



Haringey Council

Housing and Regeneration Scrutiny Panel

THURSDAY, 22ND JANUARY, 2015 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Adje (Chair), Bevan, Carroll, Diakides, Elliott, Engert and Marshall

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. Late items will be considered under the agenda item where they appear. New items will be dealt with at the end of the agenda.

4. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

5. CABINET Q & A

Cabinet Member for Planning to attend to respond to questions from the panel.

6. MINUTES OF PREVIOUS MEETINGS (PAGES 1 - 16)

To agree minutes:

- 3rd November 2014;
- 10th December 2014 (budget scrutiny)

7. BUDGET SCRUTINY UPDATE (PAGES 17 - 18)

To update on information requested by the panel and to confirm recommendations.

8. CORPORATE ASSET MANAGEMENT PLAN 2014-2018 (PAGES 19 - 60)

A report prepared by the the Assistant Director for Corporate Property & Major Projects.

9. COMMUNITY BUILDINGS (PAGES 61 - 64)

To receive an update on the Councils plans for the future use of community buildings.

10. PANEL PROJECT UPDATE

To receive an update on the panels project – council role in supply of affordable homes.

Report of meeting held on 16/12/14 TO FOLLOW.

11. WORK PROGRAMME UPDATE (PAGES 65 - 86)

To update on the panel on the forward plan for the remainder of the municipal year (Council Forward Plan attached).

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Wednesday, 14 January 2015

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**Minutes of the Housing & Regeneration Scrutiny Panel
3rd November 2014**

Present: Cllr Adje, Cllr Bevan, Cllr Diakides, Cllr Elliot and Cllr Engert.

In attendance: Cllr Bull, Cllr Strickland, Andrew Billany (HfH), Dan Hawthorn (LBH), Mustafa Ibrahim (LBH), Michael Kelleher (LBH), Liz Smale (LBH), Dan Kendall (public), Martin Harley (public).

1. Webcasting

1.1 A technical fault prevented the meeting from being webcast.

2. Apologies for absence

2.1 Apologies were received from Cllr Carroll and Cllr Marshall

3. Declarations of interest

3.1 None received.

4. Deputations

4.1 None received.

5. Urgent Business

5.1 None received.

6. Minutes

6.1 A correction was highlighted in paragraph 7.11 from the previous meeting: in line 2 of the removal of TFL and should therefore read: 'Members of the panel indicated that that transportation responses were often not accurate or in sufficient detail when included in planning reports'.

6.2 Further to the above amendment, the minutes of the previous meeting were approved

7. Cabinet Q & A

7.1 The Cabinet member for Housing and Regeneration attended and outlined key developments within this portfolio.

7.2 In respect of regeneration the Cabinet member noted that:

- The next regeneration ambition after Tottenham is the Wood Green area and its surrounds. This programme would be led by the AD for Regeneration and would entail:
 - 1,000 new homes would be delivered at Haringey Heartlands;
 - The local High Street Offer would be assessed;
 - Buildings around Station Road had been acquired to centralise the Council estate.
- In respect of the Tottenham Regeneration it was noted that:
 - The final master-plan had been assessed;
 - A people programme was now in operation to support physical development and The Grange was the focus for some of these activities. A bid had been

lodged with central government for £1m to support the community engagement approach to support the Tottenham redevelopment;

- In respect of the Spurs Stadium, a Compulsory Purchase Order (CPO) challenge had been lodged in the court though was due to be considered in January 2015;
- A community engagement exercise had commenced in the Northumberland Park Area to obtain key community principles to guide and inform development in the area.
- For Tottenham Hale regeneration plans it was noted that:
 - The Housing Zone bid had been lodged with the Greater London Assembly;
 - A public consultation is being undertaken in the area which would contribute to the development of the local area plan;
 - The new bus station would be complete on the 9th November;
 - Cabinet agreed to dispose of APEX house and redevelopment would commence in 2015/16.

7.3 The Cabinet member also highlighted recent key housing developments for the borough:

- Principles for a new Housing Strategy had been agreed by Cabinet and were not being put out for public consultation;
- The Council was changing the way that it engages with local Registered Housing Providers, in that 6 local providers would acquire a preferred 'partner status'
- The Council had commenced a new house building programme with the first plans agreed by Planning Committee in October;
- The unification of the Community Housing Service with Homes for Haringey had commenced and most staff and functions had transferred successfully at the end of September 2014
- It is expected that unification will help to remove service duplication and deliver tangible savings for the housing service;
- A cross-party panel was being set up to consider the future management of the council housing stock post 2016 when the current management agreement with Homes for Haringey would expire – this would consist of 5 members (4 Lab, 1 Lib Dem) and would be chaired by an independent expert.

7.4 The Cabinet Member for Housing and Regeneration responded to questions from the panel on this portfolio. The following highlights the key areas of discussion.

7.5 Further to housing unification, the panel noted that Tracie Evans (Chief Operating Officer) is the strategic lead for all housing issues whilst Dan Hawthorn (AD Regeneration) leads on Housing Strategy and Andrew Billany (Managing Director, HfH) oversees housing operations and delivery.

Agreed: That an up to date chart of the new structure of housing services in Haringey is circulated to the panel.

7.6 The panel noted that in the plans to decamp staff from APEX House, there were no plans for the use of porta-cabins to house staff or conduct council business. Plans are under way to move staff from APEX House to four likely locations: Marcus Garvey Library in Tottenham, Broadwater Farm (where there is already a housing

management service), 48 Station Road in Wood Green and Alexandra House in Wood Green. The panel noted that other libraries in the borough have similar multi-purpose uses and that the accommodation of housing staff would not diminish the library offer on this site.

- 7.7 The panel noted that the Customer Service Transformation Programme would assess and remodel the way that the council engages with local service users and residents. Although plans are in a very stage of development, it is likely that this will impact on the provision of customer services for housing and that these arrangements likely to be interim in short to medium term.
- 7.8 The panel noted that the Council new house building programme would comprise of approximately 96 units which would be offered for mixed tenure. Of these 96 units, 59 would be for social rent, 36 for shared ownership and one for private sale (the latter to help fund development for the site). Further planning applications would be submitted in the New Year for additional council build.

Agreed: The tenure breakdown (social rent, shared ownership, private sale) of the Council new build programme for 2014/15 to be distributed to the panel.

- 7.9 The panel noted that Right to Buy (RTB) receipts could be used to fund housing developments in a number of ways including the Council building houses directly itself or given to a third party such as a Registered Housing Provider (RHP) to build homes. The panel noted that a priority for the Council was to build new homes for its residents and that it had explicit yearly targets for this, therefore in some circumstances it may be appropriate to use RTB receipts to support RHP new build to contribute to this aim.
- 7.10 The panel noted that there were restrictions however on the use of receipts from properties sold through the RTB programme. Firstly, there were time limits in which the funds could be used which meant that these had to be used for committed projects (and not held on account). Secondly, RTB receipts could only be used to fund 1/3 of the cost of each housing unit, thus to fund the £150k unit cost of each new home, the Council would be required to provide an additional £100k from other sources for each unit with £50k of RTB receipts.
- Agreed:** The panel requested further information on the total capital receipts from Right to Buy for the past 5 years and how this has been used, with particular reference to receipts from the sale of the Waltham Cross housing estate.
- 7.11 The panel noted that the decision to follow the Compulsory Purchase Order (CPO) route to bring empty properties back in to use was costly and only used as a last resort once negotiations with property owners had failed. In total, the panel noted that 59 empty houses were brought back in to use during 2013/14.
- 7.12 In respect of empty Council properties being brought back in to use, the panel noted that there was no set financial cut-off (i.e. the level of investment needed to bring it back in to use). However, each property would undergo an individual economic assessment to assess the costs to bring it back into use against the opportunities that sale of the property on the open market might offer. The panel noted that in

some circumstances, the sale of a property may yield sufficient capital to provide for two new council homes.

7.13 The panel highlighted that other neighbouring London boroughs had reviewed the Council Tax liabilities of empty properties, to help provide further incentives to bring these back in to use. The panel were keen to understand what the position was in Haringey.

Agreed: Further information on the Council Tax liabilities for empty properties in Haringey would be provided to the panel.

7.14 The panel noted that Haringey, along with other London boroughs, was under extreme pressure in trying to meet the totality of local housing needs. The introduction of a welfare reform programme and the lack of affordability of the private rented and home ownership sectors had heightened demand for housing in the social rented housing. This was exemplified by the number of people on the local Housing Register (approximately 15,000).

7.15 Whilst such demand highlighted the need to prioritise the building of new homes for local people, it also necessitated that a more realistic and open conversation take place with local residents as to the ability of the Council in meeting local housing needs. In this context, the panel noted that plans had been put forward to amend the Allocations Policy to effectively remove those in bands D and E on the Housing Register, who in reality have little prospect of being housed given the comparative needs and numbers of those in higher priority bands (A, B and C).

7.16 The Panel was keen to understand, in the context of such extreme housing demand, what action the council was taking in relation to council home building and ensure that it was utilising any opportunities to do this. It was noted that as the Council now manages rental income through the Housing Revenue Account (HRA) and can use this to plan and build new homes. There were however borrowing limits (Borrowing Cap) set by Department of Communities and Local Government to allow councils to build new homes. In Haringey, the Borrowing Cap was £44-45million over the 30 year HRA plan. This limited the Councils ability to directly fund house building from this particular reserve.

7.17 The panel also noted that the Council was looking at establishing other Special Purpose Vehicles to improve opportunities for lending and to increase house building. Such SPVs may also limit eligibility to Right to Buy and the future loss of local housing stock. The panel would look at this further within its agreed project.

7.18 The panel noted that to date, much of the improvement and maintenance of local council housing stock has been provided through dedicated grants, most notably the Decent Homes Programme. It was noted that whilst this funding stream would cease in 2016, improvements would still be funded through the Housing Revenue Account. Although the loss of funding through the DHP would be challenging, it would also provide more local freedom to set and prioritise local maintenance works (and help remove local anomalies).

7.19 The Chair thanked the Cabinet member and officers for attending to discuss housing and regeneration issues.

8.0 Housing Unification and Improvement Programme

8.1 The panel noted that the transfer of the Community Housing Service to Homes for Haringey was agreed by Cabinet in March 2014 and would involve approximately 200 staff. There were five waves to the Housing Unification and Improvement Programme (HUIP), the first being the transfer of staff which was successfully completed on 29th September 2014. The second phase was the creation of a new local Housing Strategy which would provide the overall strategic framework and direction for the newly unified housing service.

8.2 The panel noted that Homes for Haringey management structure was getting to know and understand those teams that had moved over, and that improved working /operational relationships had already been recorded as a result. It was envisaged that unification would result in some significant cost savings in the region of £2.97m to the General Fund (GF) and £3.8m to the HRA by March 2017.

8.3 The final phase of the HUIP would assess the best model for the management of the Council housing stock. The current agreement with HfH will run until 2016, and that a cross party panel will be established to explore future options for the Council beyond this date. The panel would consist of local councillors, tenant's representatives and chaired by an independent expert. The panel would consider all the possible options available: retention of the ALMO, winding down HfH, development of an ALMO Plus model, transfer of stock to a RHP, formation of a housing cooperative (etc.). The established panel would also consult with other local authorities and expert opinion in making its recommendation.

8.4 The panel sought clarification as to the position of the Council in respect of the placement of families outside the borough (and more specifically out of London). The panel noted that temporary accommodation figures for the council were still high and costly and would continue to be challenging as there were limited short term solutions to the high level of demand for housing and the council's obligations to house those in need. It was noted that the availability of temporary accommodation to the council had reduced as private landlords can obtain greater yields on the open market, and the cost of what was available (nightly rate) had increased. Funding this was costing the Council approximately £2.5m per annum.

8.5 In the context of the above, the panel noted that it was becoming increasingly difficult to find accommodation for people in Haringey. It was noted that a Placement Protocol setting out the temporary accommodation options for local people, using options outside of the Borough, was currently in development, and would be considered by Cabinet for approval in January 2015.

8.6 The Chair thanked officers for the report and for attending to respond to member questions.

9.0 Homes for Haringey – Monitoring and Scrutiny Arrangements

- 9.1 The panel noted that monitoring of the contract with Homes for Haringey is undertaken in a number of ways including regular meetings to assess key performance indicators as well as specific meetings for collaborative projects.
- 9.2 The panel praised the contribution of Homes for Haringey staff in the consultation arrangements for the Tottenham regeneration and development programme, though expressed a concern that this was not undertaken at a cost to front line housing services.
- 9.3 The panel sought clarification as to whether HfH would seek alternative sources of income which could be invested in housing services, such as the payment for parking services and permits. It was reported that HfH would adopt a common sense approach to this and would identify income streams where these were practical and appropriate. It was suggested that additional income from reviewing fees and charges for garages and parking could realistically contribute £0.5m to revenue to the service, and this is part of the planning for future budgets.
- 9.4 The Chair thanked officers for the preparation of this report and for responding to member questions.

10.0 Haringey Housing Strategy

- 10.1 The panel received a presentation on the principles and process for agreeing a new housing strategy for Haringey.
- 10.2 Whilst the panel acknowledged that the housing strategy contained the overall strategic framework for the development of housing services it sought clarification of when more detailed sub-strategies and action plans would be published following agreement of the overarching housing strategy (e.g. policy regarding selective licensing of private landlords, older peoples housing strategy, design guides etc).

Agreed: The panel requested a list of those sub strategies/ delivery plans that 'fall' from the overarching Housing Strategy with their approximate dates for completion/ publication
- 10.3 The panel were concerned that given the level of housing needs in the borough, there was no explicit priority in the strategy at present given to increasing the provision of housing in the social rented sector. It was noted that this is a draft of the strategy and could yet be included in a final strategy depending on the consultation feedback received. It was noted that there was a manifesto commitment to increase social housing no intention of reducing the level of such stock. Similarly, given the ambition to create mixed and diverse communities, the council would support the delivery of all tenures of stock where appropriately planned.
- 10.4 The panel discussed the Estate Renewal Programme and the number of affordable shared ownership properties available in these schemes. There was some discussion as to what constitutes affordable housing and in reality, how affordable these were to local residents, particularly as this may require an income of £60-80k. The Panel noted that in respect of Love Lane Estate Regeneration all those residents that would be moved would be re-provided within the new build programme at the same site.

10.5 In respect of the planned consultation for the Housing Strategy, it was suggested that given the importance of this strategy and its implications for all households (irrespective of tenure) this should include all residents. In addition, the consultation framework should include Homezone, those on the Housing Register email and should maximise the contacts and networks of local councillors.

Agreed: The panel recommended that the consultation framework should be extended so as to reach a wider audience, in particular residents from wider range of tenures, as well as those with specific housing needs and should incorporate the use of: Home Zone, Housing Register email and Haringey People. The panel also recommended that the networks and contacts of local Councillors should be utilised within the consultation process.

10.6 The panel sought clarification as to whether the Council had applied for £60m of funding that was available through the Greater London Assembly for the Care and Support. It was noted that whilst the Council had not applied directly, it had supported the bid of a local RHP.

Agreed: The panel will collate its responses to the Haringey Housing Strategy and formally submit these to the consultation and Cabinet member.

Agreed: A report would be provided back to scrutiny as to the outcome of the Housing Strategy consultation and completion of the actual strategy.

11.0 Preferred Partnership Status

11.1 The panel noted that there were in excess of 50 RHPs providing housing services to over 13,000 local households. RHPs have been and continue to be key partners in the provision of new affordable housing, specialist housing support and other tenures to local residents. The number of providers however was however challenging for local engagement. As such, the Council was preparing for a more strategic working relationship with six key providers.

11.2 An initial invite was circulated to all RHPs and from resulting expressions of interest, a short list of nine was agreed. Following interview, six preferred partners were agreed which were:

- Family Mosaic
- Newlon
- Notting Hill
- Sanctuary
- Circle
- London and Quadrant

11.3 Members were keen to understand what criteria had been used to select RHP preferred partners. It was understood that those selected were already active in development and the council would seek to build on this. A number of those selected also had a local presence in Haringey, one had its head office in Tottenham Hale and another had its South Eastern head office in Wood Green.

11.4 The panel noted that as there was no legal obligation for RHPs to work with the Council, a memorandum of understanding (MoU) was being developed to create a framework for the council and preferred partners to work together. There will be one MoU for all 6 partners. A dedicated web page would be provided on the council website detailing local arrangements with RHPs and a performance report would be compiled. It was agreed that this performance report would come to Overview & Scrutiny at a future date once in operation:

Agreed: Once the Memorandum of Understanding has been agreed between the Council and preferred partners and in operation, a performance report for the RP sector will come to scrutiny.

11.5 The panel noted that there were a number of ongoing issues with a few local RHPs which needed to be resolved, which included:

- Failing to provide local walkabouts with councillors to identify housing management issues;
- Failure of RHPs to work cooperatively on multi-landlord estates
- A reluctance to provide houses at social rent despite being funded by central government to do so;
- A local provider which did not meet CQC standards for some of its supported housing;
- A provider which had implemented security structures which made residents feel like they were living in a prison.

Agreed: Further details of issues with Register Providers highlighted by the panel would be passed to the lead officer for further enquiry (and report back).

11.6 The panel were reassured that although the Preferred Partnership Status had been agreed with large RHPs, the Council would continue to work with smaller organisations. The panel noted that the Council would also encourage larger preferred partners to work in partnership with smaller RHPs to further support the provision of housing services in the borough. It was noted that HfH already works closely with a number of local RHPs in the provision of housing services and in driving common housing management standards.

11.7 The panel sought clarification as to whether two liaison forums between the councils and RHPs were still in operation (i.e. the Development Forum and Provider Forum) and whether attendances had improved. It was recorded that these were still in operation and that although attendance remained challenging, the new Preferred Partnership Status may help to reinvigorate these groups.

11.8 In response to specific questioning as to the eligibility of local Councillors to join the board of RHPs, it was noted that there was no specific bar to this, but that this was a decision for individual RHP boards.

11.9 The panel also sought to clarify how both parties would benefit from the Preferred Partnership Status. It was noted that from the RHP perspective, the council would support bids for regional funding (e.g. GLA), will support new build in Haringey and may be given funding to build (as mentioned earlier from receipts from RTB). The Council will benefit from a more strategic relationship with providers who are keen to

develop interests in Haringey and who already have a track record of new build in the borough. The panel noted that Council still retains 100% nomination rights on new build.

11.10 The Chair thanked officers for the report and for attending to respond to member questions.

12.0 Employment and Land Supply

12.1 The panel discussed the briefing that was requested at the last meeting. The panel noted that the Council was in an evidence gathering stage that would ultimately inform the Economic Development Strategy that will be finalised and considered by Cabinet in the New Year (January 2015).

12.2 The panel noted that the GLA had placed clear expectations and targets with the council in the delivery of local jobs and housing. Given the limitations on local land availability it was suggested that both these objectives were over ambitious and would be challenging for the Council to deliver. The limitations on local land supply also inevitably created tensions between the two strategic objectives of delivering jobs and homes.

12.3 It was apparent that a market led approach would not provide a balanced approach to these issues, as the economic viability of development would currently favour housing because of the returns for this type of development (reflecting current housing demand). As a result, the council would adopt a site-by-site approach to ensure more balanced range of employment and housing development is attained (informed by Local Plan etc).

12.4 The panel noted that the Council does not want to become a dormitory suburb, where local residents predominantly commute to employment outside the borough, but to create genuinely mixed communities. To this aim, it was noted that there are certain sectors within the borough which are established which the council may wish to support and encourage further (e.g. clothing manufacturing, food manufacturing).

12.5 The panel were keen to understand how class B1 planning categories (e.g. garage spaces, railway arches etc) could be retained and supported further in the borough, particularly as these provided a platform for growing small businesses and were increasingly the 'backbone' of local high streets and shopping centres. It was noted that the council would use local planning policies to support such local areas create such opportunities for local businesses.

12.6 It was also noted that the promotion and support of local employment opportunities would complement the councils green agenda in that it would help to create sustainable communities where people could work, shop and enjoy recreational activities locally. It was underlined to the panel that it was an ambition of the council to create such integrated communities and to avoid the creation of artificial housing and employment only zones in the borough.

12.7 The panel highlighted that with the development and regeneration plans for the borough there were many opportunities to bring additional employment as well as housing to local residents, in particular the provision of local apprenticeships. It was

suggested that in some cases (e.g. Tottenham Hale) regeneration had delivered more jobs than were previously available on the previous industrial / manufacturing site.

12.8 The Chair thanked officers for the preparation of this report and for attending to answer panel questions.

13. Industrial living.

13.1 The panel noted the briefing that was provided by the Planning Service on work that was being undertaken in respect of Industrial Living sites in the borough.

14.1 Work Programme Update

14.1 The panel noted the work programme update and the forward plan of work. The next meeting would be on the 8th December and dedicated to scrutinising budget proposals set out in the forthcoming Medium Term Financial Plan. Included in the agenda for the 22nd January 2015 were the Asset Management Plan and Community Buildings Review.

14.2 The panel discussed progress on its project to look at the role of the council in the delivery of affordable housing, in particular the legal and financial structures available to support such delivery. A date for the 'scrutiny in a day' was still being considered and options would be circulated to the panel.

14.3 There were a number of relevant conferences that would be of interest to panel members to support this project work taking place in November and December and the details of these would be circulated to the panel.

14.4 A full background report would be circulated to the panel detailing the results of a desk review would also be circulated to the panel ahead of the planned meeting.

15. Dates of future meetings

15.1 These were noted by the panel.

The chair closed the meeting at 9.30pm

**MINUTES OF THE HOUSING AND REGENERATION SCRUTINY PANEL
WEDNESDAY, 10 DECEMBER 2014**

Councillors Adje (Chair), Bevan, Diakides, Elliott and Engert

Apologies Councillors Marshall and Councillor Carroll

LC1. APOLOGIES

Apologies were received from Cllr Carroll and Cllr Marshall.

LC2. DECLARATIONS OF INTEREST

None.

LC3. URGENT BUSINESS

None.

LC4. DEPUTATIONS/ PRESENTATIONS

None received.

LC5. MEDIUM TERM FINANCIAL STRATEGY

The panel scrutinised savings and investment proposals as set out in the Medium Term Financial Plan that fell within its remit. These were:

- Priority 4 - Drive growth and employment from which everyone can benefit – proposals 46-48 (planning) and 53 (regeneration);
- Priority 5 - Create homes and communities where people chose to live and are able to thrive – proposals 56-66 (housing);
- Housing Revenue Account Capital Programme.

Priority 4 (Planning) - Item 46: Increased income through new advice and review of existing charges (£75,000 saving)

- The planning service currently provides a verbal, free pre-application planning advice service to local residents;
- From 2015/16, a new written and chargeable service will be introduced to improve transparency and accountability of planning advice provided;
- The panel noted that a similar charge will also be introduced for Design Panel at a later stage;
- Exact details of charges for pre-application advice service will be agreed by Cabinet.

Agreed: that the proposal be noted.

Priority 4 (Planning) – Item 47: Changes to policy and practice to remove non statutory consultation (£50,000 saving)

- Planning service currently sends out 175,000 planning notification letters each year which exceeds the statutory minimum (e.g. 4,000 letters sent out for Hornsey Depot Consultation though only 280 were statutorily required);
- From 2016/17 the volume of letters sent will be reduced (subject to confirmation within the revision of the Statement of Community Involvement);

- There will be greater use of web based consultation methods as new systems will be developed (with Northgate);
- A new My Haringey account will be developed for residents where they will be able to receive planning notifications in a particular area.

Agreed: that the proposal be noted.

Priority 4 (Planning) – Item 48: Wider restructure reducing core service (£75,000 saving)

- There is currently a team of officers preparing local plans many of which are temporary and agency staff;
- Workforce demands will be reduced once area plans have been produced and adopted (in year 3).

Agreed: that the proposal be noted.

Priority 4 (Regeneration) – Item 53: Tottenham team increased staffing resource (£250,000 investment)

- This proposal will increase capacity within the Tottenham regeneration team, in particular to project officer support to Area Managers and a GIS officer.
- It is expected that this investment will pay for itself provided that it speeds up regeneration plans (e.g. earlier benefits of new development and regeneration).

Agreed: that the proposal be noted.

Priority 5 (Housing, General Fund) – Item 56: Implement selective licensing across the borough (investment £100,000 year 1 and year 2, increased income £950,000 year 3)

- A investment of £200,000 to set up a selective licensing scheme for all rental properties required for years 1 and 2 will be offset by income from landlord registration of £950,00 in year 3;
- This will be a cost neutral position as income will be used to support enforcement activities (e.g. health and safety inspections);
- Learning from other boroughs (Newham, Enfield and Hackney) which have developed similar schemes will support the development of this initiative;
- Investment is needed to collate evidence to support the application process and to consult with relevant stakeholders (e.g. landlords, tenants).

Agreed:

- (i) that further information on selective licensing scheme is distributed to the panel;
- (ii) that the panel is provided with further information of the impact of £400,000 investment in enforcement activity in respect of residential units in commercial designated areas;
- (iii) that the proposal be noted.

Priority 5 (Housing, General Fund) – Item 57: Private sector supply and management (£500,000 savings years 2 and 3, £250,000 investment over years 1 and 2)

- The Council will set up its own letting agency within Homes for Haringey (which is currently working up options);
- Other local authorities have developed similar agencies, and any learning or evolutions of these services will inform local plans;

- There will be initial start up costs of £250k, though this proposal is expected to generate a surplus once up and running and will also help to save money from the Temporary Accommodation budget.

Agreed: that the proposal be noted.

Priority 5 (Housing, General Fund) – Item 58: Early intervention/Prevention & Temporary Accommodation Management (£500,000 savings years 2 and 3, £250,000 investment over years 1 and 2)

- There are over 1,000 placements in TA in the private sector each year. This places a strain on TA budget as rents in this sector are increasing;
- The six individual proposals will together help to reduce the cost of the TA budget;
- Provision of early housing advice will better support people in meeting their housing needs and in preventing homelessness;
- More efficient processing of homelessness decisions (staff investment);
- A placement protocol will go to Cabinet for approval to provide options for out of borough placement for those needing TA;
- Decanted stock (e.g. from Love Lane) will be used for TA;
- The Panel noted that Children's Services are still procuring housing though there may be plans to unify procurement processes (to prevent competing bids).

Agreed:

- (i) that further documentation is provided to the panel in respect of councils duty to re-home people who may have a property abroad;
- (ii) that the proposal be noted.

Priority 5 (Housing, General Fund) – Item 59: Early intervention / Prevention (Housing Commissioning) (£1,320,000 savings)

- It is expected that significant savings will be achieved in Housing Related Support through new contracting and market testing of agreements which are due to expire over the three year period;
- There has been over achievement of savings in this area in the current year and there is confidence that the projected savings for 2015/16-2017/18 can be achieved;
- The panel noted that in some housing related support schemes, all the furniture is rented, which can then be passed back to Housing Benefit. This may represent an opportunity for further savings

Agreed:

- (i) Head of Housing Commissioning Manager would investigate further the provision of rented furniture within housing support contracts and if this presented an opportunity to reduce costs;
- (ii) Plans for the Supported Housing Review would come to Overview & Scrutiny (Housing & Regeneration Scrutiny Panel) the timing of which will be at a juncture where scrutiny can add most value and agreed with officers;
- (iii) that the proposal be noted.

Priority 5 (Housing, General Fund and HRA) – Item 60 and 62 Housing Unification synergies (£700,000 savings)

- The Community Housing Service was merged with Homes for Haringey in September 2014, and it is expected that there will be savings arising from this unification, in particular income Collection, Housing Management and Asset Management Teams;

- There was some concern among the panel as to the quality of back office facilities available to Homes for Haringey, and whether the ALMO was tied-in to using these services. It was noted that the Business Improvement Programme would help to develop and expand the back office offer.

Agreed:

- (i) That a further update of the unification process is provided to the Housing and Regeneration Scrutiny Panel at its March meeting;
- (ii) that the proposal be noted.

Priority 5 (Housing, General Fund and HRA) – Item 61 and 66 Management (£1,400,000 savings, £450,000 investment)

- Savings will be achieved through new technology, streamlined working and self serving customers;
- The housing management IT system (OHMS) will be upgraded and redeveloped and whilst this will require an initial investment, it is anticipated that this will deliver savings through more efficient and streamlined work processing;
- The panel noted that front line housing staff could still not access email through their phones, which was not conducive to officer accessibility or efficient working;
- Savings will also be accrued through the restructuring of staff: it is anticipated that 30 posts will be lost from a base of 800.

Agreed:

- (i) that the proposal be noted.

Priority 5 (Housing, HRA) – Item 63 Repairs (£1,300,000 savings)

- A number of actions would take place to reduce the cost of repairs to the council housing stock these would include: making better use of assets and selling those which are uneconomic to repair; reviewing lettable and void standards;
- The Panel were concerned at any proposal that may potentially lead to a loss of Council owned stock. The panel noted that any disposal would be subject to a rigorous economic assessment and other possible options for use (e.g. supported housing if it is a sizeable property);
- The Panel were concerned that the current age threshold at which tenants were not responsible for minor repairs was too low, and that this should be reassessed in line with current retirement age;
- The Panel indicated that lettable standards were at a minimum and were concerned that there should be any reduction of these as set out in the proposals. It was noted that there were plans to introduce decoration vouchers which may further help to reduce costs;
- The Panel noted that Homes for Haringey would review the penalties and sanctions imposed on those tenants (and leaseholders) who had wilfully damaged their property.

Agreed:

- (i) that further consideration is given to disposal of council owned stock, particularly the option to demolish and rebuild where the present condition is uneconomic to repair;
- (ii) Homes for Haringey would reassess the age at which tenant responsibility for minor repairs is relinquished;
- (iii) that there should be no reduction in the minimum lettable standard;

(iv) that Homes for Haringey would review the penalties and sanctions imposed on those tenants (and leaseholders) who wilfully damage their property;

(v) that the proposal be noted.

Priority 5 (Housing, HRA) – Item 64 Garage Fee Review (£500,000 savings)

- The Panel noted that garage fees have not been reviewed since 1989;
- Proposal to review fees would be considered at Cabinet in February which would result in an increase of between £4-10 per week;
- The Panel felt that this opportunity should also be taken to review parking fees for Homes for Haringey estates (where there is currently no charge);

Agreed:

- (i) that Homes for Haringey review parking fees on its housing estates, particularly where these occur within and existing an Controlled Parking Zone;
- (ii) that the proposal be noted.

Priority 5 (Housing, HRA) – Item 65 Management (£300,000 savings)

- This savings proposal will result from the Housing Unification and Improvement Programme and will remove duplication in quality assurance and contract monitoring;

Agreed:

- (i) that the proposal be noted.

Housing Revenue Account -Proposed Capital Programme 2015/16 to 2017/18

The panel noted that:

- Capital spend proposals were similar to previous years;
- A bid of £6m is currently with the GLA for further capital improvements to local housing stock;
- Decent Homes money would cease beyond 206/17 and that plans for a successor programme are being put in place, including a reassessment of Decent Homes standards;
- In relation to borrowing headroom within the HRA and use of Right to Buy Receipts for new development, it was reported that:
 - o There was a £56m borrowing cap within the HRA and that approximately £21.78m was left in the headroom after planned council new build of 94 new homes;
 - o The preferred order in which RTB receipts would be used was 1) use to acquire ex council owned stock 2) use to support new council development 3) pass to Registered providers for new development;
- It was noted that residents in supported housing were not full charged for services and this would be applied with no impact to residents as this would be covered within Housing Benefit framework (page 122, section 14.2 of the MTFs);
- The panel noted that there would be significant level of redundancies within Housing Management in the three year period and wanted further clarification as to whether these would be financed through the HRA or Council.

Agreed:

- (i) Whilst accepting that the introduction of service charges for those in supported housing would be covered by commensurate rise in Housing benefit, further

reassurance was sought on the affordability of such a charge (e.g. will all those affected be fully compensated);

(ii) That further clarification would be provided as to capital provision for redundancy costs would be met through the HRA or Council;

(iii) that the proposals be noted.

Draft Capital Programme 2015/16 and Indicative Spending Plans 2016/17 and 2017/18 (page 223)

The panel noted that:

- Public Space – the £5m agreed Tottenham Programme for new community space adjacent to the stadium was of course dependent on completion of the stadium.

Cllr Charles Adje
Chair

Housing & Regeneration Scrutiny Panel

Budget recommendations

5. Create homes and communities where people chose to live and are able to thrive (proposals 56-66):		
Item 56: Implement selective licensing across the borough	Housing and Regeneration Scrutiny Panel	(i) that further information on selective licensing scheme is distributed to the panel; (ii) that the panel is provided with further information of the impact of £400,000 investment in enforcement activity in respect of residential units in commercial designated areas; Further to the above information requests: (1) that the panel agree with this proposal, though wished to express concern that there should not be any delays to the implementation of this proposal as this may risk future income and subsequent investment in enforcement services.
Item 58: Early intervention/Prevention & Temporary Accommodation Management	Housing and Regeneration Scrutiny Panel	(i) that further documentation is provided to the panel in respect of councils duty to re-home people who may have a property abroad (including existing tenants); Further to the above information requests: (1) that the proposal be noted.
Item 59: Early intervention / Prevention (Housing Commissioning)	Housing and Regeneration Scrutiny Panel	(i) Head of Housing Commissioning Manager would investigate further the provision of rented furniture within housing support contracts and if this presented an opportunity to reduce costs; (ii) Plans for the Supported Housing Review would come to Overview & Scrutiny (Housing & Regeneration Scrutiny Panel) the timing of which will be at a juncture where scrutiny can add most value and agreed with officers;
Item 60 and 62 Housing Unification synergies	Housing and Regeneration Scrutiny Panel	(i) That a further update of the unification process is provided to the Housing and Regeneration Scrutiny Panel at its March meeting;
Item 63 Repairs	Housing and	(i) that further consideration is given to prior to the disposal of council owned

	Regeneration Scrutiny Panel	<p>stock, particularly the option to demolish and rebuild where the present condition is uneconomic to repair;</p> <p>(ii) that Homes for Haringey should reassess the age at which tenant responsibility for minor repairs is relinquished (this is currently lower than standard retirement age):</p> <p>(iii) that there should be no reduction in the minimum lettable standard;</p> <p>(iv) that Homes for Haringey should review the penalties and sanctions imposed on those tenants (and leaseholders) who wilfully damage their property:</p> <p>(v) that the proposals for Right to Buy receipts should be extended to the purchase of empty street properties;</p>
Item 64 Garage Fee Review	Housing and Regeneration Scrutiny Panel	(i) that Homes for Haringey review parking fees on its housing estates, particularly where these occur within an existing Controlled Parking Zone.
MTFS – HRA Revenue (page 122 section 14.2)	Housing and Regeneration Scrutiny Panel	(i) Whilst accepting that the introduction of service charges for those in supported housing would be covered by commensurate rise in Housing benefit, further reassurance was sought on the affordability of such a charge to vulnerable people (e.g. will all those affected be fully compensated);
HRA Capital Programme (p225)	Housing and Regeneration Scrutiny Panel	(i) That further clarification would be provided as to capital provision for redundancy costs would be met through the HRA or Council;



Haringey Council

Report for:	Overview and Scrutiny Committee	Item Number:	
Title:	Asset Management Plan		
Report Authorised by:	Jon McGrath, Assistant Director Property and Capital Projects		
Lead Officer:			
Ward(s) affected: All	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

To update the Scrutiny panel on the progress to date on a Draft Authority Wide Asset Management Plan and to review the current list of sites noted as surplus to requirements.

2. Cabinet Member introduction

The Council is committed to creating and maintaining an effective and efficient estate, which provides value for money, reduces our environmental impact, transforms the way our staff work and contributes to the growth and regeneration agenda for the borough.

To this end, we are pleased to introduce the Corporate Asset Management Plan (AMP) for 2014-2018 which outlines the priorities, actions and projects aimed at improving the performance of our property portfolios and other physical assets to make a substantial and positive contribution to the



Haringey Council

Council's Regeneration and Housing Renewal Programmes and to support delivery of the Council's vision.

3. Recommendations

That Scrutiny notes the work to date and the proposed actions to bring this to conclusion.

4. Alternative options considered

N/A

5. Background information

The Council's Asset Management Plan (AMP) 2014-2018 has been developed with reference to the guidelines produced by the Department for Communities and Local Government (DCLG) and Royal Institution of Chartered Surveyors (RICS). Property assets are essential to the Council's functions and their best use and management are crucial in terms of delivery of efficient and effective services.

The AMP is a key element of the Council's corporate vision of One Borough, One Future and provides a high level strategic overview, outlining the way in which corporate assets will be used to help achieve corporate aims and contribute to the Medium Term Financial Strategy covering a period of four years 2014 – 2018.

The plan also sets out a strategic approach to supporting the best use of Council assets in a challenging economic climate. The Council's competing pressures for service delivery combined with financial constraints requires a new approach to the use of assets.

The purpose of the AMP is to provide Councillors with a document that can support informed decisions on property assets and capital investment. It also supports Corporate Directors and service heads in applying a systematic



Haringey Council

approach to the management of operational assets from which to deliver services.

The AMP aims to support the provision of assets that are fit for purpose to deliver high quality services. This is through ensuring that the existing portfolio of assets complies with statutory requirements, facilitate the sharing of assets through partnership and through the acquisition, disposal and redeployment and renewal of assets to regenerate the estate for future use.

6. Comments of the Chief Finance Officer and financial implications

7. Comments of the Assistant Director of Corporate Governance and legal implications

Comments from the Head of Legal Services will be sought when the paper moves from draft to approval stage.

8. Equalities and Community Cohesion Comments

Comments from Equalities and Community Cohesion will be sought when the paper moves from draft to approval stage.

9. Head of Procurement Comments

N/A

10. Policy Implication



Haringey Council
N/A

11. Reasons for Decision

12. Use of Appendices

Appendix 1 – Draft Asset Management Plan
Appendix 2 – Disposals list

13. Local Government (Access to Information) Act 1985

HARINGEY COUNCIL

CORPORATE ASSET MANAGEMENT

PLAN

2014 – 2018

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FOREWORD

The Council is committed to creating and maintaining an effective and efficient estate, which provides value for money, reduces our environmental impact, transforms the way our staff work and contributes to the growth and regeneration agenda for the borough.

To this end, we are pleased to introduce the Corporate Asset Management Plan (AMP) for 2014-2018 which outlines the priorities, actions and projects aimed at improving the performance of our property portfolios and other physical assets to make a substantial and positive contribution to the Council's Regeneration and Housing Renewal Programmes and to support delivery of the Council's vision.

Good progress has been made since the previous Plan produced in 2009, evidenced by the transformation to our secondary school estate under BSF and the implementation of an estate strategy that has realised savings and released surplus properties for alternative use or disposal to ensure we are making the best and most efficient use of our accommodation.

In the context of the changes and challenges the Council faces in terms of service provision, reduction in financial resources and regeneration requirements in the Borough we must ensure that each building makes a contribution towards the achievement of our overall objectives. Property is a major resource for the Council. However, it is expensive to maintain, needs careful management and requires constant review in an ever-changing and challenging economic environment in order to provide best value. Therefore, we must plan for effective use of our property, both now and in the future.

With ambitious regeneration plans for Tottenham already underway, and aspirations set to transform Wood Green as a vibrant, dynamic, cosmopolitan and commercially successful Metropolitan town centre, this Asset Management Plan sets out how the Council's assets will support new development. Additionally, ongoing strategic property reviews will highlight regeneration opportunities that can be supported by our land and property. The focus of the Asset Management Plan is also to develop benchmarks and key performance indicators to support the maintenance of the estate, to address and tackle condition and suitability issues and ensure we minimise the environmental impact of our buildings.

Effective asset management is an essential part of delivering better services for the people of Haringey and demonstrating good use of resources for the Council. It aims to make property assets a fundamental part of the services that the Council provides by acting as a catalyst for modernisation and positively contributing to the key programmes and aspirations under the Corporate Plan.

(Signature)

Cllr Jason Arthur, Cabinet Member, Resources & Culture

(Signature)

Cllr Alan Strickland, Cabinet Member, Housing & Regeneration

1. EXECUTIVE SUMMARY

1.1. Introduction

The Council's Asset Management Plan (AMP) forms part of the Medium Term Financial Strategy and is a key document in supporting the Council's provision of services and financial requirements, both revenue and capital. Making the best use of the Council's property assets is also key to supporting the Council's regeneration and Housing renewal programmes.

Property is a major resource for the Council and provides underlying value as well as significant cost. However, it is expensive to maintain, needs careful management and requires constant review in an ever changing and economically challenging environment in order to provide best value.

The Asset Management Plan has been compiled to provide the current position on the Council's assets and to set out how the Council is progressing in the management of its property portfolio. This plan will be finalised and considered by Cabinet along side a Capital Strategy for the Council which is currently being prepared.

1.2. Purpose

The AMP provides a performance update on the previous plan which covered the period 2009-2012.

It provides a strategic overview of the Council's asset portfolio, setting out the principles for its use.

The AMP also provides a long term strategy for the Council's property assets and management, which underpins and supports the delivery of the 2012-2015 Corporate Plan *One Borough, One Future*.

1.3. Objectives

Physical assets such as the Council's housing stock, schools, libraries, community and leisure centres, commercial properties, residential homes and day centres are all an integral part of delivering services, improving the quality of life and well being of the people of Haringey.

The Council's overriding policy aim is to only retain assets that are required for immediate service delivery or contribute to the achievement of corporate objectives and priorities in the longer term.

Investment and retention of assets must be based on a proven strategic fit with the Council's priorities. Such assets – whether or not owned by the Council – must be effectively managed in order to contribute to the achievement of the community strategy priorities and corporate objectives.

Key objectives for the plan include:

- To review the performance of the previous asset management plan;
- To assess national and local policy priorities linked to property assets;
- Creating a strategic framework for asset management and capital investment linked to the Council's medium term financial plan;
- Supporting links with partners in Haringey including NHS Trusts, Police and Fire Service, Voluntary organisations and trusts;
- To define the priorities and support the development of a vision for assets for the future delivery of Council policy and services;
- The development of an action plan that will contribute to the asset management plan framework and delivery;
- The development of benchmarks and key performance indicators enabling trackable progress towards the property vision;
- The support of existing and changing legislation for example Carbon reduction and health and safety; and
- Supporting facilities management and long term planning in terms of service delivery and remodelling the estate to reflect the changing service needs of the Council.

1.4. The Council's Property Portfolio

The Council's current property estate includes a wide range of land and buildings with a total value (for accounting purposes as at 1st April 2014) of £1.560 billion, comprising £1.025 billion held in the Housing Revenue Account (HRA) and £0.535 billion held in the General Fund Account (GF). Within the GF assets, nearly £0.315 billion worth of assets are used for service operational purposes and just over £0.220 billion are held for non operational purposes (i.e. lettings to businesses and community groups). The remainder is made up of community assets (parks, open spaces, transport infrastructure and plant vehicles/equipment).

1.5. Achievements under the previous Asset Management Plan

Since 2009 the Council has achieved the following:

- Through Smart Working, reduced the number of administration buildings from 24 to 11 (8 occupied and 3 awaiting disposal);
- Targeting a reduction in running costs on administration buildings by 30%;
- Sale of £66.5m in property assets;
- £180m spent on transforming the secondary education estate;
- Leased the Council's crematorium and cemeteries to Dignity; and
- Leased the Council's leisure centres to Fusion.

1.6. Future Strategy

The Council's 2013-2015 Corporate Plan vision of *One Borough, One Future* is reflected in the AMP 2014-2018 and the Council continues to review the strategic use and retention of property assets. The AMP 2014-2018 sets out the framework for the anticipated changes and challenges the Council faces in terms of service provision and the reduction in financial resources against a backdrop of ambitious regeneration plans for the Borough.

There is a need for a dynamic and focused approach to these changes and challenges and the plan seeks to establish the necessary powers and safeguards to ensure that the AMP action plan targets are achieved. This includes supporting the Capital Strategy through the property disposal programme which continues to be fed through the review process, making more efficient use of the property estate.

The Council is currently considering the use of a joint venture as the most appropriate development vehicle to achieve its specific regeneration objectives.

**HARINGEY COUNCIL
CORPORATE ASSET MANAGEMENT PLAN
2014 – 2018**

2. BACKGROUND AND OVERVIEW

2.1. Background

The Council's Asset Management Plan (AMP) 2014-2018 has been developed with reference to the guidelines produced by the Department for Communities and Local Government (DCLG) and Royal Institution of Chartered Surveyors (RICS). Property assets are essential to the Council's functions and their best use and management are crucial in terms of delivery of efficient and effective services.

The AMP is a key element of the Council's corporate vision of *One Borough, One Future* and provides a high level strategic overview, outlining the way in which corporate assets will be used to help achieve corporate aims and contribute to the Medium Term Financial Strategy covering a period of four years 2014 – 2018.

The plan also sets out a strategic approach to supporting the best use of Council assets in a challenging economic climate. The Council's competing pressures for service delivery combined with financial constraints requires a new approach to the use of assets.

The purpose of the AMP is to provide Councillors with a document that can support informed decisions on property assets and capital investment. It also supports Corporate Directors and service heads in applying a systematic approach to the management of operational assets from which to deliver services.

The AMP aims to support the provision of assets that are fit for purpose to deliver high quality services. This is through ensuring that the existing portfolio of assets complies with statutory requirements, facilitate the sharing of assets through partnership and through the acquisition, disposal and redeployment and renewal of assets to regenerate the estate for future use.

2.2. AMP objectives

The objectives for the AMP are as follows:

- To create a strategic framework for asset management and capital investment and to define priorities;

- To define the Council's vision for property assets and develop an asset strategy action plan that will contribute towards the delivery of the vision;
- To review the effectiveness and impact of current service requirements on the Council's assets;
- To develop benchmarks and key performance indicators that will enable the Council to assess progress in achieving the vision for Council assets;
- To support the Council's financial strategy by integrating capital planning with financial planning;
- To ensure that the Council complies with the existing and changing legislative requirements for assets;
- To support long term planning to address maintenance needs taking into account future requirements in service delivery and the need to re-provide assets arising from strategic projects, reviews and initiatives; and
- To contribute to continuous improvement in service delivery through the identification of alternative means of service delivery and financing capital assets

2.3. The Council's current property portfolio

The Council's current property estate includes a wide range of land and buildings with a total value (for accounting purposes as at 1st April 2014) of £1.560 billion, comprising £1.025 billion held in the Housing Revenue Account and £0.535 billion held in the General Fund Account .Within the GF assets, nearly £0.315 billion worth of assets are used for service operational purposes and just over £0.220 billion are held for non operational purposes (i.e. lettings to businesses and community groups). The remainder is made up of community assets (parks, open spaces, transport infrastructure and plant vehicles/equipment).

Operational properties are defined as properties that are held for service provision purposes including buildings such as schools, libraries, leisure centres, day centres, administrative offices and hostels. Non-operational properties are those that are held for occupation by other organisations as part of the Council's objectives to ensure a supply of accommodation for social and economic regeneration purposes. Non-operational assets are generally investment properties that are held for economic reasons in that they provide a revenue income to the Council.

The table below illustrates the type and number of Council assets:

Table 1

Portfolio	Property Type	Number as at October 2014
Commercial (non- operational)	Shops	242
Commercial (non- operational)	Light industrial estates	241
Commercial (non-operational)	Office units	264
Community (non-operational)	Community buildings	28
Education	Under 5's centre	4
Education	Community primary schools	¹ 41
Education	Secondary schools	² 8
Education	Sixth form centre	1
Education	Pupil referral units	1
Education	Outdoor Education Centre	1
Housing	Council dwellings	15,916
Housing	Garages	2,184
Operational	Administrative buildings	11
Operational	Libraries	9
Operational	Sports and leisure centres	4
Operational	Roads (km)	350
Operational	Coroner's court	1
Operational	Childrens' homes and hostels	3
Operational	Homes for older people	4
Operational	Homes for people with learning disabilities	3
Operational	Day nurseries and family centres	2
Operational	Day centres for older people	4
Operational	Day centres for people with mental health problems and disability	5
Operational	Cemeteries and crematoria	3
Operational	Allotments	27
Operational	Depots	1
Operational	Parks and open spaces	58
Operational	Museums	2
Operational	Car parks	11
Operational	Public conveniences	7
Total		19,436

2.4. Data management

¹ These are the number of community primary schools where the Council owns the freehold interest rather than the number of school in the borough. The Council has no property interest in the remaining 19 schools.

² These are the number of secondary schools where the Council owns the freehold interest. Four schools are excluded as the school owns the freehold interest (Academies).

The Council currently holds data on a number of different systems. The current strategy is to improve the data currently held, update it and support the migration to One Sap. The Council's Terrier currently holds the key data to Council Assets and is continuously being updated. This is also linked to the Council's GIS system.

The government has set out in the Local Government Transparency Code October 2014 the property information they require all local authorities to publish by 2nd February 2015. This information is mandatory. The Code also recommends that other property data is also published. However, at present this is not mandatory. The Council intends to publish the mandatory information by the due date.

2.5. 2009 – 2012 AMP performance and progress

Significant progress has been made since the last Corporate AMP 2009 – 2012:

- **Smart working and office accommodation rationalisation**

A smart working policy is being phased into our offices, enabling a reduction in administrative buildings from 24 to 11 since 2009 and achieving consolidation of the majority of office based staff into the two main administrative buildings in Wood Green; River Park House and Alexandra House. Rationalisation and consolidation of the Council's office accommodation is realising a target saving of £500 per person per annum, equivalent to a 30% saving in costs;

- **Capital receipts**

The sale of surplus properties has generated £33.5m between 2009 and October 2014, together with a further £33m from Right to Buy sales totalling £66.5m;

- **Schools**

The secondary schools estate in Haringey was transformed by the Building Schools for the Future (BSF) programme which provided £180m to transform the existing secondary portfolio and provided the new Heartlands Secondary School. The programme also delivered a new sixth form centre. Condition and sufficiency surveys were undertaken following the completion of the BSF programme and these are now being used to determine priorities moving forward;

- **Cemeteries and crematorium**

Now leased on 50 year leases to Dignity which has allowed significant investment into the crematorium and considerable savings to the council whilst preserving service delivery and bringing in income to the Council;

- **Libraries**

Coombes Croft library has been extended and refurbished in 2010 and Wood Green and Muswell Hill libraries were refurbished in 2014; and

- **Sports and leisure centres**

The Council's four main sports and leisure centres have been leased to Fusion ensuring considerable capital investment and a reduction in running costs to the Council and improving the range of sports provision to the public. Finsbury Park Track is subject to an agreement for lease to a Trust formed by the users and will bring in considerable capital investment in order to improve the facility for the community.

- **Property Review purchases**

The Council has made strategic purchases of two headleases in the last year making revenue savings and enabling potential regeneration projects. This includes plans for a new all through school in Tottenham and to support to the future masterplanning of Wood Green.

3. STRATEGIC FRAMEWORK AND CORPORATE GOVERNANCE

3.1. Strategic context

The Council's 2013-2015 Corporate Plan vision of *One Borough, One Future* is reflected in the AMP. The AMP forms an important part of the Council's medium term financial strategy and will work to ensure that council assets support the achievement of the council's objectives, AMP aspirations and capital and revenue financial requirements. The AMP sets out principles, priorities and action to ensure that assets are used and managed as efficiently and effectively as possible.

The AMP outcomes are related to a number of corporate objectives and will help deliver the following Council outcomes and priorities as set out in the Corporate Plan 2013-2015:

Table 2

Corporate Plan outcomes	Asset Management Plan outcomes
Outstanding for all-enabling all Haringey Children to thrive	Provision of appropriate, accessible buildings and premises for schools, service and community buildings
Safety and well being for all-a place where everyone feels safe and has a good quality of life	Council assets will make a contribution to the immediate environment of the location in which they are based and, via their usage, add to the social or economic well being of the borough in order to support the council priority to 'provide a cleaner, greener environment and safer streets'
Opportunities for all – a successful place for everyone	Council assets will be used to attract inward investment and underpin a growth strategy for the borough that will support the Council priority to 'drive economic growth in which everyone can participate'. Strategic delivery mechanisms will also be utilised where appropriate to maximise the value of land and assets and returns on investment to support the council priority to 'deliver regeneration at priority locations across the borough'
A better Council – delivering responsive, high quality services	The Council's policy aim to only hold assets that are required for immediate service delivery or contribute to the achievement of corporate objectives and priorities in the longer term will ensure that the Council priority to 'strive for excellent value for money' is met. Regular and proactive review of council assets will be undertaken to ensure efficiency in operation, running costs and long term sustainability.

The AMP will also support delivery of the Council's corporate programmes such as the Tottenham Regeneration and Wood Green Investment Framework. Council assets will be used to attract investment and maximise returns on regeneration investment in Tottenham and Wood Green to lever in and underpin the growth strategy for the borough.

3.2. Strategic asset planning and governance

The Cabinet Members for Resources and Culture and Housing and Regeneration are responsible for the Council's Asset strategy including property management policies and jointly sponsor all major developments and key decisions relating to assets. Regular reports are submitted to Cabinet for key decisions on asset-related matters and to review portfolio strategies from time to time. Asset management implications are also included as part of the Council's budgetary and service reporting as appropriate. Longer term priorities and plans (including the AMP) are developed corporately by officers in consultation with key stakeholders and presented to Members for decision.

The Council is establishing an inter-departmental working group for co-ordination of asset strategy across the Council. It will serve and inform at a strategic and management level, provide a forum for dealing with asset management issues, provide the necessary intelligence to strategically plan for future needs and feed into the development and monitoring of a consistent corporate approach to asset management across the Council.

In order to speed up and facilitate the objectives of the AMP officers will present to Cabinet at the beginning of each financial year a summary report setting out the plans for that year seeking overarching approval in principle with the details to be delegated to the Director of Planning, Regeneration and Development in consultation with the Section 151 Officer and Lead Members for Housing & Regeneration and Resources & Culture.

3.3. Corporate Landlord role

In 2007 the Council transferred the management of all operational properties – apart from Schools and Housing – to Corporate Property Services, now known as Asset Management. The Asset Management team act as the Council's Corporate Landlord with Council Departments occupying the premises as the 'tenant'. The Asset Management team ensure that all the buildings are maintained, repaired and improved and that facilities management services are provided. Adopting a centralised function has proved successful and has allowed the Departments to fully concentrate on the provision of their services rather than being distracted by day-to-day property management issues. This has also led to a more corporate approach to ensure the best use of the Council's property assets

4. OBJECTIVES FOR COUNCIL PROPERTY ASSETS

The Council's property objectives reflect the current and future use of assets. An action plan is set out at on page 32 which illustrates the Council's property aspirations over the next four years. The objectives are summarised as follows:

- To make the most efficient use of existing assets;
- To ensure that our property is in good condition and compliant with all relevant health and safety requirements and standards and accessible for people with disabilities;
- To provide suitable and sufficient property and accommodation, to support the delivery of the Council's objectives which is fit for purpose and appropriately located;
- To own and occupy the minimum of property that is necessary to meet our requirements;
- To release capital from our property portfolio to support future investment needs;
- To achieve value for money in every aspect of property running costs and procurement of property and property services;
- To ensure that we provide a professional environment for our staff in order to carry out their work as efficiently and effectively as possible. A professional environment also aids recruitment, retention and motivation of staff and conveys a positive image of the Council and the services being provided from those buildings; and
- To seek opportunities for sharing property with both public and private sector partners.
- To use Council assets in a strategic way to stimulate and support growth through proactive management and enhancement of its commercial portfolio to provide an attractive environment for business. Ensure that its other assets contribute to the overall vitality of the area through good levels of upkeep and usage.

5. SUMMARY OF PROPERTY PORTFOLIO AND CURRENT STATUS

This section provides a summary of Council assets broken down by asset type, together with a snapshot of their current status and a target outcome to be achieved during the life of this AMP 2014-2018.

Table 3

Asset type	Current position	Outcome
Commercial – Shops, offices, industrial buildings	<p>The commercial property portfolio consists of assets totalling 747 (242 shops, 241 industrial, 264 office). The portfolio also includes a large number of small assets such as sub stations, wayleaves and advertising hoardings.</p> <p>The Council is currently undertaking a review of the portfolio.</p>	<p>To make individual recommendations on each property in terms of whether it should be retained or sold. If it is to be retained what (if any) actions are required to improve the property in order to increase its performance.</p> <p>To dispose of underperforming assets and refresh the portfolio to allow its management to be outsourced if desired.</p>
Community	<p>The Council currently has 28 community buildings which are specifically for the purpose of letting to local community tenants and organisations. The buildings are managed by the Council's commercial team and are held generally on full repairing leases of varying lengths.</p> <p>The Council is currently undertaking a review of the portfolio.</p>	<p>To align the use and allocation of community buildings to the Voluntary Sector Commissioning and Funding Framework.</p> <p>Rationalisation and/or increased utilisation of community buildings. This will be undertaken working closely with the commissioning team.</p>
Education	<p>The Council has a portfolio of schools which reflects the wide economic and cultural diversity of the Borough. The portfolio includes:</p> <ul style="list-style-type: none"> • 60 Primary Schools (of which 36 are community, 12 voluntary aided, 12 academies); • 12 secondary schools (4 of which are academies); • A sixth form centre; and 	<p>To ensure that the estate supports the delivery of first class education. The portfolio will be reviewed annually to ensure that we are able to provide sufficient places to comply with our statutory duty on the provision of pupil places. The requirement for the provision of additional places will be funded from DFE grant.</p>

	<ul style="list-style-type: none"> • A Pupil Referral Unit • An Outdoor Education Centre 	
Housing	<p>Homes for Haringey manages 20,498 units of residential accommodation: 15,916 tenanted general needs and 4,582 leasehold. There are also 2,184 garages as part of the estate.</p> <p>These are managed by the Council's Arms Length Management Organisation , Homes for Haringey.</p>	Alignment of the Housing and Corporate Property Asset Management Plans to be re-launched as one plan from 2017/18.
Operational – Administrative buildings	The Council currently has 11 administrative buildings with a focus on locating the majority of staff at River Park House and Alexandra House in Wood Green.	<p>The number of operational buildings has fallen during the period of the previous AMP from 24 to 11. This is reflected in the change in services and falling numbers of staff. This has led to a number of disposals feeding into the Council's capital receipt programme and opportunities to support the regeneration programmes in Tottenham and Wood Green.</p> <p>This includes vacating the Civic Centre and relocating the civic functions elsewhere.</p>
Operational – Libraries	<p>The Council has 9 libraries located across the borough at:</p> <ul style="list-style-type: none"> • Hornsey; • Tottenham (Marcus Garvey and Coombes Croft); • Wood Green; • Alexandra Park; • Highgate; • Muswell Hill; • St Ann's; and • Stroud Green. 	<p>The libraries are currently under review in terms of service provision and potential for providing other community services and benefits. There is a potential to include a small element of commercial activity which would bring in rental income and this is being considered as part of the review.</p>
Operational – Sports and leisure centres	<p>The Council has 4 main sports and leisure centres as follows:</p> <ul style="list-style-type: none"> • Tottenham Green Leisure Centre; • Broadwater Farm Leisure 	<p>Fusion have been undertaking a refurbishment programme on all centres investing £18.5m.</p> <p>When the Finsbury Park Sports</p>

	<p>Centre;</p> <ul style="list-style-type: none"> • Park Road Leisure Centre; and • White Hart Lane Community Sports Centre. <p>The first three have been leased to Fusion for 20 years as part of an agreement for them to operate the centres. White Hart Lane Community sports centre has been leased for 50 years to Fusion.</p> <p>Additionally the Council has another centre:</p> <ul style="list-style-type: none"> • Finsbury Park Track & Gym <p>This centre is currently operated by Finsbury Park Sports Partnership under a 'License to Occupy'.</p>	Partnership have secured £500,000 of capital investment funding the Council will be committed to leasing the facility to them for 25 years. This is expected to take place before May 2016.
Operational – Roads	The Council has 350 kilometres of road that it manages together with street lighting and highway in general.	There is an ongoing maintenance programme which is funded by the Council's capital programme and other external funding.
Operational – Coroners court	The Council is the lead borough for the London North Coroners jurisdiction and shares a coroner's court with Barnet, Enfield, Harrow and Brent. The Council leases premises from Barnet Council at 29 Wood Street (Barnet) under a 10 year lease expiring in 2017.	The Council has no plans at present to change the current position.
Operational – Children's homes and hostels and Day nurseries and family centres	<p>There are 3 children's homes and hostels located in the Borough.</p> <p>There are 2 day nurseries and family centres.</p>	A review is intended to be undertaken with services to challenge efficient and appropriate use. The review will ensure properties declared surplus are disposed of.
Operational – Homes for older people, Homes for people with learning disabilities and	<p>There are 4 homes for older people.</p> <p>There are 3 homes for people with learning disabilities.</p>	A review is intended to be undertaken with services to challenge efficient and appropriate use. The review will ensure properties declared surplus are disposed of.

Day centres for people with mental health problems and disability	There are 5 day centres for people with mental health problems and disability	
Operational – Cemeteries and crematoria	The Council owns three cemeteries with one providing a crematorium. The largest cemetery is located in Tottenham with a smaller cemetery in Wood Green. The Crematorium is located in Enfield, to the north of the Borough.	The three sites have been leased to Dignity for a period of 50 years. A bereavement service is provided at all sites. Dignity has provided substantial investment into the Crematorium through the mercury abatement requirements.
Operational – Allotments	The Council allotments sites cover just over 76 acres of land. All the sites are well used with over 1600 people leasing individual plots.	The Council continues to undertake necessary repair and maintenance work including repair and renewal of fencing, paths, roads, gates, water pipes, signage, removal of dumped rubbish and the treatment of Japanese Knotweed.
Operational – Depots	The Council's depot is located at Ashley Road and is run under contract on behalf of the Council by Veolia. This includes a recycling centre on site which is managed by North London Waste Authority (NLWA). A new waste transfer centre has been recently completed in Western Road (managed by NLWA) replacing Hornsey Depot.	The Ashley Road depot is in a regeneration area and is subject to review in terms of service provision and location.
Operational – Parks and open spaces	The Council currently holds 58 parks and open spaces. 18 of those parks are maintained to Green Flag Standard (national quality mark for parks)	The Council intends to increase the number of quality marks to 24 over the next three years.
Alexandra Palace and Park (Charitable Trust)	The Alexandra Palace and Park Charitable Trust applied for Heritage Lottery Funding of £16.8m towards a project costing £23.8m to repair and refurbish the historic BBC studios, the East Court and the currently derelict Victorian Theatre in the east wing of the	Secure Round 2 funding and finalise long term plans for the Palace buildings and grounds.

	<p>Palace. In May 2013 the Alexandra Palace and Park Charitable Trust was awarded a Round 1 pass and £844,800 in Development Funding. These funds are currently being used to refine the scheme design before a Round 2 application is made towards the end of 2014 to the Heritage Lottery Fund to release the remaining £16m.</p> <p>Other plans for the Palace are being considered including the conversion of part of the building into a hotel.</p>	
Operational – Museums	<p>Bruce Castle Museum is managed by the Council and the Markfield Beam Engine Museum is an independently run museum operated by trustees and volunteers of the museum.</p> <p>The Council is currently considering accessing Heritage Lottery Funding for works at Bruce Castle and is also reviewing the longer term management arrangements at the museum.</p>	Confirm requirements and prepare HLF funding application.
Operational – Car Parks	<p>The Council car parks are managed by the Council's traffic management team. Six of these in the Tottenham area (Stoneleigh Road, Westerfield Road, Brunswick Road and Somerset Road) are currently subject to a car parking survey which will allow the Council to consider the potential for redevelopment of these car park sites as part of the Council's regeneration plans. The three car parks in Summerland Gardens (Muswell Hill), Crouch Hall Road (Crouch End) and Marsh Road (Tottenham) provide a good income to the Council and the</p>	Regularly review the operation and need for car park provision in the Borough.

	<p>Council has no plans at present to sell these properties.</p> <p>The car park on Clyde Road/Lawrence Road is expected to be subject to a separate review.</p> <p>The Council's traffic management team has short, medium and long term plans to improve the uptake of Bury Road car park in Wood Green. However any plans will take into consideration the wider regeneration plans for Wood Green.</p>	
<p>Operational – Public conveniences</p>	<p>The Council currently manages five traditional public toilets and two automatic public conveniences.</p> <p>There are two former public conveniences which have been closed in Bruce Grove and at the junction with Monument Way.</p>	<p>The Council has plans, as part of the regeneration of Tottenham, to bring the vacant public conveniences at Bruce Grove and Monument Way back into beneficial use.</p>

6. FUTURE STRATEGY

6.1. Property review and performance management

Council property assets continue to be reviewed, reflecting the changing needs in service provision and regeneration. There is a Property Review Team located within Corporate Property and Major Projects with a focus on rationalising property declared surplus, challenging the use of Council assets and supporting the Council's regeneration projects.

Current and future reviews are set out below:

Table 4

Review	Action
Smart working	To complete the current smart working programme and rationalisation of office accommodation and to consolidate the majority of office based staff into 2 main buildings in Wood Green.
Review of commercial and community buildings	To complete the current review stage on commercial property and feed into the property disposals programme. Consider future management arrangements for the commercial portfolio. Link the review of community buildings to the voluntary sector commissioning team.
Service reviews	Work with services and continue to challenge use in line with the summary of the portfolio and current status. Ensure properties declared surplus are disposed of.
Wood Green investment framework	The Council owns a number of assets in Wood Green and are currently reviewing the use of these buildings in terms of providing services and office accommodation. There is an opportunity to regenerate Council sites in Wood Green and we are working with Regeneration to establish the best opportunities for Council sites to support the regeneration of the area. This includes vacating the Civic Centre and re-providing the civic functions elsewhere.
Tottenham regeneration	Ensure that Council assets support the Tottenham regeneration programme.

6.2. Capital Strategy

The Capital Strategy is the Council's medium/long term strategy for infrastructure, fixed asset and service capital investment needs in Haringey. It is planned to extend the capital strategy planning horizon to 30 years to tie in with the Housing Investment Plan. The Capital strategy will also need to provide a broad analysis of the investment plans of partner agencies located in Haringey in order to ensure opportunities for joint investment and working arrangements are maximised to the benefit of the community.

The Council's Capital strategy will direct resources to accord with the Council's corporate priorities. The main focus for capital investment over the medium term is therefore:

Priority 1 - Enable every child and young person to have the best start in life, including high quality education for all children and young people

- Ensuring sufficient school places in high quality learning environments
- Providing places for all eligible 2 year olds in quality Early Learning settings

Priority 2 - Empower adults to lead healthy, long and fulfilling lives

- Maintenance and improvement of provision for health and care for vulnerable adults

Priority 3 – Make Haringey a safer, cleaner, more liveable borough

- Infrastructure works to maintain and improve the quality of roads, parks and public spaces

Priority 4 – Drive growth and employment from which everyone can benefit

- Supporting and facilitating the regeneration of Tottenham and Wood Green Town Centre

Priority 5 – Homes and neighbourhoods where people choose to live and are able to thrive

- Housing estate renewal in key locations across the borough supporting regeneration and an increase in the number and range of affordable housing stock

Priority 6 - Enabling Priority, Customer Services and Business Infrastructure

- Delivering the provision of efficient high quality service accommodation reflecting Council aspirations for service transformation

The Council's Capital Strategy will describe in more detail the level of investment which is required to deliver against the Council's priorities over the next 30 years,

and also the expectations of investment from partners in both public and private sectors which will affect the borough in future years.

Where the Council is itself managing and delivering investment projects and programmes, clear financing plans are required. Capital financing for the Council's own approved programmes is derived from a number of sources including;

- Specific Government grants
- Grants from other external agencies and Lottery Funding bodies
- Receipts from the sale of assets
- Contributions from planning gains (S106) and Community Infrastructure Levy
- Prudential Borrowing
- Use of Council revenue resources and reserves

The Asset Management Plan informs the Council's Capital Strategy in several ways as follows:

- The AMP guides decisions as to 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.
- The AMP guides decisions as to which assets are planned to be retained as part of the Council's investment portfolio, generating income to support the Council's services
- The AMP guides decisions as to which assets are included in the Council's regeneration plans, and sets out the context for their inclusion and future plans.
- The AMP guides decisions as to which assets are planned/approved for disposal in the next 3-5 years (MTFP) which will provide a target of £50m of receipts over the MTFP as part of the planned financing of the Council's approved Capital Programme. The Capital Programme is the short/medium term expression (1-5 years) of the Council's Capital Strategy, and consists of specific projects and programmes that have received approval to proceed from Cabinet.

6.3. Growth & Delivery Mechanisms

The Council has ambitious plans for the regeneration of the borough and property will be a very important element of these plans. The Council will need to consider the best way of achieving its objectives and maximise the value and use of its own property assets and those owned by others. Careful consideration will be required to choose the right development vehicle in each particular case. It may be that the setting up of a housing company owned by

the Council would be appropriate to take forward direct delivery of new housing on council owned land. The Council is considering the use of a joint venture as the most appropriate development vehicle to achieve its specific regeneration objectives.

6.4. Annual Review of Council Property

An annual review of all Council property will be undertaken prior to the budget making process so that the results can be included in the future years budget.

The review will be undertaken by each Directorate with the assistance of Corporate Property and Major Projects. This will include a list of all the properties used to carry out their service and consider whether or not these properties are still required for those purposes.

The review will assess:

- Whether the core property providing a service is fit for purpose;
- The future use of a property which is not fit for purpose;
- Whether the property is regarded as surplus to service requirements;

The review will be agreed with the Cabinet Member responsible for that service area before being subject to a scrutiny process with the Cabinet Member for Resources.

6.5. Commercial Portfolio review

The Council's commercial portfolio has been reviewed and is now in the process of identifying a future strategy for the portfolio in terms of rationalisation and improvement.

In order to clarify the status of each property they will be assessed using quantitative and qualitative criteria. Qualitative criteria will include areas such as whether or not the property is vacant or let, the length of the existing lease, level of rent arrears and cost of management. Qualitative criteria will include current and future commercial and economic/regeneration opportunities.

It is recommended that part of the receipts from the disposal of some of these properties is reinvested in those to be retained to improve the future performance of these properties.

It is envisaged that the review of the commercial portfolio will be completed by the end of 2014 and a recommended strategy for the future shape of the portfolio reported to Cabinet in early 2015. The implementation of the recommended strategy will then need to be actioned. This will involve a

review of the resources within the Property Team to ensure that these recommendations can be implemented as soon as possible.

The future method of managing the portfolio (i.e. internal team or outsourced) will also need to be considered once the recommendations have been implemented.

6.6. Community buildings portfolio

In December 2012 Cabinet approved a refocused Community Building strategy in order to make better use of the portfolio; encourage more accessible use of community space by Haringey's diverse voluntary and community sector; improve the quality of the buildings and to ensure that service provision provided from these premises contributed effectively to Council priorities particularly in terms of our ambitions for health, wellbeing and social and economic regeneration.

An initial review of the buildings took place which was concluded in March 2014. The Council is now undertaking a more in depth review in a similar format to the Commercial portfolio but with different criteria. It is envisaged that recommendations for the future of each building will be put forward to Members once this review has been completed by the end of 2014.

6.7. Facilities Management – Tri-Borough agreement

Hammersmith and Fulham Council, the Royal Borough of Kensington and Chelsea and Westminster City Council have entered a Tri-borough agreement to combine management costs and services in delivering Facilities Management. The aim is to reduce management, support and other overhead costs in a way that does not adversely impact on the delivery of those services and can lead to better, more integrated public services. Haringey Council is considering the option to buy into the London Tri-Borough Facilities Management package.

6.8. Links to other Council priorities

- **Regeneration**

The Council's property assets are a key part of the regeneration proposals and aspirations in the Borough. Recent reviews have highlighted regeneration opportunities in the Borough and property assets continue to support new development. The Council's assets will be used to stimulate and support growth through investment in local business, jobs and housing opportunities.

The future vision for Tottenham is that by the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of

opportunity that is at least equal to the best in London (Tottenham Strategic Regeneration Framework (SRF) March 2014). The SRF sets out the vision and aspiration for the regeneration of Tottenham over the next 20 years, with seven strategies for success. The vision was developed with the local community through the *Tottenham's Future* consultation and in parallel with a Physical Development Framework setting out the opportunities for change in Tottenham's key regeneration areas.

The Council owns a number of assets in Wood Green and are currently reviewing the use of these buildings in terms of providing services and office accommodation. There is an opportunity to regenerate Council sites in Wood Green and we are working with Regeneration to establish the best opportunities for Council sites to support the regeneration of the area.

- **Housing**

Homes for Haringey are currently reviewing and updating their Asset Management Strategy, published in 2010, and covering the period 2010 to 2017. Inevitably the focus of the investment strategy to date has been on delivering Decent Homes. By March 2016, £240m will have been invested in bringing nearly 10,000 homes to the Haringey Decent Homes standard

The new AMS will be aligned to and support key objectives of the Housing Investment and Estate Renewal Strategy and emerging Housing Strategy. It will be set within the context of self financing and the newly updated Housing Revenue Account 30 Year Business Plan.

The overall aim is to improve and make best use of existing Council homes and assets, which will include assessing the viability and options for poorly performing stock. A newly commissioned stock condition survey will be used to develop an investment standard to replace Decent Homes which will consider the longer term investment needs of the stock and wider resident expectations.

- **Highways**

The Council's highway infrastructure provides a vital contribution to the prosperity of the Borough. Efficient, effective management of this asset is therefore one of the council's key responsibilities. The plan seeks to develop a strategic approach to managing this asset using tools and techniques to enable better, more robust and accountable management of the highway infrastructure.

Major investment is needed over the next 10 years in order to improve highway assets so they are fit for purpose. On-going costs to maintain them in decent condition will be required. Different sources of funding both internal and external will need to be secured and prioritised to meet this requirement including the possibility of Prudential borrowing and other funding mechanisms, as appropriate, to renew.

- **Education - The Schools Estate**

The Asset Management team within Corporate Property Services provides a landlord service for the whole of the school and non-school estate. A non school establishment provides a service and learning environment to children but does not deliver the national curriculum. It is often associated with early years other school clubs and youth centres. The landlord service includes property advice and guidance and commissioning major capital works such as extensions and major refurbishments. All schools are required to undertake repairs and maintenance functions using their devolved formula capital and dedicated schools grant funding.

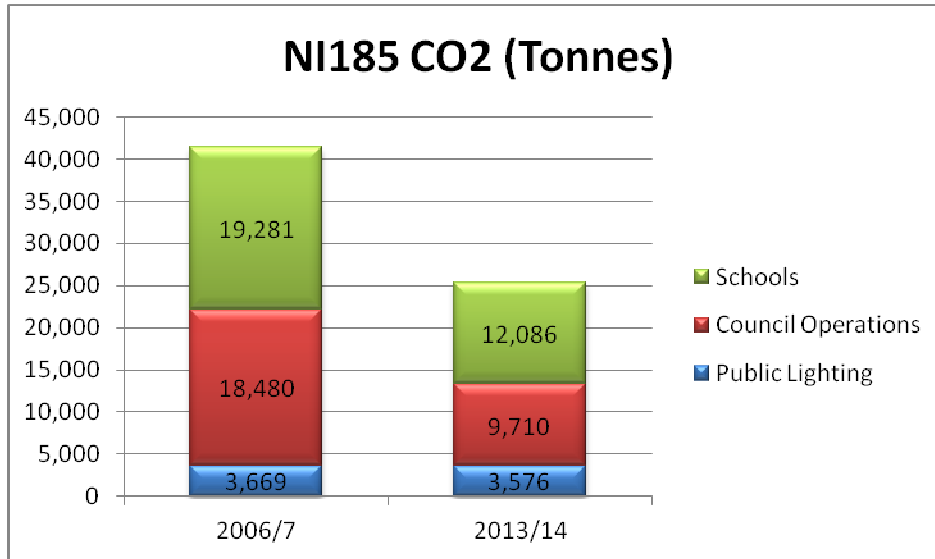
It is likely that the Council will need to continue the programme of expanding primary schools in response to the growing demand for school places. The Council is consulting over the expansion of three primary schools in the Borough to help alleviate this demand.

- **Corporate Carbon Management Plan**

Haringey Council is now in the final year of its Carbon Management Plan and is on track to reach its target of achieving a 40% carbon reduction from Council operations by 2014/15, against a 2006/7 baseline. The Council has made steady progress in reducing our emissions.

Our emissions are attributable as follows:

Table 5



NB1: The rationalisation of Council assets and the conversion of schools to academies removes the building emissions from the Council's control. It should be recognised that the emissions associated with each building remain, and carbon reduction is still required to help meet the borough-wide target.

For the final year leading up to the target deadline, the Council will be prioritising two major projects:

The Council's solar Photo Voltaics (PV) programme will continue to deliver when favourable market conditions prevail. We are currently delivering a programme across seven schools, six commercial assets and one residential block which is expected to yield £13k per annum and save 137 tonnes of carbon; and

In 2014/15, the Council will deliver a consolidated energy efficiency programme across the Council's operational portfolio utilising the Greater London Authority's RE:FIT programme to deliver economies of scale (lower cost of installation) and guaranteed energy savings (all underwritten by the installer). The initial desktop assessment predicted savings of £197k and 1,082 tonnes of carbon per annum.

7. MEASURING OUR SUCCESS

7.1. Performance management

As well as measuring and evaluating the impact of the overarching AMP objectives, property based performance indicators allow for quantifiable performance monitoring. The following performance indicators are also proposed to be used to measure success over the life of the plan:

- Back log repair and maintenance – the target will be to reduce the repair and maintenance backlog by a specific sum to be determined once condition surveys are completed in May 2015.
-
- Capital receipts generated per annum – measure the performance of disposals against a target; £5.25m in 2015/16, £19.3m in 2016/17 and £7.15 m in 2017/18
- Reduction in floor space owned/occupied by floor area for the provision of Council services – measurable through vacating buildings and disposing of them; Target is to achieve a reduction of 10% by the end of 2018.
- User and service manager satisfaction of the Corporate Landlord function– through feedback forms; Target of 90% satisfaction to be achieved.
- Ratio of number of desks used against the number of staff members working in that area – measurable through the SMART working programme and targets; All standard office based staff working in Wood Green to be working to an average desk share ratio of 6:10 (desks/staff) and 7:10 for staff working else where in the Borough.
- Annual increase in rental income collected from the commercial portfolio – through measuring the success of agreeing lease renewals and rent reviews; Seek a 5% increase in rental income each year.
- Energy consumption – measurable through monitoring usage; Achieve a 40% carbon reduction from Council operations by 2014/15.

- Reduction in total property revenue costs for the operational portfolio – through monitoring budgets. Achieve a saving of £175,000 on the cost of facilities management by the end of 2014/15 and £200,000 by the end of 2015/16 on further rationalisation of administrative operational properties.

8. ACTION PLAN

The action plan below sets out the AMP 2014-2018 target outcomes over the life of the Plan. The action plan and AMP will be reviewed annually with a summary report on progress reported to Members:

Table 6

No.	Objective	Action	Outcomes	Deadline	Lead
1	To make the most efficient use of existing assets	Complete Commercial Property Review	<p>A refreshed portfolio with the following attributes:</p> <ul style="list-style-type: none"> Balanced - comprising office, industrial and retail assets. No individual asset type should account for less than 10% or more than 50% by capital value of the portfolio No single asset to be more than 20% of portfolio value <p>Disposal of any assets producing a return of less than 5%</p> <p>Completion of lease renewals and rent reviews to achieve security of income and 95% of rent collected.</p>	<p>Complete review & report to Members early 2015</p> <p>Asset plan for assets to be held to be in place by end 2015</p> <p>Disposal of underperforming assets by end 2015</p>	Property & Major Projects Property Review Team
2		Complete Community Buildings Review	<p>Alignment of use and allocation of community buildings to the Voluntary Sector Commissioning and Funding Framework.</p> <p>Portfolio rationalisation to meet an increased target of 70% building utilisation rates for retained properties.</p> <p>Urgent investment and improvement works completed on retained properties to address essential maintenance requirements. Schedule of required maintenance works for next 5-10 years</p>	<p>Complete review & report to Members early 2015</p> <p>Utilisation rates increased to 70% by end 2016</p>	Property & Major Projects Property Review Team

3		Undertake review of Operational Properties	Further rationalisation of administrative operational properties to achieve annual saving of £200k in running costs All standard office based staff working in Wood Green at an average desk share ratio of 6:10	£200k of savings by end of 15/16	Property & Major Projects Property Review Team
4		Annual review of service property	Properties declared surplus and disposals to secure annual disposals target of minimum of £5m	Revised property disposals programme agreed as part of MTFP February 2015	Property & Major Projects Property Review Team
5		To measure success through the use of performance indicators	Refreshed set of KPIs agreed and implemented for all asset types – operational, commercial, community buildings etc	Measure annually	Property & Major Projects with Asset Management Team
6	To ensure our property is in good condition	Condition surveys commissioned where required	Condition Surveys completed on all buildings	Operational properties- May 2015 Education buildings - July 2015 Commercial Properties – December 2015 Community Buildings – May 2015	Asset Management Team

7		Undertake essential and planned maintenance works	Current annual allocation to address priority repairs is £750,000	Reduce maintenance backlog by a sum to be determined once condition surveys completed in May 2015	Asset Management Team
8		Maintenance budgets used effectively	Prioritised spend in accordance with SLA and contractual requirements. Contained within annual budgets	Annual on-going	Asset Management Team
9	To ensure our buildings comply with relevant legislation	Health & Safety audits and DDA audits	Asset Management Team to regularly monitor and undertake statutory inspections in accordance with SFG 20 recommended timescales	Annual on-going	Asset Management Team
10	To provide suitable and sufficient accommodation for service provision	Office accommodation strategy implemented	Rationalisation of office accommodation in Wood Green to provide new smart working accommodation and facilities to support flexible working	Current phase of Smart Working Programme to conclude in Spring 2015 Vacant possession of PDC by Spring 2016 Vacant possession of Civic Centre by Spring 2017	Property & Major Projects Property Review Team

11		Review of Wood Green assets	Council assets used to support Wood Green Regeneration Strategy to create a more open and accessible town centre area and to maximise the potential for economic, social and environmental regeneration Investment Framework prepared to include a spatial masterplan and economic plan for Wood Green	Investment Framework delivered by end 2015	Regeneration Team with Property & Major Projects Team
12		Vacate the Customer Service Centre from Apex House and relocate to Marcus Garvey site	Vacation and Disposal of Apex House. New Customer Service Centre opened in Tottenham at Marcus Garvey site.	New Customer Service Centre in Tottenham open by April 2015 Vacation & Disposal of Apex House by Summer 2015	Property & Major Projects Accommodation & Capital Delivery Team
13	To own and occupy the minimum of operational property necessary	Schedule of reviews continue to focus on best use of Council property	Maximise savings through rationalisation of the operational estate by achieving a further 10% space reduction	10% space reduction across the operational estate by end of 2018	Property & Major Projects Property Review Team
14	To release capital for investment needs	Complete reviews of Commercial portfolio and Community buildings	Properties declared surplus and disposals to secure annual disposals target of minimum of £5m	Annual disposals target of £5m minimum.	Property & Major Projects Property Review Team
15	To achieve value for money for running costs and	Support the plan to buy into the London Tri-Borough Facilities	Achieve current pre-agreed FM savings targets and identify additional savings are anticipated from further review and service refinement.	Achieve FM 14/15 savings target of £175k	Asset Management

	procurement	Management package			
16	To provide a professional working environment for staff	Provision of a new business suite and smart space in River Park House to support flexible working	Improved staff facilities via provision of a Business suite, SMART working floor to support flexible working	New facilities to be provided via Smart Working programme by Spring 2015	Property & Major Projects Property Review Team
		Wood Green Regeneration Strategy & Investment Framework to explore longer term opportunities for new office accommodation	Wood Green Investment Framework to determine the future opportunities for new staff accommodation	Wood Green Investment Framework to be completed end of 2015	Property & Major Projects Team with Regeneration

End

Asset	Description of asset	Comments
Sale		
Units 20-421 Cranford Way & land	Industrial unit and vacant land	Shippage of receipts from 2013-14. Site currently being marketed for sale. Shippage due to issues with title being discovered on the yard.
East House	Residential home	Offers received, subject to cabinet report decision to proceed.
423 West Green Rd	Land	Linked to Spurge redevelopment still expecting receipt 14/15 subject to sale completed on 30/07/2014 for £1,100,000
Wingate Estate	Supported housing	Shippage of receipts from 2013-14 due to construction delivery overrun and approval of final accounts.
Walsell Road Depot	Ex-depot site	Preparing planning application. Receipt may slip just into 15/16.
Land adjacent to 18 Lynton Road	Land	Exchanged contracts June 2014 with long stop date for completion of Dec 2015
10 Lawrence Rd	Ren damaged industrial unit	Housing considering transferring to HRA or Housing Investment
Frederick North House	community room	Waiting proposal from the Fire Service on method of disposal
88 & 88B Bourdell Green rd, N22	two owned former fire station	Planning consent obtained and review situation. Residents raising funds to purchase land
1-11 The Drive	Land at rear of residential properties.	Cabinet approval secured for disposal to Granger.
Sheep Slades Rd	Office buildings	Under review with Housing. Linked to plans for Library. Planning consent lapsed.
Land at Maynard Hill Library	Land to rear of library.	Site close to exchanging/competition. Sale to Jewish Orthodox school
Land at 123 Crowland Road	Land surplus to Glendevon school.	Received offer from Housing CFO and refurbish programme
Comptons Purchase Site	Shop TDA	Estimate of allowable pooled receipts retained
Total - Sale		

Development Opportunity		
Henny Central Depot	Council depot	Shippage from 2013/14 due to issue with legal challenge/UR
Welsbourne Community Centre	Vacant Land	Receipts from 2014/15. Receipt delayed as planned to be incorporated into the Housing Action Zoning/Planning Developer Partner
Mountain way	Vacant fringe of Land, adjacent to Highway	Considered as linked to Welsbourne Community Centre
Keston Centre	Offers still in progress with mixed use and retail areas in major site.	Two parties are preparing development proposals for the site which are currently in progress. The site is currently owned by the Housing Action Zoning/Planning Developer Partner and is currently being marketed for sale. Community Group that are currently located on the site.
Civic Centre	Office & Civic Building	Integral part of Wood Green investment strategy. Held until Shippage of receipts from 2013-14 due to term of sale being renegotiated which should increase capital receipt. Recent Cabinet decision to sell the site to Housing Action Zoning/Planning Developer Partner for a 10 year period.
Olympia Trading Estate	Part of Heartlands Scheme	Feasibility being taken forward to convert to ZFE primary school together with housing. Disposal of part of the site proposed for 2015/16
Professional Development Centre	Part ex-school, part meet/Childrens Service functions	Shippage due to Housing CFO and refurbish programme
Henny Town Hall	Former offices - sale of development land.	Shippage from 2014/15. Disposal delayed as 'Councilor requested' to be reviewed and approved and is being held to support Wood Green regeneration strategy
19-27 Station road	Offices - vacant and occupied by Guardians	Recently purchased to support Wood Green strategy - loss of capital receipt
Land adjoining 38-46 Station Rd	Vacant and occupied by Guardians	
Total - Development Opportunity		

Assets for retention - Surplus and/or under review		
Woodside House	Small 19th century building with grounds located nearby M25. Currently occupied by Community Alarm team and other 24/7 services.	F10 Wood Green study deemed the property as limited in its development for retention as it is not necessary to support the Wood Green regeneration strategy. A feasibility study is underway to evaluate the retention option and also possibly to explore the possibility of a 24/7 service provision. A feasibility study is underway to evaluate the retention option and also possibly to explore the possibility of a 24/7 service provision.
247 High Road, N22	Old bank building adjacent to the Civic Centre. Currently occupied by Youth Offending client function team.	Council own freehold but on long lease to Solicitor services. YOS are on Ground Floor. Leaseholder wishes to convert to residential. Being reviewed as part of Wood Green strategy.
Ex-Falkland centre	Victorian 5 storey building on site of land adjacent to school playground & Harrington Primary	Scots has Foundation status. To be made available to address Early Years service requirements. Further discussion required with school.
Former HALS building White Hart Lane	Ex-Adult Learning centre.	To be made available to address Early Years service requirements.
Woodside Day Centre White Hart Lane	Ex-day centre on M25	Proposed as new location for the Family Contact Service from Mayn Anglophone Centre to release development opportunity at Keston
139-143 Station Road	Education Outreach centre in Wales.	Treated as safeguarded land for Council 2.
Templeton Hill & Jugburn Road	Templeton Hill & garages	Valuable education outreach asset - forms valuable part of curriculum delivery. Options appraisal underway by Childrens Investment Team.
Brewster Lodge	Residential home - due to close 2013	Proposed for retention as Housing - in discussion with Housing Investment Team.
Bull Lane	Playing Fields, located in Enfield at the edge of Harringay, cover an area of approximately 100,000 sqm. Currently occupied by Local Open Space in Enfield Councils (LEES) Core Strategy Proposals M25	Proposed to be leased to Community Action Sport to provide sports facilities.
Marsh Lane	Land adjacent to a lease to GO Ahead for Bull parking	Feasibility study underway for the relocation of Activity Road depot to the site.
Coppetts Pupil Referral Unit	Vacant and occupied by Guardians.	Proposed for lease to London Centre for Central Palmy. Designated as education so not available for dispositional transfer
100 Whitehall Street	Vacant and occupied by Guardians.	Within Education Regeneration Zone, planned for residential development alongside adjacent site of Whitehall & Tenfoldin Community Centre which is part of Community Buildings review.
Various minor sites		Agreement which will include the whole of the Love Lane Estate. Allowance for other sites coming forward that has not materialised.
Bury Road C/Park	Unleased car dock(s)	Unleashed options for redevelopment. Proposed for removal from list.
Total		

Colour Key

- Shippage from 2013-14
- Shippage from 2014/15
- Reduction/Loss of receipt
- Under consideration for Housing Strategy
- Held for Wood Green Regeneration Strategy

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Haringey Council

Report for:	Scrutiny January 22nd 2015	Item Number:	
Title:	Community Building Review: Update		
Report Authorised by:	Charlotte Pomery, Assistant Director of Commissioning		
Lead Officer:	Charlotte Pomery		
Ward(s) affected:	Report for Information		
Various			

1. Introduction

1.1 This report provides an update on the progress of the Council's Community Building Review, outlining the ongoing review process, emerging findings and next steps.

2. Background information

2.1 In 2011, Haringey Council published its first Voluntary Sector Strategy 2011-16. This Strategy set out how the Council would work with the Voluntary Sector to address and meet the challenges and opportunities that were emerging from fundamental changes to the public sector.

2.2 The aim of the Strategy was to establish mechanisms to enable the Council and its partners to deliver effective services in areas of highest need and to address local inequalities to achieve improved outcomes for residents. Outcome 5 of the Voluntary Sector Strategy was to create fairer access to assets and community spaces.

2.3 In 2012, in response to the Strategy, Haringey Council agreed to review and refocus its community buildings portfolio in order to make better use of the portfolio, improve the quality of the buildings and make them more widely accessible to Haringey's diverse voluntary and community sector (VCS) by aligning usage to community needs and Council priorities.



Haringey Council

3. Community Building Review principles

3.1 In a December 2012 Cabinet report, the Council endorsed overarching principles for the ongoing review. An excerpt from the minutes of the December 2012 Cabinet meeting is set out below:

- i. *That the following key principles being applied to the Community Building's policy and strategic framework, to achieve improvements in the suitability, condition and sustainability of buildings and to widen access for Haringey's diverse communities by aligning these to community needs and Council priorities, be approved:*
 - a. *Community building tenure based on an assessment of community use benefit and tenant sustainability, with formal periodic reviews be carried out at least every two years*
 - b. *Tenant sustainability and community use benefits assessed against Council priorities and criteria aligned with the Voluntary Sector Strategy and a process linked to the Investment Fund criteria*
 - c. *Lease conditions to include enforceable requirements for widening community access and promoting shared use of facilities*
- ii. *That the principle that the Council community buildings that are surplus to community use and present opportunities for leveraging wider regeneration and community benefits should be prioritised for redevelopment, alternative use or wider land assembly, be approved.*
- iii. *That the following reforms of circular grant funding for rent, to achieve increased community benefits from the use of available funding and to achieve fairness and transparency – a key principle in the Voluntary Sector Strategy, be approved:*
 - a. *The allocation of rent subsidy to be assessed against Council priorities and the Voluntary Sector Strategy with the process aligned to the Investment Fund criteria*
 - b. *That all circular grant funding for rent be subject to formal periodic reviews every two years*

4. Process of the Review

4.1 The strategic review of all the properties defined as being within the Community Buildings portfolio is comprehensive and considers a range of alternative options for each asset with input from colleagues and external professional advice. The review has been carried out as a corporate piece of work and alongside the assessment of each property, including information on the lease and tenancy information and the condition of the stock, an assessment of the type of organisations operating from the building and what they deliver to local communities, has also been undertaken.

4.2 Following the initial community building review recommendations, an interdepartmental Community Building Working Group has been established to consider proposals for each community building asset. All options are being considered against key regeneration programmes and priorities under the Corporate Plan and a robust evaluation and scoring process used to determine the optimum future strategy for each asset.



Haringey Council

4.3 It is proposed that the findings and recommendations from this review are brought forward to Cabinet in the summer of 2015.

5. Conclusion

- 5.1 Whilst the original focus of the Review was to consider the portfolio of community buildings from a property and asset management perspective, during the course of the Review and in consultations with residents, the Corporate Plan priorities, cross-cutting themes and transformation programmes have been developed. It is now evident that the starting point for such a review is the people, activities and outcomes which the use of community buildings can generate.
- 5.2 Effective asset management remains, however, an essential part of delivering better services for the people of Haringey and demonstrating good use of resources for the Council.
- 5.3 It will be proposed to Cabinet, therefore, that the Community Buildings Review will be taken forward as part of a wider Community Strategy, co-produced with local residents, communities and organisations to strengthen local capacity and resilience and to ensure community assets, such as buildings, are used to the maximum benefit of local communities.

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**Housing and Regeneration Scrutiny Panel
Forward plan to March 2015**

Meeting date	Planned Items
<p>Thursday 22nd January 2015 18.30-21.30 Council Chamber</p>	<ul style="list-style-type: none"> • Cllr Demirci Cabinet Q & A <ul style="list-style-type: none"> ○ Planning Enforcement monitoring • Budget Scrutiny - confirmation of recommendations • Current Asset Management Plan and update on disposal process of sites/ surplus to requirement (Jon McGrath) • Update on community buildings (Jon McGrath/ Charlotte Pomery) • Work Programme Update
<p>Monday 2nd March 2015 18.30-21.30 Council Chamber</p>	<ul style="list-style-type: none"> • Cllr Strickland, Cabinet Q & A • Updates from previous project – Community engagement with planning – Stephen Kelly • Update - Housing Unification and Improvement (Corporate Programme) • Update – Tottenham Regeneration Programme • Council role in Housing Supply • Work Programme Update

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PUBLICATION OF THE INTENTION TO MAKE A KEY DECISION¹

Notice of Key Decisions being made by your Council over the next 3 months

AND

NOTICE OF A PRIVATE MEETING OF A DECISION MAKING BODY²

Occasions over the next 3 months when the public may be excluded from meetings due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them

¹ In accordance with Regulation 9(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

² In accordance with Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Publicity in connection with Key Decisions.

Where the Leader of the Council, the Cabinet, an individual Cabinet Member or a Cabinet Committee intends to make a key decision, the Council is required to give a minimum of 28 clear day's public notice. This notice exceeds the statutory minimum by giving notice of key decisions which are intended to be taken over the next 3 months. New notices for the ensuing 3 month periods will be given at monthly intervals.

A Key Decision is defined in legislation as an executive decision, which is likely:

- to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

The Cabinet

In Haringey, the Cabinet is made up of eight councillors including the Leader and is responsible for taking most of the Council's Key Decisions. Like government ministers in the cabinet, each councillor is in charge of a specific portfolio. The Cabinet currently comprises the following portfolio holders –

- Leader of the Council (Chair) – Councillor Claire Kober
- Cabinet Member for Children and Families–Councillor Ann Waters
- Cabinet Member for Resources and Culture – Councillor Jason Arthur
- Cabinet Member for Economic Development, Social Inclusion and Sustainability – Councillor Joe Goldberg
- Cabinet Member for Environment – Councillor Stuart McNamara
- Cabinet Member for Communities– Councillor Bernice Vanier
- Cabinet Member for Housing and Regeneration Councillor Alan Strickland
- Cabinet Member for Health and Wellbeing – Councillor Peter Morton

Cabinet Member for Planning -Councillor Ali Demirci

- The Cabinet meets monthly to make key decisions as set out in this notice.
- The Cabinet makes decisions on how Council services are delivered.
- The Cabinet meets in public except when considering exempt or confidential information.

Procedures prior to private meetings

A decision making body may only hold a meeting in private if a minimum of 28 clear days public notice has been given.

This notice is available for inspection at Haringey Civic Centre High Road Wood Green N22 8LE and on the Council's website. This notice exceeds the statutory minimum period by giving notice of the occasions over the next 3 months when currently it is anticipated that the public and press may be excluded from all or part of a meeting due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them.

A statement of reasons for the meeting to be held in private is given in each case with reference to the definitions of confidential and exempt information below. A further notice will be published at least 5 clear days before a private meeting and available for inspection at the Civic Centre and on the Council's website.

A 'private meeting' means a meeting or part of a meeting of a decision making body which is open to the public except to the extent that the public are excluded due to the confidential or exempt business to be transacted.

'Confidential information' means information provided to the Council by a Government Department on terms (however expressed) which forbid the disclosure of the information to the public or information the disclosure of which to the public is prohibited by or under any enactment of a court.

'Exempt information' comprises the descriptions of information specified in Paragraphs 1-7 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority and a Minister of the Crown and employees of, or holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Information falling within the above categories is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

If you wish to make any representations as to why the proposed private meeting should be held in public please write to contact Ayshe Simsek, Principal Committee Coordinator, River Park House 225 High Road, Wood Green, N22 8HQ, or email to ayshe.simsek@haringey.gov.uk

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
09-Jan-2015	Delegation to the London Council's Transport and Environment Committee - POPLA service	Confirmation and delegation to London Councils Transport and Environment Committee to enter into arrangements with British Parking Association for the purpose of providing an appeals service for Parking on Private Land Appeals (POPLA) and variation to the LCTEC Governing Agreement	KEY	Leader of the Council	Cabinet Member for Housing and Regeneration and Director of Corporate Governance	Report of the Assistant Director Corporate Governance	Public
20-Jan-2015	Financial (Budget) Monitoring – Period 9	Monitoring report on forecast spend against budget and consideration of any proposed budget virements	KEY	Cabinet	Cabinet Member for Resources and Culture and Assistant Director Finance	Report of the Assistant Director Finance	Public
20-Jan-2015	Haringey Economic Development and Growth Strategy	To secure Cabinet approval for the Haringey Economic Development and Growth Strategy which will set out the Council's approach to pursuing economic growth over the next five years	KEY	Cabinet	Cabinet Member for Economic Development, Social Inclusion and Sustainability and the Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Private Part of the report will contain exempt information under Para 3 - information relating to the financial or business affairs of any person (including the authority holding that information)

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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20-Jan-2015	Transformation of Customer Services and Libraries	Report setting out the integration of Customer Services and Libraries, including a request for investment to transform Marcus Garvey library into a new integrated library and customer services centre.	KEY	Cabinet	Cabinet Member for Resources and Culture and Chief Operating Officer	Report of the Chief Operating Officer	Public
20-Jan-2015	Local Plan Making – Review of Haringey’s Local Plan: Strategic Policies and Local Development Scheme, and Preferred Options for Tottenham Area Action Plan, Site Allocations Development Plan Document, and Management Development Plan	This report seeks approval to consult on three emerging Local Plan Documents (Regulations 18). These draft Development Plan Documents (DPDs) will set out the Council’s preferred options for Tottenham Area Action Plan, Sites Allocations DPD and Development Management DPD	KEY	Cabinet	Cabinet Member for Planning and the Assistant Director for Planning	Report of the Director of Regeneration, Planning and Development	Public
20-Jan-2015	Procurement of a Customer Platform	In order to deliver key changes as part of the Customer Services Transformation programme a Customer Platform is required to provide the necessary technological support for residents and staff	KEY	Cabinet	Cabinet Member for Resources and Culture and the Chief Operating Officer	Report of the Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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20-Jan-2015	Approval of Compulsory Purchase Action - Empty Properties	The report sets out proposals to make Compulsory Purchase Orders (CPOs) to nine vacant properties within Haringey. These properties have been empty for a long time and are eyesores often causing issues for neighbouring properties. Some of them have also been used by squatters in the past.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Housing Improvement Manager	Report of the Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person
20-Jan-2015	Site Acquisitions Fund	Approval for decisions to be made under Delegated Authority	KEY	Cabinet	Cabinet Member for Housing and Regeneration / Interim Tottenham Regeneration Programme Director	Report of Director of Regeneration, Planning and Development	Public
20-Jan-2015	Annual Audit Letter	To consider the report from the Council's external Auditor Grant Thornton on their work for the year ended 31 March 2014	NON-KEY	Cabinet	Cabinet Member for Resources and Culture and the Assistant Director Finance	Report of the Assistant Director Finance	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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20-Jan-2015	Waiver of the Healthy Alliance HIV Prevention Programme	Waiver of the Healthy Alliance HIV Prevention programme contract for sexual health services in Haringey	KEY	Cabinet	Cabinet Member for Health and Wellbeing and the Director of Public Health	Report of the Director of Public Health	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
20-Jan-2015	Award of Contract for Stop Smoking Service	This report seeks authorisation to award a Contract for a Stop Smoking Service in 2015-16. The Contract is for one year with the option to extend for a further period of 1 year + 1 year.	KEY	Cabinet	Cabinet Member for Health and Wellbeing and the Director of Public Health	Report of the Director of Public Health	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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20-Jan-2015	Waiver and Award of Contract for GUM Services for 2014/15 and Approval to Enter into Future Collaborative Arrangements for Contracted GUM Services in 2014 to 2017	To award the contract for agreement of the 2014/15 contracts across the twelve borough collaborative and to repeat the negotiation and direct award of Genito-urinary Medicine contracts across an extended collaborative of twenty boroughs for 2015/2016 and 2016/2017 and to be part of the London wide procurement for a new GUM service model starting April 2017	KEY	Cabinet	Cabinet Member for Health and Wellbeing and Director of Public Health	Report of the Director of Public Health	Private Part or all of the report will contain exempt information under paragraph 3 - Information relating to the financial or business affairs of any person (including the authority holding that information)
02-Feb-2015	Housing Infill Programme (Phase 1):	The Leader's approval will be sought to award 3 pre construction service agreements. The new build housing programme is part of a wider housing regeneration portfolio delivering 32 units across 8 development sites.	KEY	Leader of the Council	Cabinet Member for Housing and Regeneration with the Director for Planning and Regeneration and Development	Report of Director of Planning, Regeneration & Development Tender Report Appendix A: Cost Plans	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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10-Feb-2015	Corporate Plan, Medium Term Financial Strategy, and update on equalities impact assessments 2015/16 to 2017/18	To agree the corporate plan, consider the Cabinet's proposed budget package for 2015/16 and later years, proposed Council Tax for 2015/16 and approval of HRA rent levels and to receive an update on equalities impact assessments.	KEY	Cabinet	Leader of the Council and Cabinet Member for Finance and Resources and Deputy Chief Executive, Assistant Director Finance	Report of the Deputy Chief Executive, Assistant Director Finance	Public
10-Feb-2015	Fees and Charges	To consider and approve proposals for the increase to Council Fees and Charges from 1st April 2015	KEY	Cabinet	Cabinet Member for Resources and Culture and Assistant Director Finance	Report of the Assistant Director Finance	Public
10-Feb-2015	Development vehicle feasibility study and business case	Approval to appoint consultants to produce a feasibility study and business case for a development vehicle, with an option for extension to support a subsequent procurement process	KEY	Cabinet	Leader of the Council with the Director for Planning, Regeneration and Development	Report of Director of Regeneration, Planning and Development Annex 1: "Scoping Report for an Investment and Regeneration Delivery Vehicle" (Turnberry Real Estate, December 2014) Annex 2 "London Borough of Haringey Funding and Delivery Joint Venture Soft Market Testing" (Turnberry Real Estate, October 2014)	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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10-Feb-2015	The Red House, 423 West Green Rd, N15	Members formerly agreed to the disposal of this asset and are now subsequently asked to approve one of the tenders submitted by two competing adjoining special purchasers.	KEY	Cabinet	Cabinet Member for Housing and Regeneration with the Assistant Director Corporate Property and Major Projects	Report of the Director for Planning Regeneration and Development	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)'
10-Feb-2015	Land Rear of 1-11 The Drive, N11	That Members authorise the disposal of the Council's freehold interest in the land to the owners of No.'s 1-11 The Drive, N11	KEY	Cabinet	Cabinet member for Housing and Regeneration with the Assistant Director for Corporate Property and Major Projects	Report of the Director for Planning, Regeneration and Development	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)'
10-Feb-2015	Award of Contract for a Managed Print Service	A further competition is being held under the Crown Commercial Services framework to let a contract for a managed print service for the Council covering all printers and multi-functional devices	KEY	Cabinet	Cabinet Member for Resources and Culture and the Chief Operating Officer	Report of the Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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17-Feb-2015	Waiver of Contract Standing Orders for Housing Related Support Contracts	The report seeks agreement to a waiver of tendering requirements under Contract Standing Order 10.01.2(d) to permit the extension of six contracts for housing related support to service users with learning disabilities	KEY	Cabinet Member Signing	Cabinet Member for Housing and Regeneration with the Head of Housing Commissioning	This is a report of the Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
19-Feb-2015	Award of Construction Major Works London Construction programme	Award of 5 regional lots in London for construction works. Haringey are the lead Authority for Construction related matters. 30 lots across three value bands £100,000 to £999,999, £1m to £4,999,999 and over £5m. These replace the previous Major Works Framework Agreements. All Construction Procurement methods included.	KEY	Leader of the Council	Cabinet Member for Resources and Culture and Interim Chief Operating Officer	Report of the Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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19-Feb-2015	Award of Construction Major Works London Construction Programme - Southern Construction Framework works over £10m	Award of a regional lot for London for construction works predominately over £10m. This procurement is collaboration with Hampshire County Council, Devon County Council. Haringey are the lead Authority for Construction related matters within London. This partly replaces the previous Major Works Framework Agreements. Only two stage Construction Procurement methods.	KEY	Leader of the Council	Cabinet Member for Resources and Culture and Chief Operating Officer	Report of the Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
23-Feb-2015	Medium Term Financial Strategy 2015/16 to 2017/18	Approval of the Cabinet's budget package for 2015/16 to 2017/18. To pass the budget resolution and agree the Council Tax levels for 2015/16	KEY	Full Council	Cabinet Member for Resources and Culture with the Assistant Director for Finance	Budget planning documents & proposals	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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17-Mar-2015	Noel Park Conservation Area Appraisal and Management Plan	This report seeks approval to consult on the draft Noel Park Conservation Area Appraisal and Management Plan. The appraisal will set out the special significance of the character of the area and provide guidance for alterations and new development. Consistent with the National Planning Policy and English Heritage guidance, the document aims to provide clear evidence to residents, property owners and other decision makers about the significance of the conservation area. The document has been prepared with the residents and community members as part of a Community Heritage Initiative supported by English Heritage.	KEY	Cabinet	Cabinet Member for Planning and Assistant Director Planning	Report of the Director of Regeneration, Planning and Development	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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17-Mar-2015	Planning Authority Monitoring Report (AMR) 2013/14	This report seeks approval for the adoption and publication of the Planning Authority Monitoring Report 2013/14. The AMR is required by the Localism Act 2011. It assesses the effectiveness of Haringey's planning policies and reports on milestones in the Local Development Scheme.	KEY	Cabinet	Cabinet Member for Planning and Assistant Director Planning	Report of the Director of Regeneration, Planning and Development	Public
17-Mar-2015	North London Waste Plan: Regulation 18 Draft and Memorandum of Understanding	The report recommends Cabinet agree to proceed to Regulation 18 Consultation on the North London Waste Plan. The report recommends that Cabinet agree to enter into a Memorandum of Understanding with the North London Boroughs for the preparation of the North London Waste Plan.	KEY	Cabinet	Cabinet Member for Housing and Regeneration with the Assistant Director for Planning	Report of Director of Regeneration, Planning and Development; Draft Regulation 18 North London Waste Plan; Draft Memorandum of Understanding; Draft Consultation Programme	Public
17-Mar-2015	Housing Strategy 2015-2020	To agree Housing Strategy 2015-2020 and recommend adoption by Full Council.	KEY	Cabinet	Cabinet Member for Housing and Regeneration with the Assistant Director, Regeneration	Report of the Director for Planning, Regeneration and Development	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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17-Mar-2015	Tottenham Hale Delivery Strategy	Details of the Council's approach to delivering a district centre at Tottenham Hale	KEY	Cabinet	Cabinet Member for Housing and Regeneration with the Director for Planning Regeneration and Development	Housing Zone Grant Documentation	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
17-Mar-2015	Ashley Road Depot Relocation	a) An overview of proposals to relocate the waste management operation from Ashley Road Depot to Marsh Lane b) Outline plans to relocate other Council services currently on the site	KEY	Cabinet	Cabinet Member for Housing & Regeneration / Assistant Director Corporate Property and Major Projects	The Report of the Director of Planning, Regeneration & Development	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information) Information in the report is considered to be financially sensitive as will contain valuation information regarding the sites
17-Mar-2015	Future Operating Model for Children's Service	Detailed design and implementation approach for the Future Operating Model for Children's and Young People's Services.	KEY	Cabinet	Cabinet Member for Children and Families and the Deputy Chief Executive	Report of Deputy Chief Executive	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

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17-Mar-2015	Building Better Futures for Children and Young People in Haringey : An Early Help Strategy 2015-2018	To seek approval for an Early Help Strategy. The report and associated documents outline the implementation of a borough-wide integrated early help approach for children and young people, from conception to 25 years of age, and their families. It sets out strategic priorities and actions and the high level outcomes the plans are seeking to achieve over the three year period.	KEY	Cabinet	Cabinet Member for Children and Families with the Assistant Director, Commissioning	In addition, an Equalities Impact Assessment and the summary of any early staff, service user and stakeholder consultation will accompany the report.	Public
17-Mar-2015	Delivering Children's Centres in Haringey: 2015-2018	To seek approval of initial proposals on the future delivery model for Haringey's children's centres. To seek approval for the proposals to be taken forward for formal consultation; in line with statutory requirements	KEY	Cabinet	Cabinet Member for Children and Families and the Assistant Director, Commissioning	In addition, An Equalities Impact Assessment and the summary of any early staff, service user and stakeholder consultation will accompany the report.	Public

Haringey Council Forward Plan - 9 January 2015 to 30 April 2015

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
17-Mar-2015	Haringey's Childcare Policy 2015-2018: Improving the sustainability of Council-maintained childcare	To seek approval of initial proposals for the future delivery of Council-maintained childcare; including options for future fee and management structures. To seek approval for the proposals to be taken forward for formal consultation; in line with statutory requirements	KEY	Cabinet	Cabinet Member for Children and Families and Assistant Director, Commissioning	In addition, An Equalities Impact Assessment and the summary of any early staff, service user and stakeholder consultation will accompany the report.	Public
17-Mar-2015	Young People's Strategy: 2015-2018	To seek approval for a three year strategy for young people in Haringey. The report and associated documents set out the strategic priorities for young people and the high level outcomes the plans are seeking to achieve over the three year period.	KEY	Cabinet	Cabinet Member for Children and Families and Assistant Director, Commissioning	In addition, An Equalities Impact Assessment and the summary of any early staff, service user and stakeholder consultation will accompany the report.	Public
17-Mar-2015	Expansion of Primary Schools	To seek approval, following consultation, on whether to expand St Mary's CE Primary School and Bounds Green Infants and Junior Schools	KEY	Cabinet	Cabinet Member for Children and Families and the Interim Assistant Director, Schools and Learning	Report of Interim Assistant Director for Schools and Learning	Public

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17-Mar-2015	Riverside School Art and Music	Construction of an additional building to house Art and Music curriculum at Riverside Special School, White Hart Lane.	KEY	Cabinet	Cabinet Member for Children and Families with the interim Director of the Children's Service	Report of the interim Director of Children's Services	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
17-Mar-2015	Community Buildings Review	To seek approval for the emerging outcomes and recommendations of the Community Buildings Review in line with the previously agreed principles. The report and associated documents will outline the process and findings of the Review to date and set out proposals for the strategic priorities and high level outcomes to be achieved over a three year period.	KEY	Cabinet	Cabinet Member Health and Wellbeing and Assistant Director, Commissioning	In addition, a draft Equalities Impact Assessment and the summary of any early service user and stakeholder consultation and engagement will accompany the report.	Public

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17-Mar-2015	Voluntary sector commissioning intentions	To seek approval for a set of commissioning intentions with regard to the voluntary and community sector. The report and associated documents will outline the proposed priorities and commissioning intentions as well as the high level outcomes to be achieved over a three year period.	KEY	Cabinet	Cabinet Member Health and Wellbeing with the Assistant Director Commissioning	In addition, a draft Equalities Impact Assessment and the summary of any early service user and stakeholder consultation and engagement will accompany the report.	Public
17-Mar-2015	The Sustainable Transport works Plan	To seek approval for the Council's Highways & Street Lighting schemes to be delivered across the borough in the next financial year (2014-15)	KEY	Cabinet	Cabinet Member for Environment & Chief Operating Officer	Report of the Chief Operating Officer and accompanying appendices	Public
Before 30-Mar-2015	Muswell Hill Primary school places	To seek Cabinet Member approval, following consultation, for the next steps to deliver two additional primary classes in the Muswell Hill area.	KEY	Cabinet Member Signing	Cabinet Member for Children and Families and Interim Assistant Director, Schools and Learning	Report of Interim Assistant Director for Schools and Learning	Public