

**REPORT TO:** HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
14 DECEMBER 2022

**REPORT ON:** DUNDEE IJB PROPERTY STRATEGY

**REPORT BY:** CHIEF FINANCE OFFICER

**REPORT NO:** DIJB84-2020

## **1.0 PURPOSE OF REPORT**

- 1.1 This strategy, which is attached as Appendix 1 sets out the ambitions for Dundee health and social care provision to develop premises that enable and support health and social care services where citizens are able to access the services they need within their own community. Equitable access to healthcare, social care and social work services is a vital part of tackling inequalities in need and outcomes associated with poverty, poor social circumstances and protected characteristics and is a requirement of public bodies under the Equality Act (2010) and Fairer Scotland Duty (2018).

## **2.0 RECOMMENDATIONS**

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

- 2.1 Approves the IJB Property Strategy as outlined in this report.
- 2.2 Instructs the Chief Officer to bring back progress reports to the IJB on an annual basis.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The costs associated with the work will be funded through a combination of mechanisms and funding sources including Government capital funds and specific funding held by the IJB (eg GP Premises funding). As neither property budgets or capital budgets are delegated to the IJB, the IJB will need the support of NHS Tayside and Dundee City Council to deliver the strategy.

## **4.0 MAIN TEXT**

- 4.1 Dundee City Council and NHS Tayside collectively own, lease or otherwise utilise a significant amount of property, as detailed in Appendix 2. Following the establishment of the Dundee Integration Joint Board (the IJB) and the Health and Social Care Partnership (the 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 Dundee.
- 4.2 A Property Strategy sub-group has been established for the IJB to develop 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

4.3 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 work spaces 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

4.4 Considerable progress has been made to invest in premises that will support us to deliver our Strategic Commissioning plan. Work undertaken to date or in progress includes:

- Opening of the Crescent Local Care Centre
- Development of a new business case to meet the needs of the Non-Acute Care in Dundee Programme including the reprovision of accommodation at the Kingsway Care Centre, Royal Victoria Hospital.
- The refurbishment of Broughty Ferry Health Centre (phase 1 complete and phase 2 being scoped)
- The development of clinical space at MacKinnon Health Centre
- The development of a Community Wellbeing Centre in the city centre
- Expansion of the car park at Westgate Health Centre
- A number of small projects in GP practices to increase clinical capacity

4.5 While we have been able to progress much of our action plan by making use of existing space and through our development programme there is however a need to create buildings to support this work. These projects are outlined in appendix 3 Dundee 5 Year Plan.

## **5.0 POLICY IMPLICATIONS**

5.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of / mitigating factors for them is included as an Appendix to this report.

## **6.0 RISK ASSESSMENT**

6.1 A full risk assessment will be produced as each initiative is brought forward for approval.

## **7.0 CONSULTATIONS**

7.1 The Chief (Finance) Officer and the Clerk were consulted in the preparation of this report.

The document was circulated to the following colleagues and groups for review and comment:

- Cluster Leads include GP Sub members 28 July 2022
- DHCSP Management 5 August 2022
- Primary Care & Infrastructure Plan Group 19 August 2022
- Property Strategy Short Working Life Group 23 August 2022
- David Shaw 7 August 2022
- Dundee HSCP Primary Care Clinical Management Team 19 August 2022
- Dave Berry 8 September 2022

The work programme will include consultation with the citizens of Dundee.

## 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 The GP Premises Strategy provides the list of documents that have informed this strategy.

Vicky Irons  
Chief Officer

DATE: 23 November 2022

### REPORT AUTHORS

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