

# Council Housing Service - Work Plan 2024/25 – 6 Month Review

A. Tenant Involvement & Empowerment	Timeframe	Officer	6 Month Update
1. Introduce a new tenant engagement plan reflecting our diverse resident profile and raising resident satisfaction across all service areas in the TSM survey 2024.	Sep 24	NW	<ul style="list-style-type: none"> <li>The Tenant Engagement Strategy is in draft format</li> <li>TSM survey was undertaken in October with field work commencing WC 16th September. First results look positive.</li> <li>Launch of Enfield 500 (E500) has been received well by tenants and we are working on a variety of issues with residents. Use E500 to ensure information on services including on performance is transparently shared in an accessible way (including translation) and increase digital news output along with the newsletter</li> </ul>
2. Consult on new service charges and implement as appropriate regarding security and concierge services in response to resident feedback.	June 24	NW	<ul style="list-style-type: none"> <li>The Roving Security Pilot began on 1st October 2024, patrolling nine estates. We discussed the pilot with CV and the E500 and will take an update report to both groups in November with a view to consulting on extending the Pilot and applying a service charge.</li> </ul>
3. Ensure all residents are aware of how to complain and how we can deliver early resolution.	Ongoing	NW/WS	<ul style="list-style-type: none"> <li>Documentation has been reviewed to be clear on the website.</li> <li>Have increased staff awareness of the complaint process through bulletin meetings.</li> </ul>
4. Engage residents in procurement activities relating to management and maintenance of the HRA's assets and maximise all sources of external investment .	Dec 25	AC	<ul style="list-style-type: none"> <li>Community Investment Panel set up and recruited to, first meeting to be confirmed. Ensuring transparency, influence from residents</li> <li>A procurement resident channel is soon to be explored</li> <li>Need to set up the social value Board</li> </ul>
Complete: 1	On track for completion: 3		Outstanding / Not started :
<b>B. Support vulnerable residents</b>			
1. Undertake an annual programme of welfare and tenancy checks to gather information regarding vulnerability and undertake more regular visits to single vulnerable household support needs, maintaining vigilance over vulnerable residents living alone and identify residents that need support to ensure access is gained to maintain their home.	Ongoing	NW	<ul style="list-style-type: none"> <li>Continuing to support residents maintain their tenancies.</li> <li>Undertaken analysis of tenant information to better prioritise the proactive support of tenants</li> <li>Tenancy audits are taking place however advances are still required on systems to make this a smoother more digital process. Residents with vulnerabilities are identified as a priority for the audit process which we are making good process on visiting. Due to the nature of the audit time frame this is an on -going piece of work to ensure there is a touch base with the residents.</li> </ul>

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			<ul style="list-style-type: none"> <li>We are establishing a new team, under the Estate Services Manager, to lead on housing management actions and resident support in our 54 high rise blocks. Their responsibility will be to maintain the PIBs and keep resident vulnerabilities up to date.</li> <li>CX Mobile will be rolled out with the aim of making audits an easier and more digital focused progress, utilising a flagged system to highlight residents needs.</li> <li>Continuing to record and update information on Civica</li> </ul>
2. Review complaints and MEQs quality & timeliness of responses ensuring vulnerability is accurately, fairly and sensitively managed	Apr 24	NW/WS	<ul style="list-style-type: none"> <li>New Housing Complaints &amp; Resolution Team in place.</li> <li>Complaint responses have improved, close to 90% compliance for quarter 2.</li> </ul>
<b>Complete:</b>	<b>On track for completion: 2</b>		<b>Outstanding / Not Started:</b>
<b>C. Homes</b>			
1. Ensure our tenants' homes are safe and in good condition. Verifying compliance data and indicators are regularly kept up to date.	Ongoing	AC	<ul style="list-style-type: none"> <li>Plan in place to achieve 90% decency by end of March 2025 and 100% for all non regen stock by March 2026.</li> <li>Decency Strategy in place with monitoring at Asset and Capital Board monthly</li> <li>Review to ensure compliance against key KPIs</li> <li>Develop a plan for decarbonisation maximising SHDF &amp; the GLA's Zero Carbon accelerator funding</li> </ul>
2. Ensure a responsive, value for money Repairs Service, delivered by the Council's in-house resources and achieving performance that compares to the best of our peers implementing the Repairs Improvement Plan.	Ongoing	AC	<ul style="list-style-type: none"> <li>Progress includes new budget coding ready for 2025/26</li> <li>launch of Repair Sense in October 2024</li> <li>Work on video repair calls to assist in dealing with cases</li> <li>Introduction of Damp and Mould Team with associated process (survey trial underway)</li> <li>Development of the Repairs Policy in Quarter 3.</li> <li>Work on programming to reduce the number of visits to a resident's home.</li> <li>Increase the speed of resolution and reduce the costs of settlements consider specialist lawyer providers. Utilise resident feedback to continually improve the disrepair service</li> </ul>

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			<ul style="list-style-type: none"> <li>Build on strong contract management, monitoring performance at the Asset and Capital board.</li> </ul>
Complete:	On track for completion: 2	Outstanding / Not Started:	
<b>D. Neighbourhood and Community</b>			
1. Develop the Anti Social Behaviour Team (RRO ASB team) to deliver successful outcomes for tenants.	Apr 24	NW	<ul style="list-style-type: none"> <li>Build and strengthen relationship with the Community Safety Unit (CSU) to tackle multi tenure ASB cases or those requiring the use of powers outside the landlord remit, with aim of driving up satisfaction.</li> <li>Support victims of ASB and ensure regular communication with residents</li> <li>Track and publicise enforcement against perpetrators of ASB</li> </ul>
2. Review and develop the role of caretakers	May 24	NW	<ul style="list-style-type: none"> <li>Consider undertaking minor communal repairs</li> <li>Regulate lighting</li> <li>Ensure building safety measures are addressed in blocks.</li> <li>Embed the new pilot to provide a rapid and resident focused enhanced grounds maintenance service.</li> <li>Work with the E500 for resident input as to where to deploy the services along with a programmed schedule using the Housemark data.</li> </ul>
Complete: 2	On track for completion:	Outstanding / Not Started:	
<b>E. Tenancy Standard</b>			
1. Review mutual exchange policy in the light of resident feedback and consumer standards.	Jun 24	NW	<ul style="list-style-type: none"> <li>Mutual Exchange policy has been reviewed and amended. This was approved and republished on the 18<sup>th</sup> June 2024.</li> </ul>
2. Implement the Tenancy Strategy and new Tenancy Policy for 4 bed family and adapted homes and review the Allocations Policy	Jun 24	NW	<ul style="list-style-type: none"> <li>Fixed term tenancies have now been implemented for all new council tenants who move into adapted and or 4+ bedroom properties. This measure is to ensure optimal use of our housing stock and to prevent under occupancy.</li> <li>Respond to Rent Policy consultation.</li> <li>The allocation policy is currently being reviewed and is out for consultation.</li> </ul>

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Complete: 2		On track for completion:		Outstanding / Not Started:
<b>F. Building Safety</b>				
1. Mainstream the ongoing development and management of in scope tall buildings through the Building Safety Case report process ensuring regular updates as necessary. Engage positively and pro-actively with the Building Safety Regulator.	Mar 25	AC	<ul style="list-style-type: none"> <li>Working to embed Risk flag to automate the production of BSCF, all Type 4 actions identified on BSCF are in apex and being progressed. Recruitment underway to resolve gaps in Building Safety Team</li> <li>Implement the Building Safety Plan with support of the Building Safety Board and resident group.</li> <li>Ensure comprehensive view of safety risk, compliance &amp; performance</li> <li>Provide necessary training briefings and communications to staff to ensure they have the knowledge and skills to fulfil their responsibilities</li> <li>Deliver training to support building safety understanding</li> </ul>	
Complete:		On track for completion: 1		Outstanding / Not Started:
<b>G. Staff Development</b>				
1. Review the role and grading structure for housing management to promote career opportunities aiding retention of talent.	Aug 24	NW/ AC	<ul style="list-style-type: none"> <li>Restructure in final steps to capture management possibilities. 2 roles in the residents section are soon to start.</li> <li>Reviewing was to offer additional opportunities for staff through possible project based honorariums to ensure talent is acknowledged.</li> <li>Implementation of a CPD programme for staff, in particular PO/MM grades.</li> <li>Roll out and continue to promote the customer culture and respect programme.</li> <li>Monthly newsletters are sharing information to housing staff &amp; the council housing meeting to form collaboration.</li> <li>Regular learning regarding regulatory framework and consumer standards</li> <li>Audit current level of qualifications across the service and develop a plan for supporting staff to obtain relevant professional housing qualifications.</li> <li>Work with North London Sub Region to look at joint approach to training and accreditations.</li> <li>Review potential funding streams from central government to assist</li> </ul>	
Complete: 1		On track for completion:		Outstanding / Not Started:

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H. General assurance			
1. Ensure the service meets the needs of the Social Housing Ombudsman, Regulator and other statutory bodies. Verifying data through the data governance board.	Apr 25	NW/ AC/ WS	<ul style="list-style-type: none"> <li>Ensuring that our services align with complaints codes, the service and consumer standards. Regular meetings are undertaken to review how the service adheres to these standards. Enfield are also meeting with other local authorities to see how they are supporting residents and meeting these standards.</li> <li>Reviewing the service plan and providing updates for assurance monitoring.</li> <li>Refreshing and reviewing various policies in line with regulation need.</li> <li>Utilising benchmarking data from housemark and other local authorities.</li> <li>Internal audits are taking place (currently the voids service), and FRA actions was completed in September. Upcoming audits will investigate leaseholder and service charges.</li> </ul>
2. Develop an external communications (utilising digital) plan so that residents, the community and potential staff understand the good work being delivered, how to engage with us as a landlord and the value of the work of housing.	Jun 24	AC/N W	<ul style="list-style-type: none"> <li>49 Electronic Noticeboards have been in place for a year and have proved to be a popular tool for real time updates on faults and issues, whilst providing direct access via QR codes to a wealth of information including contact details for officers, health and well-being, community news, financial assistance information</li> </ul>
3. Review SLA across the service to ensure better outcomes for the service and residents	Ongoing	All	<ul style="list-style-type: none"> <li>SLA continue to be reviewed, with a push for all recharges to have an SLA. Regular reviews are undertaken to see if there are cost saving opportunities.</li> <li>Training has also been undertaken by various teams to ensure compliance with the Operation of the HRA and ensure only eligible recharges are made.</li> </ul>
Complete: 1	On track for completion: 2		Outstanding / Not Started:

AC – Andrew Cotton (Service Director – Homes)

NW – Neil Wightman (Service Director – Residents)

HL – Harjinder Lota (Head of Housing Management)

WS – Will Solly (Service Development & Improvement Lead)