

Roadmap – Year 2-5

Strategic Asset Management and Property Improvement Plan – SAMPIP

KEY:

Green	On track/progress made
Amber	Work in progress/further work required
Red	Not yet actioned or tasks yet to be delivered

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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: Property team		Close this objective for Year 3
1.a	Analyse baseline to inform property investment decisions.	This activity is ongoing and part of the Property Review work and forms part of objective 6 – Commercial Portfolio/Property Review work.	Merge with Objective 6.

1.b	Delivery of the lease holder action plan for rent arrears.	This activity is ongoing and part of the Property Review work and forms part of objective 6 – Commercial Portfolio/Property Review work	Merge with Objective 6.
1.c	Commence contract procurement, as required, to support a single FM model.	This section will progress in Year 3 once the Corporate Property Model (CPM) is fully implemented.	Merge with Objective 5.
1.d	Delivery of the approved business cases relating to the underperforming high priority sites	Currently several vacant properties are part of assets review process that are due to be declared surplus to requirements.	Merge with Objective 2.
1.e	Implement action plan from Property Review.	This activity is part of the Property Review work and comes under objective 6 – Commercial Portfolio/Property Review work.	Merge with Objective 6.

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

	Activity and Output Year 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: SAAM		
2.a	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.	The Civic Centre Accommodation policy and New Ways of Working Group are now in place to support accommodation requirements for a new Council office at the Civic Centre.	Move this to Objective 4.
2.b	Continue 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.	<p>Asset Performance Assessments (APA) have been concluded with all Council services, requests and actions identified from the APA will be reviewed periodically.</p> <p>All Haringey Schools have been consulted and informed on a new service offer for FM Compliance. This will be a Service Level Agreement (SLA) to Schools that covers statutory compliance functions. The SLA is limited to compliance only and is not a full repairs and maintenance service.</p> <p>The benefits of the SLA would be:</p>	Determine new priorities and actions for year 3.

		<ul style="list-style-type: none"> • Strong assurance to schools that the compliance and key maintenance functions delivered has been done effectively and to the required regulatory standard or requirement. • Haringey will have greater oversight and control over its assets. • Reduction of cost to the schools from utilising Haringey's competitively tendered maintenance contracts. • Ultimately more cost effective for the assets covered by the SLA. 	
2.c	Review Information gathered from internal consultations will be used to inform accommodation requirements for service delivery.	<p>Services have set out during the Asset Performance Assessments (APA) additional need or change to their existing accommodation requirements. Where applicable, space request forms are being completed by services.</p> <p>A business case is being developed by the Housing Demand for Housing Front Door accommodation requirements.</p>	Determine new priorities and actions for year 3.
2.d	Assess and refine the delivery strategies for the Children's Service outcomes to ensure its continued relevance and	Demographic changes within Haringey have required the Children's Service (CS) to review the number of placements in borough. This analysis	Determine new priorities and actions for year 3.

	<p>efficacy in meeting the needs of the service's vision.</p>	<p>has been informed by data on the condition and suitability of existing schools, although these factors are secondary to the local need for school places. CS are working with schools to ensure best use of their sites in relation to the number of places being provided.</p> <p>The Children's Service (CS) has also been seeking to expand special educational needs and alternative provision throughout the Borough. This has been undertaken with the assistance of CPP officers both through the formal Safety Valve programme, and locally determined investment (using High Needs Capital Funding). These works will provide more places attached to existing schools, mainstream and special, to expand provision.</p> <p>CPP will work with the Children's Service should the need arise to identify specific properties to support key projects within the children's portfolio.</p>	
<p>2.e</p>	<p>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.</p>	<p>Capital team officers work very closely with colleagues in the Children's Service to ensure that the objectives of the latter can be delivered practically and affordably through capital investment programmes. For example, the Safety Valve programme will deliver at least 118 additional places through a combination of DfE and Council funding, with CPP refining the specific accommodation requirements and</p>	<p>Determine new priorities and actions for year 3.</p>

		internal fitout and taking projects through to procurement and delivery.	
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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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: SAAM		
3.a	Implement gateway review process to ensure property decisions align with CDP.	<p>A new set of 'capital hubs', are being created. They will be chaired by Corporate Directors, to drive delivery of capital programme, agreed capital savings, and stronger control where required to manage key risks and issues and to achieve cost benefits.</p> <p>The capital hubs work model, is currently being scoped and will aim to introduce a consistent and standardised approach for all approvals relating to property decisions.</p>	Determine new priorities and actions for year 3.
3.b	Review property impact of service AMPs and embed into SAMPIP.	This is part of the review work on the Asset Performance Assessments (APA) and is ongoing.	Merge with Objective 2.

3.c	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.	<p>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). The building is currently under refurbishment with completion expected to be in April 2025. The refurbishment project has been significantly delayed to completion due to some unforeseen challenges and collapse of the initial contractor.</p> <p>The Council, in partnership with the NHS and the local voluntary sector, is improving support to the local population by bringing together a range of mental health services in a single approach at the Canning Crescent site now named the "Roger Sylvester Centre". The NHS Crisis Unit at 75 Fortis Green and the Mental Health Recovery College Service based in Clarendon Road will be relocating to the new Community and Health Hub.</p>	Merge with Objective 2.
3.d	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.	<p>SAMPIP Year 1 Update was provided to Cabinet on 16 July 2024.</p> <p>SAMPIP Year 2 Update to be provided to Cabinet 18 April 2025.</p>	Merge with Objective 2.

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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: SAAM		
4.a	Develop business case; obtain earmarked capital funding.	Cabinet approved the final project business case on 12 November 2024, reaffirmed their commitment to the scheme and delegated authority to the Director of Placemaking and Housing, after consultation with the Director of Finance and Section 151 Officer and the Cabinet Member for Placemaking, for the main contract award.	Determine new priorities and actions for year 3.
4.b	Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre.	The building layout and floor plans have been finalised and design frozen, to enable the further review of the fit-out, which is subject to input from senior leadership, staff groups and the outcome of the Staff Survey.	
4.c	Produce Business Case and seek Cabinet 'in principle' approval of investment proposals.	The Business Case was publicised along with the Cabinet Report and is publicly available.	
4.d	Develop tender documentation and seek tenders.	The project has now completed design development, secured planning consent, developed the tender documentation and concluded the procurement exercise to secure a	

		main contractor to complete the technical design and deliver the construction works on site.	
4.e	Seek Cabinet authority to commit comm	See 4.a above	
4.f	Commence programme of work to complete by April 2027.	Works are due start on site from 1 March 2025 to complete site establishment and enabling works, with main works to start from 14 April 2025.	

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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: SAAM		
5.a	Develop operational governance structures for CPM.	The governance structure for the working groups and APA Review Process is now in place – this action has been completed as part of the Business Case for the Corporate Property Model.	This action is achieved.
5.b	Compiled Asset Management Database and Live	The asset management system currently in place is Civica Asset Management. The teams in CPP have been updating all records from shared	Determine new priorities and actions for year 3.

		systems to the Asset Management significant progress has been made checking and correcting data accuracy.	
5.c	Develop workstreams to centralised budgets.	The final document to transfer service budgets for CPM is now agreed, which lists all property account codes under the Service cost centres to be transferred to Capital Projects and Property (CPP).	Determine new priorities and actions for year 3.
5.d	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.	All operational properties rag rated “red” through the Assets Review process will be subject to further analysis and appraisal options work to determine reasons for poor scoring.	Report on this action on an annual basis.
5.e	Develop Estate optimisation with Operational teams.	This is linked to 5.d	As above.

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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: Property Team		
6.a	Capital projects, subject to Business case approval to begin.	A Commercial Property Capital Projects Board has been established to support delivery. Business cases are subject to wider Property Governance before being added to the programme for this board.	Close – this is established business as usual activity.
6.b	Programme of investment and divestment aligned with the MTFS.	Defragmentation and absence of accurate property data prohibits the development of a appropriate investment/divestment strategy	Property Review dependent.
6.c	Changes to operating models, policies and procedures as required.	This is to be addressed in the Property Review Programme. There have been piecemeal changes that improve working practice, but this has been the result of the professionalisation of the team.	Property Review dependent.

		<p>A report is scheduled to go to Cabinet in April 2025 to present a new policy which will allow council officers to determine rental subsidy levels on community leases for Voluntary and Community Sector (VCS) organisations operating out of Council buildings.</p> <p>This policy is the result of a year of engagement with the voluntary and community sector, as signed off by Cabinet in March 2024.</p>	
6.a	Ongoing delivery of the Commercial portfolio Action Plan.	A Commercial Portfolio Action Plan has not yet been identified.	Close – there is no 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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: ALL CPP		Close this objective for Year 3
7.a	Continue to monitor and evaluate as part of this wider SAMPIP action plan.	<p>Surplus to Requirements guidance has been drafted as part of the disposal process under CPM.</p> <p>As part of the CPM Implementation the following new policies and guidance's are now in place: Premises Responsible Person (PRP) policy, FM policy, Schools Handbook and CPM Guide. New process forms for assets: onboarding, space request and capital works request form.</p>	Merge with Objective 5.

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

	Activity and Output Year 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: SAAM		Close this objective for Year 3
8.a	Continuous development of the Asset Review Process (ARP) to inform robust decision making.	This continues to be work in progress with Services. All new space and works request will be reviewed and prioritised based on demand for service and available funding.	Merge with Objective 5.
8.c	Report regularly to Cabinet on Asset Performance.	Regular updates on Asset Performance of operational assets will be provided in the annual SAMPIP cabinet report.	Merge with Objective 5.
8.d	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.	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.	Merge with 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.

	Activity and Output Year 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: ALL CPP		Close this objective for Year 3
9.a	Continuous partnership working with public sector partners	The Council's Adult's team are working on the "Haringey Neighbourhood Approach" which is a framework that aims to improve the quality of life for residents from a prevention and early intervention perspective. It includes creating "Neighbourhood Hubs" across the borough that will enable co-location, integration and delivery of vital services and activities from the Council, NHS, voluntary sector, and health practitioners to meet the needs of residents. The Neighbourhood Resource Centre (NRC) will be transformed and will become a flagship long-term Neighbourhood Hub in the most deprived part of Haringey.	Merge with Objective 3.
9.b	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as	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 funding given to Haringey Council to deliver ambitious	Merge with Objective 3.

	<p>part of the activity of the above objective Action plans.</p>	<p>property-focused programmes in collaboration with central government and other public sector partners.</p> <p>To improve the delivery of public health services, such as health and social care the NRC, New Roger Sylvester Centre and the Family Hubs projects are currently the active projects that will be delivered in 2025.</p>	
<p>9.c</p>	<p>To agree progress for Projects to delivery stage.</p>	<p>Children’s Services continue to develop the Family Hub model, which serves as a universal ‘front door’ for family support services. These hubs offer a ‘one-stop shop’ for social care, education, mental and physical health needs, and a comprehensive Start for Life programme for parents and babies at its core. The primary goal is to improve access to family services, especially in areas with high deprivation and poor health and educational outcomes.</p> <p>The Council committed to open 4 Family Hubs within each of the localities by March 2025. To date, 3 have been opened with the remaining to be launched in March.</p> <p>West – Muswell Hill Centre, Northeast – Eric Allin Centre (till April) then moving to 163 Park Lane Southeast – Triangle Centre and Central – Rising Green (launching in March)</p>	<p>Merge with Objective 3.</p>

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 2-5 Priority	Year 2-3 Progress to Date	Year 3 Priority April 2025- April 2026
Action Ref	Objective Owner: ALL CPP		
10.a	Utilise the CPM to establish a programme of works and identify funding opportunities.	<p>Carbon Management have recently submitted a bid to the GLA / Mayor of London' Greener Schools pilot scheme this month for grant funding for solar PV installation.</p> <p>This pilot is a pot of £2m capital funding and boroughs could apply for a grant up to £500,000, with a limit of £100,000 per school. Successful bidders will be announced in February 2025. Part of the requirement will be to work with a community energy group.</p> <p>The Bid has been made for the following Schools:</p> <ul style="list-style-type: none"> - Rhodes Avenue Primary (£99k grant ask) - Belmont Primary and Infants (£96k grant ask) - Willow and the Brook Schools (£98k grant ask) - Risle Primary (£80k grant ask) <p>The Council has applied for £2m grant from the Public Sector Decarbonisation Fund (PSDF) for the decarbonisation of the heating and hot water systems at the Civic Centre. The funding would</p>	Determine new priorities and actions for year 3.

		<p>be used to replace the gas-powered boilers with air and water source heat pumps. The total cost for decarbonising the existing building is valued at £6.6m. The Council is seeking a grant of £2m to delivering this and ensure that maximum opportunities and decarbonisation measures are realised.</p>	
<p>10.c</p>	<p>Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.</p>	<p>CPP colleagues have worked with the Energy Team to identify suitable school sites to take forward for bids for funding from external parties, including the GLA. – see 10.a. above. This has involved assessing which schools are suitable for the placement of, for example, photovoltaic panels on existing roofs or that need to replace life-expired fluorescent lighting with new LED fittings. All new projects that are sufficiently large in overall scale and/or expressly focussed on mechanical and electrical infrastructure (i.e. heating plant) are considered for a Level 3 Energy Audit that will identify specific proposals for future investment to enable bids to be submitted at relatively short notice, as opportunities arise.</p> <p>An application to the Phase 5 Low Carbon Skills Fund (LCSF) was made but the council was unsuccessful.</p> <p>The Council has agreed funding for energy audits across the Council operational and school's estate, though the use of the Councils carbon offset fund. Carbon Management Service has submitted an EOI to the Mayor of London's Zero Carbon Accelerator Fund, for match funding for these audits.</p>	<p>To undertake energy audits in the largest energy using buildings within our estate.</p>

<p>10.d</p>	<p>Implement and deliver in alignment with capital programme of works.</p>	<p>Capital programme of works for energy efficiency works is subject to availability of council funding and availability of external decarbonisation funding schemes. Energy Audits will have to be undertaken for property assets to increase the chance of making successful decarbonisation funding applications.</p> <p>The Educational Capital Team have been working with Carbon Management to include and review energy audits undertaken in the largest projects currently being developed (Crowlands, Mulberry, Earlsmead, Tetherdown and Bounds Green schools). This will enable the council and school to identify measures and enable future funding bids to Government or GLA funding streams.</p>	<p>To continue to undertake energy audits to build business cases for investment and funding streams.</p> <p>To submit funding bids for energy measures.</p>
<p>10.e</p>	<p>Utilise CPM to devise an energy efficiency programme based on Energy Performance Certificate (EPC) and Display Energy Certificate (DEC) recommendations.</p>	<p>The energy efficiency works to improve the EPC ratings for the operational portfolio will be reviewed based on priority and available internal and external funding. Currently the NRC is the only capital works project that requires substantial energy efficiency works to be undertaken to improve the EPC of the entire building.</p> <p>The Council have currently delivered EPC's / DEC's in its corporate estate, commercial estate, and in the schools' estate. The Council is continuing to ensure all buildings have valid EPC and DECs in place.</p>	<p>To continue the review and roll out of EPCs and DECs across our estates to ensure compliance.</p>

		<p>A high number of the commercial estate will need to be improved in terms of energy efficiency to ensure legislative compliance with the tightening of the Minimum Energy Efficiency Standards (MEES) regulations. All lettable properties must have a rating of C or above by 1 April 2028.</p>	
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