

West Dunbartonshire Health and Social Care Partnership

PROPERTY AND ASSET MANAGEMENT STRATEGY

(Approved 15/08/2023)

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Lead Officer	Head of Strategy and Transformation
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1. Background/Introduction

- 1.1. On the 15 March 2023 the West Dunbartonshire Health and Social Care Partnership (HSCP) Board approved its [Strategic Plan 2023 – 2026](#) [“Improving Lives Together”](#).
- 1.2. The property and assets we use for the delivery of health and social care services must be fit for purpose and driven and shaped by the needs and demands of services. The HSCP are committed to reducing its carbon footprint and recognises, through work such as the Shaping Places for Wellbeing project, the built environment impacts on our service delivery. Transport is also a key enabler in order that service users, their families and carers can easily access services.
- 1.3. The effective planning and delivery of health and social care services requires the alignment of the Strategic Plan, the Medium Term Financial Plan, the Integrated Workforce Plan and a Property and Asset Management Strategy.
- 1.4. Integral to the success of the Property and Asset Management Strategy is the HSCP’s ability to work closely with partners. There are clear interdependencies with other key strategies across the community planning landscape, for example the Strategic Housing Improvement Plan, NHS capital planning for primary and acute health services, local authority capital planning processes, commissioning of care home capacity from the Independent Sector and community capacity across local third sector and community organisations.
- 1.5. These plans support the development of a positive regional context, recognising the importance of equitable access to health and social care services in the delivery of place and wellbeing outcomes.
- 1.6. The [Scottish Governments Finance Guidance Health and Social Care Integration](#) provides a helpful framework for capital and asset management planning and section 6.1 states that:

“The Chief Officer of the Integration Joint Board is recommended to consult with the Local Authority and Health Board partners to make best use of existing resources and develop capital programmes. The Integration Joint Board should identify the asset requirements to support the Strategic Plan.

This will enable the Chief Officer to identify capital investment projects, or business cases to submit to the Health Board and Local Authority for consideration as part of the capital planning processes, recognising that

partnership discussion would be required at an early stage if a project was jointly funded.

In developing the Strategic Plan the Chief Officer is advised to consider the [CIPFA Guidance on place based asset management](#). The CIPFA guidance explains the main concepts of the approach and aims to help senior decision-makers in local public services to understand the drivers for collaboration on public property assets, evaluate benefits and implement a “one public estate” model of delivery.”

- 1.7. West Dunbartonshire Council and NHS Greater Glasgow and Clyde collectively own, lease or otherwise utilise a significant amount of property across West Dunbartonshire where health and social care functions are delivered.
- 1.8. In 2023 the West Dunbartonshire HSCP established an officer led Property Strategy Group involving representatives from the HSCP, NHS Greater Glasgow and Clyde and West Dunbartonshire Council. This proves a forum to review the approach taken to strategic planning and the utilisation of the estate available to the HSCP to support the aims of integration and the delivery of effective and efficient health and social care systems, whilst also supporting our delivery partners to achieve their sustainability ambitions and estate management goals.
- 1.9. Separately HSCP officers contribute to West Dunbartonshire Councils Strategic Asset Management Group and NHS Greater Glasgow and Clyde's capital planning process.

2. Strategy Aims and Purpose

- 2.1. The aim of the HSCP Property and Asset Management Strategy is, through the principle of one public estate, to support the delivery of [Improving Lives Together](#).
- 2.2. The purpose of the HSCP Property and Asset Management Strategy is to provide a framework for well managed solutions to meet the needs of service users, by:
 - a) Achieving Best Value by ensuring the HSCP get as much use as possible from the existing operational estate. Supporting our delivery partners to rationalise their estate in order to reinvest savings into frontline services.

- b) Achieving the highest possible levels of occupancy, improving service user satisfaction and reducing the environmental impact of service delivery.
- c) Putting our services at the heart of the community, whilst ensuring that health and social care services are provided in and from fit for-purpose, modern trauma informed buildings which promote wellbeing.
- d) Innovative management of spaces and contracts, using the estate to maximise opportunities to work with other services, agencies and communities to support optimum delivery models to meet service needs.
- e) Ensuring properties have the capability to embrace digital innovation.
- f) Further developing environmentally sustainable practices and procurement.
- g) Ensuring that capital spending is aligned to the HSCPs strategic priorities, whilst taking cognisance of the strategic priorities of its partner bodies.
- h) Make recommendations on the prioritisation of spending to maximise the impact on those strategic priorities including recommendations which will seek to influence the development of the capital programmes of both NHS Greater Glasgow and Clyde and West Dunbartonshire Council.
- i) Promoting a trauma informed approach to design, recognising that the physical environment affects identity, worth and dignity and promotes empowerment.
- j) Promoting The Local Living and 20 minute neighbourhood concepts which aim to create places where people can meet the majority of their daily needs within a reasonable distance of their home, by walking, wheeling or cycling.
- k) Contributing to meeting net-zero emissions, adapting to climate change, improving nature and using less resources.

3. Strategic Context

3.1. [Improving Lives Together](#) states:

“The property and assets we use for the delivery of health and social care services need to be fit for purpose and driven and shaped by the needs and demands of services. The HSCP are committed to reducing its carbon footprint, and recognises through work such as the Shaping Places for Wellbeing project the built environment impacts on our service delivery. Transport is also a key enabler in order that service users, their families and carers can easily access services.”

- 3.2. In addition, the [National Health and Wellbeing Outcomes](#) which the HSCP is required by statute to work towards includes:

Outcome 9 - “Resources are used effectively and efficiently in the provision of health and social care services.”

- 3.3. It is within the context of both of these provisions that the Property and Asset Management Strategy has been developed, and within which decisions relating to use of property and assets will be taken.
- 3.4. This strategy does not sit in isolation, and is linked closely to NHS Greater Glasgow and Clydes’ [Moving Forward Together Strategy](#) and West Dunbartonshire Councils’ Corporate Asset Management Strategy and Property Management Plan.
- 3.5. Additionally the strategy also takes cognisance of the [Strategic Housing Investment Plan \(SHIP\) 2023 – 2028](#) which sets out the funding priorities for affordable housing for the next five years and indicates how the priorities in the [Local Housing Strategy](#) will be delivered.
- 3.6. Out with this plan the property and asset management decisions of partners in the third and independent sectors also make an essential contribution to wellbeing across West Dunbartonshire. The fragility in respect of the viability of elements within these sectors are acknowledged.

4. [Equalities](#)

- 4.1. A full equalities impact assessment has been undertaken in respect of this strategy this can be found at [insert link](#).

5. **Implementation Procedures**

- 5.1. The following principles will be adopted in the implementation of the Property and Asset Management Strategy:

- We will design and deliver services to meet the needs of individuals, carers and communities, ensuring that decisions regarding the utilisation of property support the delivery of [Improving Lives Together](#).
- The Scottish Government [Trauma Informed Practice Toolkit](#) will, amongst other things, influence the physical environment to ensure that our services are delivered from fit-for-purpose trauma informed premises.
- [The Scottish Approach to Service Design \(SAatSD\)](#) framework and principles will be utilised to ensure a person centred approach to service design.
- We will be transparent and demonstrate fairness when allocating resources, with significant decisions in relation to resource allocation being taken in the appropriate public forum - through either the Integration Joint Board, West Dunbartonshire Council or NHS Greater Glasgow and Clyde Health Board decision making structures. Decision will be subject to a clear strategic or operational business case being articulated. This will include a focus on our localities and the specific needs of communities of geography and of interest, as per the requirements of the Equality Act 2010 and the Fairer Scotland Duty.
- We will deliver services to people in their local communities. A fundamental aim of the Public Bodies (Joint Working) (Scotland) Act 2014 is to increase the amount of health and social care services delivered in people's own homes and communities as opposed to institutional or residential settings. We will ensure that our use of property is focussed on achieving that aim, in support of the HSCP Vision that "Everyone in West Dunbartonshire lives in a place they can call home, in communities that care, doing things that matter to them, leading healthy, happy and fulfilling lives, and, when they need it, they receive care and support that prioritises independence, control, choice and recovery."
- We will optimise the use and value of existing resources or assets by increasing the efficiency of underutilised assets and facilities before investing in new ones, and through proactive engagement in the estate and asset management plans of West Dunbartonshire Council and NHS Greater Glasgow and Clyde. Through innovation and agile work practices we will maximise the use of our assets and rationalise our estate where appropriate.

6. Review of Strategy

- 6.1. This strategy will be reviewed every three years in line with the development of the HSCP Strategic Plan, or sooner should any key strategic changes within NHS Greater Glasgow and Clyde or West Dunbartonshire Council necessitate this.

7. Background Papers, Appendices and references

- 7.1. This strategy seeks to establish a set of agreed principles. If these are agreed an implementation plan will be developed and this section of the document updated accordingly.

8. Best Value

- 8.1. The duty of Best Value applies to all public bodies in Scotland and this strategy recognises the IJBs duty in that regard. Best Value is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public. This is the underpinning ambition of this strategy which seeks to strengthen arrangements for joint planning, management and property sharing.

AssessmentNo	761	Owner	mjcardno	
Resource	HSCP		Service/Establishment	Joint
	First Name	Surname	Job title	
Head Officer	Margaret-Jane	Cardno	Head of Strategy and Transformation	
	(include job titles/organisation)			
Members	West Dunbartonshire HSCP Senior Management Team			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	HSCP Property and Asset Management Strategy			
	The aim, objective, purpose and intended outcome of policy			
	The aim of the HSCP Property and Asset Management Strategy is, through the principle of one public estate, to support the delivery of Improving Lives Together.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Asset Management colleagues from NHS Greater Glasgow and Clyde and West Dunbartonshire Council.			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
All citizens of West Dunbartonshire will be affected by this policy.				
Who will be/has been involved in the consultation process?				
West Dunbartonshire Senior Management Team.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	West Dunbartonshire has a decreasing and aging population.	The principles outlined in this Strategy are likely to improve the health and social care outcomes of citizens of all ages. All change activity will involve carrying out EQIAs to measure impact and identify	Positive	

		<p>actions required to mitigate any negative impacts identified. This will lead to services that are responsive to the needs of stakeholders, patients, and staff of all ages. Through effective equality impact assessments the HSCP will promote the development and delivery of services that are accessible and responsive to the needs of citizens of all ages. It is probable that Older People will be positively impacted by increased accessibility to services. An integrated place based approach will benefit those who would otherwise need to attend separate venues to have their needs met.</p>		
Cross Cutting				
Disability	<p>In 2019 29% of West Dunbartonshire adults had a limiting long-term physical or mental health condition. Learning disability rates are above the Scottish average. Individuals with learning disabilities have some of the poorest health outcomes of any group in Scotland.</p>	<p>All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. This will lead to services that are responsive to the needs of stakeholders, patients and staff with disabilities. Through effective equality impact assessment the HSCP will promote</p>	Positive	

		elimination of such discrimination in service development and delivery for people with disabilities and ensure a person's disability is not a barrier to accessing services. It is probable that people with disabilities will be positively impacted by and benefit from increased accessibility to services. For example co-located health and social care facilities will benefit those who would otherwise need to attend separate venues to have their needs met.		
Social & Economic Impact	The longstanding impacts of poverty, poor employment and multiple deprivation have led to a less healthy population in West Dunbartonshire.	The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	
Sex	Life expectancy is lower than the Scottish average for both men and women.	The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens. All change activity will involve	Positive	

		carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.		
Gender Reassign	LGBT+ identities are associated with poorer health and wellbeing and LGBT+ individuals have been disproportionately affected by the pandemic.	The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens, irrespective of gender status. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	
Health	The longstanding impacts of poverty, poor employment and multiple deprivation have led to a less healthy population in West Dunbartonshire.	The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	
Human Rights		The HSCP seeks to	Positive	

		take a human rights based approach to service design and delivery ensuring that people's rights are put at the very centre of policies and practices.		
Marriage & Civil Partnership		The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens, irrespective of marital status. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	
Pregnancy & Maternity		The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	
Race	BME populations have been disproportionately impacted by the pandemic.	The activity outlined in this strategy is likely to benefit the health and social care outcomes of all	Positive	

	Gypsy/Travellers are reported to be worse off than any other community in Scotland. West Dunbartonshire has one Gypsy/Traveller site.	citizens, irrespective of race. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.		
Religion and Belief		The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	
Sexual Orientation	LGBT+ identities are associated with poorer health and wellbeing and LGBT+ individuals have been disproportionately affected by the pandemic.	The activity outlined in this strategy is likely to benefit the health and social care outcomes of all citizens. All change activity will involve carrying out EQIAs to measure impact and identify actions required to mitigate any negative impacts identified. Through effective equality impact assessment the HSCP will promote equality of access to services amongst all groups.	Positive	

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
In very general terms it is acknowledged people with protected characteristics can be negatively impacted by changes to services. There is no information as yet in relation to specific negative impacts as a result of any of the principles contained within this strategy. However, its implementation will involve a series of actions each of which will be subject to their own equalities impact assessment.
Will the impact of the policy be monitored and reported on an ongoing basis?
Operationally the implementation of this strategy and an assessment of its effectiveness will be monitored via the HSCP Property Strategy Group. Strategically its governance will be managed via the IJB and, where appropriate, its Audit and Performance Committee.
Q7 What is your recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
This strategy seeks to promote the design and delivery of services to meet the needs of individuals, carers and communities across West Dunbartonshire, ensuring that decisions regarding the utilisation of property support the delivery of Improving Lives Together, that our services are person centred and delivered from fit-for-purpose trauma informed premises.