

**NHS 24  
BOARD MEETING**

**20 JUNE 2019  
FOR APPROVAL**

**INTERIM PROPERTY & ASSET MANAGEMENT STRATEGY**

<b>Executive Sponsor:</b>	Director of Finance and Performance
<b>Lead Officer/Author:</b>	Deputy Director of Finance / Facilities Manager
<b>Action Required</b>	The Property & Asset Management Strategy (PAMS) – Interim Report 2019 is presented to the committee for approval.
<b>Key Points</b>	<p>A short PAMS update report is required this year, which provides summary information on the following:-</p> <ul style="list-style-type: none"> <li>• The "Where are we now?" section describes the Board's current asset arrangements as well as their condition and performance.</li> <li>• The "Where do we want to be?" section describes the national and local service contexts including the NHS 24 planned contribution to meet the Health and Social Care Delivery Plan objectives.</li> <li>• The "How do we get there?" section describes how NHS 24 plans to deliver the PAMS.</li> </ul>
<b>Financial Implications</b>	The PAMS sets out the investment required to provide the assets to deliver the organisation's objectives.
<b>Timing</b>	The PAMS is provided to the Board on an annual basis. Thereafter the PAMS will be submitted to the Scottish Government.
<b>Contribution to NHS 24 strategy</b>	The PAMS is aligned with the NHS 24 Strategy and Operational Plan.
<b>Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)</b>	The PAMS is part of NHS 24's contribution to the 2020 vision and National Health and Social Care Delivery Plan.
<b>Equality and Diversity</b>	The PAMS takes account of requirements in relation to equality and diversity in relation to Property and Facilities issues.

## **1. RECOMMENDATION**

- 1.1 The committee is asked to approve the Property & Asset Management Strategy (PAMS) – a draft Interim Report 2019 has been sent to Scottish Government pending Board approval .

## **2. INTRODUCTION AND BACKGROUND**

- 2.1 The Scottish Government Health Directorate's Property and Asset Management Policy CEL 35 (2010) requires that all NHS Scotland Boards have Property and Asset Management Strategies.
- 2.2 The PAMS is the strategic plan for all land, buildings, equipment and vehicles owned or leased by NHS 24. It reflects on key service developments across the organisation, which will affect the availability and utilisation of space going forward including any proposed expansion of services.
- 2.3 For 2019, a short PAMS update report is required, which provides summary information.

## **3. PAMS 2019**

The PAMS 2019 is attached and has been developed from the previous year's PAMS.

### **3.1 Where are we now?**

This section describes the Board's current asset arrangements as well as their condition and performance. It reports:-

- That property condition and performance continued to be managed effectively during 2018/19;
- The pending relocation in NHS Orkney to the new Balfour Hospital mid 2020;
- The vacation of the Clyde Contact Centre, possibly as early as Spring 2020; and
- No High Risk backlog maintenance.

### **3.2 Where do we want to be?**

This section describes the national and local service contexts including the NHS 24 planned contribution to meet the Health and Social Care Delivery Plan objectives:-

- NHS 24 aims to deliver the most unique use of our capabilities across the workforce, clinical triage, and information, digital, technical and resource allocation. We will evidence this across the next 5 years, through direct alignment with the national transformation programmes across primary, acute and mental health and care services;

## NHS 24 GREEN

- NHS 24 has extended its partnership with East Lothian Health and Social Care Partnership to define a project for the expansion of the 'GP Triage' model in place at Musselburgh from one to four practices. This project will move into implementation in 2019/20;
- A wide range of Digital Mental Health Services is part of this programme of redesign; and
- Using digital technology and adopting a multichannel approach will enable NHS 24 to make an important contribution to achieving Scotland's 2020 vision.

### **3.3 How do we get there?**

This section describes how NHS 24 plans to deliver the PAMS including:

- NHS 24's Service Transformation Programme is a single strategic programme of work to deliver broad organisational change across NHS Scotland enabled by the infrastructure and technology in place within NHS 24;
- The transition to the new technology platform will enable the function of NHS 24's digital services in future;
- Working more closely together and with our key partners in the Scottish Government, territorial boards, regions and integration joint boards (IJBs) NHS 24 will support the transformational change required to improve services and strengthen leadership to protect and improve Scotland's health and reduce demand on services; and
- NHS 24 is currently developing an estates options appraisal to consider local estate options and future property needs. NHS 24 will work in conjunction with the Smarter Workplace Programme, Scottish Futures Trust and Property Divisions to identify a collaborative way of managing our estate.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 The Strategic Assessment Management 2019 annexe sets out the investment required to provide the assets to deliver the organisation's objectives.
- 4.2 Properties are maintained utilising revenue budgets through which planned preventative maintenance, reactive maintenance and minor works are paid. Work will be managed from within available budgets. Any additional costs arising from unplanned works will be subject to additional funding bids.
- 4.3 In terms of capital expenditure, the preliminary asset capital requirement is summarised in the table below. Funding for additional schemes will be subject to a successful funding bid to SGH&SCD for 2019/20 as the initial allocation NHS 24 receives in each year is the £269,000 formula capital allocation.
- 4.4 In the following years, schemes will be managed within the current formula capital allocation of £269,000.

**Asset Strategic Investment Plan 2019/20 – 2021/22**

<b>Investment Projects</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Total Capital Expend</b>
Refurbishment/Upgrade/ Resilience: - Facilities and IT Projects include Environmental.	269,000	269,000	269,000	807,000
Estate Strategy	300,000	0	0	300,000
<b>Totals</b>	<b>569,000</b>	<b>269,000</b>	<b>269,000</b>	<b>1,107,000</b>

**5. CONCLUSION**

- 5.1 This paper outlines the NHS 24 PAMS 2019 report that meets the requirement on all NHS Scotland Boards to produce a PAMS for submission to the Scottish Government.