

**REPORT TO:** HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
22 OCTOBER 2025

**REPORT ON:** DUNDEE IJB PROPERTY STRATEGY UPDATE

**REPORT BY:** CHIEF FINANCE OFFICER

**REPORT NO:** DIJB69-2025

## **1.0 PURPOSE OF REPORT**

- 1.1 To provide an 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 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) and a further update in February 2025 (Article VI of the minute of the meeting of the Dundee Integration Joint Board held on 19 February 2025 refers). 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 The work on the property strategy outlines a range of actions which include the need to:

- Agree processes 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.
- Identify alternative service provision for 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 previous update in February 2025, progress continues to be made to deliver the property strategy. The Scottish Government has shared more details on the NHS Scotland Whole System Infrastructure which has two parts. The first is a Business Continuity plan for short- and medium-term priorities and NHS Tayside submitted a plan to Scottish Government on 31 January 2025. The plan sets out work needed to enable services to 'keep the lights on'. This included the leases for GP premises expiring before 2029/2030 and medical and non-medical equipment. This plan is required to be updated by 'exception' on a two-yearly cycle with fuller updates on alternative two-yearly cycle. This year's update is to be submitted to Scottish Government in November. The second part of the Whole System Infrastructure is the long-term priorities ie projects requiring capital investment. The Scottish Government anticipate there will be up to three local investment priorities for each NHS Board. They have provided an Assessment of Need template. This will need completing if Dundee is to progress an ambition for a health and wellbeing hub in the city. Any application will need to align with the Service Renewal Framework principles of a focus on prevention, designed around people with people, and enabling more care in the community together with links to other city initiatives such as the Local Development Plan. Information is currently awaited with regards to the process which anticipated to include a primary care focus.

4.4 In recognition of the unique position of the Health and Social Care Partnership in influencing and utilising both Dundee City Council and NHS Tayside assets to support integrated services, the partner bodies and the HSCP have engaged with Scottish Futures Trust to explore opportunities to better use the public sector estate with an initial focus on integrated mental health and substance use services. Two workshops have been held to date, one looking at demand levels and one looking at current available assets. Work is being done to look at the list of assets and rule out those which are unsuitable, have no capacity or are coming to the end of their lease arrangements and identify opportunities with other assets.

4.5 In relation to GP Practices there are three areas to update on:

- 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 a 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. The availability of sustainability loans is a mitigation measure available to eligible GP practices across Scotland and aims to ease the financial burden associated with owning a practice. There have been delays in the availability of the funding however three Dundee GP practices have received a sustainability loan.
- GP Lease Assignations: The 2018 GMS contract allowed Health Boards to assume long term leases that had previously been held by GP practices. Where GPs no longer wish to lease premises from landlords, the lease can be assigned

to their local health board. Leases are included within the Business Continuity Plan as Boards require reimbursement from Scottish Government.

On 12 March 2025 NHST Asset Management Group members approved, in principle, subject to confirmation from Scottish Government, the request of the renewal of the lease and the lease assignment of a general practice lease expiring in 2026. On 18 June 2025 following consideration, Scottish Government colleagues confirmed that they were satisfied with the governance documents provided and therefore happy to authorise Capital Budget for this lease. It is now to being progressed by NHS Tayside Property Asset Management Team.

- Scottish Government have confirmed they will take on a lease when it is due, but they reiterated that they do not wish for any GP Lease Assignations to be accelerated unless there are significantly compelling reasons to do so. We are in dialogue with one practice with a view to preparing the case to demonstrate that their current situation meets the criteria for their lease to be accelerated and we wish to seek an early adoption.
- GP Practice Capital Funding: The £400k annual funding allocation to general practice across Tayside is no longer available as part of the move to the Whole System Infrastructure. The lack of available funds has restricted the ability to complete or undertake any further capital work to improve premises. The funding available in the year to 31 March 2025 could not be utilised to complete the waiting area at Broughty Ferry Health Centre as NHST Property Services did not have capacity to undertake the work. This work remains outstanding as no alternative funding has been identified

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 other NHS Boards, is BookWise. 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 BookWise across Partnership operated services is currently being explored as part of work via NHS Tayside's Planned Care Board.

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

- Changes at the Mackinnon Centre:
  - Locality Pharmacy Team is now established in Mackinnon from an office-based perspective, and 2 clinic rooms are in use consistently across weekdays.
  - Plans are progressing for Dundee Enhanced Care At Home Team to move into Mackinnon in the coming months.
  - Criteria are being developed to support the introduction of intermediate care beds within the Mackinnon Respite to allow advanced assessments to take place to determine level of care and type of accommodation required for patients.
- Midwifery Best Start has now moved to Invergowrie Health Centre;
- the Perinatal Mental Health Team has moved to Claverhouse, and,
- Speech and Language Therapy into Royal Victoria Hospital.

4.8 Requests for space are submitted to the Dundee Property Management Group. Currently there is a request from PALMS for space to operate a Hub & Spoke Model. The model is unable to progress without this appropriate space, and this is playing a part with the issues in delivering the service.

Greenfield Community Campus – The use of this space is being discussed however at this time no teams identified and agreed to utilise building space. The types of things discussed were vaccination/immunisation clinics i.e. anything that could be for families with children of all ages that live in the areas surround the campus. There were some initial thoughts about wider facilities in the campus for sports, recreation, community cafe that could be used, for example, by social prescribing, men's shed, healthy weight.

## **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 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: 22 September 2025

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