

NHS 24 BOARD	<p style="text-align: right;">27 FEBRUARY 2020 ITEM NO 10.1 FOR APPROVAL</p> <p style="text-align: center;">NHS 24. PROPERTY AND ASSET MANAGEMENT STRATEGY 2020-2025 (PAMS)</p>
Executive Sponsor:	Director of Finance & Performance
Lead Officer/Author:	Facilities Manager
Action Required	The Property & Asset Management Strategy (PAMS) 2020-2025 is presented to the Board for approval.
Key Points	<p>NHS 24 has prepared a full PAMS that will be submitted to National Services Scotland to enable, and inform an integrated PAMS submission.</p> <p>The PAMS 2020-2025 provides information on the following:-</p> <ul style="list-style-type: none"> • The "Where are we now?" section describes the Board's current asset arrangements as well as their condition and performance; • 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; <p>The "How do we get there?" section describes how NHS 24 plans to deliver the PAMS.</p>
Date presented to EMT and relevant Committee	The PAMS 2020-2025 has been circulated and reviewed by the EMT 04 February 2020, and presented to our Planning and Performance Committee on 10 February 2020.
Summary of key discussion points/actions arising from respective Committees	The Planning & Performance Committee endorsed the content of the PAMS 2020-2025, subject to minor word changing where the Connect programme has now replaced the SEDATe programme.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	The PAMS is aligned with the NHS 24 Strategy and Operational Plan, and is a requirement of The State of NHSScotland's Infrastructure (SAFR) programme.
Key Risks	The PAMS incorporates key asset risks that link to the Estate Strategy and associated risks.
Financial Implications	The PAMS sets out the investment required to provide the assets to deliver the organisation's objectives.
Equality and Diversity	The PAMS takes account of requirements in relation to equality and diversity in relation to Property and Facilities issues.

1. RECOMMENDATION

- 1.1 The Board is asked to approve the Property & Asset Management Strategy 2020-2025 (PAMS) – for onward submission to National Services Scotland.

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 In April 2019 all boards were required to submit an annual PAMS update report by June 2019, with a requirement for this to continue on a yearly basis thereafter. In addition to this, a request to submit a National Boards integrated PAMS document by December 2019 has been issued.

Draft submission of an integrated PAMS document will be accepted prior to formal governance approvals.

- 2.4 The State of NHSScotland's Infrastructure (SAFR) programme is responding to the evolving planning arrangements taking place across NHSScotland, and the expectation for a more integrated approach to service and infrastructure change at local, regional and national levels.
- 2.5 The main proposed change is for Regional PAMS documents to be prepared and submitted on behalf of the territorial Boards, plus an Integrated PAMS document covering the National Boards.
- 2.6 The Regional / Integrated PAMS document will follow a similar format to a full local PAMS whilst also demonstrating an integrated, regional approach to health, care and infrastructure planning.

These proposals are not intended to restrict local reporting arrangements out with this programme.

- 2.7 National Services Scotland (NSS) have been working closely with all National Boards to agree how best to deliver an integrated document. It was jointly agreed that:
1. National Waiting Time Centre (NWTC) – produce their own PAMS collaborating with the appropriate territorial region if they wish;
 2. The State Hospital - produce their own PAMS collaborating with the appropriate territorial region if they wish;
 3. Scottish Ambulance Service (SAS) - produce their own PAMS;

4. The remaining 5 nationals produce their own PAMS in collaboration.

It is then proposed that upon completion of each of the 5 (full) PAMS, NSS would amalgamate them into a regional document.

- 2.8 A standard submission format has been agreed with Scottish Government. NHS 24 has used this format to compile the NHS 24 PAMS 2020-2025.
- 2.9 The governance route to approve the National Board integrated document has not yet been finalised, each Board will be consulted upon in due course and before final submission.

3. PAMS 2020-2025

- 3.1 The PAMS 2020-2025 is attached and has been developed from the previous year's PAMS.
- 3.2 The PAMS 2020-2025 has been written of what is known today of current and future plans.

3.3 Where are we now?

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

- The condition of the NHS 24 estate remains a consistent 100% within the Good – Category A or B, this is due to continuous property improvement planning, maintenance and property relocation;
- The estate utilisation has improved on previous years, this is due to the expansion of NHS 24 In Hours Services and the release of additional space to co-located boards, primarily to the Scottish Ambulance Service located at Norseman House;
- Reported backlog maintenance has decreased from circ £0.5m (2017) to £0.05m (2018) with a slight increase for 2019 to £0.09m. This is a due to the most pressing maintenance priorities being addressed, with specifically the replacement of the Norseman House Air Conditioning System during 2017;
- NHS 24 has no High Risk back log maintenance;
- The successful relocation of NHS 24 to the new NHS Orkney, Balfour Hospital;
- The vacation of the Clyde Contact Centre by November 2021, and the overarching NHS 24 Estate Strategy programme.

3.4 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:

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- NHS 24 aims to deliver the 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 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;
- 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.

3.5 How do we get there?

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

- The preferred strategic option for future use of property assets is the consolidation of functions and associated gains in efficiency and cost effectiveness with investment to meet future requirements;
- Develop, medium-long terms estates strategic framework for the organisation which maximises the opportunities to full utilise the NHS 24 estate and which also leads to improvements in staff experience, health and well-being;
- The National Boards have established an Asset Management collaborative working arrangement to explore collaboration possibilities, efficiencies, financial savings, sharing of intelligence and learning;
- Stabilise the current technology environment through upgrading/refreshing end of life hardware and extending to support on the operating systems and applications; to ensure no degradation from the current system and applications performance;
- Service Development will bring together all the key components of change, a dedicated team with a high level of expertise and knowledge will facilitate and enable change through a clear vision aligned to NHS 24 and National Strategies.

4. FINANCIAL IMPLICATIONS

- 4.1 The Strategic Assessment Management 2020-2025 annexe sets out the investment required to provide the assets to deliver the organisation's objectives. This includes the high-level Estate Strategy investment costs in relation to the Clydebank relocation, it does not take into account any costs beyond this, as they are not yet fully known.
- 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.

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- 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 2020/21 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.

Table 1 - Asset Strategic Investment Plan 2020 - 2025

Investment Project	Total Capital Value	2020/21	2021/22	2022/23	2023/24	2024/25
Estate Strategy – Key Property Activity	£1,300,000	£1,300,000	0	0	0	0
Resilience, Upgrades Refurbishment Technology and backlog maintenance	£1,345,000	£269,000	£269,000	£269,000	£269,000	£269,000
Totals	£2,645,000	£1,569,000	£269,000	£269,000	£269,000	£269,000

5. CONCLUSION

- 5.1 This paper outlines the NHS 24 PAMS 2020-2025 report that meets the requirement on all NHS Scotland Boards.