



## Manchester Partnership Board

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<b>Date of paper:</b>	09 October 2024
<b>Item number:</b>	8
<b>Subject:</b>	Manchester Strategic Estates Group (MSEG) update – October 2024
<b>Recommendations:</b>	MPB is asked to note the contents of the paper and note that more detailed update will come to a future MPB meeting





## Manchester SEG Update – October 2024

### 1.0 Background

The Manchester Strategic Estates Group (MSEG) plays a key role in providing the strategic oversight, planning and direction required to enable the more effective, place-based use of public land and property assets across the Manchester.

The Public Sector is often in a position to directly influence the nature and pace of economic development activity. Through investment in the public realm, it's possible to stimulate regeneration and breathe new life into declining town centres, improve health outcomes and streamline service delivery.

Public sector partners/SEG partners more than ever need to break down historic barriers through more Collaboration & Strategic Asset Management, working together and aligning land, buildings and resources will deliver greater strategic outcomes for the benefit of all within GM.

This led to a late 2023 refresh and relaunch of the how the SEGs operate to establish an effective and more strategic SEG which supports a consistent strategic approach across Greater Manchester (GM) whilst recognising and valuing the differences between localities. The Manchester SEG is increasingly aware of the size and scale of the estates challenge across the city and the need to work quickly.

### 3.0 Priorities for 2024

The Manchester SEG has become the key strategic forum for reviewing and responding to the estates requirements for the locality, and has brought together local partner organisations including Manchester City Council, Manchester University NHS Foundation Trust (MF)T, Greater Manchester Mental Health (GMMH), NHS GM and local NHS Property Organisations to:

- Establish an effective cross public service strategic group with the capacity and authority to develop a 'One Public Estate' approach. This is aimed at delivering an integrated approach to public benefit through a smaller, cost efficient, greener, flexible, and effective estate aligned with frontline public services. This will help accelerate the pace of progress towards integrated service delivery and improved community services at a local level which will lead to social and economic benefits for Locality, including releasing surplus land to construct additional housing as well as economic development and increased employment opportunities.
- Begin the production of a Citywide Health Infrastructure Plan, which sets out clear priorities for the strategic use of local public land and property assets. This will take an initial focus on Primary and Community based estate in North Manchester. The plan will assess both current requirements and likely future demand linked to growth in key development areas such as Victoria North, Holt Town and district centres, identifying opportunities to align investment to drive improvements to service delivery.
- Once the Citywide Health Infrastructure Plan is completed it will be updated on a yearly basis and will consider emerging and changing strategic programmes of work. Once complete the SEG will report actual benefits realised against the plan.
- To act as the link between the Locality and NHS GM and Greater Manchester Combined Authority (GMCA) estates programmes and provide feedback to MPB as required.





- To call upon the support of the GM Strategic Estates Programme to support the delivery of the Locality Strategic Infrastructure Plan.
- To develop collaborative bids for capital funding in line with priorities in the Locality Strategic Infrastructure plan and to identify and establish new routes to funding public infrastructure.

#### **4.0 Recent milestones**

The citywide infrastructure plan work for 2024/25 encompasses the following elements, with a focus on infrastructure as it pertains to estates:

- Completion of a population need assessment for Healthcare Estate, taking account of current and projected population and demographics and changing attitudes towards and expectations of health services and models of care.
- First stage of North Manchester Community Infrastructure Planning work has completed and will be discussed at November SEG meeting with Members' briefing to follow. This includes work to develop a community estates plan encompassing community health, social care and the voluntary, community and social enterprise (VCSE) sector
- Finalising Primary Care Network (PCN) Clinical and Estates Strategies across the city which have identified the task ahead, provide a target level for capacity growth and act as an enabler for ongoing estate infrastructure planning.
- Identification of a pipeline of medium / long term primary care estates developments which could host health and wellbeing services in line with future population growth and population need, aligned to strategic growth locations such as Victoria North and Holt Town.
- Establishment of strong links between Manchester City Council's Neighbourhood Centre work and a City Healthcare-Led Regeneration programme of work. We expect in the near future to be able to describe the long term health care requirements within each of Manchester's Neighbourhood Centres, but initial areas of focus include City Centre and North Manchester.
- Initiation of work on a joint funding strategy to capture capital and revenue implications for future schemes. This would include the mapping of expected funding routes and exploration of a business case for co-investment on an invest to save and inclusive growth perspective. This should take the broadest possible view of potential funding mechanisms, to stimulate creative approaches in a time of financial constraint
- Development of an approach to monitor key organizational estates risks, starting with Primary Care.

This work will connect with the development of the NHS Greater Manchester Integrated Care (NHSGM) Infrastructure Strategy. This is intended to be the enabler for NHS GM to identify opportunities for delivering efficiencies, transformational change and collaboration at scale whilst ensuring services are provided in safe, good quality estate and that they are provided in locations to match the need of the population it serves.

The early indications are from this work that Manchester has a significantly poorer standard of healthcare estate than all neighbouring GM localities. It has a the majority of 'tail' (unfit for purpose) estate in GM. This estate also has a significantly higher utilisation, with very little scope for expansion, which requires significant system focus to resolve. These issues will only be exacerbated as the city's rapid pace of population growth continues.







### **5.0 Areas of next SEG focus**

- Review of the findings of the North Manchester Community Infrastructure Planning work.
- Summary of GM Infrastructure Planning work and the necessary Manchester response.
- Review of Core, Flex and Tail properties in Manchester.
- One Public Estate – disposing of buildings that have served their purpose,
- Surplus land and how to access this for public use
- Decarboniation and sustainability – making sure our future estates are built to meet sustainability requirements.

### **6.0 Recommendation**

The board is asked to note the content of the report.

