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28 October 2023

To: All Members of the Standards Committee

Dear Member,

Standards Committee - Tuesday, 31st October, 2023

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

- 7. PROPOSED CHANGES TO THE CONSTITUTION - PART THREE - RESPONSIBILITIES FOR FUNCTIONS, SECTION E - SCHEME OF DELEGATION - SECTION 2 GENERAL DELEGATION TO DIRECTORS - PROPERTY DELEGATIONS (PAGES 1 - 74)**

Yours sincerely

Ayshe Simsek,  
Democratic Services and Scrutiny Manager

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# LATE BUSINESS SHEET

**Report Title: Agenda Item 7 PROPOSED CHANGES TO THE CONSTITUTION - PART THREE -RESPONSIBILITIES FOR FUNCTIONS, SECTION E - SCHEME OF DELEGATION - SECTION 2 GENERAL DELEGATION TO DIRECTORS - PROPERTY DELEGATIONS**

**Committee: Standards Committee**

**Date: 31 October 2023**

## **Reason for lateness and reason for consideration**

To ensure that member comments of the Constitution Working Group were included in the report following their meeting on the 27<sup>th</sup> of October 2023. This was after the publication date of papers for Standards Committee.

Under s100B(4)(b) of the Local Government Act 1972, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency by reason of special circumstances for the reasons set out above and ensure the Committee consider this information before the November full Council meeting, in line with the committee's terms of reference set out at Part Three section B, paragraph 5(l) of the Council's Constitution, *Considering amendments to the Constitution and recommending proposals to full Council for approval* and to meet the requirements of External Property Review Action Plan, reference item 1.

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**Report for:** Standards Committee

**Date:** 31 October 2023

**Title:** Changes to the Constitution Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors.

**Report authorised by:** Jonathan Kirby, Assistant Director, Capital Projects and Property/ Fiona Alderman Head of Legal and Governance and Monitoring Officer

**Ward(s) affected:** N/A

**Report for Key/  
Non-Key Decision:** Non-Key Decision

**1. Describe the issue under Consideration.**

To recommend amendments to the Council's Constitution at the Full Council on the 20th of November 2023. These amendments respond to actions arising from the Independent External Property Services Review and concern: Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors. These amendments have been considered and commented on by the Member Constitution Working Group at two meetings and are recommended to the Standards Committee for approval and onward adoption by full Council

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations for the Member working group.**

- 3.1. To agree the proposed amendments to Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Property Matters, as set out in track changes in Appendix 3 and also proposed final version at Appendix 4.
- 3.2 To recommend these amendments to the Council's Constitution for approval at full Council on the 20<sup>th</sup> of November in accordance with part three section B, paragraph 5(l) of the Committee's terms of reference.

**4. Reasons for decision**

This in in accordance with the powers of the Standards Committee which are set out at part three section B, paragraph 5(l), *Considering amendments to the Constitution and recommending proposals to full Council for approval.*

## 5. Alternative options considered.

None - The amendments to the Council's Constitution are required as set out at Appendix 1, External Property Review Action Plan, reference item 1.

## 6. Background

6.1. The Independent External Property Review considered the Council's governance arrangements at the time of historic transactions and the current council governance processes, as well as political policy, structures, personnel and process. Overall, the review had found that improvements had been made within the Council and Haringey's arrangements were now much stronger than the period that was reviewed. The Review identified that there was always room for improvement and made twelve recommendations for improvement. These were considered by Cabinet in April 2023 and included in an action plan which is attached at Appendix 1 of this report. This also includes a full response to each of the Review's recommendations, together with clearly defined actions and dates by when these will be completed. As set out at Appendix 1, External Property Review Action Plan, reference items 2, 6,7 and 10 have already been considered by the Constitution Working Group and the Standards Committee and actions/ constitutional amendments made at Full Council on the 17<sup>th</sup> of July 2023. This report deals with reference 1 and the constitutional action, due at October Standards Committee and November Council, which is as follows:

- **That the delegated authority about the management of land be amended to reflect the corporate nature of the asset.**

6.2.1 The Constitution Working Group considered changes to Section 2 General Delegations to Directors, for Property Matters, on the 6<sup>th</sup> of October and 27<sup>th</sup> of October and made comments which have been responded to below and are set out in Appendix 3 and 4. These changes will further underpin and inform compilation of a property decision making protocol which will go forward to Constitution Working Group and Standards Committee in the coming months for approval and addition to the Council's Constitution.

6.2.2 In summary the amendments to the Council's Constitution have been informed by member comments as follows:

- Clarity on the officer levels and types of property decision making - This is provided at paragraph 1 (under Property Matters) which sets out decisions concerning the management, administration, need for or use of land held for the operational requirements of the officers of a service area or any other decisions relating to a property can only be taken by the Director of Placemaking and Housing and the decision must be in accordance with the Strategic Asset Management & Property Improvement Plan or any

other equivalent replacement plan. This still allows service directors to make a service led decisions on property but ensures that the subsequent management and administration and operational requirements are considered and agreed upon by the Director for Placemaking and Housing.

- Update to the wording to reflect the type and level of officer decision making. Property Matters - Paragraphs 1, 2, and 3 have sub paragraphs that clearly set out decisions for the Assistant Director for Capital Projects and for The Director of Placemaking and Housing.
- Property Governance structure - this has been removed as it is an internal governance structure and not felt appropriate to include in a Council's Constitution which sets out the public governance of the Council. There is a reference to the Strategic Asset Management & Property Improvement Plan or any other equivalent replacement plan under Property Matters, paragraph 1. Senior Officers will be briefed on the Property Governance Structure so that they are clear on the process and guidance also issued.
- Management and use of land and disposal and property clarifications are provided at paragraph 3 and sub paragraphs a to d.
- It was agreed to add in wording that indicated when officers were exercising powers under the 2016 Housing and Planning Act or similar legislation and this is included at paragraph 2(c).
- There is additional wording to make clear responsibilities of officers for recording and reporting delegated decisions. This is set out below paragraph 4. There is also further wording added at the second star to highlight that the Leader and Cabinet have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000 and any key decisions relating to property matters. These key decisions can still be delegated by the Leader to Cabinet Members in accordance with Part Three, section C, of the Council's Constitution.
  
- Where a delegated decision is of particular significance as defined in Part 3 Section E paragraph 3.04, this can still be put forward to the Leader or Cabinet (as the case may be) for a decision in accordance with the decision-making protocol.

### **7. Contribution to Corporate Delivery Plan**

7.1. The Council's Constitution supports the governance of the Council and its decision making thereby assisting the Council to meet its corporate delivery plan objectives.

### **8. Appendices**

**Appendix 1** – External Property Review Action Plan

**Appendix 2** – Strategic Asset Management and Property Improvement Plan 2023-28.

**Appendix 3** Track changes to Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, (updated following CWG on the 6<sup>th</sup> of October 2023)

**Appendix 4** Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Clean Version (updated following CWG on the 6<sup>th</sup> of October 2023)



Appendix B – External Property Review Action Plan

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
1	<p>Section 4.2</p> <p>If the Council is going to operate a corporate Landlord model, then this delegation in the constitution needs to be reviewed, accordingly, it is recommended that the delegated authority with regard to the management of land be amended to reflect the corporate nature of the asset.</p>	<p>That the delegated authority about the management of land be amended to reflect the corporate nature of the asset</p>	<p>We have completed the internal engagement on the Corporate Property Model.</p> <p>The Management case for senior approval, will be completed March 23</p> <p>This will align with the cabinet approval of the Asset Management Plan, allowing for swift implementation, subject to cabinet approval.</p> <p>The Management Case will inform the constitutional changes that may be required</p>	<p>To work with legal on the draft Management Case to outline the constitutional changes and what decision making processes will be required.</p>	<p>Corporate property model Jonathan Kirby</p> <p>Constitutional changes Fiona Alderman</p>	<p>Sept 2023</p>
2	<p>Section 4.4 &amp; 4.6</p> <p>All decisions including those relating to property, and those made by the Leader are required to follow a protocol which is contained in section D and</p>	<p>To review the Circumstances in which the leader can exercise powers personally</p>	<p>The Asset Management Plan action plans, which will be brought to cabinet in April 2023, identifies full review of property related processes.</p>	<p>Property and legal to review Part 5 and Section D in the context of the council’s leadership model</p>	<p>Property Process Review Jonathan Kirby</p>	<p>30<sup>th</sup> of June Standards</p> <p>17<sup>th</sup> of July Full Council</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	part 5 of the Constitution and was last updated in 2014.		<p>This review will inform any required updates to section D and part 5 of the constitution, from a service perspective</p> <p>In parallel a joint review, between property and legal on the current parts and sections of the constitution to take place, in the context of the councils Leadership model</p>	Property to review and recommend updates that are required to the current property processes	Constitutional review Fiona Alderman	<p>October 23 Standards</p> <p>November 23 Full Council</p>
3	<p>Section 4.10</p> <p>However, in all papers, the inference is that the board is making the decision to agree a particular action when constitutionally none of the boards exist and the matter is constitutionally delegated to a chief officer.</p>	That the Council review the status of boards as to whether they should have decision making responsibilities or whether as at present that responsibility rests with named chief officers for the letting of contracts or the acquisition or disposal of land valued below £500,000	<p>A review is already underway of the councils Governance structures, as part of good practice and annual review.</p> <p>The recommendation from this audit, will inform future amends</p>	Project Management Offices to incorporate this recommendation into their current review	Jonathan Kirby	April 23
4	<p>Section 4.13</p> <p>There needs to be a balance struck between</p>	That any housing scheme with a value above £10 million or over 30 units that has achieved	Housing colleagues will make these amendments to their programme reporting	Programme lead to work with Head of Finance & Chief	Robbie Erbmann	April 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	<p>reporting every single small site scheme (such as Winchelsea Road) and not reporting separately on schemes worth £114m (Ashley Road depot). Similarly, there needs to be a distinction between those schemes that are only at feasibility level and may not proceed to those schemes that have achieved planning and are viable. There also needs to be a balance between the ability to exercise scrutiny and transparency by Councillors and overload.</p>	<p>planning approval should be separately detailed in the budget and the regular reports on the housing delivery programme include details on these larger schemes showing progress against an agreed programme, any reasons for delay, and spend against budget</p>	<p>and work with finance on reflecting this in the budget</p>	<p>Accountant on implementing this recommendation</p>	<p>Kaycee Ikegwu</p>	
5	<p><i>Section 4.14</i></p> <p>There is normally a reference in the body of this report to proposed new schemes and a plan showing the location of the potential development. At</p>	<p>That the housing delivery update report include an</p>	<p>The programme templates and trackers will be amended</p>	<p>Programme lead to review and implement the change in reporting</p>	<p>Robbie Erbmann</p>	<p>April 23</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	<p>this stage, the scheme is very much embryonic and will not have undergone financial viability and planning tests. At either of these two stages schemes may be recommended for deletion from the programme. This, however, does not always happen and some schemes such as that relating to the West Indian Cultural centre are theoretically still in the programme despite the fact that redevelopment is unlikely to happen for housing in the near future.</p>	<p>appendix showing in a single line the status of each scheme</p>				
6	<p><i>Section 5.5.</i> the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious</p>	<p>That both Officers and members of the Council are reminded that any information contained in a restricted Cabinet paper should not be passed onto a third party and that any breach of that is a breach of the Employees</p>	<p>Guidance is being reviewed and officers and members will be reminded of these processes, procedures and guidance.</p>	<p>Review of the existing process, procedures and guidance, resulting in changes being implemented</p>	<p>Fiona Alderman</p>	<p>30<sup>th</sup> of June Standards 17<sup>th</sup> of July Full Council October Standards</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	activities of this nature in the future	disciplinary code or the Members code of conduct.	<p>We will introduce training for members and officers relating to this area</p> <p>We will look to bring in having a Signed declaration of having read new guidance.</p>			November 23 Full Council
7	<p><i>Section 5.5.</i></p> <p>the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future</p>	<p>That when the Council is considering developing sites it either owns or intends to acquire or sell that both Officers and Members be advised that the consideration of those matters is commercially in confidence to the Council and that passing on this information could again be a breach of the Employees disciplinary code or the Members code of conduct.</p>	<p>Guidance is being reviewed and officers and members will be reminded of these processes, procedures and guidance.</p> <p>This will be in alignment with the recommendation above and reflected in the to be amended property process documents, as per recommendation 2</p> <p>We will introduce training for members and officers relating to this area</p>	<p>Review of the existing process, procedures and guidance, resulting in changes being implemented</p>	Fiona Alderman	<p>30<sup>th</sup> of June Standards</p> <p>17<sup>th</sup> of July Full Council</p> <p>October Standards</p> <p>November 23 Full Council</p> <p>Dec 23 for updated property process</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
			We will look to bring in having a Signed declaration of having read new guidance.			
8	<p><i>Section 5.5</i></p> <p>the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future</p>	<p>That when marketing sites in future, that disposals be on an open market disposal basis, rather than on a “special purchaser” basis, except for when there is a clear obligation to deal with as a special purchaser e.g., a leaseholder who may have a right to acquire a freehold.</p>	<p>This will be reflected in the new property processes</p>	<p>This has been implemented for any marketing of sites.</p>	Jonathan Kirby	April 23
9	<p>Section 5.14</p> <p>it is probable that there are other examples where properties are either not being used in line with the original lease, or that leases have not been reviewed or obligations are not being met</p>	<p>That the Council complete by the end of July 2023 a full review of properties leased to the voluntary sector to ensure that properties are used in line with the purpose for which the lease was granted and that both parties are meeting their tenancy obligations. Following the review action should be</p>	<p>The SAMPIP has a specific action plan for commercial portfolio review and are looking to recommend to members a Voluntary Community Services Leasing Process (VCS). This review of existing leases will form part of that</p>	<p>Review of existing leases and information held on Techforge, which will result in a report being taken through the councils property governance structure and required</p>	Jonathan Kirby	July 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
		taken to regularise arrangements on all voluntary sector use of Council property		recommendations will be brought to cabinet as required.		
10	<i>Section 5.14</i>	That the Council issue additional guidance on the role of Council appointees to voluntary sector organisations, reminding them of their role as stewards of public funds and assets	Existing guidance will be reviewed and new guidance or amendments as required will be implemented  We will introduce training for members and officers relating to this area  We will look to bring in having a Signed declaration of having read new guidance.	Review of existing guidance to inform the changes and additional guidance that are required.	Fiona Alderman	30 <sup>th</sup> of June Standards  17 <sup>th</sup> of July Full Council  October Standards  November 23 Full Council
11	<i>Section 5.18</i>  The Council has had a mixed record on the four sites in question referred to above. There are, however, several lessons to be learnt.	That, when valuation briefs are drafted, they should be comprehensive and cover the whole range of potential options for the site both in respect of sales and purchases and that the Council reviews	This will be reflected in the new property processes	Review of currently commissioned valuations	Jonathan Kirby	April 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
		the cost and timescales involved in the use of CPO powers for sites, so that members are able to take a rounded view on the cost benefit of negotiating for a site versus the use of statutory powers				
12	<p><i>Section 5.21</i></p> <p>The Council's arrangements for decision making as set out in the constitution are quite clear. Any decision by an individual member needs to be based on officer advice and the decision needs to be made in writing. However, the arrangements are less clear cut when it comes to member interaction with members of the public or firms involved in either</p>	That the Council review guidance to councillors meeting with landowners, contractors etc when not in their capacity as ward councillors.	<p>Existing guidance will be reviewed and new guidance or amendments as required will be implemented</p> <p>We will introduce training for members and officers relating to this area</p> <p>We will look to bring in having a Signed declaration of having read new guidance.</p>	Review of existing guidance to inform the changes and additional guidance that are required.	Fiona Alderman	<p>30<sup>th</sup> of June Standards</p> <p>17<sup>th</sup> of July Full Council</p> <p>October Standards</p> <p>November 23 Full Council</p>



Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	contract letting, land purchase or sale.					

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# Strategic Asset Management and Property Improvement Plan

2023 – 2028

Civic Centre (Proposed Design)



River Park House



Broadwaters Inclusive Learning  
Community



Osborne Grove Nursing Home  
(Proposed Design)



Heartlands High School



George Meehan House

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## **1. Lead Member Forward**

I am pleased to introduce the latest update to Haringey Council's Strategic Asset Management Plan. We are fortunate in Haringey to have a wide range of Council assets – from our own corporate property to commercial units and industrial sites. Our assets are valued at £2.8 billion: caring for these is a huge undertaking.

Since becoming Cabinet Member with responsibility for this area, my focus has been on ensuring we are using our assets to provide value for money – both for the Council and our residents. We are proud of the assets we hold and want to ensure they are benefiting the whole borough.

The Asset Management Plan sets out the assets we hold and how we intend to care for them in line with statutory regulations and the needs of the service. It helps services understand their responsibilities around their assets and the process by which Haringey Council can maintain quality, invest, divest or repurpose assets within the portfolio.

The Plan is part of our capital investment strategy, setting the context for major decisions and priorities around capital investment. These include the renovation of the Civic Centre in Wood Green, protecting its heritage and the legacy of the borough for generations to come.

Over the next year, we will be putting into place a new model for our corporate property. It will centralise our property operations and budgets, ensuring we are using our property strategically. We are also planning a review of our commercial property to make certain that it is being used to support our ambitions around community wealth building.

I know that in the past, we haven't always got it right. Following an independent report that identified some areas of improvement in our governance and practices, we have compiled the action plan attached to the end of this Plan that sets out how we intend to improve in the short and long-term. I am confident we now have the tools and people in place to make these improvements.

I would like to thank officers for their hard work in this complex and vital area for the Council. Cutting across all service areas, it is a particularly challenging topic to coordinate. There is still much to be done, but as this update shows, we are on the right path.

## **2. Introduction**

2.1 We cannot deliver great services to our residents without providing an excellent, fit for purpose and sustainable operational asset base.

2.2 This Strategic Asset Management and Property Improvement Plan 2023 – 2028 (SAMPIP) provides the framework for the council's approach to property and asset related activities. It will guide and shape service specific Asset Management Plans (AMP) such as the Housing Asset Management Plan and Parks and Leisure Asset Management Plan. Those service specific AMP's will identify how assets are operated on a day-to-day basis to meet legislative and specific service operational needs, but importantly in accordance with the objectives of this SAMPIP.

2.3 Property is one of the Council's major resources – valued at £2.774 billion on 31<sup>st</sup> March 2021, it is a major cost to the Council, a major source of income and a major component in service delivery and economic growth. The SAMPIP will provide a baseline on property and land matters and supports capital investment decisions.

2.4 The governance and decision-making toolkit within this strategy will be followed as part of a Corporate Property Model (CPM) when there is a service property requirement. This will ensure a joined up, open and transparent framework for the management of council property and assets.

2.5 This strategy aligns with the Medium-Term Financial Strategy 2023-28 and will inform the Council's Capital Strategy and Capital programme for 2021/22-2025/26; by providing data led approach to decision making.

2.6 In the past there have been mistakes regarding various property transactions that have come into the public domain and an Independent external property review was commissioned. This SAMPIP addresses the outcomes and recommendations from that review in the action plan section.

2.7 The external property review considered the governance arrangements at the time of these historic transactions and the current council governance arrangements; as well as political policy, structures, staffing and processes. Overall, the review found that improvements have been made within the Council

and Haringey's arrangements are now much stronger than the period under review.

2.8 However, there is always room for improvement and the review has made 12 recommendations that will help the Council further strengthen core areas, as part of our continued journey. The development and adoption of this SAMPIP, with its associated action plans, is a major next stage in that journey over the coming years.

2.9 The measurement of progress in the SAMPIP objective action plans will be provided through the council's property governance structure and Scrutiny Panels on a quarterly basis. This reflects the inherent open and transparent approach, relating to property, embedded within this SAMPIP.

2.10 We have created a new Capital Projects and Property team (CPP) within the council and are well under way to fully resourcing this team to ensure we have appropriate skills, resources and culture around our management of property and Assets. In addition to ensuring we have the right people; we are also reviewing, policy, governance, and implementing digital systems are part of these action plans. This will ensure, working with all Haringey council's services that the Council's assets are used as effectively and efficiently as possible to support our core objective of improving residents' lives.

2.11 The SAMPIP sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets; Supporting the delivery of Council services and the Council's Corporate Delivery Plan 2022-24. This is SAMPIP builds upon the solid foundation provided by the previously adopted Asset Management Plan 2020-2025.

2.12 Finally, the SAMPIP sets the strategic framework for improving the energy performance of Haringey's property and assets, so that we meet our carbon net zero target as outlined in the Council's Zero Carbon Strategy (2019) Examples of this will be across our corporate estate, commercial portfolio, schools and housing stock.

### 3 Successful projects delivered to date.

3.1 We have successfully delivered a wide variety of projects across the Corporate Property portfolio in the past two years, that includes partnership working, as a result of our asset management and property processes.



#### Pendarren House Outdoor Education Centre

Pendarren is an outdoor activity centre situated in the Brecon Beacons National Park and has been operated by Haringey Council since 1975.

**Budget: £2m**

**Project Completed:**

December 2022

Works were divided into two phases, including urgent compliance works to the main house and the refurbishment of the Annex which will facilitate the use of the Centre by 2 schools simultaneously. Phase One comprised of fire compartmentalisation, roof repairs, mechanical ventilation, decorations, oil tank replacement, handrails, and minor electrical upgrades and was completed in April 2021. Phase 2 comprised of condition and compliance works to the Annex and reconfiguring of the internal spaces.





## Lordship Lane Nursery



A newbuild reversion of the school's 2 class nursery including WCs, staff room, kitchenettes and ancillary spaces, due to its poor and end of life condition.

**Budget: £2m**

**Project Completed: September 2022**



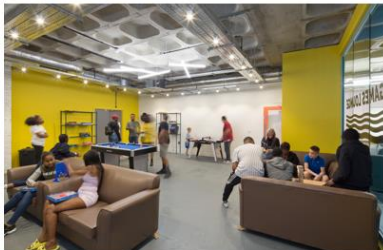
## Wood Green Youth Hub



The Wood Green Youth Hub is situated on the pedestrianised area of Lymington Avenue just off the Wood Green High Street. It utilised a Co-Design process whereby the Wood Green Young Voices (a group of local young people) have been consulted through the design development stages and have had their key recommendations fed into the facility's design. The project was delivered to the approved programme and the facility is now operational. The project received positive feedback from the client team and the building users.

**Budget: £1.2m**

**Project Completed: July 2022**



## Marsh Lane New Depot



Wholesale relocation of the depot operation from Ashley Rd Depot to 85 Marsh Lane including a Provision of new vehicle workshop, Admin accommodation and ancillary services.

**Budget: £19.5m**

**Project Completed: November 2021**



## 3.2 We are in the process of delivering the Civic Centre Refurbishment project.

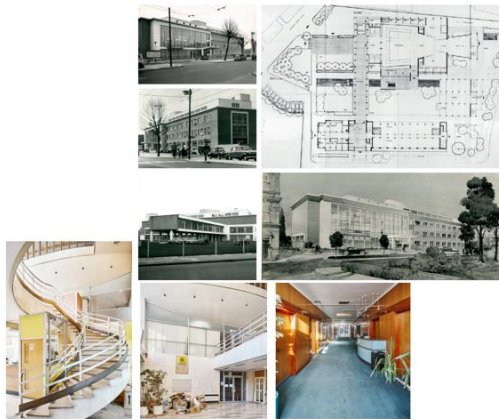
### Civic Centre Refurbishment Project

The Haringey Civic Centre was built in 1955-58 and was first Civic Centre designed after the War. Is a Grade II listed building, is within the Trinity Gardens Conservation Area and is steeped in local, social and political history.

The refurbished Civic Centre and new build Annex is to provide:

- The home of the Council's Democratic functions, with some shared public and community access;
- Flexible working, collaboration and meeting spaces that are open to all staff to help transform Council working culture; and
- A sustainably built environment

#### The Current Civic Centre



#### The Proposed Civic Centre



#### 4 Asset Management and Property Improvement Plan Objectives

4.1 This SAMPIP will assist in the delivery of the new corporate delivery plan (CDP) themes.

4.2 The corporate delivery plan replaced the Borough Plan, setting out the council's priorities for each of its service areas and the work it will undertake to improve the lives of our residents.

4.3 The CDP is split into eight themes as shown below. The objectives within this SAMPIP and the decision-making tool kits will be fundamental to ensuring the successful delivery of the CDP.



For further information please click on the link to the Corporate Delivery Plan.  
[https://www.haringey.gov.uk/sites/haringeygovuk/files/final\\_corporate\\_delivery\\_plan.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/final_corporate_delivery_plan.pdf)

4.4 The objectives of the Strategic Asset Management and Property Improvement Plan are outlined below. These reflect both the why we hold property and how we will manage our assets as part of a joint strategic plan.

#### Strategic Asset Management and Property Improvement Plan objectives.

- To ensure Council property **works** for the benefit of **residents** and achieves **value for money** for the Council while supporting financial **sustainability**.
- To ensure that our **property** meets our **service needs** across Adults, Health and communities, Placemaking and Housing, Children's Services,

*Environment and Resident Experience & Culture, Strategy and Engagement.*

- *To use our asset base to **enable** placemaking where the **need** and **opportunity is greatest** for people who live, work and visit the borough, ensuring the Borough's **diverse** communities are celebrated.*
- *To implement the **restoration** of the **Civic Centre** as part of an Accommodation Strategy that provides **high quality** sustainable workspace for **all staff** across the Borough.*
- *To establish a **Corporate Property Model** (CPM) that holds all non-residential property and budgets centrally, in accordance with **best practice**.*
- *To complete a **commercial portfolio review** which will inform our future approach to industrial, community and retail property portfolios to **maximise** income opportunities and **efficiency** of running costs across the council's property portfolio, including **investment** and **divestment** opportunities.*
- *To ensure **open** and **transparent** decision making, via a **robust** governance framework, updated policies & procedures and implementation of a **fully resourced** property team.*
- *To create a **strategic framework** informed by performance **data** that will support the **prioritisation** of capital investment decisions.*
- *Working with public sector **partner** organisations, to adopt a **One Public Estate** approach, where possible, which utilises assets for public **benefit**.*
- *To deliver **Zero** Carbon and **Low** Carbon Council Buildings, in line with the Climate Action Plan including **maximising** technological and **digital** solutions via **smart** buildings and **green** tech industries.*

## 5 How we will deliver the above objectives

5.1 This SAMPIP contains action plans for each objective. These will be live documents that are reviewed regularly, as part of the council governance structure and updated annually to cabinet, which will set the direction for the subsequent years detailed action plans. Three Core focus areas we wish to highlight are that will fundamentally underpin the delivery of the above objectives are:

- Corporate Property Model,
- Commercial Property
- Property Improvement Plan

### **Corporate Property Model (Action Plan number 5)**

5.2 Corporate Property Model - To introduce a Corporate Property Model over the next 12-18 months that will develop a robust and transparent system that centralises property budgets, improve planned maintenance through efficiency savings and improve the utilisation of buildings with co-location and or meanwhile uses of empty property. This arrangement is a significant culture shift to a corporate approach that determines the best use of property assets and regularises standards. This will enable operational areas to concentrate on delivery of excellent services.

5.3 The Corporate Property Model once implemented will have a fundamental impact on the way property is managed in the future as all property related functions will be combined into one service, with centralised control of all property spend, space management, procurement, negotiations and capital programmes. This holistic approach not only improves quality by having a single point of contact but can deliver significant, sustainable savings. The benefits include:

- open and transparent decision making embedded on a robust governance model.
- improved service environment for employees, service users and residents.
- Haringey Deal to involve communities in decisions about Council buildings.
- Social value impact.
- Customer focused service and management reporting – service able to focus on delivery.



- Improved statutory obligations and health and safety compliance
- Reduced running costs, back logged maintenance and transition to planned rather than reactive maintenance.

### **Commercial Property Review (Action Plan number 6)**

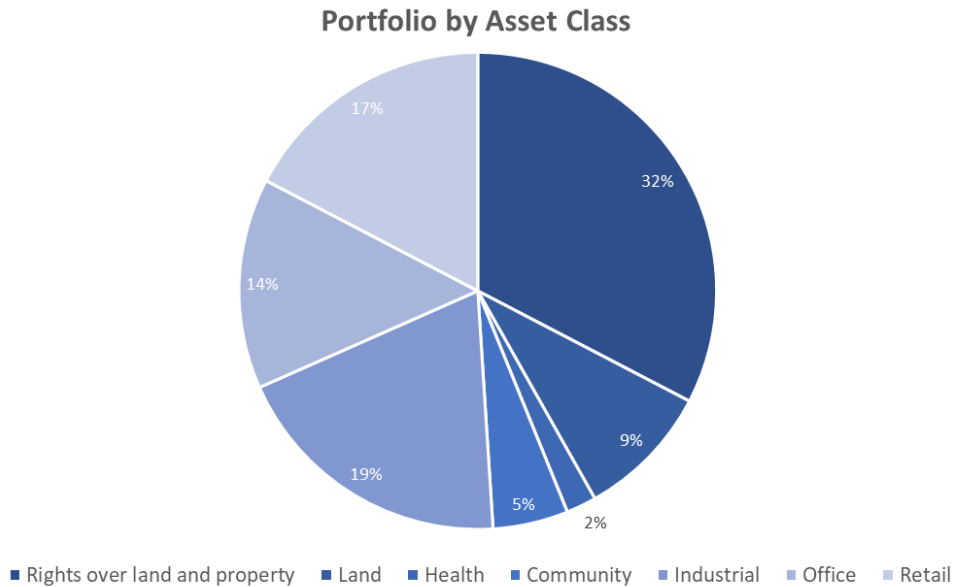
5.4 The Council's budget and the MTFS for future years has a dependency on commercial income from property. The commercial property strategy will identify commercial properties to retain, invest, divest, repurpose to meet council objectives and areas for future acquisition. This decision making will be done on the basis of the property's use for social and economic wellbeing or service delivery purposes.

### **Property Improvement Plan (Action Plan number 7)**

5.5 Haringey Council has gone through a property management improvement journey and has commissioned an independent property review into a number of its property transactions in May 2022. The review was asked to examine nine transactions or intended transactions which date back over several years and to examine them in the light of a series of questions set out in the terms of reference. In addition, the Council's current and previous processes for property transactions together with arrangements for the wider reporting of capital expenditure and scheme progress have been examined and reviewed. The action plan details implementation of the 46 recommendations from the Property Audits, across 3 core themed areas, Governance, Best Practise & People.

## **6 Property Portfolio**

6.1 There are currently 986 assets in the portfolio held across the commercial portfolio budget centre and various service budget cost centres at present including, offices, shops, industrial premises or land, community uses and clinics including a range of 431 sundry uses including advertising/telecoms/ cables, utilities/ wayleaves.



6.2 The aim of the Strategic Asset Management & Property Improvement Plan (SAMPIP) is to set out the Council's vision, aspirations and objectives for property portfolio and asset management. This strategic framework sets the core principles for the future use and management of the Council's assets to enable the successful delivery of council services.

6.3 The Corporate Delivery Plan sets out the Council's Priorities and the Strategic Asset Management sets out the programme for property delivery. This property strategy outlines the policy for why we own property and how our property ownership can be financially sustainable.

6.4 Council's Property ownership is diverse and would ideally be self-supporting, income from investment and commercial property contribute towards the delivery of the operational property needs.

6.5 Commercial property portfolio is valued for insurance purposes at circa £225m producing a current annual income of c£8.67m in normal circumstances (less during the pandemic). This comprises industrial, retail, office and various other assets located through the Borough. Retail property accounts for 44% by fixed asset register values, industrial 50% and offices 2.5%. In terms of annual rental income, retail property accounts for 34%, industrial 50% and offices 3.7% of the total portfolio income.

6.6 An analysis of the Council's commercial portfolio, assessing performance, management and market trends has led to more detailed review to assess the value of the properties to the Council's service delivery or social and economic well-being and to assess where it may be possible to improve income performance from commercial property. As well as looking at financial performance the review is looking at how the commercial portfolio can be used more effectively to support

Council service delivery properties of the Corporate Delivery Plan, as well as the Good Economy Recovery Plan, published September 2020 plus the Haringey Deal launched 7th November 2022. The includes looking at the industrial portfolio, to try to protect its role in supporting employment in the Borough and looking at how the retail portfolio links with the locality and community properties which can improve outcomes locally.

6.7 In addition, as part of the accommodation strategy and emerging action plan from the Council is looking at how best use can be made of any office accommodation that is released to support economic activity, potentially on a meanwhile use basis pending future redevelopment.

6.8 Haringey council's ambition is to move to be a more agile organisation, with staff working under a 'working flexibly' model, which will see working locations for staff split across some combination of office, community, and home. The ambition to move to this new working model will require LBH to provide a flexible and collaborative office working environment for its staff, which enhances the positive aspects of in-person interaction, enables work and activity that is harder to deliver remotely, and supports staff wellbeing.

6.9 As a result of the Civic centre project and 'working flexibly' model, the council has a significant opportunity to explore alternative uses for the existing council buildings in central Wood Green that will be freed up through effective consolidation of the Council's office accommodation needs.

6.10 The industrial portfolio is the strongest performing asset of the Council and makes a significant contribution to the Corporate Delivery Plan outcomes relating to economy and community wealth building.

6.11 The Industrial portfolio priority is to support economic growth rather than purely focussing on achieving income to help the Council meet its budget requirements.

6.12 There are several community-based tenancies in commercial units. These include charities, churches and similar organisations that are not commercial businesses and may receive funding from the public sector if not the Council. There are 25 community buildings, subject to separate policies and management arrangements, whereby community groups that occupy these assets have the benefit of discounted business rates, a lower level of rent as determined by usage limitations.



6.13 The Council is also trialling social value leases, where businesses are selected and achieve rental discounts based on social value achievements, including for example employment provision. A key action in the plan below is to review this trial and develop a formal VCS leasing policy in accordance with the themes and objectives of the CDP and Haringey Deal.

6.14 A cross-cutting review of property is taking place in 2023/24 to consider how to make better use of our property assets in the short, medium, and longer term. Haringey holds property to support service delivery, provide the Council income - to generate revenue and capital income and to promote growth and place shaping within the Borough.

6.15 The Property Review creates opportunities to review existing assets and land ownership to consider how this could best support future service delivery and the delivery of Borough Plan priorities. The review will consider how land or under used buildings could be repurposed to improve business and community spaces, provide new Jobs and homes or used for investment to achieve capital receipts. The Review will identify objectives for the Property Strategy which will support delivery of the Haringey Corporate Delivery Plan 23-28. The property review will explore key themes that influence the way Haringey uses its property assets.

6.16 The outcome of the Review will identify the scope to move towards a more strategic use of our property holdings and development of the Haringey Property Strategy. This may include changing the shape of our property holdings with longer term needs in mind. The review will also explore where Property could generate a capital receipt via disposal of freehold assets for reinvestment in the Property portfolio and how property can generate income in the short term if not required immediately for an operational purpose. The review will also touch upon the Council's investment strategy and how property can be used as an investment vehicle. The benefit of a Haringey Property Strategy will create transparency, consistency, and coherence to all our property decisions; provide focus for our property decisions on our place shaping role - working with partners, supporting communities and customers.

## **7 Financial links – Medium Term Financial Strategy (MTFS) and Capital Strategy**

7.1 The Council's Strategic Asset Management and Property Improvement Plan sits alongside the Medium Term Financial Strategy as a companion document and is a key document in supporting the Council's decision-making about investment in its land and property assets to deliver Council priorities and services.

7.2 The Strategic Asset Management and Property Improvement Plan informs the Council's capital programme. The Corporate Property Model is the strategic toolkit that will guide and inform future business decisions and assist the Council meeting the financial challenges that it continues to face. The SAMPIP reflects upon the Council's Capital Strategy in several ways by informing via Corporate Property Model approach:

7.2.1 which assets are planned to be retained to support service provision and will highlight the ongoing investment costs of maintaining and improving those assets to maintain business continuity and an agreed quality of provision.

7.2.2 decisions as to which assets are included in the Council's Place Making Approach and sets out the context for their inclusion and future.

7.2.3 Guides decisions as to which are assets considered surplus to requirements, and the divestment strategy or repurposing for housing, Placemaking or other purposes.

7.2.4 When a capital asset is no longer needed, a review takes place to see whether it could be repurposed or whether, if it meets the requirements of the disposals policy, it could be sold with the proceeds (capital receipts) being used to support the Council's budget including repayment of debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council was permitted to spend capital receipts to deliver cost reductions and/or transformation. This was known as the flexible use of capital receipts and this flexibility expires on the 31st of March 2025.

7.2.5 Capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by the flexibility (up to 31st March 2022) would be used to deliver cost reductions and/or transformation. There is a separate policy

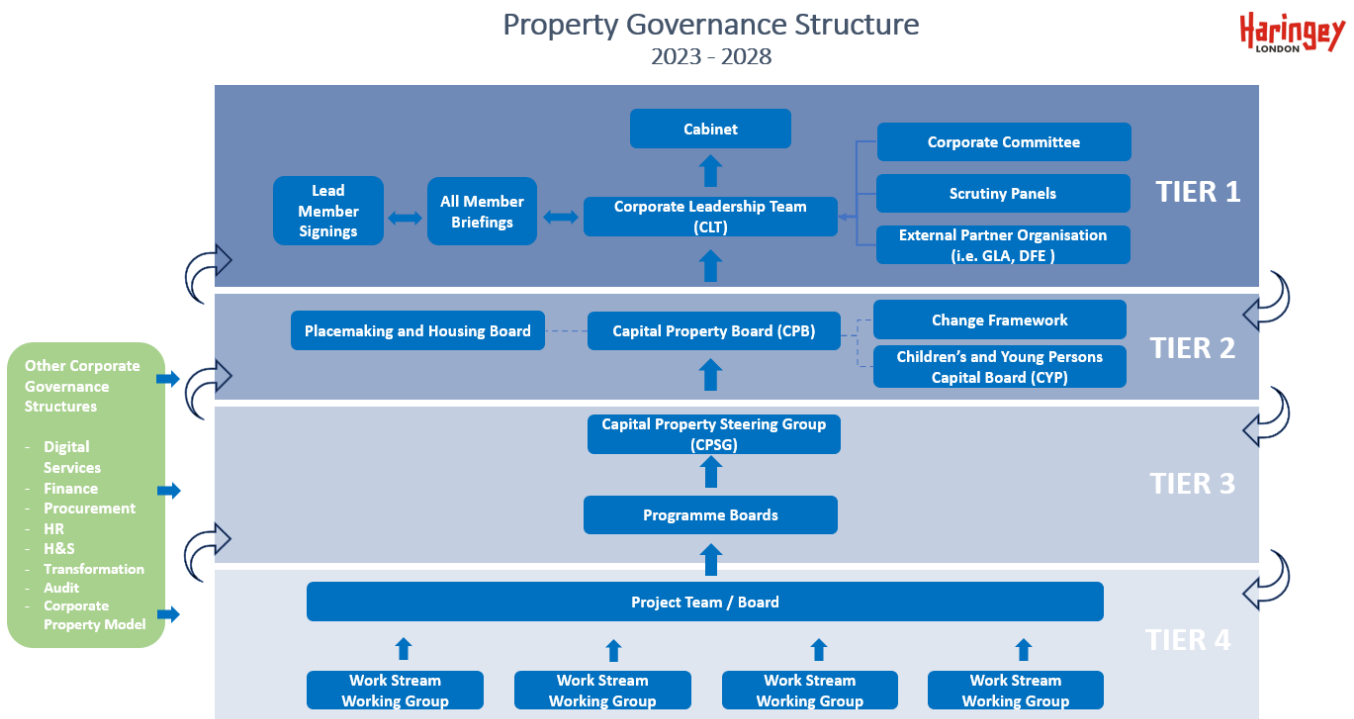
statement and schedule of proposed initiatives to utilise capital receipts flexibly.

## 8 Asset Management Processes and Decision-Making toolkit

**8.2 Governance** - Governance surrounding property decisions was reviewed in 2020 to improve policies and procedures and ensure that decisions around the use of Council property and land continue to support the delivery of the Corporate Delivery Plan and Council services. The outcome of this review implemented by a restructure of Officer Boards delivered a more robust approach to business case-based decisions at a corporate level.

**8.3** Governance arrangements are subject to continuous scrutiny and review. One of the more pressing issues is to ensure that the Council can adopt an agile decision-making process that satisfies good governance needs. This will enable submission of bids for the purchase of assets (residential developments in particular), although not contractually binding can result in a loss of reputation if the Council subsequently withdraws.

**8.4 Health and Safety Forums** - There are three working groups that report on building safety and compliance by element on properties under the responsibility of the Corporate Landlord (corporate buildings, commercial buildings with



common areas and maintained schools). These are Fire, Asbestos, Water working groups. These operational groups report to the Property Compliance Board.

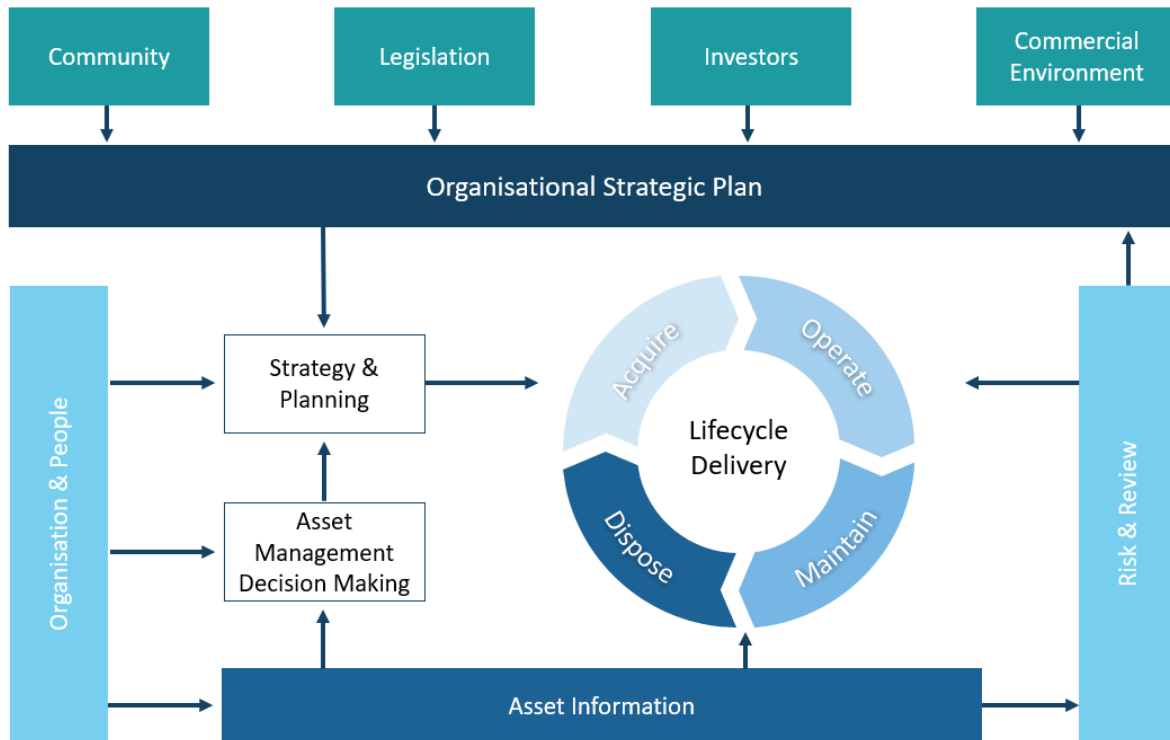
8.5 The Property Compliance Board oversees property compliance in the Council, including the revision and implementation of corporate procedures, detailed compliance reports by area (corporate buildings, commercial buildings with common areas, maintained schools and housing stock) on the 'big six' and the status of remedials and actions.

8.6 The Corporate Health, Safety and Wellbeing Board have a strategic general oversight of building compliance levels in the Council and approves H&S Procedures. Significant matters on building compliance are reported to the Board by exception. The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

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[Link to H&S Documents \(including Health, Safety and Wellbeing Policy and Strategy\)](#)



**8.9 Digital Transition** - Technology Forge (Tf), the Council's Asset Management database which was launched in October 2022. It will be the single repository for all property and Asset related records. It is utilised to hold all records for asbestos and compliance records. As of October 2022, there were 218 buildings with asbestos records of a total of 14,432 inspection records for the 'Big 6'. Tf is capable of generating rapid reports that when exported are converted to a real-time dashboard report. Over time all compliance records will be held within Tf so that a programme of checks is developed for all Council buildings and Schools with a calendar created that informs a task holder to arrange any required actions. Statutory compliance KPI's will be reported quarterly at CPSB.

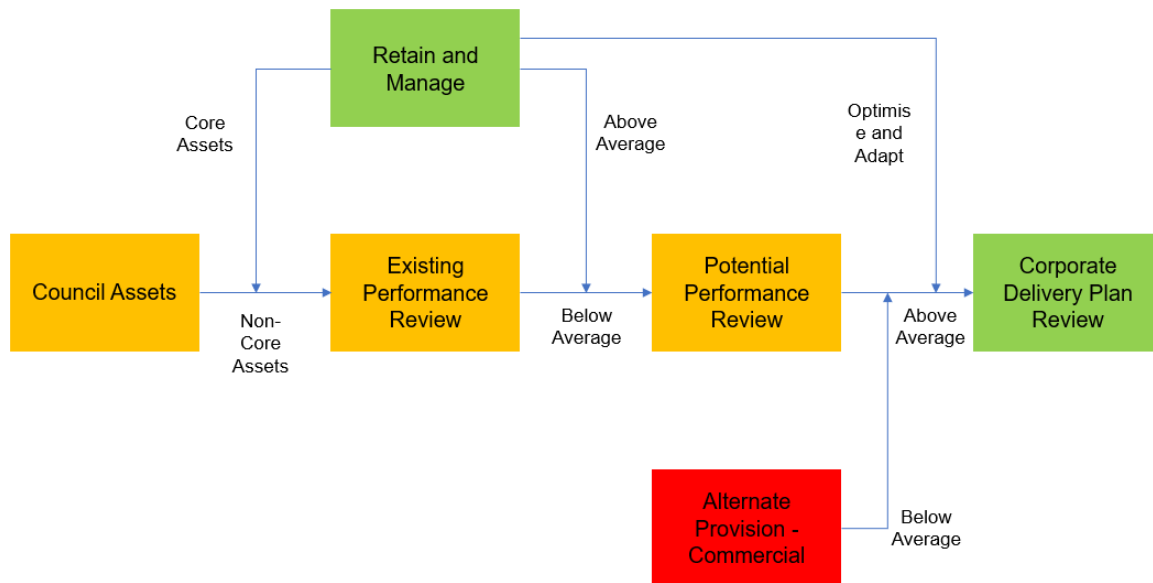
**8.10 Property Performance Matrix** - To assist with this decision-making process, a Property Performance Matrix is being developed that will change the way that property is assessed from an individual case-by-case basis to a Council wide standardised assessment matrix. On a rolling programme, depending on property review resource availability, assets will be analysed with firstly new acquisitions being assessed as part of the business case prior to a decision to acquire and concurrently proposed repurposing of existing sites will be evaluated as a part of the business case for capital investment, prior to any investment decision or recommendation for a change of use. Then a rolling programme will be run to evaluate all existing sites to be able to determine the Council's future strategy for retention or disposal of assets. The categories of analysis arise from the adopted Objectives within this Strategic Asset Management and Property Improvement Plan.

8.11 The below diagram provides a summary of the overall property performance matrix process. Behind this process sits the Corporate Property Model scoring matrix for existing and future asset performance and commercial criteria against strategic, operational and financial objectives, which is reported via a traffic light rating system.

8.12 The traffic light system of red, amber, and green reflects the combined weighting and scoring for the criteria. Importantly this rating is a joint effort across council departments for the strategic, operational, and financial criteria. This ensures that the most informed and balanced recommendations are made for subsequent decisions to be taken, in accordance with the council's constitution.

8.13 The RAG rating is based on numeric criteria agreed by the working group evaluating the asset or site. An evaluation is required for existing use and then to rerun the model for proposed uses. As the Matrix is an evaluation tool for usage the outcome may vary with alternative proposed uses.

### Property Review Process (PRP)



Red 0 – 39 = performance review

Amber 40 – 69 = performance review

Green 70 – 100 = retain and manage

## **9 Strategic Asset Management and Property Improvement Action Plan**

The ten SAMPIP objectives have a corresponding action plan. Each action plan breaks down how we are going to go about implementing, delivering, and measuring performance. Each action outlines year 1 activity and indicates a direction for years 2 – 5.

The actions are measurable and will be taken through the property governance process to ensure transparency and that members are fully informed of progress which will assist the Council when working with partners and other public sector bodies.

Although the actions will be owned by the Capital Projects and Property (CPP) the activities require joint working across the Council to ensure delivery and inter dependencies are met.

## 9.1 Strategic Asset Management and Property Improvement Action Plan

1. To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
1.a	Compilation of baseline operational costs for all council accommodation that supports service delivery.	Analyse baseline to inform property investment decisions.	Assistant Director Capital Projects and Property	Cllr Gordon Cllr das Neves
1.b	Review all lease holders who are in rent arrears and agree an action plan across service areas, legal and finance.	Delivery of the lease holder action plan for rent arrears.		
1.c	Submit business case for integrating all FM services into a single team.	Commence contract procurement, as required, to support a single FM model.		



1.d	Identify list of underperforming high priority sites, run sites through the Asset Management Strategic Assessment toolkit, for the commercial portfolio, and prepare business cases for Cabinet approval.	Delivery of the approved business cases relating to the underperforming high priority sites.		
1.e	Undertake Property Review to establish property baseline including ownership and leases and recommend optimal financial models.	Implement action plan from Property Review.		
	<p><b>Outcomes</b></p> <p>Agreed programmes for implementation as part of the MTFs, with profiled financial income and saving opportunities.</p> <p>Early indication of Capital Strategy requirements for future years.</p>	<p>Optimisation of property asset performance and suitability.</p> <p>Greater performance and financial returns within the commercial portfolio.</p> <p>Capital Strategy to reflect the Asset Management and Commercial portfolio requirements.</p> <p>Fully integrated single FM model.</p>		

2. To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children’s Services, Environment and Resident Experience & Culture, Strategy and Engagement.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
2.a	Scoping the Accommodation Strategy to assist service delivery.	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.	Assistant Director Capital Projects and Property	Cllr Gordon
2.b	Host conversation events with our lease holders, local communities and partner organisations regarding accommodation requirements.	Ongoing forums and engagement as part of the Asset Management and Commercial Property review action plans, business cases and decision making, as identified from the Activities in the SAMPIP action plan.		Cllr Hakata
2.c	Consult with community representatives as part of a review of the council’s property portfolio.	Information gathered from consultations will be used to inform		Cllr Brabazon
				Cllr Gordon

		accommodation requirements for service delivery.		
2.d	Develop a comms strategy for engaging with residents on community usage of property assets.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.		
2.e	In the context of Children’s Services, assist colleagues to develop the three main themes within their vision that have a significant capital component: <ol style="list-style-type: none"> <li>1. Establish a programme of capital works to support the education strategy.</li> <li>2. Develop the capital element of the Safety Valve programme.</li> <li>3. Review opportunities to increase the in-borough offer for residential and short break placements to support vulnerable young people and their families in a local setting.</li> </ol>	Assess and refine the delivery strategies for the Children’s Service outcomes to ensure its continued relevance and efficacy in meeting the needs of the service’s vision. Engage closely with Children’s Service colleagues to ensure individual schemes meet the objectives of each programme/theme, in addition to contributing towards the Council’s Net Zero target.		
	<b>Outcomes</b> In addressing the outputs that emerge from the themes above, officers will refer to the ‘master plan’ options appraisal process undertaken for a number of key education sites in 2022.	<b>Outcomes</b> Community ownership of decision making relating to asset and property related functions with the council, that impact upon their local communities.		

	<p>In addition, we will continue to monitor the quality of outcomes achieved to ensure that investment in the schools' estate delivers effective, value for money outcomes.</p> <p>Increased community involvement in asset and property related functions to ensure community needs are met.</p>			
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3. To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.

<b>Activity and Output</b> <b>Year 1 Priority</b>		<b>Activity and Output</b> <b>Year 2-5 Roadmap</b>	<b>Lead Officer</b> <b>/ Cabinet</b> <b>Member</b>	<b>Target</b> <b>Delivery</b> <b>Date</b>
Action Ref	Year 1 Priority	Years 2- 5 Roadmap	Lead Officer	Cabinet Member
3.a	Assess property implications of Corporate Delivery Plan (CDP) and embed into SAMPIP.	Implement gateway review process to ensure property decisions align with CDP.	Head of Strategic Asset Management	Cllr Gordon
3.b	Review progress to date on Service Area Vision for service delivery as part of Change programmes and CDP.	Review property impact of service AMPs and embed into SAMPIP.		Cllr Brabazon

3.c	Develop implementation plans with operational teams and identify specific programme or policy approvals as well a business case sign off.	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.		
3.e	Provide baseline data on property assets to incorporate into the service AMP so to enable service AMPs to reflect on current resources and future needs if affordable to MTFS constraints.	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.		
	<p><b>Outcomes</b></p> <p>Engagement with operational areas to agree programmes for development of service AMPs.</p> <p>Identify a support resource and capital funding to help operational departments to develop their visions and convert to a service AMP.</p> <p>Database of property cost centres from Fixed Asset Register verified to incorporate into service AMPs so to determine current utilisation and future needs of each asset.</p> <p>Operational Departments to finalise service policy, programme, and business cases and to obtain adoption by Cabinet.</p>	<p><b>Outcomes</b></p> <p>Scrutinise service AMPs to extract property implications into corporate AMP update Year 2 (Feb 2025)</p> <p>Compare service AMPs to all property to determine assets surplus to requirements to undertake a cross-cutting and corporate review of use for repurposing or regeneration prior to a disposal option to deliver capital investment or MTFS saving Year 2-3.</p> <p>Ongoing review and update for reporting to Cabinet on property performance Year 3 to 5.</p>		

	Update corporate AMP for February 2024 to incorporate strategic CDP property implications.			
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4. To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2-5 Road map	Lead Officer	Cabinet member
4.a	Scope requirements to develop accommodation strategy starting with service areas not included in Civic Centre as a priority.	<p>Develop business case; Obtain earmarked capital funding.</p> <p>Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre.</p> <p>Produce Business Case and seek Cabinet ‘in principle’ approval of investment proposals.</p> <p>Develop tender documentation and seek tenders.</p> <p>Seek Cabinet authority to commit.</p>	Head of Strategic Asset Management	<p>Cllr Gordon</p> <p>Cllr das Neves</p> <p>Cllr Hakata</p>

		Commence programme of work to complete by April 2027.		
4.b	Clarify Wood Green Voices strategy on retention and disposals of office assets in advance of the Civic Centre completion in 2026.	Embed into Accommodation Strategy.		
	<p><b>Outcomes</b></p> <p>Emerging Strategy for Wood Green Corner to develop agreed list of core buildings to include in the Accommodation Strategy.</p>	<p><b>Outcomes</b></p> <p>Develop accommodation strategy.</p> <p>Business case agreed for accommodation strategy.</p> <p>Upgrade works to agreed core buildings completed April 2027 (Year 5).</p>		

5. To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority.	Year 2-5 Roadmap.	Lead Officer	Cabinet Member
5.a	Stakeholder workshops to embed model across the Council.	Develop operational governance structures for CPM.	Head of Strategic Asset Management and the Head of building management, resilience and safety	Cllr Gordon
5.b	Develop CPM comms plan to engage with internal stakeholders to implement culture and behaviour change.	Asset Management database ready.		
5.c	Baseline Approach and Data review.	Develop workstreams to centralised budgets.		
5.d	Develop CPM Implementation Plan.	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.		
5.e	Populate asset management database including physical, legal and photographic data.	Develop Estate optimisation with Operational teams.		



	<p><b>Outcomes</b></p> <p>Complete stakeholder workshops.</p> <p>Comms plan activated to engage with internal stakeholders to implement culture and behaviour change.</p> <p>Property assets verified and recorded in Technology Forge.</p> <p>Captured all property related costs and maintenance backlog for assets to be transferred to the corporate property cost centre.</p>	<p><b>Outcomes</b></p> <p>Running cost database developed year 2 to 3.</p> <p>Corporate Property Model go-live year 2.</p> <p>Property reviews programmed in rolling five-year cycle.</p> <p>Establish MTFS targets for savings of running costs Year 3.</p> <p>Fully implement and embed Technology Forge as a Property Database.</p>		
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6. To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council’s property portfolio, including investment and divestment opportunities.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
6.a	Complete the Property review.	Capital projects, subject to Business case approval to begin.	Head of Property	Cllr Gordon
6.b	Cabinet Approval for the recommendations following the review, across the portfolio.	Programme of investment and divestment aligned with the MTFS.		
6.c	Approval of priority site business cases to allow the allocated capital programme funding to be approved for spend.	Changes to operating models, policies and procedures as required.  Ongoing delivery of the Commercial portfolio Action Plan.		
	<b>Outcomes</b>  A clearly defined programme of priorities to achieve a high performing property portfolio.	<b>Outcomes</b>  High performing commercial portfolio which contributes to the MTFS and delivers borough priorities.		

	A detailed action plan for improving the Property holding.			
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7. To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
7.a	<p>Implement the 46 recommendations from Property Audits, across 3 core themed areas, Governance, Best Practise &amp; People.</p> <p><b>Governance –</b> To review the existing governance arrangements and make amendments where required, in accordance with audit recommendations.</p> <p>Review ToR for governance boards and implementation of digital systems to track decision making and performance management.</p>	Continue to monitor and evaluate as part of this wider SAMPIP action plan and reporting to cabinet on an annual basis, via statements of compliance.	Head of Property	Cllr Gordon

	<p>To fully integrate Techforge into the daily working practises across the council. Identify areas for improvement and implementation of additional digital resources.</p> <p><b>Best Practise –</b>  To review existing policies and amend as required.  Improve culture and ways of working to reflect Haringey Values and behaviours – with a key focus on responsibility.  To process map, with service areas any new ways of working linked with the CDP that may require new policy or amend property and asset management policies.  To ensure that new policies, where required, and amended policies are taken through the correct property governance framework for adoption.  Work with legal to ensure any constitutional changes are made, as required.</p> <p><b>People –</b>  Conclude the CPP implementation plan, following the completed restructure in May 2022.</p>			
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	<p>Focus on recruitment of talent, and retention, to expand capability to enable delivery of targets.</p> <p>Continue cultural change programme within CPP, in accordance with the Service Plan.</p> <p>Wider organisation cultural development as part of the Corporate Property Model role out.</p>			
	<p><b>Outcomes</b></p> <p>High performing property function</p> <p>Audit assurances following future reviews.</p>	<p><b>Outcomes</b></p> <p>High performing Business as usual Asset management and Property functions across the council.</p>		

- 8. To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

Activity and Output		Activity and Output	Lead Officer / Cabinet Member	Target Delivery Date
Year 1 Priority – Property team		Year 2-5 Roadmap – Property team		
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead officer	Cabinet Member

8.a	Implementation of the Property Review Process (PRP) and Performance Matrix on a selection of property assets.	Continuous development of the PRP to inform robust decision making.	Assistant Director Capital Projects and Property.	Cllr Gordon
8.c	Assess efficiency of the Matrix and adjust scoring system as required.	Report regularly to Cabinet on performance.		
8.d	Assess full toolkit of methodologies, including business cases, required to assess suitability of assets for each category of use.	Seek decisions on repurposing, regeneration, or disposal of poorly performing assets and acquisition of more effective property to minimise property costs and to enhance service delivery.		
	<p><b>Outcomes</b></p> <p>Circular retest of model and finalise for programmed reviews.</p> <p>To have completed matrix reviews of identified underperforming/ priority property assets.</p> <p>To have verified a list of key assets to develop a 5-year programme of property performance reviews.</p> <p>Establish Rolling Programme of reviews.</p>	<p><b>Outcomes</b></p> <p>Completion of reviews of underperforming/ priority property assets and prepare reports for Cabinet.</p> <p>Utilise the Property Disposal Strategy adopted by Cabinet to support final decision making.</p>		

9. Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
9.a	Engage with key public sector partners to identify opportunities such as Localities.	Continuous partnership working.	Assistant Director Capital Projects and Property.	Cllr Gordon
9.b	Joint development of programmes, where in accordance with the council’s objectives of the SAMPIP, as identified by Service area need.	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as part of the activity of the above objective Action plans.		

9.c	Review of current projects in development and recommendation to respective decision-making bodies on the property implications and agree next steps.	Progress agreed projects to delivery stage.		
	<b>Outcomes</b> Identified potential projects and undertake feasibility study to establish viability.	<b>Outcomes</b> Projects delivered when feasibility and governance process has been carried out.		

10. To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
10.a	Establish extent of cost of works required to meet the 2027 targets for core buildings as outlined in the Council’s zero carbon action plan.	Utilise the CPM to establish a programme of works and identify funding opportunities.	Head of Strategic Asset Management	Cllr Gordon



10.c	Utilise the Net-Zero Schools Retrofit Guide to establish extent of works and costs to achieve net zero targets for schools.	Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.		Cllr Brabazon
10.d	Analyse Children's Capital Programme Condition Surveys to identify solutions that address condition needs and achieving net zero. Incorporate findings into the capital works delivery programme.	Implement and deliver in alignment with capital programme of works.		Cllr das Neves
10.e	Review DEC and EPC surveys and reports to identify works required and associated costs.	Utilise CPM to devise a programme of works.		
	<p><b>Outcomes</b></p> <p>DEC surveys and reports complete for all public access buildings.</p> <p>Report to CCASOG (Carbon Board) on status of DEC ratings and required works to agreed list of core buildings to include in meeting the 2027 target.</p>	<p><b>Outcomes</b></p> <p>Funding opportunities activated and used for financing schemes.</p> <p>Business case agreed for carbon reduction works to core properties and Schools Year 2-3.</p> <p>Upgrade works to agreed core buildings completed April 2027 (Year 5)</p>		

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PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

**Section 2 GENERAL DELEGATIONS TO DIRECTORS**

**General Functions delegated to Directors in their service areas:**

**General**

- To exercise any functions, powers and duties of the Council to secure the effective management of their service areas including the authorisation of any procedures or contracts within the framework of Financial Procedure Rules and Contract Procedure Rules, and taking and implementing decisions to maintain the operational effectiveness of their service areas where these fall within a policy decision made by the Council or Cabinet
- To implement and develop initiatives within the strategic policy framework and other Council plans and policy documents
- To carry out, or authorise the carrying out, of the functions of the proper officer of the Council in any legislation relating to those areas of responsibility assigned to Directors
- To exercise the general power of competence under the Localism Act 2011 subject to advice from Legal Services on each proposed exercise of these powers
- The power to place the services of any Council officers at the disposal of any person acting as the returning officer at any Greater London Authority election for an electoral area situated wholly or partly in the Borough

**Incidental powers**

- In addition to any of their general and/or specific delegated functions and powers set out below, to enter into arrangements or do anything else which is calculated to facilitate, or is conducive or incidental to, the discharge of such delegated functions

**Service Performance**

- To make arrangements to secure value for money in respect of their service areas, to secure continuous improvement in the way functions are exercised having regard to a combination of economy, efficiency and effectiveness, and to maximise economic, environmental and social value
- To arrange consultation with tax payers, non-domestic rate-payers, service users and other local representatives about fulfilment of the best value duties and to involve representatives of local persons in the exercise of Council functions
- To meet business critical and key performance indicator targets
- To enter into any agreement with any other public body for the supply of goods and services subject to this being in accordance with the Council's Budget & Policy Framework, the Financial Regulations and the Contract Standing Orders

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- To make arrangements for co-ordinating the activities of the Council and those of any charity established for purposes similar or complementary to services provided by the Council in the interests of persons who may benefit from those services or from the charity and to disclose to any such charity any information obtained in connection with the services provided by the Council

**Legal**

- To authorise, institute, prosecute, defend, compromise, or adjourn any form of legal proceedings or enforcement functions or statutory procedure and to make or defend any appeal in criminal or civil proceedings where such action is desirable to protect the Council's interests, subject to advice from Legal Services and the agreement of the Monitoring Officer as appropriate
- Subject to the agreement of the Monitoring Officer, to authorise officers to prosecute or defend or to appear on the Council's behalf in proceedings before any Court or Tribunal
- To prepare, issue and serve any statutory notice, demand, certificate, order, or requisition for information in respect of functions in their area, including the authentication of such documents save that the authentication of documents necessary for any legal procedure or proceedings is reserved to the Monitoring Officer in accordance with Article 13.04
- To authorise officers to enter and/or inspect any land or premises in respect of which the Council has a statutory power or duty to enter or inspect including the obtaining and enforcement of a search warrant
- To authorise any officer exercising a power to enter and/or seize items found on premises to exercise the powers of seizure, to give the required notice and to perform the duties to return certain items seized and to secure certain items seized
- To apply, or to authorise other officers to apply, to a Court for a warrant to enter any land or premises, in exercise of his/her responsibilities;
- To authorise the institution of any process or proceedings for administering or enforcing the functions of the Council
- To certify that any document forms part of the records of the Council for the purpose of admitting that document as evidence in civil proceedings
- To authorise the recovery by legal proceedings of any sum to which the Council is entitled
- To take the action necessary to comply with any Court Order made against the Council
- To appoint officers as authorised officers for any statutory purpose
- To accept, hold and administer any property on trust (in consultation with the Chief Finance Officer and the Monitoring Officer)
- To supply photocopies of documents to the general public subject to making such charges as may be agreed in an approved scheme, subject to the provisions of the Copyright, Designs and Patents Act 1988

**Personnel Matters:**

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Exercising all Human Resources functions in accordance with agreed procedures and policies and subject to the agreement of the Assistant Director for Human Resources as required, including:

- Taking all decisions relating to changes to the establishment; save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive. All such changes are to be contained within existing budgets and in accordance with agreed procedures and legislative requirements
- Power to designate posts as casual or essential car users in accordance with agreed procedures
- Power to defray expenses properly incurred by an officer of the Council
- Extension of sickness pay (half and full pay) or extension beyond the national, provincial or local agreements
- Approval of extension of special leave with pay
- Extensions of accident pay beyond the national, provincial or local agreements
- Grant of honoraria and where relevant ex-gratia payments to employees
- Approval to changes to grades on various scales/conditions for all employee groups subject to the agreement of the Assistant Director for Human Resources and save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Re-designation of posts subject to normal consultative procedures
- Decisions not to reclaim financial assistance granted under the Post-Entry Training Scheme
- To consider requests from employees to engage in any other regular employment for which payment is received
- Decisions not to reclaim maternity pay
- Deletion of vacant and creation of new posts
- Appointments to posts in accordance with agreed procedures and pay scales, save in relation to Directors which is reserved to the Staffing and Remuneration Committee;
- Power to authorise recruitment and retention terms for individual posts save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Disciplinary/capability action, save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive, in accordance with agreed procedures. The Chief Executive shall act in accordance with Part 4 Section K of the Constitution.
- Dismissals of officers, save in relation to Directors which is reserved to the Staffing and Remuneration Committee. The power to approve the terms of release of staff aged 55 or over and made redundant or retired early with a claim on the pension scheme is delegated to the Chief Finance Officer, save in relation to Directors which is reserved to the Staffing and Remuneration Committee

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- Approval of settlements for individual post holders, at termination of employment or in legal proceedings including those reached by settlement agreement, subject to the approval of the Assistant Director for Human Resources and save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Exercising of discretions in accordance with Council policy pursuant to the Local Government Pension Scheme Regulations 2013
- Exercising of discretions in accordance with Council policy pursuant to the Teachers' Pensions Regulations 2010
- Approval of payment of allowances to employees
- Approval of more than 5 days carry-over of annual leave to the following leave year

**Administrative Matters**

- Power to deal with requests for access to Council premises by the media
- Power to waive charges where justified in exceptional circumstances and where this is legally permissible

**Finance**

Officers are referred to the Financial Regulations at Part Four Section I of the Constitution

**Contracts**

Officers are referred to the Contract Procedure Rules at Part Four Section J of the Constitution

**Property Matters**

1) ~~Except as set out below a~~Any decision concerning the management, ~~administration, need for requirements~~ or use of land held for the operational requirements of the officers of a service area ~~or any other decisions relating to a property may be taken by the relevant Director, subject to the following provisions:~~

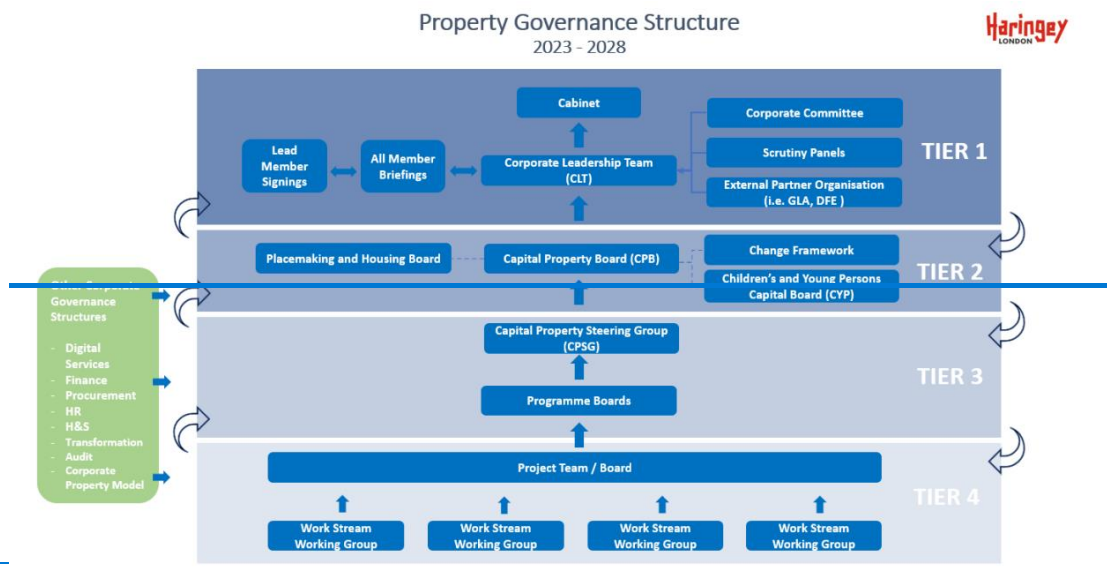
- ~~Property decisions can only be taken by the Director of Placemaking and Housing Directors and the decision must be in accordance with –the Strategic Asset Management & Property Improvement Plan or any other equivalent replacement plan, and the Property governance and decision-making toolkit, reflecting the corporate nature of property.] which~~

~~Decisions will be governed through the Capital Property Steering Group (CPSG) and Capital Property Board (CPB ) includes consideration of the decision at Property Compliance Board and demonstrates accordance~~

## PART THREE – RESPONSIBILITY FOR FUNCTIONS

## Section E – Scheme of Delegation – Section 2 General Delegations to Directors

with the Corporate Delivery Plan. This governance is outlined below This includes:



• Decisions to be taken through the above governance include:

To reflect the corporate nature of property acquisition, appropriate decisions concerning the management or use of land held for the operational requirements of the officers of a service by directors. These decisions will need to be within the financial thresholds assigned to directors in the directorate scheme of authorisation.

2) The Assistant Director for Capital Projects and Property, shall have the power:

- a) to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme.
- b) to survey land which the Council proposes to acquire compulsorily
- c) to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land. This would be in accordance with relevant legislation pertaining to the acquisition or disposal of land and meet requirements for land referencing and assessment.

3) Decisions to acquire or dispose of any land or property with a capital value below £250,000 except by use of compulsory powers or in advance of identified requirements shall be taken as follows:-



PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- a) Decisions to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the to the Director of Regeneration, Planning and Development Placemaking and Housing

b) Decisions to acquire or dispose of any land or property with a capital value equivalent or less than equalling or exceeding £100,000 but less than £249,999 except by use of compulsory powers or in advance of identified requirements is reserved to the The Assistant Director for Capital Projects and Property.

- to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum is reserved to the the Assistant Director, Capital Projects and Property.

c) Decisions to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director for Placemaking and Housing;

d) Decisions to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum is reserved to The Assistant Director for Capital Projects and Property.

to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme.

The power to survey land which the Council proposes to acquire compulsorily

The power to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land. This would be in accordance with relevant legislation pertaining to the acquisition of land and meet requirements for land referencing and assessment.

- 

4) Powers to take any action or sign any document under the Land Registration Rules, including the release of mortgages or charges; and powers to give any undertaking under the Greater London Council (General Powers) Act 1974 are reserved to the Monitoring Officer.



PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

\*The above delegated decisions must be recorded and reported on as decisions taken under the Officer Scheme of Delegation in accordance with Part Three Section E - paragraphs 3.01 to 3.05 of the Council's Constitution. Property decisions, of £100,000 or more should be reported to Cabinet.

\*The Cabinet have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000 and any Key Decisions relating to property matters. Where a delegated decision outlined above is of particular significance as defined in Part 3 Section E paragraph 3.04, this can still be put forward to the Leader or Cabinet (as the case may be) for a decision in accordance with the decision making protocol.

- ~~• Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to acquire or dispose of any land or property with a capital value below £250,000 except by use of compulsory powers or in advance of identified requirements. The power to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the Director of Regeneration, Planning and Development Placemaking and Housing~~
- ~~• Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum. The power to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director of Regeneration, Planning and Development~~
- ~~• Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme.~~
- ~~• The power to survey land which the Council proposes to acquire compulsorily~~
- ~~• The power to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land~~

**Emergencies (e.g. flooding, power failure etc)**

- Where an emergency or disaster involving destruction of or danger to life or property occurs or is imminent or there is reasonable ground for

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

apprehending such an emergency or disaster, and L.A Gold is of the opinion that it is likely to affect the whole or part of the Council's area or all or some of its inhabitants, all Directors may:

- a) incur such expenditure as is considered necessary in taking action (either by the Council itself or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate or eradicate in the Borough or among its inhabitants the effects or potential effects of the event; and
  - b) make grants or loans to other persons or bodies in respect of any such action taken by those persons or bodies, subject to ratification where necessary, as soon as possible.
- This power is to be exercised by Directors in accordance with Article 11.07 of the Constitution.

**Safeguarding**

- Duty to ensure that a person who is disqualified from working with children is not offered work in a regulated activity and that any such person who is so employed is removed from such work
- In accordance with the provisions of the Safeguarding Vulnerable Groups Act 2006, to exercise the duty and the power to make referrals to the Disclosure and Barring Service to refer any person who has:
  - (a) Harmed or poses a risk of harm to a child or vulnerable adult;
  - (b) Satisfied the harm test; or
  - (c) Received a caution or conviction for a relevant offence

**Equalities and Public Health**

- To have due regard, when carrying out any of the Council's functions, to the Council's Equal Opportunities Policy and the need to eliminate discrimination, harassment and victimisation and to promote equality of opportunity and foster good relations
- To have regard, when carrying out any of the Council's functions, to the joint strategic needs assessment and Health and Wellbeing Strategy prepared by the Council and its health partners and which is relevant to the exercise of the functions
- Duty to make provision for disabled persons with needs who are members of the public or Council employees in Council premises including means of access, parking facilities sanitary conveniences and appropriate signage

**Energy and Climate Change**

- To have regard, when carrying out any of the Council's functions, to the most recent energy measures report from central government

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

**Health and Safety**

- To ensure and promote the health, safety and welfare at work of all employees and visitors to premises under their control

**Access to Information**

- To comply with the duties and powers imposed by Part 4 Section D of the Constitution

**Responding to consultations and proposals**

- To respond to consultations and to make comments and representations on matters notified to the Council by third parties including (but not limited to) Government Departments, statutory undertakers, local authorities and the Mayor of London, in consultation with the relevant Cabinet Member

**Submission of grant funding bids**

- To submit bids for grant funding and/or other financial assistance to Government departments and other organisations and bodies for projects and initiatives consistent with Council policies, following consultation with the relevant Cabinet Member, and to enter into any such agreements and arrangements as necessary to secure such funding, in accordance with the Contract Standing Orders

**Complaints**

- To take action regarding complaints received
- To settle any Ombudsman / Complaint Cases:
  - (i) cases of alleged maladministration where there has not been a finding of maladministration by the Ombudsman
  - (ii) complaints that have been brought against the Council under any of its internal complaints procedures in conjunction with the Monitoring Officer
- To approve compensation payments to remedy complaints in accordance with the Corporate Complaints Procedure and Financial Regulations

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

**Section 2 GENERAL DELEGATIONS TO DIRECTORS**

**General Functions delegated to Directors in their service areas:**

**General**

- To exercise any functions, powers and duties of the Council to secure the effective management of their service areas including the authorisation of any procedures or contracts within the framework of Financial Procedure Rules and Contract Procedure Rules, and taking and implementing decisions to maintain the operational effectiveness of their service areas where these fall within a policy decision made by the Council or Cabinet
- To implement and develop initiatives within the strategic policy framework and other Council plans and policy documents
- To carry out, or authorise the carrying out, of the functions of the proper officer of the Council in any legislation relating to those areas of responsibility assigned to Directors
- To exercise the general power of competence under the Localism Act 2011 subject to advice from Legal Services on each proposed exercise of these powers
- The power to place the services of any Council officers at the disposal of any person acting as the returning officer at any Greater London Authority election for an electoral area situated wholly or partly in the Borough

**Incidental powers**

- In addition to any of their general and/or specific delegated functions and powers set out below, to enter into arrangements or do anything else which is calculated to facilitate, or is conducive or incidental to, the discharge of such delegated functions

**Service Performance**

- To make arrangements to secure value for money in respect of their service areas, to secure continuous improvement in the way functions are exercised having regard to a combination of economy, efficiency and effectiveness, and to maximise economic, environmental and social value
- To arrange consultation with tax payers, non-domestic rate-payers, service users and other local representatives about fulfilment of the best value duties and to involve representatives of local persons in the exercise of Council functions
- To meet business critical and key performance indicator targets
- To enter into any agreement with any other public body for the supply of goods and services subject to this being in accordance with the Council's Budget & Policy Framework, the Financial Regulations and the Contract Standing Orders

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- To make arrangements for co-ordinating the activities of the Council and those of any charity established for purposes similar or complementary to services provided by the Council in the interests of persons who may benefit from those services or from the charity and to disclose to any such charity any information obtained in connection with the services provided by the Council

**Legal**

- To authorise, institute, prosecute, defend, compromise, or adjourn any form of legal proceedings or enforcement functions or statutory procedure and to make or defend any appeal in criminal or civil proceedings where such action is desirable to protect the Council's interests, subject to advice from Legal Services and the agreement of the Monitoring Officer as appropriate
- Subject to the agreement of the Monitoring Officer, to authorise officers to prosecute or defend or to appear on the Council's behalf in proceedings before any Court or Tribunal
- To prepare, issue and serve any statutory notice, demand, certificate, order, or requisition for information in respect of functions in their area, including the authentication of such documents save that the authentication of documents necessary for any legal procedure or proceedings is reserved to the Monitoring Officer in accordance with Article 13.04
- To authorise officers to enter and/or inspect any land or premises in respect of which the Council has a statutory power or duty to enter or inspect including the obtaining and enforcement of a search warrant
- To authorise any officer exercising a power to enter and/or seize items found on premises to exercise the powers of seizure, to give the required notice and to perform the duties to return certain items seized and to secure certain items seized
- To apply, or to authorise other officers to apply, to a Court for a warrant to enter any land or premises, in exercise of his/her responsibilities;
- To authorise the institution of any process or proceedings for administering or enforcing the functions of the Council
- To certify that any document forms part of the records of the Council for the purpose of admitting that document as evidence in civil proceedings
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- To accept, hold and administer any property on trust (in consultation with the Chief Finance Officer and the Monitoring Officer)
- To supply photocopies of documents to the general public subject to making such charges as may be agreed in an approved scheme, subject to the provisions of the Copyright, Designs and Patents Act 1988

**Personnel Matters:**

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Exercising all Human Resources functions in accordance with agreed procedures and policies and subject to the agreement of the Assistant Director for Human Resources as required, including:

- Taking all decisions relating to changes to the establishment; save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive. All such changes are to be contained within existing budgets and in accordance with agreed procedures and legislative requirements
- Power to designate posts as casual or essential car users in accordance with agreed procedures
- Power to defray expenses properly incurred by an officer of the Council
- Extension of sickness pay (half and full pay) or extension beyond the national, provincial or local agreements
- Approval of extension of special leave with pay
- Extensions of accident pay beyond the national, provincial or local agreements
- Grant of honoraria and where relevant ex-gratia payments to employees
- Approval to changes to grades on various scales/conditions for all employee groups subject to the agreement of the Assistant Director for Human Resources and save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Re-designation of posts subject to normal consultative procedures
- Decisions not to reclaim financial assistance granted under the Post-Entry Training Scheme
- To consider requests from employees to engage in any other regular employment for which payment is received
- Decisions not to reclaim maternity pay
- Deletion of vacant and creation of new posts
- Appointments to posts in accordance with agreed procedures and pay scales, save in relation to Directors which is reserved to the Staffing and Remuneration Committee;
- Power to authorise recruitment and retention terms for individual posts save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Disciplinary/capability action, save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive, in accordance with agreed procedures. The Chief Executive shall act in accordance with Part 4 Section K of the Constitution.
- Dismissals of officers, save in relation to Directors which is reserved to the Staffing and Remuneration Committee. The power to approve the terms of release of staff aged 55 or over and made redundant or retired early with a claim on the pension scheme is delegated to the Chief Finance Officer, save in relation to Directors which is reserved to the Staffing and Remuneration Committee

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- Approval of settlements for individual post holders, at termination of employment or in legal proceedings including those reached by settlement agreement, subject to the approval of the Assistant Director for Human Resources and save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Exercising of discretions in accordance with Council policy pursuant to the Local Government Pension Scheme Regulations 2013
- Exercising of discretions in accordance with Council policy pursuant to the Teachers' Pensions Regulations 2010
- Approval of payment of allowances to employees
- Approval of more than 5 days carry-over of annual leave to the following leave year

**Administrative Matters**

- Power to deal with requests for access to Council premises by the media
- Power to waive charges where justified in exceptional circumstances and where this is legally permissible

**Finance**

Officers are referred to the Financial Regulations at Part Four Section I of the Constitution

**Contracts**

Officers are referred to the Contract Procedure Rules at Part Four Section J of the Constitution

**Property Matters**

- 1) Except as set out below any decision concerning the management, administration, need for or use of land held for the operational requirements of the officers of a service area or any other decisions relating to a property can only be taken by the Director of Placemaking and Housing and the decision must be in accordance with the Strategic Asset Management & Property Improvement Plan or any other equivalent replacement plan.
- 2) The Assistant Director for Capital Projects and Property, shall have the power:
  - a) to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme,
  - b) to survey land which the Council proposes to acquire compulsorily,



PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- c) to serve on any person occupying, having an interest in, or managing any land, a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land. This would be in accordance with relevant legislation pertaining to the acquisition or disposal of land and meet requirements for land referencing and assessment.
- 3) Decisions to acquire or dispose of any land or property except by use of compulsory powers or in advance of identified requirements shall be taken as follows:
  - a) Decisions to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the Director of Placemaking and Housing;
  - b) Decisions to acquire or dispose of any land or property with a capital value of equivalent or less than £249,999 except by use of compulsory powers or in advance of identified requirements is reserved to the Assistant Director for Capital Projects and Property;
  - c) Decisions to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director for Placemaking and Housing;
  - d) Decisions to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum is reserved to The Assistant Director for Capital Projects and Property.
- 4) Powers to take any action or sign any document under the Land Registration Rules, including the release of mortgages or charges; and powers to give any undertaking under the Greater London Council (General Powers) Act 1974 are reserved to the Monitoring Officer.

\*The above delegated decisions must be recorded and reported on as decisions taken under the Officer Scheme of Delegation in accordance with Part Three Section E - paragraphs 3.01 to 3.05 of the Council's Constitution. Property decisions, of £100,000 or more should be reported to Cabinet.

\*The Cabinet have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000 and any Key Decisions relating to property matters. Where a delegated decision outlined above is of particular significance as defined in Part

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

3 Section E paragraph 3.04 , this can still be put forward to the Leader or Cabinet (as the case may be) for a decision in accordance with the decision making protocol.

**Emergencies (e.g. flooding, power failure etc)**

- Where an emergency or disaster involving destruction of or danger to life or property occurs or is imminent or there is reasonable ground for apprehending such an emergency or disaster, and L.A Gold is of the opinion that it is likely to affect the whole or part of the Council's area or all or some of its inhabitants, all Directors may:
  - a) incur such expenditure as is considered necessary in taking action (either by the Council itself or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate or eradicate in the Borough or among its inhabitants the effects or potential effects of the event; and
  - b) make grants or loans to other persons or bodies in respect of any such action taken by those persons or bodies, subject to ratification where necessary, as soon as possible.
- This power is to be exercised by Directors in accordance with Article 11.07 of the Constitution.

**Safeguarding**

- Duty to ensure that a person who is disqualified from working with children is not offered work in a regulated activity and that any such person who is so employed is removed from such work
- In accordance with the provisions of the Safeguarding Vulnerable Groups Act 2006, to exercise the duty and the power to make referrals to the Disclosure and Barring Service to refer any person who has:
  - (a) Harmed or poses a risk of harm to a child or vulnerable adult;
  - (b) Satisfied the harm test; or
  - (c) Received a caution or conviction for a relevant offence

**Equalities and Public Health**

- To have due regard, when carrying out any of the Council's functions, to the Council's Equal Opportunities Policy and the need to eliminate discrimination, harassment and victimisation and to promote equality of opportunity and foster good relations
- To have regard, when carrying out any of the Council's functions, to the joint strategic needs assessment and Health and Wellbeing Strategy

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prepared by the Council and its health partners and which is relevant to the exercise of the functions

- Duty to make provision for disabled persons with needs who are members of the public or Council employees in Council premises including means of access, parking facilities sanitary conveniences and appropriate signage

**Energy and Climate Change**

- To have regard, when carrying out any of the Council's functions, to the most recent energy measures report from central government

**Health and Safety**

- To ensure and promote the health, safety and welfare at work of all employees and visitors to premises under their control

**Access to Information**

- To comply with the duties and powers imposed by Part 4 Section D of the Constitution

**Responding to consultations and proposals**

- To respond to consultations and to make comments and representations on matters notified to the Council by third parties including (but not limited to) Government Departments, statutory undertakers, local authorities and the Mayor of London, in consultation with the relevant Cabinet Member

**Submission of grant funding bids**

- To submit bids for grant funding and/or other financial assistance to Government departments and other organisations and bodies for projects and initiatives consistent with Council policies, following consultation with the relevant Cabinet Member, and to enter into any such agreements and arrangements as necessary to secure such funding, in accordance with the Contract Standing Orders

**Complaints**

- To take action regarding complaints received
- To settle any Ombudsman / Complaint Cases:
  - (i) cases of alleged maladministration where there has not been a finding of maladministration by the Ombudsman

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- (ii) complaints that have been brought against the Council under any of its internal complaints procedures in conjunction with the Monitoring Officer
- To approve compensation payments to remedy complaints in accordance with the Corporate Complaints Procedure and Financial Regulations