M&E install year and update APEX with new knowledge.</p>	Summer 2023

7	Review damp and mould strategy and incorporate the findings to dictate and direct future surveys.	Proactively manage our approach to instances of damp and mould, making sure we engage with all our tenants and don't miss opportunities to improve our stock.	April 2023
8	Design an Enfield 'high rise' standard that incorporates expectations of the design and management of our current and future buildings.	Prepare a document in consultation with a wide range of stakeholders to record repairs and maintenance aspirations for our high-rise blocks that also follow any regulatory or best practice requirements. Undertake ongoing surveys of our tall buildings, with non-traditional being completed on a no less than annual basis.	Spring 2024
9	Undertake a review and update of elemental life cycles, materials, and unit rates to ensure they are fit for purpose and offer value for money.	Using repairs trend data and specifications expectations, analyse the performance of key building elements to identify appropriate life cycles, including the performance of element in differing archetypes. Shape our employers' requirements with our new understanding of product.	May 2024
10	Embed new unit rates in APEX and set up annual evaluation.	Arrange an annual benchmarking exercise to compare costs with rates achieved in planned works delivery to help in more accurate 30-year forecasts.	Summer 2023
11	Produce and publish a detailed rolling 5-year investment programme.	Using stock condition data, identify investment priorities and develop budget forecasts. Develop and publish a 5-year HRA capital programme which residents can view online.	2023 - ongoing
12	Review of sheltered housing stock.	Undertake a review of our sheltered schemes that consider: Implications of changing demographics on future service needs Quality & Quantity of existing provision, are they fit for purpose	Winter 2023
13	Develop interim asset strategies for targeted subsections of the stock.	Support any strategic review of high-rise accommodation or sites identified for regeneration or stock identified as difficult to let. Undertake an options appraisal of the blocks and make recommendations on the future approach to this type of asset.	Winter 2023






14	Support communities and neighbourhoods to thrive.	When undertaking capital works programmes, major investment, or options appraisals, ensure that residents are consulted and actively involved in improvement, enhancements, or changes to their neighbourhood.	2023 - ongoing
15	Survey all non-domestic assets and ancillary structures to record their condition, viability, risk, opportunities and investment need and develop a plan to manage them.	Identify land held in the HRA and utilize GIS mapping to identify future options. Complete stock condition surveys on all HRA shops land & street furniture play equipment allotments/land Develop financial forecasts to support the wider HRA business plan. Review status and performance of non-domestic assets and explore how they can be used to deliver best value and/or outcomes	April 2025
16	Ensure works programmes integrate the concept of warm, safe homes.	Any investment programmes should always consider the impact on the home and not detract from other ambitions. They should always assess how investment works impact the SAP rating, safety, warmth, and comfort of each dwelling impacted .	Summer 2023
17	Ensure that robust businesses processes are in place to support the execution of our landlords' obligations.	Ensure Enfield is well placed to respond to the outcomes from the Social Housing White Paper & the Building Safety Bill, reconciling any anticipated cost implications with the HRA business plan. Consider other elements of service associated with asset management to ensure compliance with regulatory standards, best practice and to go 'beyond compliance'.	Spring 2023 and ongoing
18	Landlords' compliance – consistently deliver 100% compliance on the 'Big 6' (gas, electric, water, fire, asbestos, and lifts).	Strong, effective, and consistent adherence to landlord compliance is essential to meeting the expectation of our customers and the Regulator. Definitions of what is required will be produced in our asset compliance policy.	Ongoing
19	Extend focus to dwellings and other communal measures.	Ensures homes are safe and not just satisfying regulations. Maintain all aspects to keep homes and buildings in a safe and habitable condition as well as reducing reactive maintenance pressures.	Ongoing








20	<p>Develop and implement a strategy that defines our approach to low carbon.</p> <p>Future standard for the HRA.</p>	<p>Supporting Enfield's commitment, develop a plan that details what we will do to reduce carbon use within the services linked to asset management.</p> <p>Continue to explore opportunities and projects related to carbon reduction across our assets including low/zero carbon technologies and full house retrofit.</p>	Summer 2024
21	<p>Improve energy performance knowledge of stock.</p>	<p>Look to fill the gaps on our stock for EPC's as well as capturing heat demand per home.</p> <p>Develop data capture for monitoring minimum heat demand (kWh/m2) for our homes and determine the carbon footprint of our stock and the measures to improve them.</p>	Winter 2023 ongoing
22	<p>Produce an action and cost plan for the stock which details how carbon net zero will be achieved alongside a minimum SAP rating of B.</p>	<p>Develop a financial appraisal of the work required to improve the stocks thermal efficiency and meet the requirements of net zero, including an assessment of the implications on the HRA business plan. Ensure that costs consider ongoing investment in the homes and programmes to improve to building safety, thermal efficiency, net zero and decency do not negate each other's objectives and aims.</p> <p>Complete the Energiesprong pilot scheme of full house retrofit. Review and monitor the schemes efficacy and the customer experience.</p> <p>Appraise the implications on R&M of increase renewable technologies and changes to traditional building elements such as gas boilers.</p> <p>Utilise parity projects to continue to assess solutions that maximise the use of stock condition data</p>	Spring 2024
23	<p>Continue to work with Energetik on district energy schemes, looking at opportunities to bring forward plans where there is capacity.</p>	<p>Work with the Energetik team to look at current plans to establish the opportunities for earlier connection or including additional properties. Update APEX to ensure capital costs for connection are accurately allocated in the business plan.</p>	Summer 2023 ongoing







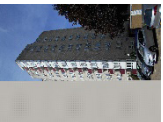
24	Develop a plan to reduce our reliance on gas boilers from 2023, including blocks where we have piped gas.	Develop an appraisal tool that supports our teams in choosing the best option for replacements of failed gas heating systems with consideration for renewable technologies but also the impact of the cost on the customer.	Summer 2023
25	With partners identify opportunities to maximise ECO funding and develop 'off the shelf' schemes suitable for short notice grant opportunities.	With sector partners identify potential opportunities that are fully funded through ECO or are eligible for significant support. Develop a list of properties that ensures we can be mobilised quickly in response to short notice funding calls.	Ongoing
26	Assess and validate our stock using NPV using both hard and soft factors.	Year1: Hold accessible, refreshable NPVs for every unit. Agree 1st draft of soft factors Year 2: Populate gaps in soft factor knowledge. (e.g., EPC data will allow affordability and upgrade costs Year 3: Maintain the data and apply decision making.	From April 2024
27	Review opportunities to improve non-social income which includes our commitment in the HRA Business Plan to generate circa £1 million income from HRA owned stock disposal on an annual basis.	Maximise potential for rental income through telecoms as well as identify opportunities to dispose of land or assets that cannot be utilised or re-purposed in other ways Procure services to ensure we get best value for the management of our commercial assets, maximising rental income, reducing voids, and proactively managing arrears. Continue to develop the disposal strategy.	Ongoing
28	Assess viability and re-investment priorities through a Stock Viability Model (using RAG status) that takes account of a range of factors including demand and projected costs. Carry out an independent validation of asset management viability model to ensure that it is accurately able to benchmark stock performance.	Agree a forward plan for appraising those properties deemed to be of high risk (i.e., requiring higher than average levels of re-investment (or cost) to maintain them in a good lettable condition) and/or that are in low demand (i.e., are difficult to let or which have an unjustifiably high void turnover rate). Seek approval and implement the recommendations from the options appraisals. Get independent validation of our approach to stock data, financial performance, and costs to ensure that methodology, data, and performance benchmarks are sound and fit for purpose.	From April 2024








29	Redefine the approach to services linked to Homeownership.	<p>Ensure that RTB & lease renewal valuations are robust and accurate to give residents certainty and maximise the potential income.</p> <p>Ensure that the s20 process is suitably robust and leaseholder costs are fully recovered for investment and cyclical work.</p>	Ongoing
30	Registry of assets.	Undertake a reconcile to identify HRA assets that are not included on the land registry and methodically work through to update our Council Assets.	Winter 2023
31	Resident satisfaction survey.	Review the latest satisfaction survey and work with Neighbourhood services to look at areas that can be targeted for improvements	Summer 2023
32	Undertake a strategic review of Void homes and produce a new void policy.	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.	Winter 2023
33	Produce a policy showing our strategic approach to disposal & income of HRA assets and land.	<p>Review the under performance of our current stock and land, proactively identifying areas surplus to requirements including hard to let homes, and decide on the most appropriate method of disposal in line with the Councils Property Procedure rules.</p> <p>Identify areas of opportunity to enhance income provision (e.g. Telecoms) or new income streams utilising our assets.</p>	Autumn 2023
34	Procurement strategy.	Complete a strategic overview and approach to planning the delivery of our services and works that fully considers the risks to works, understands the competing priorities and delivers quality alongside vfm.	Summer 2023
35	Building safety approach.	Deliver a strategic approach and plan that fully satisfies our requirements under the Building Safety Act.	February 2023







Appendix B: Tall Buildings summary








Block Name	Height (storey)	Dwellings				Construction type	Decency	EPC Avg.	LBE investment/unit over next 5 years
		Council owned	Leasehold	Other	Total				
 CURLEW HOUSE	23	29	0	102	131	WATES LARGE PANEL		69	Scheduled for demolition as part of the ALMA regeneration from 2024
 WALBROOK HOUSE	22	112	14	0	126	EDLO - LARGE PANEL		75	Subject to the outcome of an options appraisal exercise – largely decanted
 CHESHIRE HOUSE	18	75	27	0	102	EDLO - LARGE PANEL		73	Subject to the outcome of an options appraisal exercise
 SCOTT HOUSE	18	82	19	0	101	EDLO - LARGE PANEL		76	50,039 Improvements will be part of the Upton and Raynham development
 SHROPSHIRE HOUSE	18	89	13	0	102	EDLO - LARGE PANEL		77	Subject to an options appraisal exercise – decanting in progress








 <p>BRIDPORT HOUSE</p>	14	46	33	2	81	EDLO - CONCRETE FRAME	50	74,002	Part of the Joyce and Snells regeneration
 <p>DOVER HOUSE</p>	14	35	17	0	52	WATES	71	97,702	Significant building safety works in programme
 <p>HASTINGS HOUSE</p>	14	38	14	0	52	WATES	74	8,402	
 <p>ASHCOMBE HOUSE</p>	13	42	8	0	50	WATES	73	58,445	Significant building safety works in programme
 <p>DORSET HOUSE</p>	13	46	4	0	50	WATES	75	51,439	Significant building safety works in programme
 <p>GUERNSEY HOUSE</p>	13	34	16	0	50	WATES	70	14,141	
 <p>HERM HOUSE</p>	13	42	9	0	51	WATES	71	10,698	








 <p>HONITON HOUSE</p>	13	36	14	0	50	WATES	75	69,962 Significant building safety works in programme
 <p>JACKSON HOUSE</p>	13	27	24	0	51	PC PANEL	51	75,853 Significant building safety works in programme
 <p>JERSEY HOUSE</p>	13	32	18	0	50	WATES	73	13,694
 <p>KEYS HOUSE</p>	13	33	17	0	50	WATES	75	71,522 Significant building safety works in programme
 <p>NEWTON HOUSE</p>	13	39	12	0	51	WATES	73	65,057 Significant building safety works in programme
 <p>SARK HOUSE</p>	13	35	16	0	51	WATES	73	12,176
 <p>SWINSON HOUSE</p>	13	34	17	0	51	PC PANEL	52	77,234 Significant building safety works in programme

<p>TIVERTON HOUSE</p> 	13	44	6	0	50	WATES	67	58,703 Significant building safety works in programme
<p>WELCH HOUSE</p> 	13	42	8	0	50	WATES	75	55,715 Significant building safety works in programme
<p>WOOLPACK HOUSE</p> 	13	36	14	0	50	WATES	76	65,997 Significant building safety works in programme
<p>BLISS HOUSE</p> 	12	63	9	0	72	WATES LARGE PANEL	69	94,728 Significant building safety works in programme
<p>BRITTANY HOUSE</p> 	12	89	0	0	89	CONCRETE FRAME	66	73,088 Significant building safety works in programme
<p>BURGUNDY HOUSE</p> 	12	49	43	0	92	CONCRETE FRAME	58	31,917
<p>NORMANDY HOUSE</p> 	12	57	35	0	92	CONCRETE FRAME	66	14,318

 <p>PICARDY HOUSE</p>	12	53	39	0	92	CONCRETE FRAME	64	28,271
 <p>PURCELL HOUSE</p>	12	63	9	0	72	WATES LARGE PANEL	72	96,676 Significant building safety works in programme
 <p>WALMER HOUSE</p>	12	21	23	0	44	WATES	68	10,938
 <p>BONINGTON HOUSE</p>	11	65	23	0	88	WATES	73	66,398 Significant building safety works in programme
 <p>GAINSBOROUGH HOUSE</p>	11	62	26	0	88	WATES	66	51,332 Significant building safety works in programme
 <p>BOUNDARY COURT</p>	9	27	21	0	48	EDLO - CONCRETE FRAME	72	7,530 Part of the Joyce and Snells regeneration

 <p>BROOKBANK</p>	9	21	13	0	34	WATES	42	169,631	Significant building safety works in programme
 <p>CUMBERLAND HOUSE</p>	9	21	24	0	45	EDLO - CONCRETE FRAME	65	11,988	
 <p>GILPIN CRESCENT</p>	9	5	11	0	16	EDLO - CONCRETE FRAME	66	44,655	Part of the Joyce and Snells regeneration
 <p>GRAHAM HOUSE</p>	9	22	23	0	45	EDLO - CONCRETE FRAME	68	10,391	
 <p>ISIS HOUSE</p>	9	22	22	1	45	EDLO - CONCRETE FRAME	71	8,488	Part of the Joyce and Snells regeneration
 <p>JOYCE AVENUE</p>	9	29	21	2	52	EDLO - CONCRETE FRAME	71	36,724	Part of the Joyce and Snells regeneration
 <p>JOYCE AVENUE</p>	9	23	21	1	45	EDLO - CONCRETE FRAME	69	41,031	Part of the Joyce and Snells regeneration

<p>JOYCE AVENUE</p> 	9	25	17	3	45	EDLO - CONCRETE FRAME	71	33,930	Part of the Joyce and Snells regeneration
<p>REGAN HOUSE</p> 	9	21	24	0	45	EDLO - CONCRETE FRAME	67	8,352	Part of the Joyce and Snells regeneration
<p>WADHAM HOUSE</p> 	9	17	25	3	45	EDLO - CONCRETE FRAME	65	46,176	Part of the Joyce and Snells regeneration
<p>HEREFORD HOUSE</p> 	8	23	17	0	40	TRADITIONAL	64	10,649	
<p>LEICESTER HOUSE</p> 	8	26	14	0	40	TRADITIONAL	67	11,206	
<p>ALMA HOUSE (3 blocks)</p> 	7	24	21	0	45	EDLO - CONCRETE FRAME	56	7,115	
<p>CHILTERN HOUSE</p> 	7	53	31	0	84	EDLO - CONCRETE FRAME	68	40,613	Investment works

<p>PEREGRINE POINT (2 blocks)</p> 	7	66	1	0	67	TRADITIONAL	84	-
<p>PASSERINE POINT</p> 	7	28	0	0	28	TRADITIONAL	84	-
<p>ANVIL HOUSE</p> 	6	10	8	0	18	TRADITIONAL	56	11,294
<p>CONSTABLE HOUSE</p> 	6	16	14	0	30	WATES	53	148,529 Significant building safety work in programme
<p>DURBIN HOUSE</p> 	6	11	7	0	18	EDLO - IN SITU	60	9,102
<p>WALTON HOUSE</p> 	6	13	5	0	18	EDLO - IN SITU	74	10,695
<p>AMBROSE HOUSE</p> 	6	25	0	0	25	TRADITIONAL	84	

Appendix C: Estates review

To inform the asset management strategy the Council has assessed the potential of its existing estates, looking at infill opportunities, hybrid (mix of demolition and infill) and full regeneration.

As part of our response to the need for more affordable housing, we have plans to completely regenerate Joyce and Snell's and continue to explore opportunities across our existing council sites. These plans are expected to deliver 3,500 new homes for residents over the coming years. We are also working with partners to support delivery of new Council homes on these estates through the "Affordable Housing Framework"

The enabling and asset management team have developed a systematic approach to reviewing land and other non-housing assets within the HRA to identify opportunities for small-scale and place-enhancing regeneration. This is a companion review to the overall asset management approach, assessing the financial performance and sustainability of the Council's housing stock, and provides an identification of those estates where a degree of development may be possible with a methodical appraisal of the different degrees of intervention and redevelopment.

From an assessment of the performance of all the stock a shortlist of estates with potential development and redevelopment opportunities was initially considered in 2016 and these sites have now been taken forward. The council has already committed to redevelopment on Alma, Ladderswood and New Avenue estates which are due to complete by 2027 and has prepared plans for the full regeneration of Joyce Avenue and Snell's Park estates.

Financial appraisal of the potential interventions across other estates has been undertaken ranging from infill development, through partial redevelopment to full estate redevelopment to support long term asset management solutions. This includes the Shires, Walbrook and The Avenues, Oswald and Newdales.

Density on many of the estates is already high and the potential to intensify development and generate cross-subsidy from additional private housing to fund the replacement of existing social rented accommodation is limited. Secondly, private sale values are low in the areas the estates are located whilst the cost of buying out a significant proportion of leaseholders on many of the estates further undermines viability. Therefore, the next phase of estate interventions is limited by funding and currently the Council is prioritizing the full regeneration (demolition and newbuild) at Joyce and Snell's and assessing the potential for disposals or infill developments with a selection of priority partial redevelopments. To pursue a wider programme of estate redevelopment would require significant external funding or the commitment of other land assets to support viability.

The priority areas are identified below:

Group 1: Fore Street

These estates lie in the Edmonton Green area and are in relatively close proximity to each other, lying off Fore Street or The Green, the main arterial roads. The Edmonton Green shopping Centre is likely to be transformed in the next decade which provides opportunities for growth on and around Oswald Place and Newdales Close, which occupy a strategic and prominent site on the Edmonton Green roundabout. The individual estates each differ in age, construction, and character, providing predominantly flatted accommodation.

Estate Name	Number of Units (Social Rented)	Average NPV	Site issues
Oswald Place	148 (90)		Poor crime rating
Newdales			
Fore Street	403 (244)		Poor crime rating
Moree Way	120 (55)		Poor crime rating
The Mews	141 (63)		Poor crime rating

Group 2: Angel Edmonton

These also lie off Fore Street, at the Southern tip of the borough boundary. Joyce Avenue and Snells Park are separated only by an area of open space and primary school. The Group lies between Silver Street and White Hart train station in Angel Edmonton.

Estate Name	Number of Units (Social Rented)	Site issues
Joyce Avenue	403 (240)	Poor crime rating
Snells Park	312 (192)	Poor crime rating and poor sustainability rating

Group 3: Arnos Grove

Group 3 lies North of the North Circular Road in the Arnos Grove area. Ladderswood Way and Highview Gardens are on opposite sides of Palmer Road and High Road Estate is just off the Friern Barnet Road.

Estate Name	Number of Units (Social Rented)	Average NPV	Site issues
Ladderswood Way	Ladderswood Way Estate is a 6-phase full regeneration which is underway in partnership with Mullaley and One Housing Group		
Highview	194		Poor crime rating
High Road	91		Poor crime rating

Group 4: Hertford Road

Eastfield Road and Cherry & Bouvier Road lie on opposite sides of Hertford Road between Turkey Street and Brimsdown rail stations. Hertford Road and Old Road lie further South, on opposite sides of Hertford Road.

Estate Name	Number of Units (Social Rented)	Average NPV	Site issues
Old Road	506		
Hertford Road	39		-
Eastfield Road	220		-
Cherry & Bouvier Road	147		-

Single Estates

Several geographically independent estates were also identified.

Estate Name	Number of Units (Social Rented)	Average NPV	Site
Walbrook and Bounces/ Huntingdon Road			Poor sustainability rating
The Avenues			Poor sustainability rating
Shires			Poor sustainability rating

Assessment of Interventions

The estates were inspected to obtain further information on their character, environment, and layout, and to identify where development interventions may be warranted and potentially realisable. Feasibility studies have been completed on a range of estates and solutions to inform any development or regeneration. Any proposals will be subject to resident consultation and council and Cabinet approval

The interventions are categorised as:

- (i) **Infill** – Where there may be opportunities to introduce additional housing, whilst retaining all existing homes. These may, for example relate to garage blocks, car parking courts, disused or under-used areas within the subject estate. Such developments should not adversely impact on existing homes or amenity, and preferably will improve the layout, security, and environment of the estate
- (ii) **Partial** – Where there may be opportunities to improve the estate through the demolition of part of it, including podium car parks and its replacement with new housing, including preferably a significant proportion of additional housing. These may relate to sections of the estate which provide the least viable or poorer accommodation, that detract from its perception, security, or amenity and, preferably, where the site assembled is of a reasonable size, with

potential for more efficient use. Such areas may also encompass under-used areas identified independently as having infill potential. Such partial redevelopments should not adversely impact on the remaining homes and preferably will improve the estate's layout, security, and environment.

- (iii) **Full** – Where there may be opportunities to demolish all the existing housing and replace it with new housing, including preferably a significant proportion of additional housing. These may relate to estates whose general condition, appearance, and amenity, and that of its accommodation, is poor, and where the financial performance of many or all its constituent asset groups is similarly so. Such redevelopments should lead to housing and environmental improvement.

Summary of initial assessment

This section outlines the cluster methodology used to identify and assess those estates where interventions may be appropriate and appraises different development options.

CLUSTER A

Eastfield, Cherry & Bouvier Estate, Hoe Estate, Albany Centre

Eastfield Estate north of Eastfield Road –

A portion of the larger estate this area has medium & high-rise concrete and brick flats and maisonettes with flat roofs, 4 – 14 storeys, with 2 No. unused podium car parks c.1960's. The estate has degraded public realm in parts, lies to the south of Albany Park and offers significant opportunities for infill, particularly if a full masterplan included review of the Albany centre site to the north to create a better relationship with Albany Park and Hertford Road.

Eastfield Estate south of Eastfield Road -

Low rise brick estate of freestanding semi-detached and terraced traditional houses with gardens offering an identified opportunity for infill

Cherry & Bouvier estate

Medium & low-rise brick and concrete framed estate of houses, flats, and maisonettes, 2 to 4 storeys, with significant unused small parcels of land having opportunity identified for infill.

Hoe Estate

3 storey traditional pitched roofed brick estate of stair access flats laid out in courtyards lying adjacent to Hoe lane that offers identified opportunities for infill, subject to various limitations.

CLUSTER B

Hertford Road Lytchet, Sherbourne, Larksfield Grove, Carterhatch Lane, St Georges Field

Hertford Road estate

3 storey traditional pitched roofed brick estate of stair access flats laid out in courtyards, with ground floor retail units in part, lying adjacent to Hertford Road that offers identified opportunities for infill

Sherbourne

Low, medium & high-rise concrete and brick estate of flats maisonettes and houses with flat roofs, 2- 14 storeys, with surface car parking c.1960's. The estate lies to the south of Carterhatch Lane and includes an embankment along the northwestern edge leading up to a bridge crossing a main railway.

Lytchet

Originally a large estate of brick and concrete built low rise estate adjacent to a rail line comprising maisonettes flats and houses in an array of orthogonally laid out linear blocks c.1970's. To the northwest and southwest the estate includes two embankments leading up to bridges crossing a main railway line. Other than the houses the properties on this estate have recently had roof top extensions and external wall insulation added. The core of the estate has considerable surface car parking and subject to identifiable amendments to the circulation patterns within the estate and the relocation of facilities is considered to offer good opportunities for infill.

CLUSTER C

Four Hills Estate, Brigadiers Hill

A medium & high-rise concrete and brick estate of flats and maisonettes with flat roofs, 4 – 14 storeys, with 2 No. unused podium car parks c.1960's. The core of the estate has degraded public realm in parts, but along Blossom Hill there have been significant recent localised improvements, with planting and SUDS installed, along with works of improvements to the flats. The estate lies beside and to the north of an area of local open space and is considered to offer significant opportunities for infill, subject to an agreed masterplan.

CLUSTER D

Cuckoo Hall Lane Estate is a Garden City influenced low-rise, low-density brick built suburban estate of predominantly 2 storey dwellings laid out with extensive gardens, greens & landscaped verges, having higher density 4 storey flatted dwellings, retail & community hub facilities focused around Mottingham Rd. c. 1930-50. The estate has poor public transport accessibility, and the majority of properties now appear to be RTBs or leaseholdings.

Some opportunities for infill have been identified and these would be enhanced significantly if considered in conjunction with redevelopment of the site of the single storey adjacent Woodpecker School.

Kettering Road Estate

The main part of Kettering comprises a medium & high-rise concrete and brick estate of 4 to 14 storeys, with 2 No. unused podium car parks c.1960's. To the east there are low rise traditionally built family houses with gardens. The estate lies to the north of Turkey Brook, has a road layout that appears poorly deployed, in parts public realm has degraded and the area offers significant opportunities for high and medium rise infill particularly if the opportunity to do so is undertaken with identified adjacent interests such as Sanctuary Housing.

Barrowfield Close Estate. Lower Edmonton N9

Like Jeremys Green but located to the North of Tottenham Park Cemetery, with a recreation ground to the southeast, greenway running to the south & allotments to the east. It appears to be a high quality and generally well-maintained brick-built estate with a mix comprising flats, maisonettes and 2 storey houses arrayed in various layouts forming streets, and courts, and has a distinctive character. Some public realm & adjoining areas are less successful. C.1960-80's.

On HRA land to the north there is a single storey well subscribed children's nursery in a temporary building set within an extensive car park that significantly impoverishes this amenity, and which makes very poor use of its land take.

Opportunities for infill have been identified and these would be enhanced significantly if considered with the improvement / reprovisioning of the nursery & its amenity. It predominantly lies in Flood

zone 3, but areas have been identified with the watercourse engineers where development may be considered subject to an FRA with designed response. An FRA assessment is required to inform development.

Jeremys' Green estate, Edmonton Green N18

Jeremy's Green is located adjacent to Tottenham Park Cemetery to the west, recreation ground to the north & greenway running diagonally to the south and enjoys excellent prospects in those directions. It is a well-planned, high-quality well-maintained brick-built estate with a mix comprising flats, maisonettes & 2 storey houses arrayed in various layouts forming streets, & courts. It has a distinctive character although some backland areas are less successful. C.1960-80's. It predominantly lies in Flood zone 3, but areas have been identified with the watercourse engineers where development may be considered subject to an FRA with designed response and an FRA assessment is required to inform development

Stoneleigh Ave. Est. Carterhatch EN1

Garden City influenced post WWII low rise low density suburban estate of predominantly 2 storey dwellings laid out with extensive gardens & landscaped verges, having a small number of later higher density flatted dwellings c. 1940-60. A primary school lies to the south / west. The estate has poor public transport accessibility, and most properties now appear to be RTBs or leaseholdings. An infill opportunity on a car park lot has been identified as well as on a backland plot currently occupied by an array of single storey temporary accommodation used as a community centre by the local Turkish Cypriot community, subject to they're being reprovisioned.

Reservoir Road. Oakwood N14

Is an estate with 3 long flatted and maisonette brick blocks with deck access to the rear, set in extensive landscape c.1930-50's. There are allotments to the east. Infill opportunities have been identified to the north and south and at the block junctions with potential to deliver a proportionately significant increase in dwelling numbers, subject to a tree survey, assessment, and valuation.

Fore Street Estate, Edmonton Green, N9

Fore St Estate is a well-planned, high quality, well-maintained, high-density concrete and brick-built estate with mature landscape with a mix comprising flats & maisonettes arrayed in various layouts forming streets & courts. It has a distinctive character with high quality detailing in parts. C.1960-80's.

Pevensey Avenue, Enfield Town EN1

Neo classically formal brick courtyard estate with steep roofs, that is located quite close to the Civic Centre. c.1920-1950's. Recently reroofed and presented in good condition. Small infill opportunities have been identified, having varying complexity considered to range from simpler to more complex.

Hoe Lane, Whitewebbs EN1

Neo classically formal brick pitched roof courtyard estate with flats. c.1920-1950's. Recent works have been undertaken to this estate area including reroofing. The land title for this area of the estate is unregistered.

Two good infill opportunities have been identified adjacent to the estate boundary to the south.

High Road and Massey Close, New Southgate N11

The layout planning of this estate of various 1-4 storey heights comprising maisonettes, flats & houses, with special needs provision incl. elderly, is unusual. Located adjacent to the High Rd. retail frontages

the maisonettes are set back from the building line & adjacent street frontage with wide verges, with the back gardens to 179-213 addressing the street and with blank garden fence enclosures adversely impacting public realm opportunities. Redevelopment & infill potential has been identified.

Clarence Road, Ponders End EN3

Two plots adjoin a 3-storey brick block of flats north of Clarence Road c 1960. A third plot to the south of Clarence lies within a brick arts & craft influenced alms house cluster occupied by the elderly with prominent roofs and detailing and having semi mature landscape c. 1930-50. Both estate areas appear in good condition although residents reported ASB in back areas was an ongoing problem, upon visiting the plots. Infill opportunity.

Kendal Parade, Silver Street, Haselbury N18

Neo classically formal single linear brick deck access estate block of 3 storey flats. Extensive grounds & multiple roadways surfacing to the front face the busy north circular road. c.1920-1950's. Two potentially good small infill opportunities have been identified to the gable ends of the existing estate block.

Tenniswood Rd Est. r/o 288-294 Baker Street, Whitwebbs EN1

Neo classically formal brick courtyard estate of flats with maisonettes, some are above retail on the Baker St. frontage. c.1960's. The estate appears to be in good condition and has one good infill opportunity within its central courtyard area, subject to reconfiguring existing landscape amenity.

Enfield Road

Neo classically formal brick courtyard estate predominantly with 3 storey flats located to the south of the A110 Enfield Road at the junction with Bincote Road. c.1960's. The estate appears to be in good condition. It has one potentially good plot requiring closure of an estate road.

Archers and Yeomans Way Estate (South), Carterhatch EN3

Robust brick-built maisonettes flats & terraced housing c. 1980 that appear in good condition. Estate roads appear very congested with parking both legally in identified spaces as well as ad hoc fly parking by non-residents in non-designated areas. Opportunistic parking for shoppers maybe taking place. To intensify the density of homes on this estate so development would not make matters worse would require the situation is addressed, possibly via a CPZ.

Three potentially good plots for infill have been identified, one of which would benefit from an electrical sub-station being moved.

Constraints

One of the drivers for large area-based redevelopment schemes is that they can create a regeneration effect in terms of value growth over and above general market movement. This relies, however, on a sufficient criticality of scale and change. It may be that some such effect can be generated in cases and locations where a concentration of estate interventions is coupled with, for example, a wider suite of regeneration interventions such as a town centre regeneration scheme.

Density - A key assumption, particularly for partial and full redevelopment options, is the density of residential development that is appropriate to each of the estates. This will determine the amount of additional housing (and cross-subsidy from private sale units) that can be introduced and thus is central to the financial viability of the proposed intervention. The process of scheme design will determine the final density within existing and emerging planning policy frameworks set out in the London Plan guidance and draft Local Plan for the type of area (urban, suburban) in accordance with its degree of public transport accessibility (PTAL rating).

Tenure Mix - For partial and full redevelopment options, a planning policy compliant mix of 60:40 private: affordable has been assumed. To replace as many social rented units as possible, no intermediate provision has been included but the financial impact of a standard percentage of provision (at the expense of private sale) would be relatively small (assuming grant funding) due to the relatively low prevailing private sales values. For new housing infill developments there will need to be a degree of higher private tenure to assist in maximising income to cross subsidise and diversifying tenure.

GLA Grant - Affordable housing can only be applied to the additional (above replacement) social rented units built with grant rates in most cases representing up to 20% of scheme costs. The grant rates do not correspond to the rising build costs in the current market which coupled with restrictions on net new housing only makes viability more challenging. Use of Right to Buy receipts will enable more financial planning of up to 40% of total scheme costs. Future GLA funding levels to support affordable housing delivery will be subject to the level of government funding during the next programme period from 2026 onwards.

Appendix D: High rise living

Higher rise living is a reality in London, whether that be in legacy post-war blocks or new blocks built on increasingly scarce land. Family life in these blocks is also unavoidable. It is not given to all households to rent or buy a house and garden in London, where 50% of the homes are in flats and many of these in buildings over 7 storeys. There are inherent capital and operational costs of older higher rise buildings.

Overview

In most London boroughs higher rise homes, those over 7 storey's, are a reality. This is due both to the existence of 60s and 70s higher rise stock, as well as the emergence of higher rise new build homes. The Council is itself developing new higher rise homes, alongside some private developers. LB Enfield emerging planning policy permits taller buildings in several locations.

LBE existing higher rise stock

The Council currently owns numerous existing higher rise blocks and is going through a programme of surveying and creating strategies for each block as outlined previously.

Proposed new design and management guidelines

It is proposed to introduce design and management guidelines for higher rise buildings in LB Enfield with the aim of enhancing existing policy, rather than repeating policy, as far as possible. The idea is that these guidelines will directly relate to the principles drafted and set out below:

- For each principle, London Plan policies (in particular the detail of the new Housing LPG) and Building Regulations are set out which relate to those items. This allows residents and the council to see where policy already exists to safeguard family life at higher rise
- For each principle, additional spatial considerations which amplify or go beyond the London Plan policies are set out. These serve to help design teams to think 'from the resident perspective' and be creative in meeting resident needs, rather than being a set of defined 'standards' which may stifle innovation
- For each principle, management considerations are proposed for LBE housing management to consider. These are as important as the spatial considerations in determining the success or failure of higher rise blocks.
- There is a small number of building items which require a standard LBE spec to secure long-term robustness as well as successful management

Draft Principles for High rise living

Draft principle	Explanation and draft commitment for consultation
<p>1 ROBUST AND SAFELY BUILT We will make sure the building is robust and safely built</p>	Higher rise blocks need to be extra robust because it's harder to repair them and a day-to-day basis. We will ensure they are made of very durable materials and built carefully to meet Building Regulations and other manufacturers' advice.
<p>2 AFFORDABLE TO RUN We will make sure your service charge is affordable</p>	Higher rise blocks can sometimes have bigger service charges because of the specialist equipment they have, and because it's harder to repair buildings which are taller. We will make sure those charges are affordable for you.
<p>3 CLOSE TO PARK/NATURE/PLAY We will make sure that there is a good park with well-equipped play very close by</p>	Young people living in higher rise blocks sometimes find that it's harder to play outside because there isn't a play space close by which is supervised, and they can't see if their friends are there. We will try to put higher rises right next to or near a park with good play facilities. This can make up for a lack of communal play space or garden, and parents will find it much easier to make sure their children get fresh air and exercise.
<p>4 CLOSE TO USEFUL AMENITIES We will make sure that your home is close to useful family amenities, public transport options and cycle routes</p>	We will try to put useful amenities like shops, cycle routes and community spaces underneath or next to higher rise blocks. This helps the amenities to succeed and is also convenient for the families who live there who have a slightly longer journey to get to the ground floor. We will include some space which people can run themselves and help you to get that up and running.
<p>5 EASY FOR DELIVERIES We will make sure all deliveries can easily be done</p>	Higher rise blocks can generate a lot of deliveries in a small space. We will arrange this so that vehicles do not block resident access or dominate the space around the building.
<p>6 EASY FOR REFUSE We will make it easy to store and get rid of your rubbish</p>	Higher rise blocks can generate a lot of rubbish. We will arrange things so that storing and collecting daily rubbish – as well as bulk waste - is easy and so that it doesn't collect in unwanted spaces.
<p>7 WELCOMING We will make sure that your building entrance and lobby is welcoming and safe</p>	Higher rise blocks tend to have a lot of people going in and out. We will make lobbies which are secure, well lit, spacious, and comfortable. Ideally, there might be some supervised community space next to the lobby so that it feels even more welcoming. We will consider on-site staff during the day where this can be afforded.

<p>8 EASY TO MOVE THROUGH We will make it easy, pleasant, and safe for you to get from the block door into your home</p>	<p>The lifts for higher rise blocks are an important part of the journey home. We will provide reliable and quick lifts which work for families and accommodate all their stuff. We will make sure that they are repaired quickly if they break. Lift lobbies and corridors will be as open and wide as possible so that doors don't get in the way of buggies, and so that it's possible to put your things down and chat whilst waiting for the lift. Front doors will be special to each flat.</p>
<p>9 EASY TO STORE/ ACCESS BIG THINGS We will provide secure bike parking for all the family and more room to put bulky items you don't want in your flat</p>	<p>If there are a lot of families in a higher rise building, that can mean lots of bikes, buggies, and other family stuff. We will make sure people can store all of that either in their home, or in a locker at ground floor or basement level. We may also put in a secure communal store where people can share tools, ladders, and other expensive things.</p>
<p>10 EASY TO EXIT We will make sure you can escape safely if there is a fire</p>	<p>New higher rise buildings are going to have new regulations soon which make sure that fire doesn't spread quickly, and that people can escape easily if there is a fire. These new regulations are not ready yet, but we are following the ones in force now, and will follow the new ones when they are ready.</p>
<p>11 PRIVATE We will make sure that you feel a sense of privacy in your home</p>	<p>When you live near a lot of other people, it's good to feel like you can be private when you want to. We will make sure that walls between homes and corridors are well sound-proofed, and that bedrooms aren't next to any noisy areas like lifts, or other people's balconies. We'll also take care that people can't see into each other's flats.</p>
<p>12 NEIGHBOURLY We will make it easy for you to meet neighbours when you want to</p>	<p>Some people like to get to know their neighbours in a higher rise building. We'll make that easy by providing communal spaces like a sunny garden (which might be on the roof), community facility, or a nice seating area with a view by the lifts.</p>
<p>13 YOUTH-FRIENDLY We will make it easy and safe for young people to play and socialise when they want to</p>	<p>It's important that young people of all ages can go out to play easily, even if they live at higher rise. This might mean we provide a safe garden space at ground floor, or on an upper floor or roof. We will try to put family homes nearer the ground level and make sure play areas are sunny and sheltered from the wind.</p>
<p>14 SPACIOUS We will provide enough space for your family to live, work and play indoors</p>	<p>It's important that people have enough room to live and work at home now. We will make sure flats have more storage and study rooms, or that these things are provided in communal spaces near the entrance to the building.</p>
<p>15 COMFORTABLE AND SAFE We will make sure your family feels comfortable and safe inside your home and on your balcony</p>	<p>Higher rise flats can have amazing views and light. We will make sure that balconies and windows are safe and comfortable for all the family to use, and that your flat isn't too hot. We will also make sure that flats lower down the building have a good amount of light.</p>



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