



Public Trust Board				31 <sup>st</sup> July 2012	
<b>Title</b>	Estate Strategy			<b>Paper Ref</b>	7.1
<b>PURPOSE (X)</b>	<b>Information</b>	X	<b>Strategic Objective</b>	<b>Business Plan Objective</b>	
<b>Approval</b>	X	<b>Decision</b>			
<b>Assurance</b>		<b>Discussion</b>			
<b>Purpose of the paper</b>	The purpose of this paper is to present the new Estate Strategy for 2012-2017				
<b>Recommendation</b>	It is recommended that the Board approve this strategy.				
<b>Author</b>	Mark Squires Associate Director, Support Services	<b>Accountable Director:</b>		Rod Barnes Executive Director of Finance & Performance	
<b>RISK ASSESSMENT</b>				<b>Yes</b>	<b>No</b>
<b>Changes to the Board Assurance Framework and Corporate Risk Register</b>					X
<b>Resource Implications</b>				X	
<b>Legal implications</b>				N/A	N/A
<b>ASSURANCE/COMPLIANCE</b>					
<b>CQC Registration Outcome(s)</b>	<b>Auditors' Local Evaluation</b>		<b>NHSLA Risk Management Standards for Ambulance Trusts</b>		
N/A	Value for Money		N/A		

## **1. PURPOSE/AIM**

- 1.1 This strategy sets out to transform the existing YAS estate to one more aligned to the new workforce and operational model and the emerging landscape of healthcare in the community. The objective of the Estate Strategy is to ensure that appropriate facilities are available to support front line and support services to be able to respond to patients needs quickly and effectively. This includes reducing operational downtime and minimising unnecessary resources tied up land and property, thus freeing funds to focus on delivering patient care across our communities. The purpose of this Strategy is to ensure the Trust Estate is aligned to those objectives.

## **2. BACKGROUND/CONTEXT**

- 2.1 The majority of the existing operational ambulance station stock is over 20 years old. A mixture of owned and leasehold properties, most are in locations which, while not totally in the wrong place altogether, they are however in locations which were determined many years ago to meet the service needs of the second half of the 20<sup>th</sup> century.
- 2.2 Despite significant investment over the previous 5 years, a substantial proportion of the estate remains in need of upgrading and modernisation in order to maintain an acceptable standard for operation.
- 2.3 The development of the economy, conurbations and road networks across Yorkshire now mean that a number of ambulance stations are no longer in appropriate locations to meet the first half of the 21<sup>st</sup> century.

## **3. REPORT**

- 3.1 Yorkshire Ambulance Service has a clear and compelling vision which looks to place the patient at the heart of everything the Trust does. The way we deliver our services in the future will be driven by ambition to save more lives and provide care for all, where appropriate, in their own homes. We will strive to manage patients with urgent needs in the community through improved engagement with health and social partners.
- 3.2 A series of options and interventions have been identified for delivery as part of the estates strategy over the next 5 years. These include a new Hub and Spoke programme. Designed to allow for effective delivery of vehicles and staff while maximising the distribution of available vehicles at all times to ensure the most effective response for patients, a number of potential Hub and Spoke locations have already been identified for consideration in the future.
- 3.3 A key part of the estates strategy is the realisation of capital for re-investment in the estate and also the removal of potential backlog and liability attached to

older stations. A series of disposals, co-location and relocation opportunities have also therefore been identified for future consideration.

- 3.4 This strategy has set out some ambitious targets over the course of the next 5 years. These targets will however, only be realised if they are made affordable to the Trust without impacting on the ability of the Trust to continually improve and invest in service development.
- 3.5 Each proposed major investment will need to be built upon a carefully considered and developed business case that ties into the Trust's overall Business Plan and financial forecasts.
- 3.6 Successful delivery of this strategy will support the Trust in the delivery of modern effective services while increasing overall efficiency and revenue savings which will in turn enable the Trust to maintain its competitive advantage.

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#### **4. RECOMMENDATIONS**

- 4.1 That the Board approves this strategy.

#### **5. APPENDICES**

- 5.1 Estate Strategy