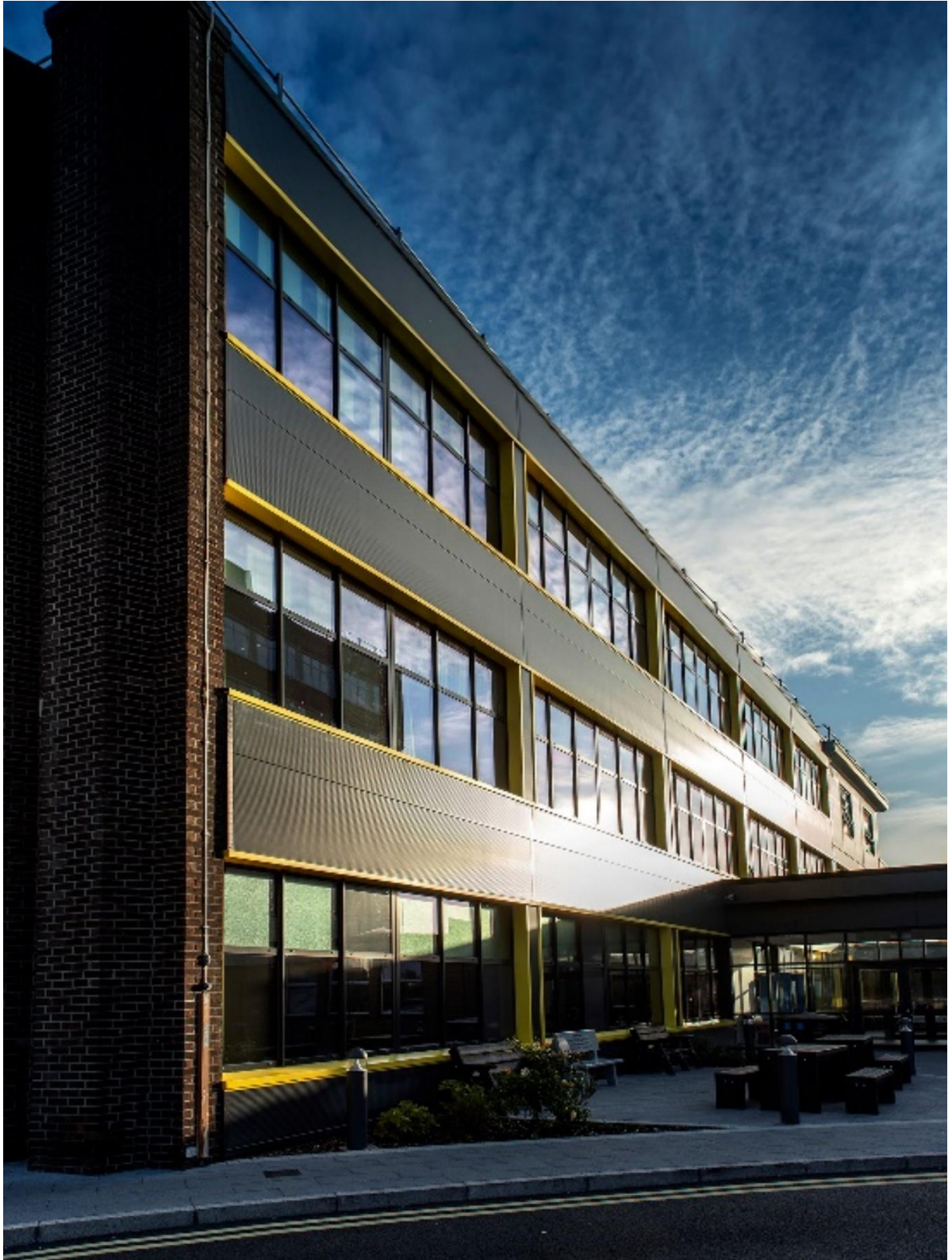


Estates Strategy 2025-2030



Phase 2 Daisy Hill recladding project 2024

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Foreword

Our estate is more than just a collection of buildings — it is the physical environment in which we deliver safe, effective, and compassionate care to our patients, support our staff, and engage with our communities. As we look to the future, it is clear that the demands on our health services are evolving, shaped by advances in care, demographic change, financial pressures, and the urgent need to address climate sustainability.

This Estates Strategy 2030 sets out our vision for developing, maintaining, and optimising our estate so that it remains fit for purpose, supports high-quality service delivery, and reflects our commitment to environmental stewardship. It provides a framework for how we will prioritise investment, modernise our facilities, and ensure that every space we manage contributes to better health outcomes, improved staff and patient experience, and long-term value for the public purse.

It reflects our commitment to the national ambition for a Net Zero Health Service by 2040 by transforming how we use, maintain, and invest in our estates, we will reduce our carbon footprint, improve energy efficiency, and ensure our facilities are sustainable for future generations.

Our strategy prioritises the development of an estate that is flexible and future-proofed, capable of adapting to new models of care, harnessing technological innovation and meeting the needs of our patients, staff and communities.



By aligning our estates planning with the Trust’s “Vision and Strategy 2030” and working in collaboration with partners across the health and care system, we will create an estate that is adaptable, efficient, and sustainable, one that meets the needs of today while preparing for the challenges of tomorrow.

We are grateful to all those who have contributed to the development of this strategy and look forward to working together to bring this vision to life

Catherine Marks
Director of Finance, Procurement and Estates



Introduction

This document sets out the development of a five-year Estates Strategy for the Southern Health and Social Care Trust (SHSCT).

It provides an integrated approach to the estate, relative to proposed service models and supports SHSCT's ambition to facilitate a high quality, patient centre health and social care to the population it serves .



The main purpose of the Estates Strategy is to ensure that the Trust has an appropriate estates to meet current and future business needs aligned to the Trust 'Vision and Strategy 2030'. The estate should be appropriate in terms of size, location, quality and configuration. The strategy will be underpinned by a commitment to a planned preventative maintenance programmes. The strategy will be both robust and flexible to allow the Trust to respond to changing needs and opportunities

Our ability to manage this estate is being significantly constrained by a lack of capital investment in the acute service estate. As the trust with the oldest acute estate in the region and given the historical absence of major redevelopment across our main acute sites, we are forced to divert an increasing proportion of our limited general capital into backlog maintenance, rather than much needed modernisation. Despite this, we continue to receive the lowest capital allocations in the region, a position that is neither sustainable nor equitable. We are pursuing this actively with the Department of Health to ensure that our estate is fit for purpose and able to support the delivery of high-quality patient care.



The Southern Health & Social Care Trust geography cover the council areas of Armagh City, Banbridge and Craigavon: parts of Newry & Mourne, Down and Mid-Ulster. The Trust provide health and social care services to the residents of these areas and to other who travel to the Southern trust to avail of regionally provided services. The circa 13,069 staff of the Southern Trust serves a population of approximately 391,796 people across 3,200 square kilometres and spend circa £1.1bn annually in the delivery of health and social services.

The Southern Trust provides a wide range of hospital, community and primary care services. Main in-patient hospital services are located at Craigavon Area Hospital and Daisy Hill Hospital. Working in collaboration with GPs and other agencies, staff deliver locally based services in Trust premises, in people's own homes and in the community. The Trust purchases services including domiciliary, residential and nursing care from independent and community/ voluntary agencies.



Estates Role within the Trust

Estate Services is part of the Finance, Procurement and Estate Directorate and has overall responsibility for the management of buildings, land, plant and related assets, including medical equipment. It provides expertise in all estates matters and is responsible for the safe operation and maintenance of the Trusts substantial property portfolio with a diverse range of 105 sites comprising 239 Trust owned buildings, including 4 major and local hospitals, residential accommodation, day centres and Health Centres with a building asset value in excess of £370 million as of 31st March 2025. More detailed information can be found in the Trust Property & Asset Management Plan (PAMP).

Estates ethos is to provide safe, comfortable, fit for purpose facilities for all service users and staff. A culture of continuous improvement, environmental sustainability and a drive to achieve value for money underpin the approach taken by Estates.

The key roles and responsibilities of the service are;

- To promote compliance with all applicable Statutory Standards, Codes of Practice & Guidance
- To provide operational, maintenance and estate development services
- To provide professional technical advice to the Trust in estate and equipment matters; and
- To reduce carbon in line with applicable Statutory Standards on our journey to Net Zero 2050
- To promote *Best Value* from the Estate

Estate Services key objectives are:

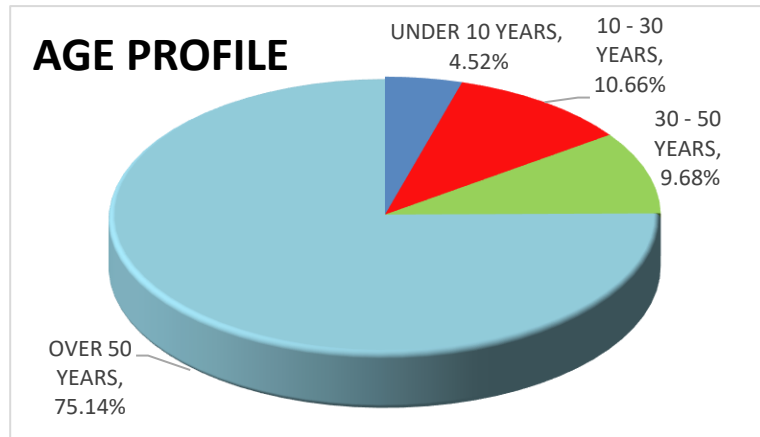
- Supporting customers with a responsive, professional service
- Promoting best use of our estate through good strategic planning and effective operation and maintenance
- Providing effective (estate) management systems
- Engendering environmental responsibility and sustainability in all our activities
- Supporting the Trusts 'Vision and Strategy 2030'



Where are we now and recent achievements

Building Stock.

- The Trust continues to manage an aging stock of buildings from a varying range of age and condition which is reported annually in the Trust Property & Asset Management Plan (PAMP). 75% of the Trusts accommodation is over 50 years old and the majority at the end of its original design/service life.



The Southern Trust Estate.

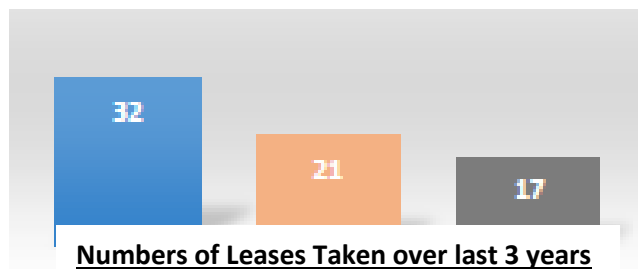
The Southern Trust has a substantial property portfolio with a diverse range of sites comprising of:

Freehold – 278,268.19m² (increase of 3,420.19m²). An ongoing survey programme is in place as part of the migration of Estates data to the Micad system. Each space has been accurately recalculated and each gross internal area has been redrawn and recalculated for input into Micad IPR. Discrepancies not identified previously have now been corrected.

Leasehold – 7,791.66m² (decrease of 1,460.34m²). This decrease is due to seven leases being surrendered and accurate floor plans becoming available resulting in a recalculation of areas.

Leasing.

The Trust currently has 60 Leases with 53 being granted and 17 taken over the last 3 years the Estates Property team have reduced taken leases by 15 leases saving the Trust approx. £550k per annum.



Property Acquisitions.

In March 2023, the Trust acquired new property at Monaghan Row in Newry (below left) to address some of the accommodation priorities in the N&M area associated with DHH



The Arc in Bessbrook (right) was acquired in March 2025 which was previously a long-term lease and this has reduced leasing liability costs by £27k per annum. The service offers 400 places per week in a range of meaningful activities within the community. The Arc is the main hub for the service based in Bessbrook, Co. Armagh with various satellite activities throughout the Southern Trust area.



Activities change throughout the year (seasonal). Current activities on offer includes:

- Animal husbandry
- horticulture
- conservation projects
- music
- arts and crafts
- sports activities indoor and outdoor
- life skills
- woodwork
- allotments

Backlog Maintenance (BLM).

Significant investment continues to be needed to improve the existing Estate and address backlog maintenance; the Trust continues to direct limited resources, where possible, from its budget to progressively work towards making the Estate more flexible and efficient. The Trust maintains a risk register which informs both funding bids and allocations to address backlog maintenance within the Estate and to ensure that high and significant risk backlogs are prioritised. Due to the scale of the Trust’s maintenance backlog which is currently projected to be c. £167 million (24/25), and the current level of funding is inadequate to address backlog maintenance issues. In the last 5 years the Trust has received £18m in BLM funding from the department.



High Risk	Acute facilities (and any associated critical infrastructure)
Significant Risk	Residential facilities
Moderate Risk	Community Hospitals / Health Centres / clinics
Low Risk	Office / Stores

Backlog maintenance costs relate to the investment needed to bring assets up to Condition B for physical condition, fire safety and statutory standards.

The Trust has applied a risk-based scoring matrix to the backlog maintenance. An assessment has further analysed this figure into 4 risk categories as below:-

Backlog Maintenance Breakdown 2024/25

High Risk	77.43%
Significant Risk	40.62%
Moderate Risk	48.76%
Low Risk	3.19%

With the sustained lack of investment in an aging estate the upkeep/replacement of the Trust’s major acute facilities (CAH & DHH) require that a significant proportion of General Capital must be directed to these acute facilities in an effort to maintain their viability.



Above – Daisy Hill Phase 2 Recladding scheme 2024

Left – South Tyrone Hospital Ventilation Plant

The result is a perpetual inability to invest adequately in improvements to other parts of the estate within the funding allocation provided to the Trust, thus exacerbating the challenges of delivering effective and efficient services from what are often deteriorating facilities which are less than fit for purpose.

The key challenge is respect of Backlog Maintenance is the level of funding available to the Trust due to the current constrained financial position, which has adversely affected public sector budgets including Healthcare. For the last 4 financial years the SHSCT has received £2.75 million of ringfenced funding per annum to address Backlog Priorities.

Recent Major Capital Development.

Over the last 5 years the Trust has received capital funding to address risks through major capital Estates works. Significant works have been carried including new electrical LV / HV upgrades at both CAH (£7m) and DHH sites (£5m), to facilitate evolving healthcare models which have a focusing on diagnostics and scanning.

Capital Expenditure in the Estate by Year	
2024-25	£17.2m
2023-24	£15.9m
2022-23	£20.7m
2021-22	£22.1m
2020-21	£ 9.3m



COVID19 Pandemic

The pandemic of 2021/22 highlighted several issues within the Trust Estate including ventilation and spatial constraints within key facilities. Lack of Staff spaces, storage and single room provision with ensuite facilities were all highlighted.

COVID19 highlighted the significant risks posed by airborne infections and exposed the limitations of the Trust's building and engineering infrastructure cannot, which cannot meet new standards of infection control. At the same time, the complexity of our patient population has increased substantially, with higher levels of frailty and multiple comorbidities. These pressures demand a fundamental rethinking of how clinical space is allocated and configures across our sites to ensure we can provide safe, resilient and high-quality care.



Most of these issues are associated with the age profile of facilities that the Trust owns, and capital development is needed to bring facilities up to modern design standards.

During Covid a number of urgent projects were implemented including installation of HVAC ventilation to a number of high-risk areas and segregation works/single bedroom spaces to wards.

Subsequent to COVID-19 pandemic Estates have focused on the efficient use of the estate, and relocating nonclinical acute services away from main Acute areas to increase spatial standards and prioritise clinical activities where possible.

It is noted that year on year there is a continued increase in occupancy levels as the Trust strives to accommodate increasing service and staff numbers within a static accommodation portfolio.

There is considerable congestion at CAH, DHH and STH sites both internally in accommodation, and externally where car parking availability is very limited. Many of the Wards within the Trust are multi occupancy and limited access to sanitary accommodation

Invest to Save

Significant works have been undertaken over the last 4 years by way of Invest to Save works to the value of £11m facilitated by central Government funding , focusing on the delivery of:

- Oil to Gas boiler conversions,
- air source heat pump installations,
- 30+ solar PV producing 1,300,457 kWph
- thermal insulation upgrades,
- window and cladding replacement / upgrades,
- BMS Metering and
- LED lighting replacement schemes.



above - Combined Heat and Power Plant install 2023/24 DHH



Left and below - Large Scale Solar PV installation on Craigavon Area Hospital 2024/25



Where Do We Want to Be?

Estates Vision

The SHSCT vision is to consistently deliver provide safe, comfortable, fit for purpose facilities for all service users and staff.

Our Estates Strategy plays an important part in achieving this vision, specifically contributing to the elements of;

- Improving access to services at all times
- Making the best use of our resources and eliminating waste – Efficient Use of Estate
- Implementing our Sustainability Strategy, to become one of the Greenest Trusts in the region
- To continuously improving patient outcomes and experience

Strategic Aims

Our estates strategy has strong links with the business objectives and overall Strategic Plan of the Trust together with a number of underpinning strategies, and from these we have determined a number of Strategic Aims that underpin the targets we have developed for shaping the future estate over the next 5 years, which include;

1. Reduction of our Backlog Maintenance Liability
2. Implementation of our Sustainability Strategy Trustwide
3. Facilitating future clinical and corporate requirements via capital development, based on best available projections and metrics
4. Efficient use of our Estate – with a strong focus on existing assets
5. Developing a Digital Estate

These strategic aims are further expanded and detailed as follows;

Strategic Aim 1 - Reduction of our Backlog Maintenance Liability

Reducing our Back log maintenance will improve our estate and increase safety and compliance within our facilities.

Goals and Objectives

Goals

- Develop a strategic, risk-based, and sustainable approach that balances safety, compliance, and long-term estate planning;
- Utilise limited resources to address the highest and most critical priorities;

Objectives

- **Risk-Based Prioritisation.** Use a structured methodology to assess estate conditions and prioritize maintenance based on risk to patient safety, service delivery, and statutory compliance;
- **Condition Surveys & Asset Mapping.** Continue to conduct detailed six-facet surveys to evaluate building condition, functional suitability, and statutory compliance;
- **Capital Investment Planning** - Develop a long-term capital investment plan aligned with clinical strategy and service transformation goals. Include mitigation plans for delays in funding or redevelopment;
- **Sustainability & Net Zero Compliance** - Ensure all refurbishments and new builds meet NHS Net Zero Building Standards. Prioritize energy efficiency and decarbonisation across the estate;
- **Flexible & Future-Proof Estate** - Design estate infrastructure to adapt to evolving healthcare delivery models, including separating planned and emergency care, and optimizing space usage.

How will we achieve this

- **Backlog Categorisation** - Classify maintenance needs into:
 - *Critical (D)*– Unsafe, urgent repairs
 - *Major (C)*– Operational but needing repair soon
 - *Minor (B)* – Safe but showing deterioration
- **Integrated Facilities Management** -Evaluate delivery models (in-house vs outsourced) and standardize service levels across sites for efficiency and equity;
- **Digital Asset Management** - Use digital tools to track maintenance schedules, monitor asset performance, and support predictive maintenance;
- **Stakeholder Engagement** - Collaborate with clinical teams, estates staff, finance, and workforce planning to align estate strategy with operational needs;

- **Funding & Business Case Development** - Prepare robust business cases to secure funding from Department of Health under Backlog Maintenance funding and general capital and avail of slippage opportunities late in the financial year
- **Introduction of further Planned Preventive Maintenance measures** to ensure asset lifespans are maximised

How will we measure this?

Annual reporting through:

- 6 facet survey results
- Property Assessment Management Plan (PAMP) return to Department of Health
- State of the Estates report (SOTER) return to Department of Health

Strategic Aim 2- Implementation of our Sustainability Strategy Trustwide

Work to assist the Trust in its collective journey to Net Zero Carbon by 2050.

Implement a sustainability strategy 2030 focusing on reducing carbon emissions, minimizing waste, promoting social value, adapting to climate change and fostering a culture of sustainability across all levels of the organization.

Goals and Objectives

Goals

- Implement a detailed sustainability strategy with associated action plan to 2030;
- Adopt sustainable construction and asset management processes;
- Maximise opportunities for adding social value through the utilisation and development of our estate;
- Establish links between nature and preventative healthcare – continue to develop Biodiversity Plans to promote use of natural greenspace;
- To understand how can we measure the social value of our estates.
- Ensuring that NHS services and infrastructure are resilient to the impacts of a changing climate.

Objectives

- Complete detailed objectives as per our annual Sustainability Action plan;
- Seek dedicated resource for the management of carbon and the path to Net Zero;
- Develop a carbon management plan;
- Include assessment criteria for sustainability benefits as part of procurement process for estate schemes;
- Identify areas of sustainability investment and seek funding to take forward projects to reduce our impact on the environment

How will we achieve this

- Empowering staff to make sustainable changes, raising awareness through training (e.g., carbon literacy), and fostering a culture of sustainability.
- Utilizing digital technologies to improve efficiency, reduce paper consumption, and support remote consultations.

- Optimizing energy consumption in buildings, reducing travel emissions, and promoting sustainable procurement.
- Implementing robust waste management strategies, including reducing single-use plastics, increasing recycling rates, and reducing clinical waste.
- Working with partners, including local communities and other organisations, to achieve sustainability goals.
- Creating and improving our sites biodiversity and green spaces
- Prioritising the purchase of goods and services with a lower environmental impact.
- Regularly assessing progress against targets and making adjustments to strategies as needed.

How we will measure this?

- Annual Sustainability Report
- Quarterly Estates governance reporting
- Assessment against Sustainability action plan KPIs
- Measurement of SHSCT carbon position annually and reported to DoH NI
- Measurement of Carbon in selected Construction Projects

Craigavon Large Scale PV scheme



Strategic Aim 3- Facilitating future clinical & corporate requirements via capital development

The Trusts aspiration is to deliver modern, sustainable healthcare in an environment that supports outstanding patient care, innovation, technology and research. The estate must be able to support the Trusts numerous corporate and organisation strategies, plans and priorities, whilst being flexible and dynamic to ensure a proactive response to unplanned events and situations. The estates plan is a key enabler to help support and deliver against some of the strategic priorities set out within the new Vision and Strategy 2030.

One of our key strategic aims is to continue bidding for capital funding to progress the redevelopment plan for the Craigavon site. This work will require a full assessment of the location and configuration of all clinical services across the Trust including those currently delivered at South Tyrone and Daisy Hill. Alongside this, other major capital priorities include the construction of a new Community Treatment and Care Centre (CTCC) in Newry, which is essential to meet growing demand to deliver care in the Newry area.

A number of measures and initiatives are or will in place to ensure this, which include;

- Redevelopment Master Planning Team (to be established)
- Capital Investment Committee (to be established)
- SAG (Strategic Accommodation Group)
- SIG (Strategic Investment Group)

The anticipation and delivery of estates solutions to clinical and corporate requirements over the next 5 years will be constrained by available funding, with a focus on efficient use of existing estate

Goals and Objectives

Goals

- Align investment with 'Vision and Strategy 2030'
- Continued investment in infrastructure
- Delivery against the Trust Capital Investment Plan
- Continue to seek additional capital opportunities

Objectives

- Estates will fully support the delivery of identified projects;
- Continuously scope for options to Trust priority needs and propose capital Estates based solutions

How will we achieve this

- Investment in lower value capital scheme in the absence of multi-million-pound funding within delegated limits (£1-£5 million capital value)
- Reuse / repurposing of existing assets to deliver estates solutions, where possible
- Ensuring existing built assets are well maintained to extend service life
- Support the planned programme of major capital projects

How will we measure this?

Delivery against an approved annual Estates capital plan

Support the delivery of key Trust projects over next 5 years as detailed within the major capital plan

Level of investment and delivery of capital schemes

Number and scale of reuse/repurposing projects delivered

Number and scale of maintenance projects delivered to prolong life of building assets

Scale of delivery against the planned programme of major capital projects

Below - Newry CTCC artists impression



Strategic Aim 4- Efficient use of our Estate – with a strong focus on existing assets

We will strive to maximise the utilisation of our estate, working in conjunction with commissioners and other partners to develop locality-based estate plans to ensure greater co-ordination and integration with partners. We face continual challenges with seasonal pressures and the demands this will have on service delivery and our existing workforce and aging estate constraints.

The Estates team will continue to provide a dynamic, proactive and flexible approach in supporting the development the Trusts service strategy.

Goals and Objectives

Goals

- Achieve greater co-location of colleagues and agile co-working;
- Continue to support cultural change with agile working;
- Ensuring the Trust is getting best value;
- Continue to rationalise the Estate with focus on better quality;
- Support the fast-changing model of healthcare within the Trust;

Objectives

- Continue to find solutions for emerging accommodation priorities;
- Balance provision of specialist accommodation with local accessibility on our sites;
- Ensure value for money costs and retain flexibility of occupation for services;
- Reduce taken leasing liabilities/ensure good financial management of granted leasing;
- Continually review footprint based on space analysis and service needs;
- Continue to implement and broaden new digital asset management system with non-medical asset areas

How will we achieve this

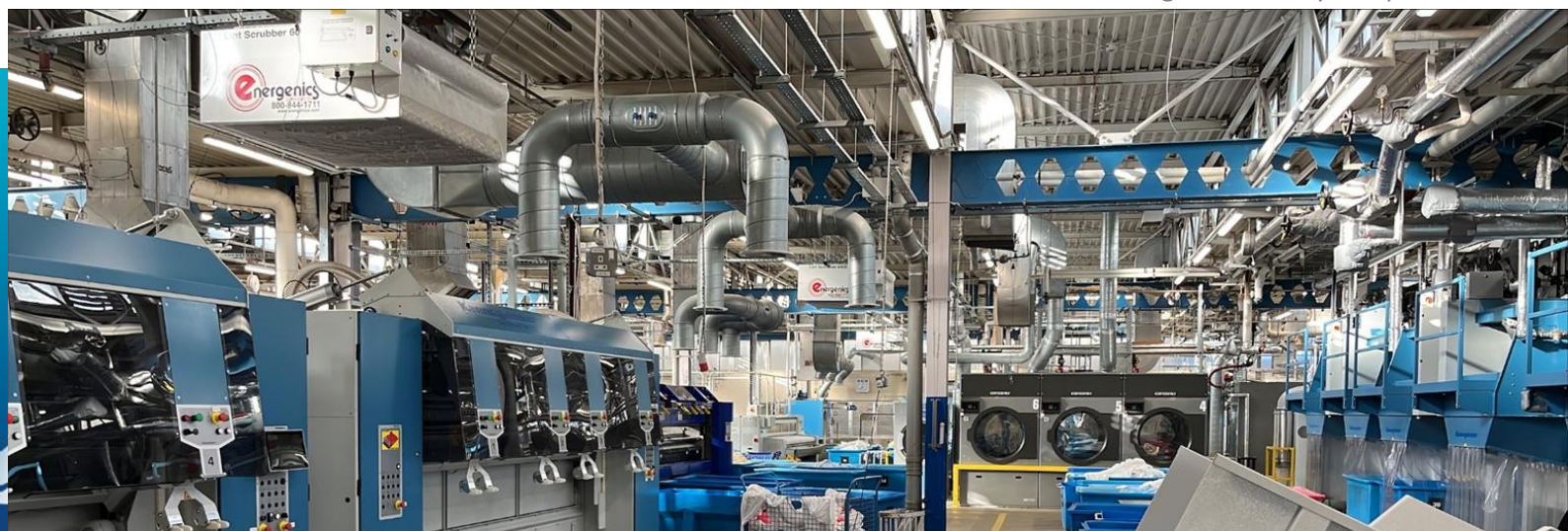
- Delivery of re-purposed and redevelop existing assets as opposed to new build schemes;
- Continuous challenge to the holding of assets and their use;
- ‘Right Service, Right Estate’ - set out what services require and where;
- Ensure site rationalisation /co-location undertaken to promote integrated working to reduce Estate costs;

- Consider opportunities from currently under-utilised buildings where leasing to third party, re-purposing or mothballing may allow longer term decisions;
- Focus on service delivery in community settings, either single facilities or a network of local facilities.
- Withdrawal from leased properties to freehold vacant property (100% by 2030)
- Meticulous scrutiny via the Property Team / SAG on space utilisation
- Carry out a systematic review of our space utilisation given IT developments and changes in working patterns (working from home)

How will we measure this?

- Annual PAMP Plan will report on and demonstrate how efficiently we utilise of built assets
- Energy Management and financial systems will demonstrate savings incurred by provision of permanent solutions in lieu of temporary leased assets – property, MRI / CT scanners etc
- Monitor and report through the Trust Strategic Accommodation Group (SAG)

Craigavon laundry complex



Strategic Aim 5- Developing a Digital Estate

The SHSCT has an ambition over the next 5 years to continue its journey on the road to digitisation of the Estate. “Next Generation” healthcare can only become a reality if it is ably supported by its built environment.

The Trust has commenced its journey with Encompass as a means of providing a digital patient record for service users, which was competently supported by Estates Services, not only in terms of physical delivery on site but via numerous large scale electrical infrastructure schemes which rendered this service improvement possible

The Estates Department uses an increasing number of digital systems to support our estate inclusive of:

- MICAD
- Equip - Asset Medical Management System
- BMS Metering
- Zetasafe
- Building Analytics

The benefits these systems have provided to our service have been transformative and the Trust wishes to continue this journey by further developing this aspect of our Organisation.

Goals and Objectives

Goals

- Delivery of intelligent, connected buildings where metrics and performance can be tangibly monitored;
- Enhance service delivery and patient care;

Objectives

- Reduce manual data collection, creating an automatic information system;
- Minimise administrative burden to staff
- Provide increased oversight and governance;
- Improve and build on existing data sources to facilitate new technologies such as AI

How will we achieve this

- Seek funding to invest in the digital estate initiative
- Implementation of capital project management software platform;
- Completion of Internet Property Register (IPR) module and integration of all asset related information to building block level;
- Trustwide implementation of accommodation booking software;
- Migration of all remaining contracts onto contract management module;
- Further development of carbon reporting module for utilities and waste

How we will measure this

Agreed reporting intervals against an agreed workplan for the Estates Digital Strategy including;

- Implementing each module/initiative and positive impacts on service through Estates governance group
- Reporting at regional levels across all five Trusts
- Liaison with and reporting to Department of Health

Summary

Our Estates Strategy is extremely ambitious but is integral to delivering the SHSCT plans for future healthcare provision of our service users.

Over the next 5 years we will maintain a wide focus on the whole estates, managing the inevitable changes and challenges no doubt ahead of us. Listening to our staff and service users remain a cornerstone of our service.

We are significantly constrained by the lack of capital investment. Substantial funding is required, alongside a comprehensive rationalisation programme across the estates, to address the growing backlog of maintenance and to resolve fundamental suitability issues that are limiting our ability to deliver modern, safe and efficient services. As always, we will deliver best value for money for the public purse, with a tangible and demonstrable commitment to sustainability in everything that we do.

Through the delivery of this strategy, the SHSCT will strive to provide a safe, sustainable and efficient estates within the confinements of available resources, that enables our organisation to deliver outstanding healthcare over the next 5-year horizon and beyond.