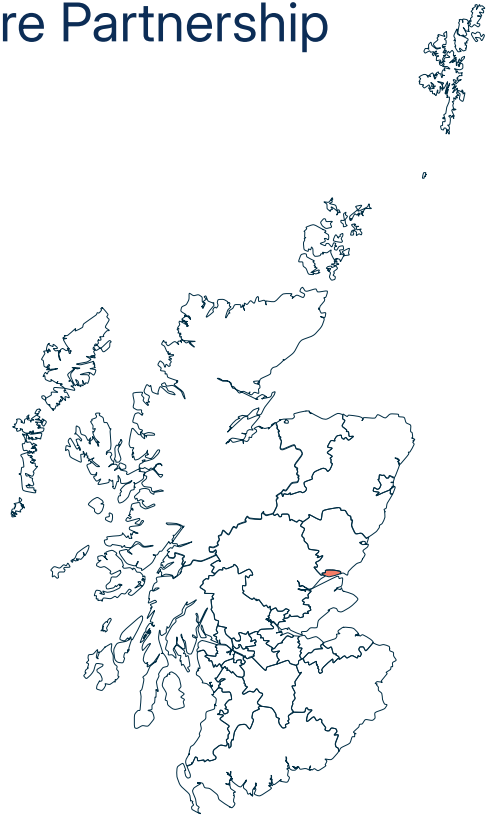


Aligning services, places and assets – a new approach for Dundee Health & Social Care Partnership



LOCATION: Dundee

DATE: 2026

OUTCOME:  Strategy  Management  Place  Climate Change

The issue

Dundee Health & Social Care Partnership (HSCP) has been reviewing how its services operate and where they are delivered to ensure they continue to meet the changing needs of communities across the city.

A key part of this work is understanding what future services will look like, how staff will work, and what buildings and spaces are needed to support them. Dundee HSCP's estate has evolved over many years and includes a diverse range of buildings owned and operated by public, private and third sector organisations.

This created a fundamental question: which buildings are needed for the future, and where should investment be focused?

Answering this required more than assessing individual buildings. The estate needed to be considered alongside future service needs, taking account of location, capacity, condition, lifecycle costs and the potential to transition to net zero.

Dundee HSCP asked the Scottish Futures Trust (SFT) to help develop an evidence base to support future decisions on which assets should be retained and invested in, and which may no longer be required.



SFT's activity

SFT brought together expertise from its Place, Real Estate, and Asset Strategy & Workplace teams to develop a joined-up approach that connected future service requirements with the buildings used to deliver them.

Through engagement with Dundee HSCP during 2025/26, SFT worked with senior staff to establish a locality-based approach reflecting the different health and social care needs of communities across Dundee.

This resulted in a model recognising that different communities may require different types and distribution of assets.

The first step was to identify the buildings used by the HSCP and categorise the main assets as 'core' and 'cluster' assets across the city.



These were then assessed against three strategic criteria:

- | | |
|---|---------------------------------|
| 1 | Fit with the future estate plan |
| 2 | Size and capacity available |
| 3 | Condition and lifecycle cost |

Each asset was given a red, amber or green rating, helping to identify a shortlist for more detailed consideration.

For the shortlisted buildings, SFT then supported a more detailed assessment of how the spaces could support future ways of working. This included developing:

- **Space budgets** – establishing what staff, teams and services need from their workplaces, including where and how people work, public-facing requirements, and important team adjacencies and interdependencies.
- **Space plans** – testing how those requirements could be accommodated within individual buildings, taking account of desks, collaboration areas, meeting rooms, private spaces and the specific characteristics and constraints of each building.

Together, the space budgets and space plans provide a practical way to compare what staff need with what existing buildings can provide.

The approach has also been captured as a five-stage process that can support organisations in reviewing services and assets in a more joined-up way.

It begins with establishing a clear future strategic vision: understanding what services are likely to be required, how they will be delivered – including alternative approaches such as digital services – and where staff and buildings need to be located.

It then progresses through understanding place and service requirements, assessing the existing estate, testing future requirements against available assets, and ultimately building the case for how service needs could be met, where and in which buildings.

The results

The work has provided Dundee HSCP with a stronger evidence base for future estate and investment decisions.

Most importantly, it has shifted the focus from considering buildings in isolation to understanding how assets can support future services and the communities they serve.

The approach has:

- Provided a clearer picture of how the health and social care needs of different Dundee communities vary
- Created a structured way to assess the HSCP estate against future service requirements
- Identified core and cluster assets and established priorities for further assessment
- Provided a clearer understanding of the relationship between staff space requirements and existing building capacity

- Supported more informed decisions about which assets should be retained and invested in, and which may potentially be surplus
- Begun to identify opportunities to repurpose, redevelop or dispose of space where existing buildings do not align with future requirements
- Created a repeatable approach for bringing together service planning, place and asset strategy

By applying the future operating model to the existing estate, Dundee HSCP can now better understand not just what buildings it has, but what those buildings can enable.

This provides a stronger foundation for future investment decisions and creates opportunities to make better use of existing assets while ensuring services are located and designed around the needs of Dundee's communities.



SFT is supporting us review what assets we need to deliver our services successfully. Expert input from property and place professionals is helping us consider what space our staff need now, and in the future, compared with what the existing estate currently offers. This process is proving valuable in informing which assets need to be retained and invested in, and those potentially surplus.

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