

## NHS GRAMPIAN

### Infrastructure Investment Plan – 2019-2024

#### 1. Actions Recommended

The Board is asked to:

- Review and endorse the Infrastructure Investment Plan covering the period to 31 March 2024 based on assessment of current priorities;
- Note that the Asset Management Strategy will be presented to the Board at a future date. The Asset Management Strategy will support the delivery of high quality care in the right place through providing safer, effective and sustainable services.

#### 2. Strategic Context

The Scottish Government's "*Policy for Property and Asset Management in NHSScotland*" [CEL 35 (2010)] requires all NHS Scotland bodies to have an Asset Management Strategy (AMS) which is reviewed and approved by the Board annually. This will also underpin the delivery of the NHS Grampian clinical strategy and the strategies of the three Health and Social Care partnerships. It is also aligned with the Financial Plan.

The overall aim of the Asset Management Strategy is to ensure that the Board's asset base is the right size, suitable for purpose, positively supports service delivery and enhances service users' experiences.

Building on the clinical strategy, the future provision of healthcare will be transformed with new models of care and alternative approaches to patient access to services, supporting by changes in our infrastructure.

#### 3. Key matters relevant to recommendation

The Infrastructure Investment Plan attached sets out the Board's priorities for managing the infrastructure that will support the delivery of patient care and associated services across NHS Grampian. The plan is focused on actions across four main areas:

- Investment in infrastructure consistent with our strategic health priorities;
- Reduction in high and significant risk backlog maintenance and compliance with statutory requirements;
- Replacement of essential equipment; and
- Disposal of assets declared surplus to requirements.

In terms of allocation of resources, the plan recognises the complexity of decisions and choices regarding the prioritisation of available funding and the requirement to keep this under review on at least an annual basis.



By taking a balanced approach, the five year plan will ensure that we are able to:

- Improve estate and asset performance on all key indicators, including a targeted reduction in significant and high risk backlog maintenance and a continued programme of essential equipment replacement;
- Disinvest from buildings with high operating costs, backlog maintenance requirements, or short remaining life where these do not meet future service requirements; and
- Deliver our service redesign agenda in line with the agreed clinical strategy through investment in new purpose built facilities in both Acute and Primary and Community care settings.

The available funding assumes an annual capital allocation over the five years of the plan, supplemented by additional funding for agreed large infrastructure schemes and other nationally agreed investment programmes such as the radiotherapy replacement programme and primary care revenue investment.

In total we are planning expenditure of approximately £314m over the next 5 years, with investment in:

- The Baird Family Hospital and ANCHOR Centre;
- New diagnostic and treatment facilities to support sustainable delivery of elective care;
- New health centre facilities at Denburn and North of Aberdeen City to support innovative service redesign in these areas;
- Royal Cornhill Hospital to meet compliance requirements in relation to health and safety; and
- Significant continued investment in equipment replacement and backlog maintenance.

In addition to the above we will be progressing strategic planning across our major sites, primary care premises, digital strategy and addressing known priorities within the estate. These plans will be progressed in the coming period and further information presented to the Board to support decisions regarding the infrastructure.

#### **4. Responsible Executive Director and contact for further information**

If you require any further information in advance of the Committee meeting please contact:

**Responsible Executive Director**  
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**28 May 2019**

#### **Additional supporting information**

Five Year Infrastructure Investment Plan