

EAST AYRSHIRE

Health & Social Care
Partnership

Property & Asset Management Strategy

2018/21



1. INTRODUCTION AND CURRENT POSITION

The planning and delivery of Health and Social Care services requires alignment of Strategic Planning, Financial Planning, Workforce Planning and a Property and Asset Management Strategy.

Just as the Strategic Plan of East Ayrshire Health and Social Care Partnership and services commissioned to deliver this sit within the wider Wellbeing agenda of East Ayrshire Community Planning Partnership then this Property and Asset Management Strategy for the HSCP sits alongside wider plans including, Strategic Housing Improvement Plan, Capital Planning for Primary and Acute Health, Leisure and Education, Commissioning of Care Home capacity from the Independent Sector and community capacity through local third sector and community organisations.

Together these plans set an environment to facilitate positive Wellbeing in our communities supported by access to high quality Health and Social Care services.

The Scottish Government's Financial Planning Guidance for Health and Social Care Integration states that:

“The Chief Officer of the Integration Joint Board is recommended to consult with the Local Authority and Health Board partners to make best use of existing resources and develop capital programmes. The Integration Joint Board should identify the asset requirements to support the Strategic Plan. This will enable the Chief Officer to identify capital investment projects, or business cases to submit to the Health Board and Local Authority for consideration as part of the capital planning processes, recognising that partnership discussion would be required at an early stage if a project was jointly funded.”

East Ayrshire Council and NHS Ayrshire & Arran collectively own, lease or otherwise utilise a significant amount of property across East Ayrshire where health and social care functions are carried out. Following the establishment of the East Ayrshire Integration Joint Board (IJB) and the East Ayrshire Health and Social Care Partnership (HSCP), there is an opportunity and clear need to review the approach taken to strategic planning and utilisation of the estate available to the Partnership, to support the aims of integration and delivery of effective, efficient health and social care services in East Ayrshire.

A Premises and Accommodation Group has been established for the H&SCP, chaired by the Senior Manager Business Support, and attended by key stakeholders from the HSCP, East Ayrshire Council and NHS Ayrshire & Arran. The development of an agreed Property & Asset Strategy for the HSCP will inform the work of this group going forward.

2. OBJECTIVES

The key objectives of the Property & Asset Management Strategy are:

- To support the Strategic aims of the Integration Joint Board and the Community Planning Partnership.
- To gain best value from our use of property;
- To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings;
- To enhance provision of health and social care services in local communities;
- To rationalise our estate in order to reinvest savings into frontline services;

3. PRINCIPLES

A number of principles will be adopted in the implementation of the Property & Asset Management Strategy, namely:

1) **Designing and delivering services to meet the needs of individuals, carers and communities**

Ensuring that decisions regarding the utilisation of property support delivery of the HSCP's Strategic Plan, and that our services are delivered from fit-for-purpose premises.

2) **Being transparent and demonstrate fairness when allocating resources;**

With significant decisions as to resource allocation being taken in the appropriate public forum - through either the IJB, Council or Health Board decision making structure and subject to a clear strategic or operational business need being articulated. This will include a focus on our localities and the specific needs of those communities.

3) **Delivering services to people in their local communities;**

A fundamental aim of the Public Bodies (Joint Working) (Scotland) Act 2014 is to increase the amount of health and social care services delivered in people's own homes and communities as opposed to institutional or residential settings. We ensure that our use of property is focussed on achieving that aim.

4) **Making best use of the assets available to us**

We will effectively manage our assets, be engaged in the Transformation Plans of both East Ayrshire Council and NHS Ayrshire & Arran, and rationalise our estate where appropriate. For example, by co-locating health and social care services where this would be of benefit to patients, service users and carers.

4. STRATEGIC CONTEXT

Strategic Plan and National Policy

The East Ayrshire Health & Social Care Strategic Plan 2018 - 2021 states:-

“We want to have a sustainable estate that is ‘fit for purpose’, that Partnership services occupy efficiently. We want to deliver health and social care services from premises that support integrated working and the wellbeing of our workforce and communities”.

In addition, the National Health and Wellbeing Outcomes which the HSCP is required by statute to work towards includes:-

Outcome 9 - “Resources are used effectively and efficiently in the provision of health and social care services.”

It is within the context of both of these provisions that the objectives and principles of our Property & Asset Management Strategy have been developed, and within which decisions relating to use of property and assets will be taken.

5. LINKS TO PARTNER ORGANISATION STRATEGIES

The Property & Asset Management Strategy of the East Ayrshire Health & Social Care Partnership does not sit in isolation, and is linked closely to both East Ayrshire Council’s Transformation Strategy and NHS Ayrshire & Arran’s Property and Asset Management Strategy. Both of these strategies are focussed on making best use of the significant assets owned by the Council and Health Board, which is in line with the principles and objectives outlined in this document. Additionally the strategy takes cognisance of the Strategic Housing Investment Plan (SHIP), which sets out the priorities for investment in housing in East Ayrshire over the next five years (2018-2023) the SHIP is the housing investment delivery plan for East Ayrshire Council’s Housing Strategy including the development of the housing component of the social care and housing priorities.

It is acknowledged that outwith this plan the Property and Asset Management decisions of partners in Third and Independent Sector also make an essential contribution to Wellbeing in East Ayrshire.

6. FUTURE PLANS

The long term vision of the HSCP Property & Asset Management Strategy is that the property estate available to the Partnership will be utilised across East Ayrshire for the provision of health and social care services, with those properties being modern, fit for purpose premises which are utilised to their maximum potential.

There is work already underway across East Ayrshire to rationalise and modernise our property portfolio, including:

- Funding of £0.265m from East Ayrshire Council's Transformation Fund to enable the Partnership's NHS North Locality Mental Health Services to be based in the one location, the North West Kilmarnock Area Centre.
- The IJB have approved the move to implement a community based rehabilitation model, subject to confirmation of funding, from the service currently provided at Kirklandside Day Hospital and Community Rehabilitation Centre.
- Progress to complete the co-location of all South Locality Mental Health Services by relocating the Mental Health Team currently based in Netherthird Clinic to Rothesay House.
- There has been Investment in the Lister Centre at Crosshouse Hospital to facilitate the Integration of pan Ayrshire Out of Hours Services.

7. GOVERNANCE

Overall responsibility for the implementation of the Property and Asset Management Strategy rests with the Premises and Accommodation Group chaired by the Senior Manager Business Support.

Financial governance of all matters relating to property is through the existing governance and capital planning arrangements of East Ayrshire Council and NHS Ayrshire and Arran, acting under direction from the Integration Joint Board.

As the IJB does not own property of its own, decision making with regards to decommissioning, capital investment etc. rests with East Ayrshire Council and NHS Ayrshire & Arran, albeit with appropriate reference to the needs of the East Ayrshire Health & Social Care Partnership and any specific directions made to either body. An annual report on implementation of the Property and Asset Management Strategy will be provided to the IJB.

8. MONITORING AND SCRUTINY

Monitoring and Scrutiny of the Health and Social Care Partnership's Property and Asset Management Strategy will be primarily carried out by the IJB's Audit and Performance Committee with reference to the full IJB where appropriate. Appropriate links will also be developed with the monitoring and scrutiny arrangements of East Ayrshire Council and NHS Ayrshire & Arran as necessary.

**THE FOLLOWING SECTIONS CONTAIN THE
LOCALITY AND EAST AYRSHIRE WIDE STRATEGIES**

9. NORTHERN LOCALITY

INTRODUCTION

The Northern Locality utilises 3 NHS Ayrshire & Arran and 4 East Ayrshire Council properties, listed below.

Property	Owned By	H&SCP Services
Galston Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Hurlford Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Stewarton HC	NHS Ayrshire & Arran	District Nurses & Health Visitors
Ross Court	East Ayrshire Council	Older Peoples Day Service, Short Breaks Service & Moving On Service
Stewarton Town House	East Ayrshire Council	Office Accommodation for Community Care Locality Team & Day Opportunities Service

KEY STRATEGIC ISSUES

The key strategic issues for the North Locality include:

H&SCP Presence in Galston Town Centre

There are currently District Nurses, Health Visitors and Podiatrists located in Galston Town Centre within Galston Clinic and we are working with Council Corporate Services to look at the possibility of having a Wellbeing Centre within the new build in Cross Street in Galston or the use of the Library Building close to Galston Clinic.

Stewarton

HSCP and Primary Care Service provision requires to be reviewed in light of the extensive house building in the area.

Primary Care Services, in particular GP services, require to be considered in respect of increasing house building and pressure on existing services and premises. More recently the need to consider Primary Care service delivery in Northern locality due to closure of GP surgery in Fenwick area. Within the Primary Care "Ambitious for Ayrshire" Programme, Stewarton has been a focus of joint working across Primary Care Contractors (GPs, Pharmacists, Dentists, Optometrists) and this also requires to be considered.

EMERGING THEMES

The key themes to be addressed in the Northern Locality:-

Investment

HSCP Business Support staff will continue to liaise with NHS Ayrshire & Arran's Estates & Capital Planning Services to identify building elements which need repair or replacement to support the planning for future work.

Impact of Regeneration

Investment plans in health and social care buildings needs to take account of future house building and wider physical regeneration programmes so that we can continue to meet the changing demands caused by demographic changes. The population in Stewarton has increased as a consequence of major private housing developments. Further analysis of the potential impact of the housing development on the requirements for our services and buildings is needed so that we can plan effectively to meet the needs of the new populations.

10. SOUTH LOCALITY

INTRODUCTION

The South Locality utilises 7 NHS Ayrshire & Arran properties, including one community hospital which is leased, and 11 East Ayrshire Council properties of which 1 is leased, listed below.

Property	Owned By	H&SCP Services
Cumnock HC	NHS Ayrshire & Arran	District Nurses & Health Visitors
Drongan RC	NHS Ayrshire & Arran	District Nurses & Health Visitors
East Ayrshire Community Hospital	Leased from BAM	Community Hospital
Muirkirk Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Netherthird Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors & Mental Health Team
Newmilns Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Patna RC	NHS Ayrshire & Arran	District Nurses & Health Visitors
Berryknowe	East Ayrshire Council	Housing Support Service
Boswell Resource Centre	East Ayrshire Council	Older People Day Service
Catrine Centre	East Ayrshire Council	Older Peoples Day Service
Dalmellington Area Centre	East Ayrshire Council	District Nurses & Health Visitors & Care at Home Team
Ellisland Court	East Ayrshire Council	Older Peoples Day Service
Menzies Court	Leased from Bield Housing	Community Health & Care Office Base
New Cumnock	East Ayrshire Council	Older Peoples Day Service
Patna Day Centre	East Ayrshire Council	Older Peoples Day Service

Riverside Centre	Resource	East Ayrshire Council	Day Opportunities Service
Rothesay Cumnock	House,	East Ayrshire Council	Office Location for H&SCP Services
Sunnyside House	Children's	East Ayrshire Council	Children's Residential House

KEY STRATEGIC ISSUES

The key strategic issues for the South Locality include:

To co-locate the NHS Mental Health Team currently based in Netherthird Clinic to Rothesay House

Mental Health Services Teams are currently located in 4 separate buildings within the EAHSCP and the aim is to reduce the office bases to 2, one in the North and one in the South of the Partnership and this relocation would result in one base for staff in the South of the Partnership. This relocation will also enable Netherthird Clinic to be declared surplus to NHS Ayrshire & Arran Estates & Capital Planning Services.

East Ayrshire Community Hospital

The premises are leased from BAM and there is currently one ward not used. The HSCP is required to analyse the future requirement for this provision to enable a business case to be taken to the IJB for approval.

Primary Care Service

Primary Care Service provision requires to be reviewed in localities with small branches in relation to GP Practice Sustainability.

EMERGING THEMES

The key theme to be addressed in the South Locality:-

Investment

HSCP Business Support staff will continue to liaise with NHS Ayrshire & Arran's Estates & Capital Planning Services to identify building elements which need repair or replacement to support the planning for future work.

11. KILMARNOCK LOCALITY

INTRODUCTION

The Kilmarnock Locality utilises 4 NHS properties and 7 East Ayrshire Council Properties, listed below.

Property	Owned By	H&SCP Services
Central Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Kirklandside Day Hospital	NHS Ayrshire & Arran	Day Services & Community Rehabilitation
Treeswoodhead Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
North West Kilmarnock Area Centre	East Ayrshire Council	Mental Health and Learning Disability Services
Balmoral Road	East Ayrshire Council	Office Accommodation for H&SCP Teams & Day Opportunities Service
Benrig Children's House	East Ayrshire Council	Children's Residential House
Montgomery Place Children's House	East Ayrshire Council	Children's Residential House
Rosebank Resource Centre	East Ayrshire Council	Older Peoples Day Service
Sir Alexander Fleming Centre	East Ayrshire Council	Day Opportunities Service
The Johnnie Walker Bond	East Ayrshire Council	Office Accommodation for H&SCP Teams

KEY STRATEGIC ISSUES

The key strategic issues for the Kilmarnock Locality include:

Kirklandside Day Hospital & Community Rehabilitation Centre

The IJB have approved the implementation of a community based supported tenancy model subject to confirmation of funding. A Business Case is being developed which includes the relocation of the HSCP NHS employees with an office base at this location.

Co-location of East Ayrshire's Health and Social Care Partnership's NHS Mental Health Services Teams

Currently located in 2 separate buildings within the North Locality and the aim is to reduce the office bases to 1 and alterations to the old Alzheimer's Area in the NWKAC will enable the NHS Mental Health Services Team currently based at Lister Street in the Crosshouse Hospital Campus to relocate to the NWKAC resulting in one base for both EAC and NHS Mental Health Services Teams in the North of the Partnership. East Ayrshire Council's Transformation Fund has allocated £0.265m from to meet the cost of reconfiguring the existing accommodation and providing appropriate IT infrastructure and equipment to allow the area to be maximised for staff use.

Co-location of Community, Health and Care Teams within The Johnnie Walker Bond

This project will support the new Front Door Integrated Services Model being taken forward by Community Health & Care and improve and increase the multi-disciplinary team approach thus increasing re-enablements within the community and recognising local strengths and maximising people's independence and skills.

Future delivery of Addictions Services from the Bentick Centre

The HSCP's Bentick Joint Steering Group is looking at solutions due to the Bentick Centre not being fit for purpose of delivering clinical services.

Other East Ayrshire Council and NHS Ayrshire & Arran Accommodation

As part of the drive to maximise efficiency and effectiveness, there will be an ongoing review of the accommodation needs and requirements across centrally managed services. This will be undertaken in the context of supporting integrated working and efficient working practices, such as agile working. This includes a review of existing offices.

Primary Care Service

Primary Care Service provision requires to be reviewed in localities with small branches in relation to GP Practice Sustainability.

EMERGING THEMES

The key theme to be addressed in the Kilmarnock Locality include:

Investment

HSCP Business Support staff will continue to liaise with NHS Ayrshire & Arran's Estates & Capital Planning Services to identify building elements which need repair or replacement to support the planning for future work

12. EAST AYRSHIRE WIDE

INTRODUCTION

There are 6 properties used by East Ayrshire Wide Services, 3 NHS Ayrshire & Arran properties, 2 East Ayrshire Council, and 1 owned by the Scottish Prison Service, listed below.

Property	Owned By	H&SCP Services
Bentick Centre	NHS Ayrshire & Arran	East Ayrshire Addiction Services
Cross house Campus	NHS Ayrshire & Arran	Office Base for Mental Health and Addiction Services Teams & AHP Teams
Lister Centre	NHS Ayrshire & Arran	Out of Hours Service and Crisis Mental Health Services Base
London Road	East Ayrshire Council	HSCP Directorate Office Base
Civic Centre North	East Ayrshire Council	HSCP Protection Team Office Base
HMP Kilmarnock	Scottish Prison Service	Justice Healthcare Services

KEY STRATEGIC ISSUES

The key strategic issues for East Ayrshire Wide include:

Future delivery of Addictions Services from the Bentick Centre

The EAH&SCP's Bentick Joint Steering Group is looking at solutions due to the Bentick Centre not being fit for purpose of delivering clinical services.

Crosshouse Campus

The co-location of Out of Hours Service and Mental Health services is underway as part of the development of the new Urgent Care Hub with East Ayrshire leading the pan Ayrshire implementation as part of the national pilot programme.

The Strategic Housing Investment Plan (SHIP)

This sets out the priorities for investment in housing in East Ayrshire over the next five years (2018-2023) the SHIP is the housing investment delivery plan for East Ayrshire Council's Housing Strategy including the development of the housing component of the social care and housing priorities. The SHIP was approved by East Ayrshire Council's Cabinet Committee on 29th November 2017 and includes plans for Social Care Housing Investment to promote independence for adults with additional support needs. These include:-

- Support Accommodation Project in Cessnock Road, Hurlford
- Supported Accommodation Project in the Former Crown Hotel, New Cumnock
- Supported Accommodation Project in Riccarton West, Kilmarnock
- Supported Accommodation Project in Kilmarnock Road, Mauchline

H&SCP Management Team

The team are currently located in various NHS Ayrshire and Arran and East Ayrshire Council Buildings across East Ayrshire and there is a plan to relocate the team to the top floor of the Civic Centre South Building in Kilmarnock Town Centre.

Primary Care Services

Ambitious for Ayrshire set out a clear direction for primary care within communities across Ayrshire recognising Primary Care is the front door and the first point of contact for communities when they access health and social care services. The pressures on primary health and social care include increasing demand for services combined with challenges relating to public sector funding and workforce recruitment and retention. The new GP contract and forthcoming Primary Care Improvement Plan (by 1 July 2018) will see a change in how the services are delivered with an increased focus on multi-disciplinary teams and wider primary care workforce supporting GP services

HMP Kilmarnock

Her Majesty's Inspectorate of Prisons (HMIP) inspected HMP Kilmarnock in November 2016 and the Healthcare Improvement Plan included the following property issues:-

CONCERNS	ACTION
Healthcare physical infrastructure is hindering the ability to deliver core and specialist clinics.	Work in partnership with SERCO and SPS in formulating and submitting a business case proposing renovations to existing Healthcare Department ensuring that the space is fit for purpose to enable all services to be delivered effectively
Due to the current lack of appropriate rooms progression of MH group work has been restricted	Work in partnership with SERCO to ensure appropriate PCO cover to ensure group work can be progressed out of hours.
Triage room not fit-for- purpose	Triage rooms will no longer be used for any clinical intervention. These rooms will only be used for administration of medications.
Due to the current lack of appropriate rooms progression of Addiction group work has been restricted.	Review clinic room availability to allow Addiction group work to be accommodated

Day Services

Day Services provide an important element of both social care and inclusion for those who access supports. East Ayrshire Council has invested significantly in the estate that supports Day Services in our Communities. These modern buildings are being considered as part of Transformation to ensure that they are utilised in a way that makes both maximises use of the facilities and the best outcomes for those who attend them.

Children's services

In October 2017 East Ayrshire Cabinet and in November 2017 East Ayrshire IJB were presented with a report "*Looked After and Accommodated Children and Young People: Increasing Placement Capacity and Choice*".

The report sets out proposals to address the increasing placement capacity and choice in caring for looked after children and young people, specifically focusing on residential and intensive foster care including the provision by external providers and continued revenue funding for existing Supported Accommodation.

The report recognises there continues to be a shortage of internal residential provision. This is evidenced by a continuing need to purchase external placements (residential school or residential only) due to the individual needs of the young person and experience confirms that flexible provision is required (smaller scale, intensive support). It is recognised that this is a costly provision.

The children and young people being supported have significant needs, requiring trauma informed approaches and services. The proposed plan enables an increase in internal placements, which along with the provision for care experienced young people in Supported Accommodation, will increase flexibility and placement choice.

An additional emerging need is for facilities that support contact and engagement with young people to ensure the supported accommodation and future support is sustainable to meet the young person's needs.

EMERGING THEMES

Agile/Mobile working

The introduction of agile and mobile working presents opportunities for the HSCP to optimise use of our buildings. Whilst the traditional layout of many of the buildings present challenges in adapting them to be agile-friendly and more open-plan the advantages to the HSCP in terms of efficiency, innovation, improved business continuity, and ultimately reduced property requirements. Work is underway to scope and deliver agile/mobile working across the estate, including the IT systems and connectivity to meet the hot-desking requirements of the various staff groups.

Record Storage

Storage requires to be reviewed for NHS clinical records. There is a plan established to centralise all NHS Mental Health and Learning Disability Case Files as part of the co-location of Mental Health Services in Kilmarnock. All Social Work live case files have recently been back scanned and are now accessed electronically resulting in more efficient use of workers time and creation of additional space within our large office locations in Kilmarnock and Cumnock.

Other NHS Ayrshire & Arran and East Ayrshire Accommodation

As part of the drive to maximise efficiency and effectiveness, there will be an ongoing review of the accommodation needs and requirements across centrally managed services. This will be undertaken in the context of supporting integrated working and efficient working practices, such as agile working. This includes a review of existing offices.



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