

Strategic Asset Management and Property Improvement Plan – SAMPIP

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

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
1.a	Compilation of baseline operational costs for all council accommodation that supports service delivery.	<p>This has been compiled for utilities provision and we are working with finance, as part of the Full Business Case development to collate all other property operational costs that are held within service budgets.</p> <p>July update: as part of the CPM project work, the property related budgets for each operational service areas have been identified and analysed. These budgets will transfer to the CPM.</p>	Analyse baseline to inform property investment decisions.
1.b	Review all lease holders who are in rent arrears and agree an action plan across service areas, legal and finance.	<p>This has been completed and appropriate action is being taken on a case-by-case basis, in accordance with the council's process.</p> <p>July update: This is work in progress.</p>	Delivery of the lease holder action plan for rent arrears.

1.c	Submit business case for integrating all FM services into a single team.	<p>This has been completed with staff consultation taking place in November 2023.</p> <p>July update: Integrating FM services forms part of the Business Case to implement the Corporate Property Model (CPM).</p>	Commence contract procurement, as required, to support a single FM model.
1.d	Identify list of underperforming high priority sites, run sites through the Asset Management Strategic Assessment toolkit, for the commercial portfolio, and prepare business cases for Cabinet approval.	<p>Further to the completion of initial pilots to test the model a fully developed Asset Performance Assessment tool is being applied across the operational portfolio as part of the corporate property model (CPM) full business case implementation.</p> <p>July update: The APA for the Commercial Portfolio has not yet commenced.</p>	Delivery of the approved business cases relating to the underperforming high priority sites.
1.e	Undertake Property Review to establish property baseline including ownership and leases and recommend optimal financial models.	<p>This has progressed and is currently live, following successful recruiting of resources in August 23.</p> <p>July update: No further update.</p>	<p>Implement action plan from Property Review.</p> <p>Is ther a current Action Plan for property Review.</p>

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

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
2.a	Scoping the Accommodation Strategy to assist service delivery.	Initial scope has been developed, based upon the Civic Centre requirements. A working group, which will be led by Culture, Strategy and Engagement is being set up as part of the council’s workforce planning. July update: No further update.	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.
2.b	Host conversation events with our lease holders, local communities and partner organisations regarding accommodation requirements.	These are planned to be started in 1 st quarter 2024. We have met with a number of individual lease holders, representative organisations and Haringey Community Centres Network (HCCN) July update: Residents are being consulted if a Family Hub would be desirable to be based at the Ellen Eric Centre (Kenneth Robbins House, N15).	Ongoing forums and engagement as part of the Asset Management and Commercial Property review action plans, business cases and decision making, as identified from the Activities in the SAMPIP action plan.

		A stakeholder session took place in April to support the shaping of a new Community and Partnership Hub at the Neighbourhood Resource Centre (NRC).	
2.c	Consult with community representatives as part of a review of the council's property portfolio.	Linked to the above. July update: No further update.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.
2.d	Develop a comms strategy for engaging with residents on community usage of property assets.	Internal working group on the councils Voluntary Community Sectors leasing model have been developed and will be developing and owning this comms strategy. July update: No further update.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.
2.e	In the context of Children's Services, assist colleagues to develop the three main themes within their vision that have a significant capital component: <ol style="list-style-type: none"> 1. Establish a programme of capital works to support the education strategy. 2. Develop the capital element of the Safety Valve programme. 3. Review opportunities to increase the in-borough offer for residential and short break placements to support 	Significant progress made with Children's services on the capital programme. This is highlighted and governed through the Children's and Young People Capital Board, chaired by the Director of Children's Services. It is also reported through the council capital projects and property governance structure. An Education Strategy Board has recently been created, with Headteachers and other key stakeholders in its membership, that includes the development of an Engagement and	Assess and refine the delivery strategies for the Children's Service outcomes to ensure its continued relevance and efficacy in meeting the needs of the service's vision. Engage closely with Children's Service colleagues to ensure individual schemes meet the objectives of each programme/theme, in addition to contributing towards the Council's Net Zero target.

	vulnerable young people and their families in a local setting.	Development Plan, Activities and Next Steps to develop a new Education Strategy. July update: No further update.	
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OBJECTIVE 3 -To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.

	Activity and Output	Year 1 Progress to Date	Activity and Output
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	Year 1 Priority	April 2022-23	Year 2-5 Priorities
Action Ref			
3.a	Assess property implications of Corporate Delivery Plan (CDP) and embed into SAMPIP.	The CDP is monitored on a quarterly basis through Monday.com and reported to the Corporate Leadership Team. July update: no further update.	Implement gateway review process to ensure property decisions align with CDP.
3.b	Review progress to date on Service Area Vision for service delivery as part of Change programmes and CDP.	This is part of the implementation of the Corporate Property Model, for which workshops started with Service areas in November 2023. CPM Workshops with Adult Services, Children Services, Environment & Resident Experience and Culture, Strategy & Engagement have been completed. Asset Performance Assessment (APA) criteria, matrix scoring and methodology is progressing. July update: Approx 90% of APA's have been completed with Service Leads/Head of Service.	Review property impact of service AMPs and embed into SAMPIP.
3.c	Develop implementation plans with operational teams and identify specific programme or policy approvals as well as a business case sign off.	This is an ongoing process. These will be taken through the council's property governance process, prior to formal decision making. Examples would be 40 Cumberland Road, Northumberland Park Resource Centre and Parent and Child provision. July update: no further update.	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.

3.e	Provide baseline data on property assets to incorporate into the service AMP so to enable service AMPs to reflect on current resources and future needs if affordable to MTFS constraints.	This will form part of the corporate property model full business case process, described in the report. July update: the Business Case for the CPM has been drafted and currently under review.	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.
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OBJECTIVE 4 -To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
4.a	Scope requirements to develop accommodation strategy starting with service areas not included in Civic Centre as a priority.	This has started and will be reported through the council's property governance structure. Linked to action plan reference 2.a. July update: The construction tenders for the Civic Centre are in the process of being evaluated.	Develop business case; Obtain earmarked capital funding. Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre. Produce Business Case and seek Cabinet 'in principle' approval of investment proposals. Develop tender documentation and seek tenders. Seek Cabinet authority to commit.

			Commence programme of work to complete by April 2027.
4.b	Clarify Wood Green Voices strategy on retention and disposals of office assets in advance of the Civic Centre completion in 2026.	<p>Significant progress and Wood Green engagement activities planned for November 2023.</p> <p>July update: Co-production work ongoing, being led Regeneration team Wood Green.</p>	Embed into Accommodation Strategy.

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

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
5.a	Stakeholder workshops to embed model across the Council.	<p>These started in November 2023.</p> <p>July update: The Stakeholder workshops have been completed.</p>	Develop operational governance structures for CPM.
5.b	Develop CPM comms plan to engage with internal stakeholders to implement culture and behaviour change.	Work commissioned in October 2023 as part of the Full Business Case (FBC) which is due to be completed in May 2024. External resource procured through People Too Ltd.	Asset Management database ready.

		July update: The draft Business Case to implement the CPM is under review.	
5.c	Baseline Approach and Data review.	Forms part of the FBC development and project programme for the next 12 months July update: Baseline Data available has been captured and recorded in Civica Asset Management (CAM) system.	Develop workstreams to centralised budgets.
5.d	Develop CPM Implementation Plan.	Forms part of the FBC development and project programme for the next 12 months July update: The CPM Implementation Plan is part of the FBC and currently at the stage of being reviewed.	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.
5.e	Populate asset management database including physical, legal and photographic data.	Works ongoing following the successful launch of Technology Forge July update: This is ongoing, a dedicated Database Officer is in post who frequently reviews and monitors the data on the system.	Develop Estate optimisation with Operational teams.

OBJECTIVE 6 -To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.

	Activity and Output	Year 1 Progress to Date	Activity and Output
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	Year 1 Priority	April 2022-23	Year 2-5 Priorities
Action Ref			
6.a	Complete the Property review.	Data analysis lease reading and formulation of information in accordance with best practice has started, as of August 2023, following additional resources being secured. July update: This is ongoing.	Capital projects, subject to Business case approval to begin.
6.b	Cabinet Approval for the recommendations following the review, across the portfolio.	This is a live action across the SAMPIP 23-28. Our first report relating to Shaftsbury Road is being taken to Cabinet in November 2023. July update: No further update.	Programme of investment and divestment aligned with the MTFS.
6.c	Approval of priority site business cases to allow the allocated capital programme funding to be approved for spend.	Energy Performance requirements are being implemented where required. Further cases will be brought forward as and when the property review continues to progress. July update: EPC's are being commissioned for new lettings.	Changes to operating models, policies and procedures as required. Ongoing delivery of the Commercial portfolio Action Plan.

OBJECTIVE 7 -To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
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Action Ref			
7.a	<p>Implement the 46 recommendations from Property Audits, across 3 core themed areas, Governance, Best Practise & People.</p> <p>Governance – To review the existing governance arrangements and make amendments where required, in accordance with audit recommendations. Review ToR for governance boards and implementation of digital systems to track decision making and performance management. To fully integrate Techforge into the daily working practises across the council. Identify areas for improvement and implementation of additional digital resources.</p> <p>Best Practise – To review existing policies and amend as required. Improve culture and ways of working to reflect Haringey Values and behaviours – with a key focus on responsibility.</p>	<p>ToR's have been reviewed to clearly state the boards make recommendations as opposed to decisions.</p> <p>Property Governance boards have now included standing items for the SAMPIP action plans, Housing property decision making and Children's Capital programme updates.</p> <p>Additional governance measures have been implemented in the form of the Strategic Asset Management & Property Steering Group which feeds into the Capital Project Board and then Cabinet to ensure decision making transparency and rigour.</p> <p>Techforge has been launched and staff are using daily as the primary source of information,</p> <p>Constitutional changes have been taken through the Constitutional Change working group. These are planned to be taken to Full Council in November.</p> <p>Policies and procedures are under review and will be brought through to cabinet for approval as part of the annual update.</p>	<p>Continue to monitor and evaluate as part of this wider SAMPIP action plan and reporting to cabinet on an annual basis, via statements of compliance.</p>

	<p>To process map, with service areas any new ways of working linked with the CDP that may require new policy or amend property and asset management policies. To ensure that new policies, where required, and amended policies are taken through the correct property governance framework for adoption.</p> <p>Work with legal to ensure any constitutional changes are made, as required.</p> <p>People –</p> <p>Conclude the CPP implementation plan, following the completed restructure in May 2022.</p> <p>Focus on recruitment of talent, and retention, to expand capability to enable delivery of targets.</p> <p>Continue cultural change programme within CPP, in accordance with the Service Plan.</p> <p>Wider organisation cultural development as part of the Corporate Property Model role out.</p>	<p>Continued recruitment in the area. Staff training and development. Staff workshops have taken place, all as part of the cultural change in the area.</p> <p>Successful recruitment of 2 apprentices, following over 200 applications received, following a innovate recruitment campaign, working with our community networks and educational partners.</p> <p>July update: No further update – same as above.</p>	
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OBJECTIVE 8 -To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
8.a	Implementation of the Property Review Process (PRP) and Performance Matrix on a selection of property assets.	This has been piloted and is fully operational. Asset Performance Assessments are being undertaken on assets across the operational portfolio. July update: the assets performance assessments (APA) for Adults, Health & Communities have been completed.	Continuous development of the PRP to inform robust decision making.
8.c	Assess efficiency of the Matrix and adjust scoring system as required.	Lessons learnt from the pilot have been implemented and digital form as been created. July update: this action has been completed. APA form based on strategic and operational questions is developed and active.	Continue to report regularly to the Strategic Asset management & Property Steering Group.
8.d	Assess full toolkit of methodologies, including business cases, required to assess suitability of assets for each category of use.	This is ongoing and examples would be Parent and Child unit, Stamford Hill School and 40 Cumberland Road. July update: This remains as work in progress.	Seek decisions on repurposing, regeneration, or disposal of poorly performing assets and acquisition of more effective property to minimise property costs and to enhance service delivery.

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

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
9.a	Engage with key public sector partners to identify opportunities such as Localities.	<p>Project working groups are established and meet on a monthly basis with Health Colleagues. These are led by Colleagues in Adults and have full property representation.</p> <p>July update: This action is ongoing. The NRC stakeholder engagement with public sector partners to design and shape the new Community and Partnership working together Hub took place in April.</p>	Continuous partnership working.

9.b	Joint development of programmes, where in accordance with the council's objectives of the SAMPIP, as identified by Service area need.	Live and ongoing. NRC would be a recent example. July update: as above.	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as part of the activity of the above objective Action plans.
9.c	Review of current projects in development and recommendation to respective decision-making bodies on the property implications and agree next steps.	On going as required by scheme identification with service areas. July update: as above.	Progress agreed projects to delivery stage.

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

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
10.a	Establish extent of cost of works required to meet the 2027 targets for core buildings as outlined in the Council's zero carbon action plan.	Condition and EPC surveys programme started to inform these costings. Condition surveys programme is a live rolling programme, based on priority. Findings will inform the Property Review Process (PRP).	Utilise the CPM to establish a programme of works and identify funding opportunities.

		<p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p> <p>July update: Operational Assets with an EPC rating of D and below are under review.</p>	
10.c	<p>Utilise the Net-Zero Schools Retrofit Guide to inform the development of works and costs to achieve net zero targets for schools.</p>	<p>Surveys have been commissioned and findings will inform the Property Review Process (PRP).</p> <p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p> <p>July update: no further update.</p>	<p>Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.</p>
10.d	<p>Analyse Children's Capital Programme Condition Surveys to identify solutions that address condition needs and achieving net zero. Incorporate findings into the capital works delivery programme.</p>	<p>Surveys have been commissioned and findings will inform the Property Review Process (PRP).</p> <p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p> <p>July update: No further update.</p>	<p>Implement and deliver in alignment with capital programme of works.</p>
10.e	<p>Review DEC and EPC surveys and reports to identify works required and associated costs.</p>	<p>Live and ongoing with inform the EPC capital programme spend and corporate landlord works spend. Findings will inform the Property Review Process (PRP).</p> <p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p>	<p>Utilise CPM to devise a programme of works.</p>

		July update: This work is in progress.	
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