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**Foreword by Cllr Liz Patel, Executive Member for Economy and Regeneration.**

. Our property estate is key to all aspects of Council business. Our communities depend upon the services that are run from our portfolio of offices, depots, libraries, care homes and other Council assets. Our commercial property portfolio generates revenue that supports the delivery of the Council's priorities and future investment. Our future development portfolio is an opportunity to deliver high-quality homes for our residents and reduce our impact on the environment.

Council budgets have never been under greater pressure, it's critical that we plan for the long term with a 10 Year Estates Strategy. This will create a sustainable property asset base for future generations of residents, businesses, and staff.

The strategy will deliver a modern, fit-for-purpose portfolio that aligns with the Council's ambitions enabling Trafford Council to continue to provide high-quality services and value for money for the taxpayer. The Council's Corporate Plan 'Our Trafford, our future 2021-2024' provides a vision for the priorities of Trafford which this Estates Strategy will support.

In 2018 the Council declared a Climate Emergency and produced a Carbon Neutral Action Plan to adapt and mitigate the risks and threats of climate change we face. Delivery of the Carbon Neutral Action Plan is an integral part of the Estates Strategy. We need to demonstrate leadership on the climate emergency and our response is therefore embedded in all property and estates decisions.

We cannot deliver strategy on our own. Our partnerships with the private sector, community sector and other public sector partners are critical to the success of the strategy. We will work with the private sector to ensure that land is made available for future developments. We will collaborate with public and community sector partners to ensure that services reach the communities that need them.

This document sets out the key principles that we will follow when planning and managing our property portfolio. 'Property and Estates' will be an intrinsic part of service planning to ensure that we can continue to support the delivery of services to our most vulnerable residents, provide a sustainable income, deliver affordable homes across our Borough, and address our Climate Emergency. This will enable Trafford to be a place where all our residents, businesses and communities prosper.

## Executive Summary

The Council has a diverse portfolio of properties ranging from large office buildings to schools, leisure centres and libraries. A significant area of our work is to manage the commercial properties that help pay for the services that the Council provides. Overall, we manage a portfolio of over 400 assets.

Property and Estates impact all aspects of the Council’s business. The Estates Team acts as an enabler to support the efficient place-based delivery of services, working with all services in their service planning in order to understand the impacts of Property and Estates and how we deliver the Council’s priorities.

Our Trafford, our future 2021-24 sets out the Council’s vision for the Borough. The vision will meet the opportunities and challenges that lie ahead and work to deliver for our residents, communities, businesses, and partners.

We will focus on three priorities to help us achieve these outcomes; these priorities set out our ambitions for our people, place and communities.

- Reducing health inequalities
- Supporting people out of poverty
- Addressing our climate crisis

Our Estates Strategy is at the heart of everything that the Council does and is essential for the Council to achieve its priorities.

This strategy sets out several guiding principles which will inform future estates planning and decision-making, including how we work with our private sector partners. Our Estates and Development Team will manage an implementation plan, which will be a live document outlining the changes to our estate and will inform planned maintenance and the day-to-day management of our estate.

We will manage our estate according to four core principles, all linked to our Council’s priorities:

	Core Principles	What does this mean?
Reducing health inequalities Supporting people out of poverty Addressing our climate crisis	Right sized and fit for purpose	Council space is used efficiently, and surplus capacity removed.  Reflects services needs and better delivery.  Our private sector partnerships will deliver value for money and align with our values.
	Asset management focussed on low cost and maximising revenue	Proactive asset management of commercial portfolio.  Provides secure, low risk income to support Council services.  Planned preventative maintenance and estate lifecycle planning.  Safe and compliant.

		Good quality, well maintained estate that positively impacts on user experience.
	Investing for growth	<p>Capitalise on opportunities to grow our estate through income producing investments.</p> <p>Addressing the climate crisis.</p> <p>Investment in schemes that deliver improved efficiencies that beneficially impact on the environment.</p> <p>Innovating to improve services and generating income through delivery.</p>
	Transparency	<p>Support better service decision making incorporating property impact.</p> <p>Clear and transparent sharing of costs with our public sector partners.</p> <p>Assist community and third-sector partners in achieving their goals through asset transfer with a focus on full cost recovery for the Council.</p>

This new strategy gives us the opportunity to transform our estate to a radically different service model for the delivery of services while increasing income from our estate. It looks forward to our future estate which can meet the needs of our residents and businesses and will provide a programme of new and affordable homes across Trafford.

## **Building on Success**

We have so much to be proud of. Despite the financial challenges faced by all Councils over the last 12 years, the Council has continued to invest in new facilities that have made a real difference to people's lives, positively impacting on their work, leisure and cultural life and contributing to their overall wellbeing.

We have backed the future of our towns by investing in town centres. In October 2019 the Council acquired Stamford Quarter in Altrincham and Stretford Mall with our Joint Venture partners, Bruntwood. As work progresses in both locations, residents and businesses will begin to see the benefit of these investments as we shape our town centres for the future.

In 2021 the Council completed its first housing project for a generation, with the launch of Brown Street, Hale. This is the start of a pipeline of housing sites that will provide quality homes for Trafford residents over the next ten years.

The Council successfully secured funds from the Public Sector Decarbonisation Scheme in 2022, which will support the estate's decarbonisation and be the first stage in a substantial investment in carbon reduction schemes across the estate.

The Council is investing £50m+ in our leisure assets at Stretford, Sale, and Altrincham over a 6-year programme to improve our offer, increase income and support our Health and Wellbeing strategy.

Trafford Council has been successful in completing five Community Asset Transfers, such as Stretford Public Hall which was transferred to a community group. This asset transfer was a unique opportunity for the local community to re-invigorate and create a vibrant, dynamic and commercially viable building which protected the long-term future of the asset.

Since late 2017, the Council has invested in property assets that have enabled regeneration and delivery against our strategic priorities, and also generated revenue to support core services. We have also invested in the delivery of important community assets such as the new Timperley and Hale libraries.

Whilst this success should be celebrated, the Council is faced with significant challenges in the next ten years. Working with a significantly reduced budget has resulted in a portfolio that is in a declining state of repair; change is needed to ensure that our asset base responds to the needs of our residents.

## **Development and Estates can support the Council achieve its priorities**

Our Estates Strategy is at the heart of everything that the Council does. The strategy looks to support the priorities within our Corporate Plan and also supports the Council's Inclusive Economy Delivery Plan, Trafford Health and Wellbeing Strategy 2019-29 and the Council's Carbon Neutral Action Plan.

This document sets out the overarching principles which will guide how we utilise our estate in the future with a key focus on our operational and investment properties as well as our future estate and partnerships.

We face some significant challenges within our estate portfolio. Several buildings are beyond their economic life, others have a maintenance deficit that needs to be addressed. Our aim is to create an estate of a standard that reflects needs and meets the requirements of our residents and businesses.

We must also rise to the challenge presented by climate change. Our properties and estate are a significant contributor to our carbon footprint and require significant improvement in their thermal efficiency to achieve the Council's pledge to be carbon neutral by 2038. Through better integration and efficient use of our assets, we will be able to reduce our demand on our lower-performing assets resulting in the need for fewer buildings.

Our investment in new employment generating opportunities will help us deliver on plans for a vibrant and inclusive economy, whilst delivering revenue to help us continue to be an efficient, financially stable and well-run Council. The Council's investment in its assets will align with the Council's Social Value Policy, aiming to further embed social value aspirations throughout Trafford to ensure an ethical and sustainable future.

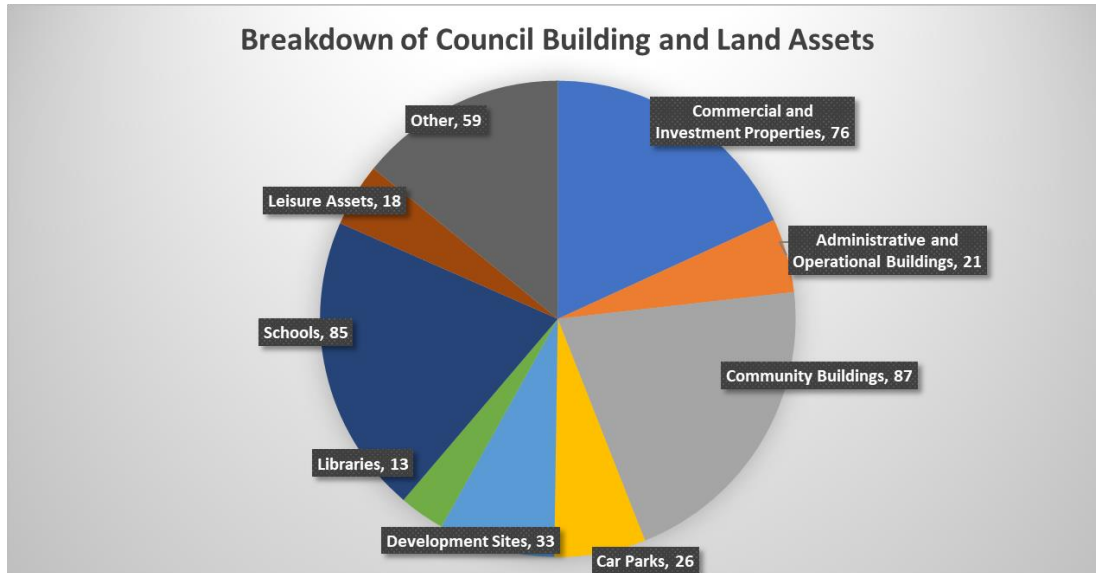
Our investment in housing and our town centres will make a significant impact on our commitment to support people out of poverty. Investment in our leisure facilities will enable people to live healthier lives. The Council have a significant influence on the lives of some of the most vulnerable in our borough. We provide care services through partner organisations, as well as housing for homeless individuals and families through such schemes as A Bed Every Night.

**Our strategy will not only focus on what we have but on what is needed to provide our services effectively.**

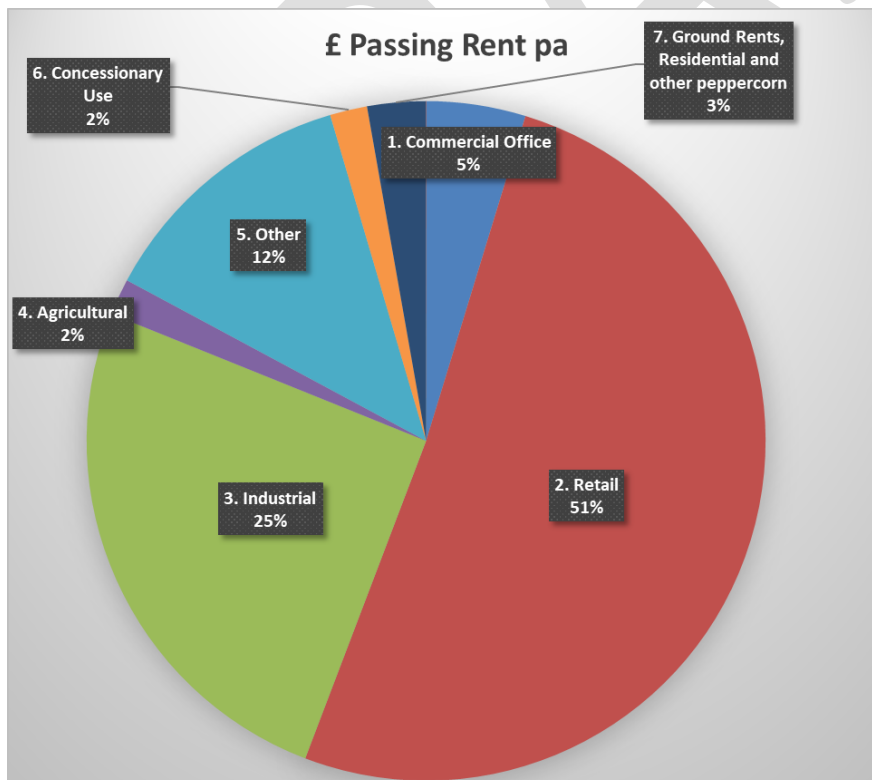
## Our property portfolio

The Council has a diverse portfolio of properties ranging from large office buildings into schools, leisure centres and libraries. A big part of our work is to manage the commercial properties that help pay for the services that the Council provides. Overall, we manage a portfolio of over 400 assets:

### Key Metrics



We collect rent from over 1,500 individuals and businesses, over half of this income comes from our retail assets.



## How will we deliver our core principles?

### Principle 1

#### Right sized and fit for purpose

Our operational estate is the gateway for members of the public to interact with the Council. Our operational estate provides office accommodation for Trafford Council office-based staff. It is important that our estate is fit for purpose for a changing landscape of flexible and hybrid working models that require a greater level of digitisation of services. The majority of Trafford staff work from Trafford Town Hall and Sale Waterside. Trafford Town Hall was inaugurated in 1933 and was updated and extended in 2013. Sale Waterside is an extension to Sale Town Hall which was inaugurated in 1915. The Sale Waterside extension was added through a PFI arrangement in 2002 will come to an end in 2028. The Council will ensure a managed exit in line with the original contract.

Delivery in the future will be less focused on buildings but rather about the most effective way of providing high-quality services to customers.

The management of our operational estate is often referred to as our “Corporate Landlord Function”.

There is an excess of space in our administrative buildings. Evidence-based reorganisation will enable us to deliver improved workplaces, whilst reducing facility costs in appropriate locations.

We are modernising all aspects of our estate management function, specifically improving our communication channels by taking advantage of modern methods, so it is quick and easy for residents, businesses and partners to engage with the Council.

In accordance with the Council's corporate priorities, the Council is investing in its leisure facilities to improve access and proximity to physical exercise. The Council renovated Urmston leisure facilities in 2020. ‘Move Urmston’ has seen increased usage and has had a positive impact on our revenue budget.

As a result, the Executive has approved a £50m+ investment into the capital programme in February 2022 to cover the proposed refurbishment of Altrincham, Sale, and Stretford Leisure Centres. This 5-year investment plan will contribute to and support the Corporate Priorities as set out below:



Reducing Health Inequalities	Addressing our Climate Crisis	Supporting People out of Poverty
<ul style="list-style-type: none"> <li>• Improved leisure facilities will encourage physical activity, which is essential for long-term health and well-being.</li> <li>• Engagement programmes will target Trafford's inequalities in order to reduce levels of inactivity.</li> <li>• Aiding the Active Travel Strategy and GM Moving strategy by increasing physical activity levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelopment will include the replacement of the fossil fuel (gas) heating system with Air Sourced Heat Pumps and Solar Panels creating a more sustainable design.</li> <li>• This will reduce the carbon emissions.</li> <li>• Designed to encourage active travel</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing physical activity in areas of Trafford experiencing health inequalities</li> <li>• In-depth analysis of the needs and gaps across the Borough using a place-based approach.</li> </ul>

**Our approach will ensure that our property estate is right sized and fit for purpose, whilst providing value for money for the taxpayer.**

## Principle 2

### Asset management focussed on low cost and maximising revenue

Our commercial property portfolio will be actively managed on a risk/ return basis. Resources will be allocated to asset management activities that add value and/or reduce risk. We have 1,400 small-value leases that deliver less than 5% of our income and 80 high-value leases that deliver the remaining 95%. We will use all of these leases to maximise the value of the estate.

Several buildings are beyond their economic life, others have a maintenance deficit that needs to be assessed. Our aim is to create an estate of a standard that is fit for purpose, enabling the Council to best serve our residents, communities, and businesses.

The Council's focus going forward will be to ensure that we have easily assessable visual data to holistically view the condition of our estate, this will support our budget making decisions and highlight potential revenue opportunities. This will be achieved through investment in IT systems that will improve our efficiency and enhance our capabilities.

We manage a significant portfolio of community buildings, which we will ensure is sustainable. We will work with the community to enable Community Asset Transfer's where there is a strong business case. This is set out in further detail in our Community Estates Policy (Appendix X).

Our Community Estates Policy is an important document that is transparent about how we deal with community assets. We recognise the importance of these assets and the need to ensure a sustainable future.

We will process applications for listing Assets of Community Value promptly and will enable a process of Community Right to Bid where this is appropriate.

Since the Assets of Community Value process came into effect in 2011, the Council has received 16 applications. Applications have ranged from a school playing field to Old Trafford Football Stadium.

Trafford Council has been successful in completing five Community Asset Transfers such as Stretford Public Hall which was transferred to a community group. This Asset Transfer was a unique opportunity for the local community to re-invigorate and create a vibrant, dynamic and commercially viable building which protected the long-term future of the asset.

The Council recognises how critical our relationships are with our current service providers Equans & Amey, who provide facilities management and consultancy for our estate. There is a significant annual capital programme of works to deliver on time and within budget and the Council needs to have effective contract management in place for these contracts. The Council will focus on ensuring that our contractual arrangements deliver a good quality service for the Council and that good information and data are available to support future models for delivering key facility management and property services. Where contractual arrangements end, for example at the end of the Sale Waterside PFI contract period, we will ensure a managed exit in line with the original contract.

In pursuit of our carbon reduction commitments, the Council will continue to invest in reducing our footprint. We will also continually look at where we can invest to save that will deliver returns in the mid to longer term.

**Our approach will ensure that our property estate is professionally managed, focussing on low cost and maximising revenue.**

### Principle 3

#### Investing for growth

We will continue to recognise the impact our role as a major landowner has on driving economic growth. Through our own work, and work with partners we will deliver growth for the Borough. This will support the Council's financial position through the delivery of additional income, contribute to our housing targets and support the development of an inclusive economy within Trafford.

We will use our position to invest in assets and initiatives that support the Council's priorities and have the potential to secure better service, lower risk service delivery and more income to support the delivery of services. There are a number of examples where we can invest for growth.

The Council has a self-build programme which was launched in 2020 with the principal objective of securing financial return for the Council.

Greater control over housing design also allows for the delivery of high-quality market and affordable homes, with sustainability and energy-efficient build design to best meet the climate needs of the next generation.

The Council has a Social Value Action plan which allows Trafford to gain greater value from their investment spending. In partnership with contractors, the Council will ensure that any contracts have a robust social value offer that utilises local labour, local supply chains and education programmes.

This approach generates additional funding from external partners such as Homes England and the Greater Manchester Combined Authority (GMCA). It also enables the Council to build properties that can support delivery of accommodation-based services and reduce the demand for private third-party accommodation.

The Council will work side by side with our care and support service sectors to invest in our facilities and properties that support Housing Options Service with assisted living, and other people supported services.

There are a number of homeless households where the Council has a duty to provide temporary accommodation. This is currently provided predominantly through a combination of Registered Providers, private landlords and B&B accommodation. We will look at how we can retain more of this income to reinvest in service delivery. Investing in these areas has the potential to provide a better outcome for our residents and yield a financial return.

The climate takes priority in the current corporate plan, with aims of reducing carbon footprint and tackling climate change for the Council and across the Borough. The current Carbon Neutral Action Plan provides a framework in which developments can progress with the climate crisis at the forefront, committing to the Greater Manchester Combined Authority (GMCA) aim of achieving carbon neutrality by 2038.

This commitment establishes expectations for relevant local authorities to consider when evaluating estates projects, which have all been incorporated into the Council's future estate planning.

Carbon reduction measures are overarching and a major motivator in our estate evaluation, creating adaptable and sustainable developments. In addition, the Council will be implementing Green Leases whereby the Council and the occupier agree to undertake specific responsibilities/ obligations with

regards to the sustainable operation/occupation of a property, for example: energy efficiency measures, waste reduction/ management and water efficiency.

With the successful implementation of the first grant funded Public Sector Decarbonisation Scheme measure and others forthcoming, decarbonisation projects across the estate the Council will continue to support the Council's decarbonisation targets.

Our future estate will focus on the improvement of services and being an enabler for better service delivery and lower costs.

**Our approach will ensure that the Council uses its position to enable investment for growth.**

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## Principle 4

### Transparency

Decisions about our estate are made in line with Council Financial Procedure Rules. The Council has governance arrangements in place to monitor performance in several ways.

Where the Council has Joint Ventures (JVs) and projects delivered through the JVs the Development and Estates Team manage the day-to-day operations of the JVs, and the JV Boards each have their own governance structures. The Council has in place performance monitoring to review and monitor the performance of the JVs. These partnerships allow for opportunities to access new markets, combine knowledge and share risk, whilst also harnessing commercial expertise for potential innovation for future developments.

Where the Council delivers services through contractual arrangements such as PFI contracts or the Council's facilities management contract with AMEY, the Council has contract monitoring in place with an in house intelligent client that monitors and reports on performance as well as a Board and governance structure that monitors and makes decisions relative to the contractual service areas.

The Council has an Investment Management Board which makes decisions in line with delegations on property and estate investment.

Where decisions are required which are not covered by these delegations, reports will be presented to Executive for consideration.

In all circumstances, the Development and Estates team will work closely with services to ensure that evidence-based decision-making takes place. Where the Council commission services that involves service delivery from our property or where the Council is subsidising community groups operating from our estate, then we will ensure there is transparency of those estate costs, to support better decision making and more effective use of our buildings.

**We will make Development and Estates decisions transparently, with a clear understanding of the costs, risks, and benefits.**

## **Implementation plan and how will we measure success?**

The key principles in our strategy will be regularly monitored for progress to measure the success of the strategy, these are:

- **Our estate is used effectively to provide services to residents and communities.**
- **We have a defined 10-year vision for our estate and a clear and deliverable maintenance schedule for each of our buildings.**
- **We have a well-established, carefully managed investment portfolio which provides a steady income.**
- **We optimise our collaboration with partners to make sure that our estates across the public sector are complementary and shared as needed.**
- **We encourage future regeneration and change throughout the Borough through strategic acquisitions.**
- **Our estate assists in the delivery of the Carbon Neutral Action Plan, by reducing the carbon footprint of our assets and increasing energy efficiency**

The Council has existing governance arrangements which will provide the monitoring of the Strategy. These are usually project specific and are managed at service level, with appropriate programmes and risk management protocols in place. Progress is reported to the relevant boards at required intervals to ensure that decisions are timely and in accordance with the Council's objectives and needs.

Along with this strategy, a live action plan document will be created, in which progress will be updated and amended in response to relevant changes. This will allow the Council to monitor success and ensure the successful implementation of the Strategy. We will report regularly to both councillors and leadership teams to ensure the strategy is adhered to.

## Summary

This strategy offers an opportunity to deliver a fit-for-purpose more efficient Estate for the people of Trafford, while generating a financial return that supports vital Council services.

The Development and Estates Service will act as a catalyst to support community activity and the residents we serve, acting as an enabler to better meet future needs.

The Council needs a modern estate, with right-sized properties that reflect our commitment to partnership using technology to improve operational effectiveness.

We will deliver better value for money by having a modern, digitally enabled, carbon-efficient estate, addressing the inefficient economics of the Council's legacy estate.

Through the development programme the Council will deliver on the housing needs of its residents using this programme to provide vital support accommodation.

Ultimately, there are many factors which will shape our future estate. The guiding principles within this document will bring forward proposals to ensure that our estate contributes to meeting the Council's ambitions.

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