

Report for: Cabinet - 22 April 2025

Item number: 18

Title: Strategic Asset Management and Property Improvement Plan (SAMPIP) - Year Two update

Report authorised by: Andrew Meek, Interim Assistant Director, Capital Projects and Property

Lead Officer: Amanda Grosse, Head of Strategic Asset and Accommodation Management

Ward(s) affected: All

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

1.0. Describe the issue under consideration.

- 1.1. In April 2023, Cabinet approved its Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-2028 - see **Appendix 1 – SAMPIP 2023**. This document provided the framework for the council's approach to property and asset management related activities. The SAMPIP detailed 10 objectives that outlined what the Council wanted to achieve from its asset portfolio. The action plans for each objective are set out in **Appendix 2: SAMPIP Road Map (Years 2)**.
- 1.2. This report provides an annual update of the SAMPIP objectives, mainly the three core focus areas of delivering a Corporate Property Model (CPM), undertaking a Commercial Property Review and implementing the Property Improvement Plan.
- 1.3. The majority of the priorities and activities for action plans of objectives 1, 7, 8 and 9 have been achieved, therefore it is proposed to close these four objectives for further SAMPIP yearly reporting. Additionally, there will be some ongoing correlation actions that will be merged with the existing objectives 2, 3, 4, 5, 6 and 10. The changes will result in future reporting of six objectives rather than 10, which will include some consolidated and new priorities.

2.0. Cabinet Member Introduction

- 2.1 We own a broad range of property assets in Haringey, from corporate properties where our staff provide services, to our schools' estate, retail units, tenanted industrial estates and community spaces. As well as a valued source

of income to the Council, and social value to our residents, they also require significant running and maintenance costs. We must ensure we are managing these assets to the highest standard on behalf of council taxpayers and for the benefit of all our residents and in line with the aspirations set out in the Corporate Delivery Plan.

- 2.2. The Strategic Assets Management and Property Improvement Plan (SAMPIP) provides the Council with a robust and transparent process to care for these properties in line with statutory regulations, and to make decisions on these assets, including to maintain, invest, divest or repurpose them.
- 2.3. This second annual update provides Cabinet with a report on the progress made against our objectives. This includes the conclusion of the property audit work, the full resourcing of the Capital Projects and Property team, opening of four family hubs by the end of March 2025 and the approval of the final business case for the refurbishing of the Civic Centre.
- 2.4. We are constantly revising and renewing our approach, working alongside the appropriate scrutinising bodies and collaborating across directorates. Several of our outputs and priorities have been achieved through actions implemented in years 1 and 2. Therefore, we are also proposing to reduce the number of objectives in the plan from 10 to 6, closing objectives 1, 7, 8 and 9 that have largely been completed and incorporating any ongoing outputs under these into remaining objectives to provide more streamlined and efficient reporting.

3.0. Recommendations

It is recommended that Cabinet:

- 3.1. Note the year two SAMPIP Roadmap updates for each of the ten objectives as set out in **Appendix 2: SAMPIP Road Map (Years 2)** with specific reference to the delivery of the three core areas that underpin the SAMPIP as stated below:
 - Delivery of a **Corporate Property Model**
 - Implementation of the **Property Improvement Plan** that included 46 recommendations from the Property Audits, across three core themed areas of governance, best practise and people.
 - Working on the **Commercial Property** strategy, which will continue to assess which properties should be retained, re-invested, divested or repurposed.
- 3.2. Agrees a revised SAMPIP Road Map for Year 3 which will set the direction for new priorities and actions for the subsequent SAMPIP years.
- 3.3. Agrees the closure of objectives 1, 7, 8 and 9 as the outputs and priorities have been achieved through the various actions implemented in years 1 and 2. Some existing and ongoing actions can be merged with objectives 2, 3, 4, 5, 6 and 10.

4.0. Reasons for Decision

- 4.1. The reason for the decision is to determine the future priorities and actions for the six objectives under the revised year three SAMPIP and to streamline reporting requirements to increase efficiency and make savings to contribute to efforts to tackle budgetary pressures.
- 4.2. The approach of assessing and rationalising the corporate and investment portfolio assets will continue to deliver capital and revenue savings that are aligned to current and future service delivery requirements.

5.0 Alternative options considered.

- 5.1. The alternative option considered is the do-nothing option. This will mean the four objectives recommended to be closed will remain in the SAMPIP Road map for the years 3-5 but will not have an active action plan. This would not reflect as clearly the priority areas that the Council needs to focus on.

6.0. Background information

- 6.1. Cabinet approved the Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028 on the 18 April 2023. The SAMPIP had identified ten key objectives, which were to be achieved within the timescale of the plan. This was to ensure the Council's approach in the management of assets and property related decisions is open and transparent.
- 6.2. The Council's Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028 also incorporated the property governance recommendations from the external independent Property Review. A link to that report can be found here: [\(Public Pack\)Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#).
- 6.3. The SAMPIP has set out how the Council will implement, deliver, and measure performance of property assets. The SAMPIP 2023-2028 provided the following:
 - An overarching strategy that sets out why the council holds property.
 - Strategic objectives that steer Council decision making and management of property.
 - A decision-making framework for evidence-based, open and transparent decisions relating to our asset and property transactions.
 - A set of action plans with measurable objectives and timescales, allowing for scrutiny of how the Council implements the SAMPIP objectives, improves the management of assets, and ensures robust decision-making on property-related matters.
- 6.4. The SAMPIP sits alongside the Medium-Term Financial Strategy (MTFS) as a companion document and is a key document in supporting the Council's decision-making about investment in its land and property assets to deliver

Council priorities and services. It also guides decisions as to which assets considered surplus to requirements, and the divestment strategy or repurposing for housing, Placemaking or other purposes.

- 6.5. Although the SAMPIP actions will be owned by the Capital Projects and Property (CPP) team, the activities require joint working across the Council to ensure their successful delivery.
- 6.6. The Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-2028 summarised the work in progress for each of the 10 SAMPIP objectives, which were:
- **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.
 - **Objective 2:** To ensure that our property meets our service needs across the directorates of Adults, Housing & Health, Children's Services, Finance & Resources, Environment & Resident Experience and Culture, Strategy & Communities.
 - **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.
 - **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.
 - **Objective 5:** To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.
 - **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.
 - **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.
 - **Objective 8:** To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.
 - **Objective 9:** Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.
 - **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.

- 6.7. The six new objectives will be:

- **Objective 1** (formerly Objective 2): To ensure that our property meets our service needs across Adults, Housing & Health, Children's Services, Finance & Resources, Environment & Resident Experience and Culture, Strategy & Communities.
- **Objective 2** (formerly 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.
- **Objective 3** (formerly 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.
- **Objective 4** (formerly Objective 5): To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice and to ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.
- **Objective 5** (formerly 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.
- **Objective 6** (formerly 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.

6.8. Below are brief reasons which explains the closure of objectives 1,7,8 and 9:

- **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.*
- **Reasons:** the actions under this objective such as analysing baseline property data to inform property investment decisions and delivery of the lease holder action plan for rent arrears, sits widely within the actions of Objective 6. These actions are being progress as part of the property review work.
- **Aspects incorporated into new objectives:** the aim to achieve value for money has been incorporated into new Objective 4.
- **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.*
- **Reasons:** The property audit work has been concluded; Capital Projects and Property (CPP) is now a fully resourced team following a restructure in May 2023.
- **Aspects incorporated into new objectives:** All property related decisions to be governed through the newly established assets performance review process which forms part of the corporate property

model (CPM) and existing governance process for decision making. The request for space and works request will continue to be assessed through the established asset performance assessment (APA) toolkit.

- **Objective 8:** *To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.*
- **Reasons:** All property decisions for divestment, investment or repurpose will be subject to a detailed property appraisal and subject to the property governance and APA process agreed under the CPM.
- **Aspects incorporated into new objectives:** To 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 will be incorporated in the new Objective 4 (formerly objective 5)

- **Objective 9:** *Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.*
- **Reasons:** OPE is an established national programme delivered in partnership by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). There is no specific funding given to Haringey Council to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.
- **Aspects incorporated into new objectives:** To improve and support the delivery of public health and social care projects and the Family Hubs projects. This will sit under the new objective 2 (formerly objective 3).

6.9. Year Two Key Achievements and Outcomes

Below are some of the key achievements and outcomes to date:

Objective 1 – successful insourcing of the three Leisure Centres (South Tottenham Green Leisure Centre, Park Road Pools and Broadwater Farm Leisure Centre) from Fusion Lifestyle.

Objective 2 - Service Asset Reviews were conducted through the Asset Performance Assessments (APA) toolkit. This was to understand the operational existing and future requirements of each service. This assessment entailed gathering data and information by site inspections and then undertaking two sets of evaluations. Firstly, each property was assessed with the Service against a criteria which included questions on location, utilisation, social value, accessibility, current and future suitability to derive an operational assessment score on how the asset performed for the Service. Secondly, each property was assessed by the Capital Projects and Property (CPP) team, looking at condition, running costs, energy efficiency etc. Once the scores had been collated each operational property asset was rated red, amber or green.

A recommendation as to whether to invest, retain, dispose or repurpose was made for each property asset. Reports for each Service area were written up which included a summary of the data, scores and recommendations. A combined Asset Review Summary Report was produced for Adults, Housing & Health, Children's Services, Environment & Resident Experience and Culture, Strategy & Communities.

In total, 77 operational property assets were evaluated across all four services., with the result that some properties could be considered for disposal. Some of the property assets subject to review are able to be converted for residential use to relieve demand needs for temporary accommodation.

Objective 3: Some of the key projects that are currently underway to support council service delivery are:

Family Hubs Model - Significant work has been delivered on the Family Hubs Project by Children Services. Family Hubs are being set up in the Borough and will provide families with a single access point to integrated family support and will include health, education and care and other support for families. Family Hubs will be an integral part of the Council's early help offer delivered in partnership with health, the voluntary and community sector and the local authority.

The Council committed to open four Family Hubs within each of the localities by March 2025. To date, three have been opened with the remaining one to be launched in March.

- West – Muswell Hill Centre
- Northeast – Eric Allin Centre (till April) then moving to 163 Park Lane
- Southeast – Triangle Centre
- Central – Rising Green (launching in March)

Neighbourhood Resource Centre (NRC) –The approved business case to allocate £1.36m capital funding to increase the energy efficiency of the NRC, to make spatial configuration and fit out improvements to the building is proceeding.

Wood Green Library (WGL) – This building has been in focus due to its deteriorating condition and operational challenges. The building has high utility costs and the cost budget for reactive repair and maintenance requirements is currently overspent. A review for the long-term vision for WGL is part of Wood Green Delivery Plan Phase 2. In the meantime, planned capital works will proceed:

- **Eat Wood Green Works (Ubele Initiative)** – This project will transform the first floor Library Balcony into a food growing and educational space, transplanting some of the community focussed growing activity that takes place at Wolves Lane into the town centre. The GLA are funding this project with the Council match funding in the sum of £200k.

- **Corporate Landlord Condition Works** – the works include asbestos removal and soffit replacement to the front and rear elevations, upgrading lights to LED and repainting, including some internal security improvements - cost of works approx. £136k.
- **Major Capital Works** – the works are largely compliance, improvement/upgrade works, and health & safety works as follows: water tank replacement, works to timber slatted ceiling (fire safety), H&S lift works, /upgrade works. Ground floor reception replacement and associated services works. Ground floor vinyl floor replacement. Business lounge works Decorations to walls throughout Wayfinding signage new air conditioning above ground floor reception - Cost of works approx. £545k.

Canning Crescent/Roger Sylvester Centre – The Canning Crescent Centre is a former mental health centre in Wood Green. Following a Cabinet decision in October 2018, the Council purchased the freehold with vacant possession in February 2019, from Barnet, Enfield and Haringey Mental Health Trust (BEHMHT). There are three current services in Haringey which are coming together into the Canning Crescent development and which will be a flagship project for residents and will support wellbeing and prevent re-escalation of issues and demand for statutory services. The offer at the Roger Sylvester Centre will be 11 bedrooms.

- Clarendon Recovery College - a Council-run service that provides a college style programme focused on health, wellbeing, recovery and living with mental illness for residents.
- Fortis Green Recovery House - a BEHMHT commissioned short stay accommodation service, mainly used by people stepping down from Hospital. It is housed in a Council-owned, 7-bedroom property leased to BEHMHT.
- Safe Haven - a new service provided by Mind in Haringey and offering non-clinical support to people in crisis during evenings and weekends, which has opened during the pandemic and now operates a face-to-face service.

Objective 4: The Civic Centre Project is moving along on time with oversight of the cross-party working group. In April 2023 Cabinet agreed to proceed with the appointment of a main contractor to undertake the restoration and refurbishment of the Haringey Civic Centre, and its expansion through the addition of an annex building, subject to achieving planning permission.

In November 2024, Cabinet approved the final business case, which concludes that the refurbishment of the existing Civic Centre, and its expansion continues to offer the Council value for money and best meets its strategic objectives.

Objective 5: The Corporate Property Model (CPM) sets out to achieve the migration of all FM functions and property related budgets from the services to the Corporate Landlord (CL).

As part of the Business Case development, it has been identified that there is c£4.2m of property-related budgets held by services outside of CPP. Under the CPM, these budgets are being centralised and transferred to CL to provide greater oversight and enhanced management of property spending across the Council's operational portfolio.

The final Business Case to implement a CPM was approved at Capital Property Board (CPB) in September 2024. The CPM Business Case emphasized that there will be some savings opportunities but also areas that will require investment. A summary of these savings and investment areas is set out in the approved CPM Business Case.

The CPM has developed a robust and transparent system that centralises property budgets from the 1st April 2025. This allows for better planned maintenance and efficiency savings and improves the utilisation of buildings, co-location and meanwhile uses for empty properties. This arrangement is a significant culture shift to a corporate approach that determines the best use of property assets and regularises standards. This will enable operational areas to concentrate on delivery of excellent services.

Key Milestones of the CPM Project to date:

- the introduction of a new FM Policy and Premises Responsible Person (PRP) document which clearly outlines the FM services which will be provided in various property asset categories. The PRP document outlines the responsibilities of both the FM team and services in the delivery of FM related activities on site.
- the identification and transfer of FM related budgets and costs associated with the properties will be transferred to CPM with effect from 1 April 2025.

The CPM, once implemented, will have a fundamental impact on the way property is managed in the future as all property related functions will be combined into one service. This will centralise control of expenditure, management of space, procurement, negotiations and capital programmes. This integrated approach not only improves quality by having a single point of contact but can deliver significant, sustainable savings.

Objective 6: The Property Team have successfully disposed Shaftesbury House, 3, Shaftesbury Road, London, Enfield, Greater London, N18 1SW. Significant progress has been made in reducing the commercial debt which had increased due to the pandemic. Some new lettings of vacant commercial units have recently been completed including 6-40 Durnford Street, Tottenham.

In line with our Haringey Deal, since March 2024, the Voluntary Sector team have been engaged in extensive collaboration and consultations with a wide range of VCS and community networks in our Borough.

A report is scheduled to go to Cabinet in April 2025 to present a new policy 'Community Assets Social Value Subsidy'. The policy recommends the

implementation of the policy for the 23 community centres that are out of lease in the council's Community Assets portfolio. The policy is the result of a year of engagement with the voluntary and community sector, as signed off by Cabinet in March 2024. The feedback received has shaped the policy to ensure it is as robust and fair as possible.

7.0. Contribution to the Corporate Delivery Plan 2024-2026 - High level Strategic outcomes

- 7.1. The Strategic Asset Management and Property Improvement Plan (SAMPIP) sets out an overarching strategy for why the council holds property and a decision-making framework for how we manage our assets to support the delivery of Council services and the Council's Corporate Delivery Plan.
- 7.2. The SAMPIP sets the vision and strategy for the property function and contains a detailed Action Plan for delivery, which includes the transition towards a Corporate Property Model (CPM) to facilitate this.
- 7.3. As a Category A Project, the delivery of the SAMPIP objectives and the decision-making toolkits will support the delivery of the council's priorities as set out in the Corporate Delivery Plan (CDP).

8.0. Carbon and Climate Change

- 8.1. The SAMPIP management framework and projects that deliver the Council's objectives, offers the Council an opportunity to better assess, understand, and manage how our buildings are used to reduce energy costs and ensure our property portfolio is fit for a changing climate.
- 8.2. As part of the SAMPIP the Council has undertaken Energy Performance Certification (EPC) in the operational and investment portfolios. This has enabled the Council to comply with the April 2025 deadline, where landlords and public bodies must submit a valid EPC for every let property to a PRS compliance and exemption database. This has shown that approx. 630 commercial properties are not able to be used when the Minimum Energy Efficiency Standard increases in April 2028, which requires let properties to be EPC C or above. The Council is using this evidence to map out the measures and funding required to improve the stock.
- 8.3. Key highlights related to carbon reduction, energy efficiency, and climate change, within the last 12 months include:
 - The Neighbourhood Resource Centre, in Northumberland Park Estate, has been allocated £1.36m capital funding to increase the energy efficiency of the building.
 - The Eat Wood Green project seeks to transform the first-floor balcony at Wood Green Library into a new food growing and educational space.

Linking it with the community growing community and projects at Wolves Lane.

- Carbon Management and Education Teams have recently submitted a bid to the GLA / Mayor of London' Greener Schools pilot scheme this month for grant funding for solar PV installation. The Bid has been made for the following Schools:
 - Rhodes Avenue Primary (£99k grant ask)
 - Belmont Primary and Infants (£96k grant ask)
 - Willow and the Brook Schools (£98k grant ask)
 - Risley Primary (£80k grant ask)
- The Council is working to deliver a Net Zero Carbon Civic Centre and to support this applied for £2m grant from the Public Sector Decarbonisation Fund (PSDF) for the decarbonisation of the heating and hot water systems. The funding would be used to replace the gas-powered boilers with air and water source heat pumps.

9.0. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Legal and Governance, Equalities)

9.1 Finance

The revised SAMPIP Road Map for Years 3-5 continues to align with the Council's strategic objectives and capital strategy. The General Fund property estate remains a critical asset base. The ongoing implementation of the following strategies will support the Council's MTFS targets through effective asset management focusing on progression of the delivery of a Corporate Property Model; implementation of the Property Improvement Plan and development and execution of the Commercial Property Strategy, which assesses properties for retention, reinvestment, divestment, or repurposing to meet council objectives.

Revenue-related expenditures in the revised Road Map will be managed from current budget allocations in line with the MTFS.

The inclusion of a scheme in the capital programme is not an immediate authority to spend. A large proportion of the capital programme requires robust project management and the completion of satisfactory business cases prior to the release of capital funding. The business case serves to validate the high-level assumptions used in the compilation of the capital programme.

9.2. Strategic Procurement

Strategic Procurement have been consulted in the preparation of this report. Strategic Procurement note the recommendations in section 3 of this report are not a procurement related decision.

Strategic Procurement see no procurement related reason why the report cannot be approved.

9.3. **Assistant Director of Legal & Governance**

The Assistant Director of Legal and Governance has been consulted in the preparation of this report.

The purpose of the SAMPIP is to ensure that the Council uses and manages its asset portfolio to meet its needs and objectives. It is good practice for the Council to have an asset management plan as recommended by CIPFA.

The Cabinet meeting of 16 July 2024 noted the first annual update of the 10 objectives of the SAMPIP and agreed a Year 2 progress on SAMPIP. This report provides the Year 2 update on the progress of the SAMPIP objectives, and seeks a recommendation to close four of those objectives as having been achieved, and a consolidation of the remaining six objectives. This report also seeks a recommendation to agree a revised SAMPIP Road Map for Years 3-5. There are no legal issues contained in this report.

9.4. **Equalities**

The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The updated Strategic Asset Management and Property Improvement Plan sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets to support the delivery of Council services and the Council's current Corporate Delivery Plan.

These objectives are designed to reduce existing inequalities, advance equality of opportunity, and foster good relations among Haringey's communities. To the extent that the Asset Management Plan supports the achievement of the Borough Plan objectives it will enable Haringey Council to meet its public sector equality duty.

Any subsequent new or revised policies that underpin the Strategic Asset Management and Property Improvement Plan will be subject to screening for equalities impact and equalities impact assessment where appropriate. The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

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Any subsequent new or revised policies that underpin the Strategic Asset Management and Property Improvement Plan will be subject to screening for equalities impact and equalities impact assessment where appropriate.

10. Use of Appendices

Appendix 1 – Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28

Appendix 2 – SAMPIP Year 2 Roadmap

11. Background Papers

Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28
[\(Public Pack\)Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#)