



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 19 FEBRUARY 2025

REPORT ON: DUNDEE IJB PROPERTY STRATEGY UPDATE

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB4-2025

1.0 PURPOSE OF REPORT

- 1.1 To provide an annual update to members of the Integration Joint Board on progress made against the Property Strategy, including current and future priority areas of work.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Notes the progress made in implementing the Property Strategy.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 MAIN TEXT

- 4.1 A Property Strategy Sub-Group has been established for the IJB to oversee the implementation of this strategy with the following objectives:
- To gain best value from our use of property.
 - To ensure that health and social care services are provided in and from accessible, sustainable, and fit- for-purpose, modern buildings.
 - To ensure that health and social care services are provided from premises that create environments that support trauma informed ways of working and reducing inequalities (including protected characteristics, fairness and wider health and social work inequalities).
 - To enhance provision of health and social care services in local communities.
 - To ensure that health and social care services are provided from environments that ensure the wellbeing of our workforce.
 - To rationalise our estate in order to reinvest savings into frontline services.
- 4.2 Dundee IJB's Property Strategy was approved by the Board in December 2022 (Article VIII of the minute of the meeting of the Dundee Integration Joint Board held on 14 December 2022 refers), with the first substantive update on progress having been submitted to the IJB in April 2023 (Article VII of the minute of the meeting of the Dundee Integration Joint Board held on 19 April 2023 refers).The work on the property strategy outlines a range of actions which include the need to:

- Agree a process for loans, leases, and funded modifications.
- Agree a programme of works in relation to GP premises, within the context of their local community.
- Look at areas that are underserved and explore options.
- Build on existing work to use clinical space more creatively.
- Scope out the clinical space requirements for planned care provision in the community.
- Replace Constitution House.
- Scope out space requirements for community-based services.
- Scope out the need for clinical space within care homes and day services.
- Grow partnership shared workspaces and opportunities for coworking in Dundee as a key part of our premises strategy.
- Identify IT solutions to some of the barriers to partnership working.

4.3 Since the Property Strategy was agreed considerable progress has been made to invest in premises that will support the IJB to deliver their Strategic Commissioning Framework however it has not been possible to progress larger projects which require access to capital funding managed within the corporate bodies (Dundee City Council and NHS Tayside). The Scottish Government has now provided guidance on the requirement for NHS Boards to develop Whole System and Service Infrastructure Plans. There are two phases or stages to this work, with Stage 1 Business Continuity Plans to be submitted to the Scottish Government by 31st January 2025. This will include essential work required to keep the buildings running. Stage 2, Whole System Planning, will set out planning across the next 20-30 years. The date for submission is yet to be confirmed but there is an ambition to finalise this by March 2026.

4.4. As part of the Whole System and Service Infrastructure Plan for NHS Tayside, there is an ambition for a new GP Practice in the city centre to be considered for funding from the Whole System Programme. This is in response to a reduction in the number of GP practices in the West End Ward from four to three in the last two years, and increased demand for primary care services (including from an expanding student population). Exploratory work has begun to support this, including the drafting of a Statement of Need in consultation with health and council property colleagues. Work to progress development of a new business case to meet the needs of Non-Acute Care in Dundee including the reprovision of accommodation at the Kingsway Care Centre and Royal Victoria Hospital has been paused as a result of this updated Guidance.

4.5 In relation to GP Practices there have been three key areas of significant development since the last update report:

- GP Practice Loans: A Mechanism for general practice to access loans was included, under the 2018 GP Contract, giving GP Partnerships who own their own premises the opportunity to apply for long-term interest free sustainability loan. A loan of up to 20% of the existing use value of the premises can be made, repayable when the building is sold or the contract ceases to provide general medical services. Three practices in Dundee have successfully secured loans. However, the Scottish Government suspended its 'sustainability' loan scheme in April 2024 due to oversubscription and has not yet confirmed when the scheme will reopen; it is known that some Dundee practices are awaiting the re-opening of the scheme. The lack of funding, and consequential inability to secure a sustainability loan increases the risk of a practice being unable to recruit new partners, thereby increasing the risk of the contractor terminating their contract.
- GP Practice Leases: The National Code of Practice for GP Premises 2017 details the shift to a model that no longer presumes GPs will provide their own premises and where GPs no longer wish to lease premises from landlords, the lease can be assigned to their local health board. The process for lease acquisitions is set out in an NHST wide paper and will go before NHST Executive Leadership Team in the

first quarter of 2025. In parallel, practices with leases that are soon to expire are progressing with their request for lease acquisition. Over the next four year period there are 4 leases in Dundee practices that are due to expire.

- GP Practice Capital Funding: This is increasingly restricted for GP owned premises, meaning that whilst arrangements regarding Practice Leases can contribute to improved greater sustainability, work to create or adapt space has become very limited. Since the last update, a number of improvements to GP practice buildings have been completed, including work at Ancrum, Hillbank, Muirhead, Nethergate and Princess St. This work has included increased numbers of clinical and consultation rooms as well as other improvements.

Phase 2 of the NHST owned Broughty Ferry Health centre reconfiguration is now complete. This has provided an additional two consultation rooms and a meeting room. Phase 3 is on hold due to the lack of NHS Property Department Personnel to oversee the work.

4.6 There is an ongoing need for space to enable the delivery of services and supports, coupled to a need to use available property more effectively. One solution, adopted by many NHS Trusts, is Book Wise. This allows staff to see all available rooms (clinical and non clinical) and be able to book it online. The viability of the use of Book Wise across Partnership operated services is currently being explored.

4.7 Other key property developments supporting redesign of models of care to provide improved access and quality, include:

- Work to develop the Hub and Mackinnon Centre is underway and the Locality Pharmacy Team is now based there.
- The Community Wellbeing Hub is now fully operational in addition to its core function has a range of staff from other agencies based there.
- Work to deliver substance use services closer to where people are is ongoing and Dundee Drug and Alcohol Recovery Service (DDARS) currently use 11 other locations in addition to Constitution House.

4.8 A key priority within the IJB's Strategic Commissioning Framework, and supported by the Alcohol and Drug Partnership Strategic Plan, is to deliver mental health and substance use services in a much more integrated multidisciplinary way. The current configuration of buildings does not support this ambition and the key will be to make better use of existing assets in a way that promotes the use of a single public sector estate. NHS Tayside has engaged with Scottish Futures Trust to support this project, and two workshops will take place in the new year to develop mental health and substance use models. This work follows on from the Mental Health and Substance Use Pathfinder Programme, run by Health Improvement Scotland last year who worked with service leads across NHS Tayside, and will dovetail to the very recent guidance available through the [National Mental Health and Substance Use Protocol](#) including leadership and culture change release 13 December 2024. This work will also support further progress in relation to DDARS premises, building on recent changes that have enhanced use of wider range of premises outwith Constitution House.

4.9 In late January 2025, the Partnership will hold an initial workshop to support the development of their digital strategy. This will include considering how digital can enable delivery of services and supports in alternative ways in the future and act as an enabler to support the most effective use of available property. Through the continued development and application of hybrid working policies in both NHS Tayside and Dundee City Council, supported by digital developments, the Partnership is also continuing to evolve their use of office space.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 RISK ASSESSMENT

- 6.1 A risk assessment has not been provided as this report is being provided to the Integration Joint Board for information only.

7.0 CONSULTATIONS

- 7.1 The Chief (Finance) Officer, Heads of Service Health and Community Care, members of the Property Strategy Sub-Group and the Clerk were consulted in the preparation of this report.

8.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

- 9.1 None.

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DATE: 08 January 2025

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