

TRAFFORD COUNCIL

Report to: Executive
Date: 22nd February 2021
Report for: Decision
Report of: Executive Member for Housing and Regeneration

Report Title

Corporate Operational Estate Strategy

Summary

The Corporate Operational Estate Strategy sets out a strategic purpose to the management of the Council's buildings from which public sector services are delivered which forms the operational estate. The strategy sets out a vision, key principles and core objectives that will result in the improved strategic management of the buildings needed to deliver public sector services.

Recommendation(s)

That the Corporate Operational Estate Strategy is adopted by the Council.

Contact person for access to background papers and further information:

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

Background Papers: Corporate Operational Estate Strategy

Implications:

Relationship to Policy Framework/Corporate Priorities	The strategy names the existing corporate policies and priorities it takes into account.
Relationship to GM Policy or Strategy Framework	The strategy makes reference to and takes into account the GM 5 Year Environmental Plan, Decarbonisation of Public Buildings Programme and the Central Government's One Public Estate Programme.
Financial	The strategy and its subsequent action plan, once enacted, will provide a more strategic approach to the management of the Council's operational estate. This aims to improve , financial planning and decision making over the medium to long term and support the achievement of the core objectives, in particular cost efficiency, realisation of sustainable income streams and the potential for capital receipts to support future capital investment.
Legal Implications:	No legal implications
Equality/Diversity Implications	All recommendations for change to the Council's estate that result from this strategy will require business cases and equality impact assessments.
Sustainability Implications	The strategy and its subsequent action plan, supports a drive to improved long term planning around the estate.
Carbon Reduction	The strategy makes reference to and takes into account the GM 5 Year Environmental Plan and the actions it requires Local Authorities to take. The Public Sector Decarbonisation Scheme will reduce the carbon footprint of the estate and has resulted in improved knowledge of the estate. Therefore, the Strategy lays out carbon reduction as an area of focus and the Management Action Plan will identify further opportunities to reduce carbon emissions. The use of the action plan within the Corporate Landlord Model will ensure this area of focus is reviewed regularly and progress is expected.
Resource Implications e.g. Staffing / ICT / Assets	The Management Action Plan will allocate the activity resulting from this strategy to named responsible persons. It is expected the activity will be covered by existing roles and responsibilities. Should any gaps arise, it will be managed via the Corporate Landlord governance as described in section 4.3.
Risk Management Implications	A risk log will be created and maintained alongside the Estate Management Action Plan and form a regular item for the attention of the Corporate Landlord Strategic and Operational Groups.
Health & Wellbeing Implications	The strategy makes reference to Council's desire to "Creating our working places to be inclusive, thriving places where people want to work and are proud to work". The subsequent action plan will include actions that will support a drive for 'fit for purpose' assets where colleagues want to work and take into account health and wellbeing requirements of the workforce.
Health and Safety Implications	The strategy and its subsequent action plan, supports a drive for 'fit for purpose' assets and demands a specific focus on the efficient maintenance of assets, management of risks and compliance assurance, all of which lead to improved health and safety within our estate.

1.0 Background

- 1.1 The One Trafford Estate project was conceived to transform the management of the public sector estate from a reactive state to being more strategically driven. The project has led to pieces of work, such as the Locality Asset Review and a Strategic Review of the Operational Estate, which have informed the further action required. This Corporate Estate strategy responds to these pieces of work and sets the basis from which management action plans can be built to turn the strategic vision into activity.

2.0 Strategy

- 2.1 The new Corporate Operational Estate Strategy sets Trafford Council's high level direction for the management of its Operational Estate for the period 2021 to 2026.
- 2.2 The strategy explains the overarching vision and guiding principles for decision making over this period and what is driving this approach. The overall direction of travel for the assets within the 'Operational Estate' is set out; that is, those buildings the Council uses to deliver its services to Trafford residents. This will be the basis from which management action plans will be developed, to ensure that the strategy delivered.
- 2.3 All recommendations for change will be managed via the governance laid out in section 4 of the strategy and will require business cases and equality impact assessments. Clearly, the financial context of the duration for this strategy demands that a strong focus is efficiency and value for money, but service delivery remains the key driver.
- 2.4 It should be noted that although the document names various assets (sections 4.4 and 5) as it sets out its high level strategic direction, these statements come from recommendations already made in commissioned activity and are not exclusive nor exhaustive. For example, no systematic review has covered Children's Services Buildings, such as Children's Centres and Family Time Centres and also Community Centres. These will form part of a further review and therefore be included in the action planning process that follows the adoption of the strategy.

3.0 Vision, Principles and Objectives

- 3.1 The strategy sets out a clear vision and key principles. These align with those of the Strategic Estates Group and the wider public sector.
- 3.2 The vision is: "To create an efficient, fit for purpose and sustainable estate to deliver better integrated public services across Trafford and to use our assets as an enabler for the reduction of running costs and the support of Council priorities."
- 3.3 The key principles have been converted into strategic objectives, each with a rationale and initial ideas as to how they can be delivered. This is so that we are clearly translating strategy into expected activity.

4.0 Next Steps

- 4.1 A property management action plan is in the process of development and will clearly set out, delineate and track the strategic and operational activity that is required to achieve the strategic objectives set.
- 4.2 The action plan will be presented to, signed off and monitored by the Corporate Landlord Strategic Group.

5.0 Consultation

- 5.1 The context given in section 2 shows that this strategy is aligned with thinking across the public sector.
- 5.2 The draft strategy has been created in collaboration with the Estates Subgroup of the Workforce Reintegration work stream; both subgroups of the Recovery Coordination Group. Council officers in strategy, finance and estates management and operations have contributed and supported its development
- 5.3 Each project seeking to deliver change following the adoption of this strategy will be subject to a business case and equality impact assessment and it is by this process that each individual project will be consulted on.

6.0 Other Options

- 6.1 It is regular for a local authority to have an active estate management strategy and action plan. The Council does not have this at present. The alternative option is to do nothing and continue with the current management arrangements which result in a reactive approach to the management of our assets.
- 6.2 To continue with the status quo will continue with a 'building first' rather than 'service first' approach to delivery. For example, currently if a service has an idea to improve service delivery it looks to what we have and can manage with, rather than the ideal place and situation for that service. Current processes and procedures are less than ideal in supporting service managers to make improvements and changes.
- 6.3 To continue in the reactive state means that the Council finds it hard to make decisions about change in relation to operational assets. Therefore, it spends funds on maintaining a current estate that it does not know is required or redundant.

7.0 Reasons for Recommendation

- 7.1 It is recommended that the Executive adopts this Operational Estate Strategy to provide a clear vision, principles and objectives from which the organisation can work to create action plans for the more effective management of its operational estate.

Key Decision (as defined in the Constitution): Yes

If Key Decision, has 28-day notice been given? Yes

Finance Officer Clearance (type in initials).....PC.....

Legal Officer Clearance (type in initials).....TR.....

[CORPORATE] DIRECTOR'S SIGNATURE (electronic) 

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