

# **EAST AYRSHIRE HEALTH & SOCIAL CARE PARTNERSHIP**

**INTEGRATION JOINT BOARD: 26 MARCH 2019**

## **PROPERTY & ASSET MANAGEMENT STRATEGY 2018 - 2012 ANNUAL REVIEW 2018/19**

### **Report by Senior Manager Business Support**

#### **INTRODUCTION**

1. In April 2018 the IJB endorsed our first Property and Asset Management Strategy (PAMS) 2018/21. The PAMS covers the full scope of the functions of East Ayrshire Health and Social Care Partnership and was acknowledged at that time as a baseline report upon which we will build in conjunction with partners particularly East Ayrshire Council and NHS Ayrshire & Arran.
2. This report is the first annual review of the PAMS. It seeks to consider, progress during 18/19, changes that have emerged throughout the period and priorities for the remainder of the Strategy.

#### **OBJECTIVES**

3. The key objectives of the Property & Asset Management Strategy are:-
  - To support the Strategic aims of the Integration Joint Board and the Community Planning Partnership.
  - To gain best value from our use of property;
  - To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings;
  - To enhance provision of health and social care services in local communities;
  - To rationalise our estate in order to reinvest savings into frontline services;
4. A number of principles were also adopted in the implementation of the 2018/21 Property and Asset Management Strategy and these are:-
  - Designing and delivering services to meet the needs of individuals, carers and communities;
  - Being transparent and demonstrate fairness when allocating resources;
  - Delivering services to people in their local communities;
  - Making best use of the assets available to us;

#### **GOVERNANCE STRUCTURE**

5. In April 2018 the initial PAMS set out the governance arrangements within which the HSCP operates. During 2018/19 there has been development of Strategic Planning of the Health and Care Infrastructure and this has resulted in the subsequent development of Governance Arrangements as outlined below.

6. NHS Ayrshire & Arran are seeking to develop a Health estate over the next 10 years that meets the needs of the population. This aligns Primary / Community services, District General Acute Services, and Regional Services. East Ayrshire Council have a substantial Capital Programme that seeks to support both Social Care and the Wellbeing theme of the Community Plan, through investment in Strategic Housing Investment Programme, the Schools Estate, Leisure Services and Office Accommodation.
7. A strategic priority of both East Ayrshire Council and NHS Ayrshire & Arran is to take full advantage of opportunities Digital bring both in service delivery and agile working. The IJB through our PAMS will seek to be aligned and at the forefront of our ambitions.
8. To support this a new “Whole System Estate and Digital Services Planning Board” has been established in NHS Ayrshire & Arran and this will seek to align the Pan Ayrshire Service Plan (including the priorities of the 3 IJB Strategic Plans) with the 10 year plan to develop the NHS Estate. This will also be integrated with current Strategic Planning and Operational Group (SPOG) arrangements, through which a wider alignment with wellbeing priorities of IJB and Community Planning Partnership is intended.
9. To take forward the objectives in Paragraph 3 above a new HSCP Property and Asset Management (PAMS) Board Chaired by the Chief Officer has been established that links with new and existing arrangements, within both NHS Ayrshire & Arran’s Whole System Estate Plan Programme Board and East Ayrshire Council’s General Services 10 Year Capital Investment Programme.
10. Whilst strategic planning of our Property and Assets is essential to deliver future developments and sustainability of services, equally important is ensuring the current premises and accommodation within which we operate, is conducive to the effective delivery of service and the health, safety and wellbeing of our employees.
11. The Partnership’s existing Premises and Accommodation Group will continue with a direct link to the newly formed PAMS Board. This new Governance Structure is attached at Appendix 1.
12. The monitoring and scrutiny of the PAMS continues to fall within the Governance of the IJB Audit and Performance Committee with reference to the IJB where appropriate.

#### **PROGRESS MADE DURING 2018/2019**

13. The 2018/21 PAMS set out the property utilised by the HSCP in respect of Northern Locality; South Locality; Kilmarnock Locality and East Ayrshire Wide issues. The report also set out key strategic issues and emerging themes in each area. Progress with each and emerging themes is outlined at Appendix 2.
14. In addition to the overall progress reported in Appendix 2 there have been a number of significant developments of the PAMS during 2018/19 and these are outlined below.

## **KIRKLANDSIDE ESTATE**

- 15.** Inpatient activity in Kirklandside Hospital ended in August 2016. The wider Estate however continued to provide accommodation for Intermediate Care; Physiotherapy and OT Community Rehabilitation; Community Alarms; Health Promotion; Dietetics and Business Support Services. The accommodation was not fit for purpose and in NHS Ayrshire & Arran Capital Programme there was an ambition to move off the Kirklandside site during 2018.
- 16.** As part of the service re-design, a Service Base was required to be identified for the 6 services, incorporating 88 employees, located at the Kirklandside Hospital Site and this resulted all employees being relocated to alternative sites in East Ayrshire in November 2018. The feedback received from employees is that these alternative locations have improved communication between services and further enhanced integrated working.
- 17.** Another part of the service re-design was the Models of Care Programme and work has been undertaken during 2018/19 to develop and design a bespoke housing model which will provide an opportunity to replace the 10 in-patients beds that EAHSCP commission at Woodland View, Irvine.
- 18.** A test of change is currently underway (October 2018 – March 2019) to deliver a community based service to replace the model previously delivered at the Community Rehabilitation Service, Kirklandside. Integral to this community model is working in partnership with our Third Sector colleagues to offer rehabilitation classes in a community setting. Currently working with Alzheimer's Scotland the rehabilitation class is delivered in a modern town centre (Kilmarnock) facility every Friday afternoon.
- 19.** Working with East Ayrshire Council Housing colleagues, Springfield Housing and Hanover Trust, the business case for this model (re-provision of the commissioned beds) will be finalised and this will include the design and development costs. This project forms part of the Strategic Housing Investment Plan and the anticipated site start date is 2019/20.

## **BENTINCK CENTRE**

- 20.** The Bentinck Centre provides treatment services in East Ayrshire to clients/patients with drug and alcohol dependencies, including a needle exchange service. The Centre also has a harm reduction service that includes advice, blood and urine sampling, and wound care.
- 21.** The Bentinck Centre is situated in a residential area within the community, providing easy and discreet access to service users. It has been leased by NHS Ayrshire & Arran from East Ayrshire Council on a long term basis and the terms of the lease stipulate that the responsibility for maintenance and upkeep lies with NHS Ayrshire & Arran.
- 22.** The accommodation no longer meets the requirements of the Service and alternative options for Bentinck Centre and provision of East Ayrshire Addiction Services are being investigated and a number of alternative venues have been identified to enable essential clinical service delivery to continue within the Kilmarnock area. The accommodation challenges of the Bentinck Centre present a significant service risk and will require addressed early in 2019/20.

## **HMP KILMARNOCK**

23. Her Majesty's Inspectorate of Prisons (HMIP) inspected HMP Kilmarnock in November 2016 and the Healthcare Improvement Plan included property issues and the progress against these actions, during 2018/19, are included in Appendix 2.
24. There is further work required to make the Healthcare Department within HMP Kilmarnock fit for purpose, however this comes at an estimated cost of £500K. The Scottish Government Health and Justice Collaboration Improvement Board asked Prisons across the estate to identify any healthcare infrastructure needs in order that they could consider making improvements to the healthcare environments in prisons.
25. There has been £1,000,000 identified for 19/20 to spend on prison healthcare infrastructure. As yet the criteria for how this will be allocated is not clear. Our requirements have been submitted to the Board for consideration and a further meeting with Serco and SPS has been arranged to prioritise the work that has been put forward.

## **PAN AYRSHIRE PRIMARY CARE SERVICES**

26. Ambitious for Ayrshire set out a clear direction for primary care within communities across Ayrshire recognising Primary Care is the front door and the first point of contact for communities when they access health and social care services. The pressures on primary health and social care include increasing demand for services combined with challenges relating to public sector funding and workforce recruitment and retention.
27. A key element of the Whole Systems Estate and Digital Services Planning Board, outlined in Paragraph 8, is to plan 10 years forward setting out a framework of what the Health and Social Care / Wellbeing operating model will be and subsequent property and asset implications for Acute, Primary and Community Services.
28. The Primary Care Premises Group oversees the strategic direction of travel for Primary Care Premises within Ayrshire and Arran. The Group has representation from each of the H&SCPs who also feed into the Partnership Premises Group. The new GMS Contract seeks to reduce the risk relating to premises for general practice with a view to offer loans to practices and support for lease arrangements. Details of this national support are emerging.
29. Between November 2016–January 2017 a *Review of Primary Care Premises, IT infrastructure and Digital Technology in NHS Ayrshire & Arran* was completed with the findings included in NHS Ayrshire and Arran Property and Asset Management Strategy (PAMS). In addition, each H&SCP has reviewed their premises, risks and future plans for developments to contribute to PAMS and the Health Board's estate masterplan.
30. Premises will feature as a focussed piece of work within the PCIP to encompass the risk to GP Practices as well as to progress the space requirements for the additional MDT consultations.

## **DIGITAL STRATEGY**

- 31.** East Ayrshire Health & Social Care Partnership is committed to providing continued service improvement for its customers and the provision of integrated digital health and social care records will facilitate continued improvement in customer service to the people of East Ayrshire, enabling further focus on the whole person, enhancing efficiency and providing value for money.
- 32.** Social Work Paper Case Files were replaced by Electronic Case Records during 2018. Funding of £185,601 was approved by the Council's Transformation Board for the procurement of the Northgate Information @ Work Document Management System, integration with SWIFT and back scanning all current case files.
- 33.** Feedback from employees has been very positive following the introduction of the electronic case record, with the following benefits being highlighted:-
  - a. Workers found it easier to view the case file, especially for teams who work across the authority;
  - b. Time is being saved for Managers when transferring and closing cases;
  - c. Time is being saved when finding relevant documentation;
  - d. The back scanned file saves time when searching for specific pieces of information;
  - e. Files are being updated timeously and are therefore more accurate and up-to-date;
  - f. Smarter working has resulted in a reduction in requirement of storage facilities;
  - g. Reduction in the need for printing numerous copies for different purposes;
  - h. Reduction in the duplication of filing multiple copies of paperwork across services for example case record and finance records.
- 34.** NHS Ayrshire & Arran's New Digital Strategy aims to connect citizens, health and social care through digital information, tools and services to help achieve the healthiest life possible for everyone in Ayrshire and Arran.
- 35.** The strategy includes objectives specifically to address current issues within communities in Health and Social Care, including:-
  - a. Creation of an integrated health and social care Electronic Patient Record, which will be accessible across organisational boundaries and in different care settings. Community-based Services, Mental health and Child Health.
  - b. Whilst EMIS Web already provides the clinical record for many community-based Services, including AHPs and Integrated Care Teams, implementation for District Nursing and other AHP services is now underway.
  - c. Additional functionality will also be introduced, including support for care planning and data capture for national reporting. The community clinical record will also be accessible through the Clinical Portal.
  - d. Care Partner provides the electronic care record for several Services, including Mental Health, Child Health and Learning Disabilities. Further enhancements are planned, including integration with other systems.
  - e. Support will be provided to expand the use of mobile-working for community-based services.

36. With regards to GP Systems, the new GP contract came into being in April 2018 it is intended the current GP system will be replaced within the first 2 years of the new strategy. This will provide an opportunity for even greater integration with the Electronic Care Record, subject to appropriate information governance arrangements being agreed. More seamless care, where records can be shared between the Primary Care systems and EMIS Web and between Practices and the Community teams, will also be possible. There will also be an opportunity for Primary Care to access the Clinical Portal.
37. There is a significant opportunity to support Primary Care to adopt a clustered model of working, where resources can be shared more effectively across the wider teams. The adoption of digital services will underpin this shift and deliver efficiencies within the service through sharing critical and scarce clinical resources.
38. Work is currently underway to improve network connectivity for General Practices including the implementation of a Community of Interest Network (CoIN) which is in effect a private Wide Area Network.
39. Support has been given to practices through a national digital fund including providing dual screens for more efficient working and remote access to allow GPs to complete documentation management at home.
40. Telehealth has been rolled out across some GP practices. There are currently forty-eight GP practices using, or trained to use, telehealth protocols for hypertension, Chronic Obstructive Pulmonary Disease (COPD) or Beating the Blues, computerised Cognitive Behavioural Therapy (cCBT). Across the H&SCPs, this equates to nineteen in South, thirteen in East and sixteen in North. With regards to breakdown per protocol, 45 are using, or trained, for hypertension and 43 for cCBT. The COPD protocol is currently suspended. Not all practices currently trained to use telehealth are currently making referrals, as there is ongoing capacity issues within the TEC Hub.
41. The Attend Anywhere video consulting platform is currently in the development phase, with system tests ongoing. There currently no practices using Attend Anywhere for consultations.

## **PRIORITIES FOR 2019/2020**

### **SMARTER WORKING**

42. It is recognised that we don't make effective use of the skills and expertise of our employees. Time in travel, and unnecessary processes detract from the core priorities. To maximise the use of both staff and premises we have initiated a programme of "Smarter Working" aligned to the development of the Digital Infrastructure.
43. The Premises and Accommodation Group received a report in relation to the requirement to maximise capacity and encourage further integrated working in Council premises within Kilmarnock Town Centre. This report also supported East Ayrshire Council's smarter working approach as part of the Transformation agenda and is being implemented across all Council premises.
44. The HSCP's Partnership Management Team approved the report's proposals for the majority of HSCP employees to be based in The Johnnie Walker Bond and the North West Kilmarnock Area Centre and for Managers and their respective teams to commence relocating to these locations from May 2019 onwards.

45. This will be a significant opportunity to take forward the key objectives of the PAMS 2018/21. It is recognised that this will be a challenging period of change for all employees and will be managed through the key principles outlined in Paragraph 4 and existing employee relations framework.

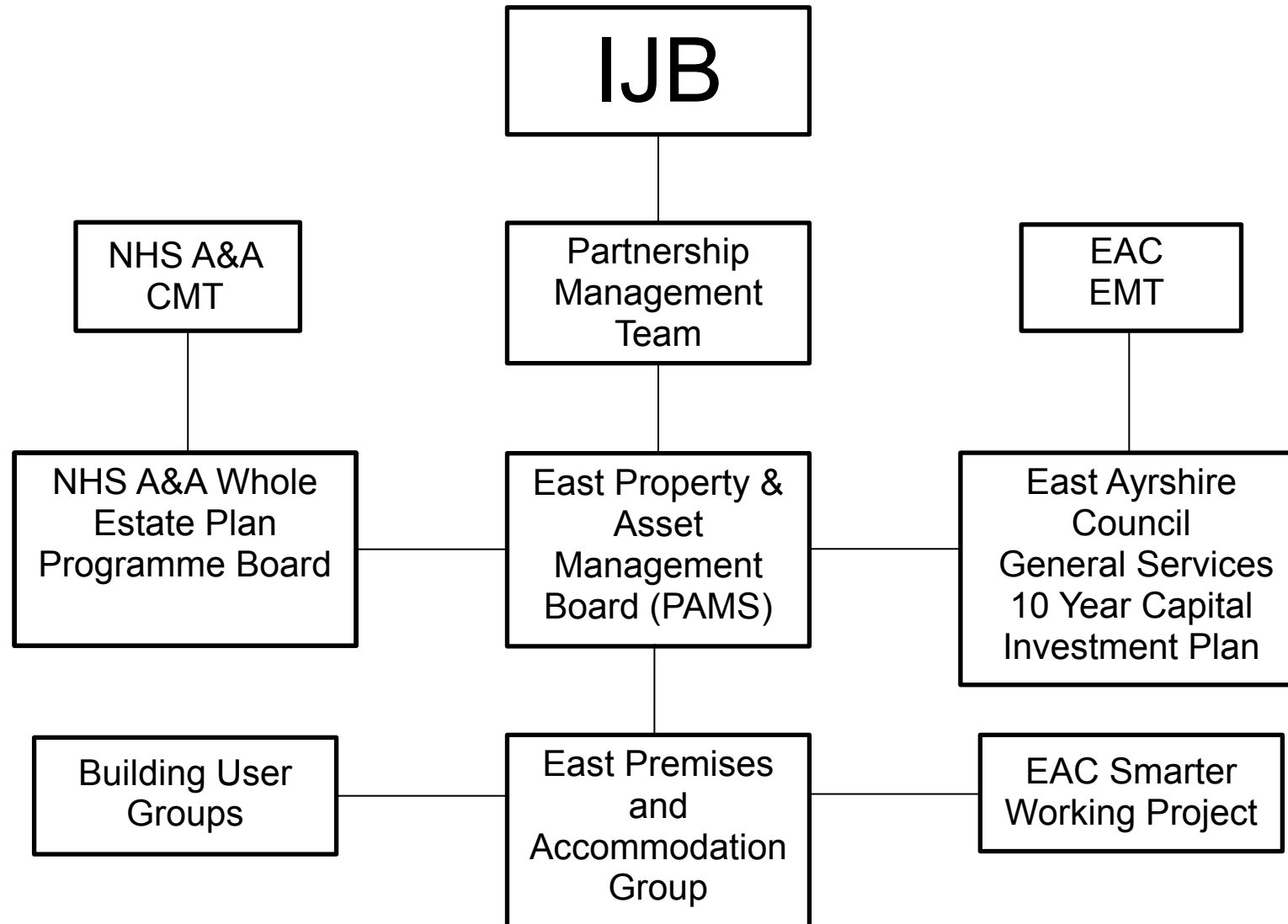
## **CUMNOCK**

46. EAHSCP has been reviewing the Health and Social Care needs of the Cumnock Locality and this includes community hospital provision. Key focus include improving rehabilitation, palliative care and end of life care. This investment of time is important as we want the local people to receive the very best local care but also to achieve their desired outcomes.
47. Over the course of the next 18 months to 2 years, the HSCP will be carrying out locality engagement sessions with the public and stakeholders to look at health needs within the area. This is to help plan the future of the hospital in the context of wider health and social care. We need to do this within this timeframe as we need to make a decision on the future of EACH with local people. As the PFI contract comes to an end in 2025, we need to make a decision on the contract before this.

## **STEWARTON**

48. The Local Development Plan has seen significant increase in population in Stewarton and Northern Locality and this is intended to continue in forthcoming years with the provision for further housing building. Health and Social Care Services are already severely stretched in this area to meet demand. This risk this poses to effective delivery of Primary and Community Health and Care Services is resulting in considerations of objections from NHS Ayrshire & Arran in relation to future planning applications to meet the ambition of the Local Development Plan.
49. As part of the PAMS Board, a Business Case is required to be developed in Partnership with NHS Ayrshire & Arran and East Ayrshire Council to improve Health and Social Care Services in the Stewarton Community and this will be taken forward in 2019/2020.

**Amanda McInnes**  
**Senior Manager Business Support**  
**11<sup>th</sup> March 2019**



**NORTHERN LOCALITY**

AREA	ACTION TAKEN IN 2018/19	2019/20
<p><b>Galston</b> There are currently District Nurses, Health Visitors and Podiatrists located in Galston Town Centre within Galston Clinic and we are working with Council Corporate Services to look at the possibility of having a Wellbeing Centre within the new build in Cross Street in Galston or the use of the Library Building close to Galston Clinic.</p>	<p>Liaison with Galston Programme Board.</p>	<p>The Galston Programme Board are scheduled to complete this project in 2019/20 which may present an opportunity for the development of a HSCP Wellbeing Centre.</p>
<p><b>Stewarton</b> The Local Development Plan has seen significant increase in population in Stewarton and Northern Locality and this is intended to continue in forthcoming years with the provision for further housing building.</p>	<p>Local conversations have taken place in relation to the Community Lead Action Plan.  The Whole Systems Estate and Digital Services Planning Board was established.</p>	<p>As part of the PAMS Board, a Business Case is required to be developed in Partnership with NHS Ayrshire &amp; Arran and East Ayrshire Council to improve Health and Social Care Services in the Stewarton Community.</p>

**SOUTHERN LOCALITY**

AREA	ACTION TAKEN IN 2018/19	2019/20
<p><b>Co-location of NHS Mental Health Teams</b></p>		<p>The relocations of teams from Netherthird Clinic to Rothesay House and Lister Street to the NWKAC will take place in 2019/20 and will endorse the principles of Smarter Working as set out in East Ayrshire Council's Transformation Strategy which will result in different working practices for all Partnership employees based in Council buildings.</p>
<p><b>Cumnock / East Ayrshire Community Hospital (EACH)</b> EAHSCP has been reviewing the Health and Social Care needs of the Cumnock Locality and this includes community hospital provision. Key focus include improving rehabilitation, palliative care and end of life care. This investment of time is important as we want the local people to receive the very best local care but also to achieve their desired outcomes.</p>	<p>Locality Meetings have been established.</p>	<p>Over the course of the next 18 months to 2 years, the HSCP will be carrying out locality engagement sessions with the public and stakeholders to look at health needs within the area. This is to help plan the future of the hospital in the context of wider health and social care. We need to do this within this timeframe as we need to make a decision on the future of EACH with local people. As the PFI contract comes to an end in 2025, we need to make a decision on the contract before this.</p>
<p><b>Lease of Offices within Bield Sheltered Housing Complex, Cumnock</b> Community Health &amp; Care Services have leased the offices in the Bield Sheltered Housing Complex in Menzies Court in Cumnock for approximately 20 years and the use of this building reduced following the opening of Rothesay House in 2015.</p>	<p>Due to restructuring the number of employees based in this complex has continued to reduce and it was agreed that these employees could be relocated to Rothesay House and enable this lease to be terminated resulting in a saving of £15,000 per annum.</p>	

## KILMARNOCK LOCALITY

AREA	ACTION TAKEN IN 2018/19	2019/20
<p><b>Relocation of Employees based at Kirklandside</b>            Inpatient activity in Kirklandside Hospital ended in August 2016. The wider Estate however continued to provide accommodation for Intermediate Care; Physiotherapy and OT Community Rehabilitation; Community Alarms; Health Promotion; Dietetics and Business Support Services. The accommodation was not fit for purpose and in NHS Ayrshire &amp; Arran Capital Programme there was an ambition to move off the Kirklandside site during 2018</p>	<p>As part of the service re-design, a Service Base was required to be identified for the 6 services, incorporating 88 employees, located at the Kirklandside Hospital Site and this resulted all employees being relocated to alternative sites in East Ayrshire in November 2018. The feedback received from employees is that these alternative locations have improved communication between services and further enhanced integrated working.</p>	
<p><b>Kirklandside: NHS Based Complex Care Provision</b>            The Rowallan Ward was the final inpatient provision at Kirklandside Hospital and was closed in 2016 due environment challenges that impinged on patient care. A Stakeholder Reference Group was convened to oversee and agree a public engagement plan in respect of future service provision.</p> <p>After carefully considering stakeholder feedback on how best to re-provision this service, the group overwhelmingly agreed a new 'blended' housing model of care which will make services available closer to people's own homes and communities. It will</p>	<p>Work has been undertaken during 2018/19 to develop and design a bespoke housing model which will provide an opportunity to replace the 10 in-patients beds that EAHSCP commission at Woodland View, Irvine.</p>	<p>Working with East Ayrshire Council Housing colleagues, Springfield Housing and Hanover Trust, the business case for this model (re-provision of the commissioned beds) will be finalised and this will include the design and development costs. This project forms part of the Strategic Housing Investment Plan and the anticipated site start date is 2019/20.</p>

<p>include clustering of a supported housing and hospital at home approach, with peripatetic multi-disciplinary teams providing care when needed.</p>		
<p><b>Kirklandside: Rehabilitation</b> – The Kirklandside site also accommodated the Community Rehabilitation Centre. This was a consultant led multi-disciplinary rehabilitation for people over 65 with complex care needs.</p> <p>A review of the service was undertaken and after carefully considering stakeholder feedback on how best to deliver rehabilitation services in the 21<sup>st</sup> century, the group overwhelmingly agreed on a mobile community model where the service can be delivered in a community rather than a hospital setting.</p>	<p>A test of change is currently underway (October 2018 – March 2019) to deliver a community based service to replace the model previously delivered at the Community Rehabilitation Service, Kirklandside. Integral to this community model is working in partnership with our Third Sector colleagues to offer rehabilitation classes in a community setting. Currently working with Alzheimer’s Scotland the rehabilitation class is delivered in a modern town centre (Kilmarnock) facility every Friday afternoon.</p>	<p>The test of change will be evaluated and the final model of service provision agreed.</p>
<p><b>Co-location of NHS Mental Health Teams</b></p>		<p>The relocations of teams from Netherthird Clinic to Rothesay House and Lister Street to the NWKAC will take place in 2019/20 and will endorse the principles of Smarter Working as set out in East Ayrshire Council’s Transformation Strategy which will result in different working practices for all Partnership employees based in Council buildings.</p>
<p><b>Future Delivery of Services from the Bentinck Centre</b></p> <p>The accommodation no longer meets the requirements of the Service and alternative options for Bentinck Centre and provision of East Ayrshire Addiction Services are being investigated and a number of alternative venues have been identified to enable essential clinical</p>	<p>A proposal to address the functionality and risks associated with the Bentinck Centre was submitted to CPMG in early 2018 for funding. The group advised that the level of investment required did not fully address the clinical risks or the safety</p>	<p>The accommodation challenges of the Bentinck Centre present a significant service risk and will require addressed early in 2019/20.</p>

<p>service delivery to continue within the Kilmarnock area.</p>	<p>of the staff and requested Capital Planning undertake a full feasibility study to determine the most practical and cost effective solution</p> <p>Based on the information provided in the feasibility study a further report was presented to CPMG in August highlighting 3 possible options; do the minimum required at a cost of £255,550; do a full refurbishment at a cost of £1.08M; do a New Build at a cost of £1.3M. None of these options were considered appropriate by the group.</p> <p>Alternative options for Bentinck Centre and provision of East Ayrshire Addiction Services are being investigated and a number of alternative venues have been identified to enable essential clinical service delivery to continue within the Kilmarnock area</p>	
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**PAN AYRSHIRE**

AREA	ACTION TAKEN IN 2018/19	2019/20
<p><b>Crosshouse Campus</b></p>	<p><b>Crosshouse Campus</b> The co-location of Out of Hours Service and Mental Health services was completed as part of the development of the new Urgent Care Hub with East Ayrshire leading the pan Ayrshire implementation as part of the national pilot programme.</p>	<p>The EAHSCP Employees currently based in the Lister Street complex will relocate to The Johnnie Walker Bond and the North West Kilmarnock Area Centre in 2019/20.</p>
<p><b>The Strategic Housing Investment Plan (SHIP)</b></p>	<p>The Support Accommodation Project in Cessnock Road, Hurlford has commenced.</p>	<p>This project is scheduled to be completed in 2019/20.</p>
<p><b>HMP KILMARNOCK</b></p> <p>Healthcare physical infrastructure is hindering the ability to deliver core and specialist clinics</p> <p>Due to the current lack of appropriate rooms progression of MH group work has been restricted</p> <p>Triage room not fit-for- purpose</p> <p>Due to the current lack of appropriate rooms progression of Addiction group work has been restricted</p>	<p>Agreement has been made between all parties to convert 2 single cells into interview rooms which will increase the capacity for mental health and addictions services. Office space for staff (nursing and healthcare administrator staff) is also being relocated to give appropriate space and light.</p> <p>There is accommodation now identified for carrying out mental health group work</p> <p>Triage rooms are only used to administer medications.</p> <p>Addiction group work now takes place weekly.</p>	<p>This work will be completed April 2019.</p>

## EMERGING THEMES

AREA	ACTION TAKEN IN 2018/19	2019/20
<p>Agile / Mobile Working / Digital Services</p>	<p>Social Work Paper Case Files were replaced by Electronic Case Records during 2018. Funding of £185,601 was approved by the Council's Transformation Board for the procurement of the Northgate Information @ Work Document Management System, integration with SWIFT and back scanning all current case files</p> <p>With regards to GP Systems, the new GP contract came into being in April 2018 it is intended the current GP system will be replaced within the first 2 years of the new strategy. This will provide an opportunity for even greater integration with the Electronic Care Record, subject to appropriate information governance arrangements being agreed. More seamless care, where records can be shared between the Primary Care systems and EMIS Web and between Practices and the Community teams, will also be possible. There will also be an opportunity for Primary Care to access the Clinical Portal.</p>	<p>The Premises and Accommodation Group have had contributions in relation to the requirement to maximise capacity and encourage further integrated working for the Partnership and in particular in Council premises within Kilmarnock Town Centre.</p> <p>Proposals considered supporting East Ayrshire Council's smarter working approach as part of the Transformation agenda and is being implemented across all Council premises.</p> <p>The HSCP's Partnership Management Team approved the proposals for the majority of HSCP employees to be based in The Johnnie Walker Bond and the North West Kilmarnock Area Centre and for Managers and their respective teams to commence relocating to these locations from May 2019 onwards.</p>