

## **TRAFFORD COUNCIL**

**Report to: Executive**  
**Date: 24/06/2019**  
**Report for: Approval**  
**Report of: Executive Member for Housing and Regeneration**

### **Report Title**

**Trafford Locality Asset Review: Stage 3 Report**

### **Summary**

**The Locality Asset Review (LAR), commissioned by the GMCA and the GM Health and Social Care Partnership (GMHSCP), seeks to appraise the public sector estate within Trafford to gain a greater understanding of what there is and how it is used, what is needed in future and how we may meet those future requirements.**

**This report takes the information from Stages 1 and 2 and builds on them developing potential opportunities, solutions and on-going work streams along with the development of commercial, financial and management cases.**

**This report forms the final stage of the LAR process, which will now move into a delivery phase.**

### **Recommendation(s)**

**The Executive are recommended to:**

- a) Approve the LAR report**
- b) Delegate authority to the Corporate Director of Place to make minor amendment to the report;**
- c) Delegate authority to the corporate Director of Place to submit the report to the GMCE and the GM Health and Social Care Partnership;**
- d) Note the potential projects and workstreams as set out in section 6 of the report.**
- e) Note the project governance as set out in section 7 of the report.**
- f) Request that further reports are brought to the Executive on the outcomes from individual workstreams.**

Contact person for access to background papers and further information:

Name: Richard Roe

Extension: 4265

For non-confidential reports to Executive add the following **mandatory** information:

Background Papers: None

*Implications:*

Relationship to Policy Framework/Corporate Priorities	This project supports the corporate objectives for building quality, affordable and social housing, health and wellbeing and successful and thriving places
Relationship to GM Policy or Strategy Framework	This work feeds into the: Greater Manchester Strategy GMHSC Partnership – The Plan Regional Blue Light Service Strategies
Financial	Further work will be undertaken and reported to a future Executive where appropriate, to develop the Strategic Outline Case, including the financial and commercial assessment of the various workstreams. This will include the investment requirements and funding.
Legal Implications:	There are no known legal implications at this stage.
Equality/Diversity Implications	None identified
Sustainability Implications	To make best use of / rationalise the public estate is an objective that would be expected to ultimately be more sustainable; in terms of value for money but also reduced utilities, carbon etc, than by having an inefficient estate. This also supports Place Based Service delivery and the aim for residents not needing to travel far to make use of essential public services.
Resource Implications e.g. Staffing / ICT / Assets	The SOC of the LAR will suggest various work streams and projects that are required to make best use of the public estate. To build the business cases for future projects, enact projects and undertake the various work streams will require resource. It is possible the Council and its partners could bid for government funding, such as One Public Estate, for this work, but it is not guaranteed. Therefore, the Council would need to decide if they are a priority.
Risk Management Implications	None known at this time.
Health & Wellbeing Implications	See below.
Health and Safety Implications	When building the case for rationalising the estate, the age, compliance and condition of buildings is taken into account. The aim is to provide an estate which is fit for purpose and

therefore one that offers an improved environment and improved health and safety for residents and staff.

## 1.0 Background

- 1.1 Greater Manchester Combined Authority (GMCA) and the Greater Manchester Health and Social Care Partnership (GMHSCP) has adopted the Locality Asset Review (LAR) as an integrated placed based approach to understanding community performance and needs, public services delivery and service transformation; taking a holistic view across all public sector organisations and their combined asset base. This approach contributes to the delivery of the ambitions and priorities of the Greater Manchester Strategy Implementation Plan.
- 1.2 Rider Levett Bucknall has been appointed, through Mast Lift Co. on behalf of GMCA, to undertake the LAR for the Trafford locality. This work has been ongoing for a number of months. The LAR process is designed to appraise all public sector estate within a locality or series of neighbourhoods to ensure that it is effectively, appropriately and fully utilised where feasible.

## 2.0 Locality Asset Review

- 2.1 The LARs have been divided into three stages as shown in figure 1 below.

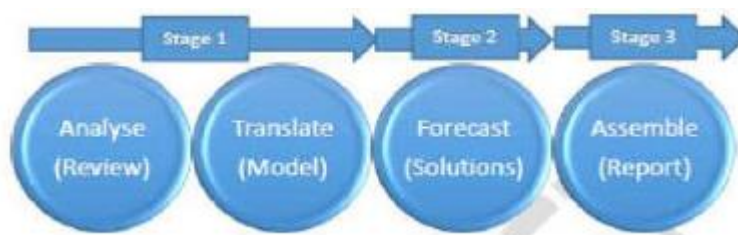


Figure 1: The 3 stage Locality Asset Review process

- 2.2 Further detail is provided in Appendix 1 (Trafford Locality’s Stage 3 report). This Stage 3 Report takes the Stage 1 and Stage 2 Reports and builds on them, developing potential opportunities, solutions and on-going workstreams. It’s the final LAR Report and Strategic Outline Case which is being presented to Trafford Council and Trafford CCG.

## 3.0 Programme

- 3.1 A programme for the full LAR process is included at Appendix A of the attached report. Key dates for delivery are shown in the table below. This report constitutes Milestone 2:

Milestone	Target Date	Activity
Milestone 1A	End of August 2018	Completion of “Where are we now?” data gathering and review exercise.
Milestone 1B	End of November 2018	Review service needs and strategy; to determine where locality is now and where it wants to be.
Milestone 2	Early February 2019	Identify “How we get there” with high level options appraisal for each of the neighbourhoods.
Milestone 3	May 2019	Issue of final LAR report.

## 4.0 Economical Appraisal

- 4.1 The final output of the LAR is a Strategic Outline Case (SOC) which is part of a Treasury model for the delivery of capital projects in the public sector. The SOC must reflect the 5 pillars of; Strategic Case, Economic Case, Commercial Case, Financial Case and Management Case.
- 4.2 The main purpose of the Economic Case is to demonstrate that the proposed opportunities deliver value for money for the public-sector stakeholders and the wider economy. It explains how this is achieved by identifying and appraising a wide range of realistic and achievable projects and workstreams, known as the “longlist”, in terms of how well they meet the critical success factors agreed for the Trafford LAR; and subjecting a reduced number of options, known as “the shortlist”, to further detailed appraisal.

## 5.0 Qualitative Benefits Analysis

- 5.1 The second stage of the appraisal process involved scoring each of the shortlisted options against a set of specific qualitative benefits, these were reviewed and confirmed at the Option Appraisal workshop held on the 29th January 2019.
- 5.2 The following criteria were used to develop the longlist into a shortlist. The table below shows the benefits criteria used during the appraisal process and its associated weighting. Due to the high-level nature and the lack of detail available, it was decided that a quantitative analysis which applied discounted cash-flow techniques would prove very difficult to undertake and due to the high percentage of assumptions and caveats that would be required that it would not provide any meaningful benefit to the process at this stage.

Ref	Benefit Criteria	Assigned Weighting
<b>Improvements to Service Delivery</b>		<b>40%</b>
1	Meets customer/patient needs in terms of improved experience and accessibility to services.	8%
2	Supports the place-based integration of services and closer working relationships between public sector organisations via co-location.	8%
3	Alignment with national, regional and local strategies.	8%
4	Supports recruitment and retention of staff within the Trafford locality by improving working environment and staff wellbeing.	8%
5	Supports the development of locality wide efficient workplace strategy based on best practice in terms of workplace and a mobile enabled workforce using modern technology.	8%
<b>Improved Health &amp; Wellbeing</b>		<b>30%</b>
6	Improves the population health of Trafford whilst reducing the gap in health outcomes between the most and least deprived areas.	10%
7	Provides services which align with the health and social care needs of the community.	10%
8	Increases capacity for health and social care services delivered in a community setting, especially within primary care.	10%
<b>Delivery of One Public Estate</b>		<b>30%</b>
9	Contributes to improving utilisation across the public estate (especially where costs are fixed or committed).	10%
10	Provides opportunities for disposals involving capital receipts and potentially	10%

	residential development opportunities to support the need for new homes.	
11	Delivers on making the best use of the existing estate to minimise public sector costs.	10%

## 6.0 Prioritised Opportunities and Workstreams

6.1 The top five highest scoring projects or workstreams within each neighbourhood and across the borough (locality) are set out in the table below.

Ref	Project Summary	Score	Project / Opportunity	Work-stream
<b>Locality Wide – Top 5 Projects</b>				
L005	<b>Review of Mental Health Services GMMHT:</b> GM wide property strategy for inpatient services and community-based services.	70%		✓
L006	<b>Community Services Review:</b> Contract has been retendered and a new incoming provider appointed from 1 <sup>st</sup> April 2019. Full asset review being undertaken by incoming provider which may require services to be delivered from different locations.	62%		✓
L010	<b>Primary Care at Scale Note Storage Solution:</b> Trafford CCG implementing a fully managed note storage service that allows for the quick and easy retrieval of records, with a data cleansing exercise. Exercise is intended to release extra space for clinical rooms.	60%	✓	
L001	<b>Utilisation Study of primary care and community estate:</b> Determine utilisation of community estate across all GP Practices and has also been part of a wider GMHSCP roll out of utilisation sensors.	60%		✓
L009	<b>Locality wide touch down bases:</b> A wide range of services require touch down bases across the locality to support agile working.	59%		✓
<b>North Neighbourhood – Top 5 Projects</b>				
N001	<b>Stretford Mall – Community Health and Social Care:</b> Potential development opportunity for health and social care plus wider community uses.	71%	✓	
N009	<b>Seymour Grove Health Centre Utilisation:</b> Review utilisation and alternative development opportunities for the site (including potential site for new north neighbourhood health and wellbeing hub)	70%	✓	
N008	<b>Development of a new health &amp; wellbeing facility:</b> Review the location and needs of three GP practices as a hub for the north Neighbourhood. Plus additional community services.	70%	✓	
N007	<b>Gorse Hill Medical Centre &amp; North Trafford Group Practice:</b> Re-provision of these GP surgeries within modern accommodation	69%	✓	

Ref	Project Summary	Score	Project / Opportunity	Work-stream
N016	<b>Stretford Fire Station:</b> Re-locate GMMHT community team from Chapel Road to disused 1st floor of the fire station - disposal of Chapel Road	65%	✓	
<b>West Neighbourhood – Top 5 Projects</b>				
W004	<b>Gloucester House Medical Centre:</b> Located in an older Victorian property which is no longer fit for modern primary care delivery and is underutilised due layout and accessibility. Further review required as part of a wider west neighbourhood strategy for primary care at scale.	72%	✓	
W005	<b>Flixton Road Medical Centre:</b> The centre was refurbished in 2012 however, it is in an older Victorian property which is no longer fit for modern primary care delivery and is under-utilised at first floor due to access issues. Further review required as part of a wider west neighbourhood strategy.	72%	✓	
W006	<b>Primrose Surgery:</b> It is accommodated in a converted library. Further review required as part of a wider west neighbourhood strategy.	72%	✓	
W010	<b>Cornhill Clinic:</b> Closure and sale of clinic and relocation of west neighbourhood team to Park House adjacent to Trafford General.	70%	✓	
W003	<b>Partington Health Centre:</b> Review the utilisation of the current practices in the Health Centre to provide additional capacity.	68%	✓	
<b>Central Neighbourhood – Top 5 Projects</b>				
C007	<b>Oriel Court:</b> CAMHS is currently delivered in Oriel Court which is underutilised and owned by a private landlord. Potential transfer the service to Altrincham Hub and terminate lease.	68%	✓	
C010	<b>Waterside:</b> Utilisation study to determine optimum layout and makeup of building. Potential to bring GMMHT to the site. Redevelop ground floor with additional interview / contact rooms. Could bring Ashton Lane services into the building also.	67%	✓	
C011	<b>1-3 Ashton Lane:</b> Relocate GMMHT services from Ashton Lane to Waterside ground floor	65%	✓	
C004	<b>Support Primary Care at Scale with New Health &amp; Wellbeing Facility:</b> Review the location and needs of three GP practices (Derbyshire Road, Boundary House & Conway Medical) as a hub for the Neighbourhood.	64%	✓	
C001	<b>Firsway:</b> Undertake utilisation review with a view to use as GP spoke for the Ashton area. Potential to expand to mini	64%	✓	

Ref	Project Summary	Score	Project / Opportunity	Work-stream
	community hub.			
<b>South Neighbourhood – Top 5 Projects</b>				
S001	<b>Altrincham Health &amp; Wellbeing Centre:</b> There are on-going negotiations with Barrington Medical Centre and St Johns Medical Centre to move into the new facility. There is also potential for the Hub to provide a range of community services plus a base for the South Neighbourhood teams and the Early Help Service.	78%	✓	
S003	<b>Family Practice, Navigation Road:</b> Currently in a converted Victorian building. It has two clinical contact rooms and due to access issues is underutilised. Potential for practice to relocate, Altrincham Health and Wellbeing Hub or Altrincham Medical Centre.	67%	✓	
S008	<b>Baker Street Development (library and GP Practice), Timperley:</b> Development of a new facility with new library and health facility to accommodate Park Surgery. Investigate the potential to accommodate additional GP Practice (Riddings Health Centre)	66%	✓	
S004	<b>Timperley Health Centre:</b> Library is due to move to Baker Street Development, alternative use required or disposal.	57%	✓	
S009	<b>Hale Library:</b> Library moving to Hale Bowling Green Pavilion and the land is being sold for residential	54%	✓	

## 7.0 Project Governance

7.1 The workstreams set out in section 6 have been identified following a desk top review. The next stage will be to carry out further assessment to build the commercial, financial and management case for each opportunity. The LAR sets out the structure for undertaking this work, and the LAR project governance. Stakeholder engagement will be a critical element of this stage of the work and is embedded in the governance.

The SOC will include;

- Baseline position of place-based estate, which will be used to inform future investment decision making. This will detail tenure, occupation, demand, utilisation and costs associated with health and social care and a broader publicly owned estate within each neighbourhood.
- Options appraisals informed by local and organisation strategies and joint strategic needs. Where appropriate.
- High level financial summary of investment where available and identify potential funding sources.
- Provide a prioritised list of shortlisted opportunities and workstreams at a neighbourhood and locality wide level.
- Recommendations for delivery, including prioritisation of future investments / disinvestments.
- Recommendations on the management of the on-going LAR process.

- Develop a robust pipeline of development opportunities for each neighbourhood – which may result in estate rationalisation and redevelopment projects for the wider health and social care service provision with a place-based approach.

## 8.0 Consultation

8.1 There has been extensive consultation with partner agencies through the process of developing the LAR. Further consultation will take place with partners and the community on specific proposals as they are developed further.

## 9.0 Other options

9.1 The Executive could not approve the LAR, but this would slow down the delivery of changes to improve service delivery, reduce asset costs and enable opportunities for redevelopment to support wider regeneration projects.

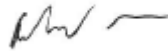
## 10.0 Reasons for recommendation:

10.1 To enable the LAR to be submitted to the GM Health and Social Care Partnership, and more detailed work to commence on the workstreams as identified in the report.

**Finance Officer Clearance** GB.....

**Legal Officer Clearance** (type in initials).....TE.....

**CORPORATE DIRECTOR'S SIGNATURE** (electronic)



To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.