

EAST AYRSHIRE

Health & Social Care Partnership

Property & Asset Management Strategy 2021-24



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 to oversee the operational management of premises and accommodation, 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 Management Strategy (PAMS) identified the need for the HSCP to establish a strategic oversight group to inform the work of this group going forward. This PAMS Board, chaired by Director of Health and Social Care, includes wider representation from integration partners, NHS Ayrshire and Arran and East Ayrshire Council.

2. OBJECTIVES

This strategy is ambitious, continues to be transformational when designing and developing services to ensure they are responsive to local community needs. It will endeavour to develop approaches that support overall wellbeing and in doing so, promote a trauma-informed approach to design which creates environments that inspire a sense of calm, safety, dignity, empowerment, and wellbeing for all occupants.

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, promote wellbeing and are trauma informed;
- To consider and maximise the use of digital and technology solutions;
- 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. Scottish Approach to Service Design (SAAtSD) framework and principles will be utilised to ensure person centred approach to service design. <https://www.gov.scot/publications/the-scottish-approach-to-service-design/>

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 2021-2024 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 Caring for Ayrshire Programme. Both partners have a collaborative approach to modernise their property and estate portfolios to include community based health and social care requirements.

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.

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, which is focused on delivering through our 5 localities:

- Kilmarnock North ; Dunlop, Lugton, Kilmaurs and Stewarton
- Irvine Valley; Hurlford, Newmilns, Galston
- Kilmarnock town centre and wider communities; New Farm Loch, Shortlees, Riccarton, Crosshouse, North west Kilmarnock

- Cumnock and surrounding communities; Mauchline, Auchinleck, Cumnock, New Cumnock
- Doon Valley; Patna, Dalmellington, Bellsbank, Dalrymple, Drongan and Rankinston

6. GOVERNANCE

Overall responsibility for the implementation of the Property and Asset Management Strategy rests PAMS Board which is chaired by Director of Health and Social Care with the Premises and Accommodation Group chaired by the Senior Manager Business Support overseeing the operational management of premises and accommodation.

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.

7. 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**

Accommodation List 2018-2021			
Locality	Property	Owned By	H&SCP Services
North	Galston Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
North	Hurlford Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
North	Ross Court	East Ayrshire Council	Older Peoples Day Service, Short Breaks Service & Moving On Service
North	Stewarton HC	NHS Ayrshire & Arran	District Nurses & Health Visitors
North	Stewarton Town House	East Ayrshire Council	Office Accommodation for Community Care Locality Team & Day Opportunities Service
South	Berryknowe	East Ayrshire Council	Housing Support Service
South	Boswell Resource Centre	East Ayrshire Council	Older People Day Service
South	Catrine Centre	East Ayrshire Council	Older Peoples Day Service
South	Cumnock HC	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Dalmellington Area Centre	East Ayrshire Council	District Nurses & Health Visitors & Care at Home Team
South	Drongan RC	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	East Ayrshire Community Hospital	Leased from BAM	Community Hospital
South	Ellisland Court	East Ayrshire Council	Older Peoples Day Service
South	Muirkirk Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Netherthird Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors & Mental Health Team
South	New Cumnock	East Ayrshire Council	Older Peoples Day Service
South	Newmilns Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Patna Day Centre	East Ayrshire Council	Older Peoples Day Service
South	Patna RC	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Riverside Resource Centre	East Ayrshire Council	Day Opportunities Service
South	Rothsay House, Cumnock	East Ayrshire Council	Office Location for H&SCP Services
South	Sunnyside Children's House	East Ayrshire Council	Children's Residential House
Kilmarnock	Balmoral Road	East Ayrshire Council	Office Accommodation for H&SCP Teams & Day Opportunities Service
Kilmarnock	Benrig Children's House	East Ayrshire Council	Children's Residential House

Kilmarnock	Central Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Kilmarnock	Crosshouse Resource Centre	East Ayrshire Council	District Nurses & Health Visitors
Kilmarnock	Kirklandside Day Hospital	NHS Ayrshire & Arran	Day Services & Community Rehabilitation
Kilmarnock	Montgomery Place Children's House	East Ayrshire Council	Children's Residential House
Kilmarnock	North West Kilmarnock Area Centre	East Ayrshire Council	Mental Health and Learning Disability Services
Kilmarnock	Rosebank Resource Centre	East Ayrshire Council	Older Peoples Day Service
Kilmarnock	Sir Alexander Fleming Centre	East Ayrshire Council	Day Opportunities Service
Kilmarnock	The Johnnie Walker Bond	East Ayrshire Council	Office Accommodation for H&SCP Teams
Kilmarnock	Treeswoodhead Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
East Ayrshire Wide	Bentick Centre	NHS Ayrshire & Arran	East Ayrshire Addiction Services
East Ayrshire Wide	Crosshouse Campus	NHS Ayrshire & Arran	Office Base for Mental Health and Addiction Services Teams & AHP Teams
East Ayrshire Wide	HMP Kilmarnock	Scottish Prison Service	Justice Healthcare Services
East Ayrshire Wide	Lister Centre	NHS Ayrshire & Arran	Out of Hours Service and Crisis Mental Health Services Base
East Ayrshire Wide	London Road	East Ayrshire Council	HSCP Directorate Office Base

PAMS Action Plan 2018-21

Locality	Issue	Proposal	Partners	Progress	Outcome
North	Galston -HSCP Presence in Town Centre	To review options of a Wellbeing Centre within new build.	NHS AA, EAC and GP Practice	Not progressed	Completed no further action
North and Northern Area	Stewarton (and wider area) – HSCP and GP Practice	To review accommodation options for services as a result of increased demand due to demographic pressures.	NHS AA, EAC and GP Practice	A Stakeholder Event took place on Saturday 19 th February 2020 to facilitate discussion with local residents, third parties and clinicians with regards to future provision of health care services within Stewarton.	Project has not been progressed further due to the COVID Pandemic and will therefore roll forward to the 2021-2024 Action Plan.
South	East Ayrshire Community Hospital	To analyse future requirement for this building.	NHS AA and EAC	A Stakeholder & Planning Event took place on Friday 25 th October 2019 to facilitate discussion with local residents, third parties, social care staff and clinicians with regards to future provision of health and social care services within Cumnock and the wider South Locality.	Project has been delayed due to the COVID Pandemic and will therefore roll forward to the 2021 – 2024 Action Plan.
South	Menzies Court	Relocate all staff from this Premises	Leased from Bield Housing	Relocated all staff from this premises in 2018 and lease was terminated	Completed

South	Netherthird Clinic	To relocate NHS MH Team to Rothesay House.	NHS AA and EAC	This project will commence as Phase 3 of the NWKAC Project.	Project will be progressed in 2021 – 24 Action Plan.
South	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work has been delayed due to the COVID Pandemic and will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.	Project will be roll forward to the 2021-2024 Action Plan.
Kilmarnock	Kirklandside Day Hospital – Day Services Hospital	To relocate NHS employees based at this location.	NHS AA and EAC	Kirklandside Hospital Closed in November 2018.	Completed no further action.
Kilmarnock	North West Kilmarnock Area Centre	To relocate NHS MH Team from Lister Street to NWKAC.	NHS AA and EAC	This project will commence as Phase 2 of the NWKAC Project.	Project will be progressed in 2021–24 Action Plan.
Kilmarnock	The Johnnie Walker Bond	To co-locate Community, Health and Care Teams within TJWB.	NHS AA and EAC	HSCP Managers & Employees relocated to TJWB between May and November 2019.	Other EAC Services relocating to TJWB with Enhanced Smarter Working, including piloting an electronic desk allocation system, to be progressed in 2021 - 2024 Action Plan.

Kilmarnock	Bentick Centre	To review solutions for the delivery of clinical services from alternative locations.	NHS AA and EAC	The relocation of staff from the Bentinck Centre is Phase 1 of the NWKAC Project. Phase 1 was being progressed in early 2020 and was put on hold due to the COVID Pandemic. This project has now recommenced with sub-contractor now onsite in the NWKAC.	Project will continue to be progressed in 2021 – 2024 Action Plan.
Kilmarnock	Other EAC and NHS AA accommodation	Continue ongoing review of existing accommodation.	NHS AA and EAC	This work was put on hold due to the COVID Pandemic however the Premises and Accommodation Group recommenced in August 2020 and operational issues and relocation requests are being progressed.	This work is ongoing and will continue in 2021 – 2024 Action Plan.
Kilmarnock	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work has been delayed due to the COVID Pandemic and will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.	This will be rolled forward into the 2021 – 2024 Action Plan.
East Ayrshire Wide	Civic Centre North – HSCP Protection Team Office Base North	Relocate team to TJWB	East Ayrshire Council	all HSCP Staff relocated to TJWB in 2019	Completed

East Ayrshire Wide	Crosshouse Campus	To co-locate Out of Hours services and Out of Hours Mental Health services.	NHS AA and EAC	This work was escalated due to the COVID Pandemic.	Completed no further action.
East Ayrshire Wide	Strategic Housing Investment Plan (SHIP)	To provide supported accommodation for adults with additional support needs within various locations in East Ayrshire.	EAC	Work has been delayed due to the COVID Pandemic.	Work will be rolled into the 2021 – 2024 Action Plan in line with the SHIP.
East Ayrshire Wide	HSCP Management Team	To relocate the team to Civic Centre South	NHS AA and EAC	Team relocated to The Johnnie Walker Bond.	Completed no further action.
East Ayrshire Wide	Primary Care Services	Ambitious for Ayrshire programme identified the need to review in line with new GP contract the premises utilised by GP practices	NHS AA and GP	EAIJB has lead partnership responsibility for Primary Care and GP contractual arrangements. Primary Care Improvement Plan (PCIP) 2018-21 has oversight of this action	In progress as part of PCIP – will be included in 2021-24 Action Plan
East Ayrshire Wide	HMP Kilmarnock	To improve the provision of healthcare by review of accommodation in collaboration with SPS and SERCO	NHSAA, SPS and SERCO	A separate action plan (Appendix 2)is in place through leadership of Head of Service to oversee progress	Some progress – will be included in 2021-24 Action Plan
East Ayrshire Wide	Day Services	To review current buildings, ensuring utilisation that both maximises use of the facilities, and provides best outcomes for service users.	EAC	A BVSR of Day Services has been completed (2020) and implementation plan is in place and will be progressed	Some progress – will be included in 2021-24 Action Plan

East Ayrshire Wide	Children's services	To increase the amount of internal residential provision which will increase flexibility and placement choice.	EAC	A BVSR is underway – the option appraisal will include accommodation s part of an implementation plan. Completion date for BVSR is April 2021.	To be included in 2021-24 Action Plan
East Ayrshire Wide	Estate Investment Maintenance	To identify building elements which need repair or replacement to support the planning for future work.	NHSAA/EAC	Rolling programme	Add to 2021-24 Action Plan
East Ayrshire Wide	Agile/Mobile working	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	NHSAA/EAC	Rolling programme	Add to 2021-24 Action Plan.
East Ayrshire Wide	Record Storage	To centralise all NHS Mental Health and Learning Disability Case Files as part of the co-location of Mental Health Services in Kilmarnock.	NHSAA	A plan has been developed to oversee this review and will align with the relocation of staff.	Add to 2021-24 Action Plan.
East Ayrshire Wide	Accommodation portfolio	An ongoing review of the accommodation needs and requirements across centrally managed services	NHSAA/EAC	Rolling programme of review of accommodation requirements	Add to 2021-24 Action Plan

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

PAMS Action Plan 2021-24

PAMS Action Plan 2021-24				
Locality	Issue	Proposal	Partners	
North and Northern Area	Stewarton (and wider area) – HSCP and GP Practice	To review accommodation options for services as a result of increased demand due to demographic pressures.	NHS AA, EAC and GP Practice	A Stakeholder Event took place on Saturday 19 th February 2020 to facilitate discussion with local residents, third parties and clinicians with regards to future provision of health care services within Stewarton.
South	Doon Campus	To review options of a Wellbeing Centre within new build.	EAC, NHS AA and GP Practice.	HSCP High Level Key Requirements Meeting took place on Monday 8 th February 2021.
South	Cumnock Health and Wellbeing Hub (incorporating East Ayrshire Community Hospital)	The model of Health and wellbeing for the Cumnock Area and Surrounding Villages will respond to the strategic requirements of East Ayrshire Health & Social Care Partnership and Caring for Ayrshire & inform the required built environment of East Ayrshire Community Hospital and other facilities within this community.	NHS AA and EAC	<p>The whole system Health and Wellbeing model for the Cumnock Locality (of which EACH is part) is well developed to respond to the strategic requirements and will be refined further via the Steering Group to align with the development of the overarching model of care as part of the Caring for Ayrshire programme</p> <p>The Clinical Model and Workforce model at EACH is nearing completion informed by significant engagement of stakeholders. This has informed the required inpatient care requirements and bed capacity and when approved will inform any adaptations or reconfiguration required within the NHS Capital Plan to the building to deliver the model optimally.</p>
South	Netherthird Clinic	To relocate NHS MH Team to Rothesay House.	NHS AA and EAC	This project will commence as Phase 3 of the NWKAC Project.

South	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work has been delayed due to the COVID Pandemic and will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.
South	Rothsay House	To review layout and apply smarter working principles.	NHS AA and EAC	Project will commence Spring 2021.
Kilmarnock	Health & Wellbeing Hub	To develop proposals for a Health & Wellbeing Hub in Kilmarnock Town Centre.	EAC, NHS AA and GP Practice	A Stakeholder Event was held on Thursday 7 th November 2019 to facilitate discussion with regards to a Health & Wellbeing Hub being located within Kilmarnock Town Centre.
Kilmarnock	North West Kilmarnock Area Centre	To relocate NHS MH Team from Lister Street to NWKAC.	NHS AA and EAC	This project will commence as Phase 2 of the NWKAC Project.
Kilmarnock	The Johnnie Walker Bond	To co-locate Community, Health and Care Teams within TJWB.	NHS AA and EAC	HSCP Managers & Employees relocated to TJWB between May and November 2019. Other EAC Services relocating to TJWB with Enhanced Smarter Working, including piloting an electronic desk allocation system, to be progressed.
Kilmarnock	Bentick Centre	To review solutions for the delivery of clinical services from alternative locations.	NHS AA and EAC	The relocation of staff from the Bentinck Centre is Phase 1 of the NWKAC Project. Phase 1 was being progressed in early 2020 and was put on hold due to the COVID Pandemic. This project has now re-commenced with sub-contractor now onsite in the NWKAC.
Kilmarnock	Other EAC and NHS AA accommodation	Continue ongoing review of existing accommodation.	NHS AA and EAC	The Premises and Accommodation Group re-commenced in August 2020 and operational issues and relocation requests are being progressed.

Kilmarnock	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.
East Ayrshire Wide	Strategic Housing Investment Plan (SHIP)	To provide supported accommodation for adults with additional support needs within various locations in East Ayrshire.	EAC	Work will be progressed in line with the SHIP.
East Ayrshire Wide	Primary Care Services	Ambitious for Ayrshire programme identified the need to review in line with new GP contract the premises utilised by GP practices	NHS AA and GP	EAIJB has lead partnership responsibility for Primary Care and GP contractual arrangements. Primary Care Improvement Plan (PCIP) 2018-21 has oversight of this action
East Ayrshire Wide	HMP Kilmarnock	To improve the provision of healthcare by review of accommodation in collaboration with SPS and SERCO	NHSAA, SPS and SERCO	A separate action plan is in place through leadership of Head of Service to oversee progress
East Ayrshire Wide	Children's services	To reduce our internal children's house provision by having model of care that supports families together at home.	EAC	A BVSR is underway – the option appraisal will include accommodation s part of an implementation plan. Completion date for BVSR is April 2021.
East Ayrshire Wide	Estate Investment Maintenance	To identify building elements which need repair or replacement to support the planning for future work.	NHSAA/EAC	Rolling programme

East Ayrshire Wide	Agile/Mobile working	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	NHSAA/EAC	Smarter Working Rolling programme
East Ayrshire Wide	Record Storage	To centralise all NHS Mental Health and Learning Disability Case Files as part of the co-location of Mental Health Services in Kilmarnock.	NHSAA	A plan has been developed to oversee this review and will align with the relocation of staff as part of the NWKAC Project.
East Ayrshire Wide	Accommodation portfolio	An ongoing review of the accommodation needs and requirements across centrally managed services	NHSAA/EAC	Rolling programme of review of accommodation requirements