One ♥ Devon

Client: NHS Devon ICS
**Project:** Estates Baseline
Services Provided: Estates planning; Strategic mapping; Stakeholder engagement; Database management; Geospatial analysis.
Timescales: Delivered in Q3 of 2023

NHS Devon Integrated Care System (ICS) was in the process of developing an Infrastructure Strategy for the region. To identify future estates opportunities and priorities, Devon ICS first needed to complete a baseline of their estate, to bring together current estate information that sat across many sources and with individual organisations.

The estates baseline consolidated disparate estate data across various provider trusts and organisations which enabled the ICS to take a strategic approach to the identification of estate priorities and planning. The estates baseline also served as a key input to the prioritised capital pipeline and infrastructure strategy that was being developed.

By consolidating data and providing a clear overview of existing assets across the area, the estates baseline equipped Devon ICS with the necessary information to make informed decisions about future service and estate planning.
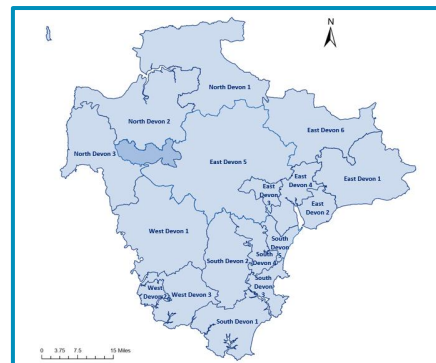
Activities undertaken:
- Collection of key data on primary, community, mental health, acute, ambulance, and local authority assets
- Developed a detailed asset register database over 1,100 assets, including details about the property, tenure, occupation, financials and condition
- Mapping of current estate by locality, place and area accompanied by a breakdown of property/site type, ownership, Gross Internal Area (GIA) and occupying organisations
- Researched the demographic, deprivation and health needs data of Devon in relation to the current estate.

Our Impact:
Our work provided the ICS Executive Team with tangible evidence upon which to base decisions and build a list of priorities for Devon.
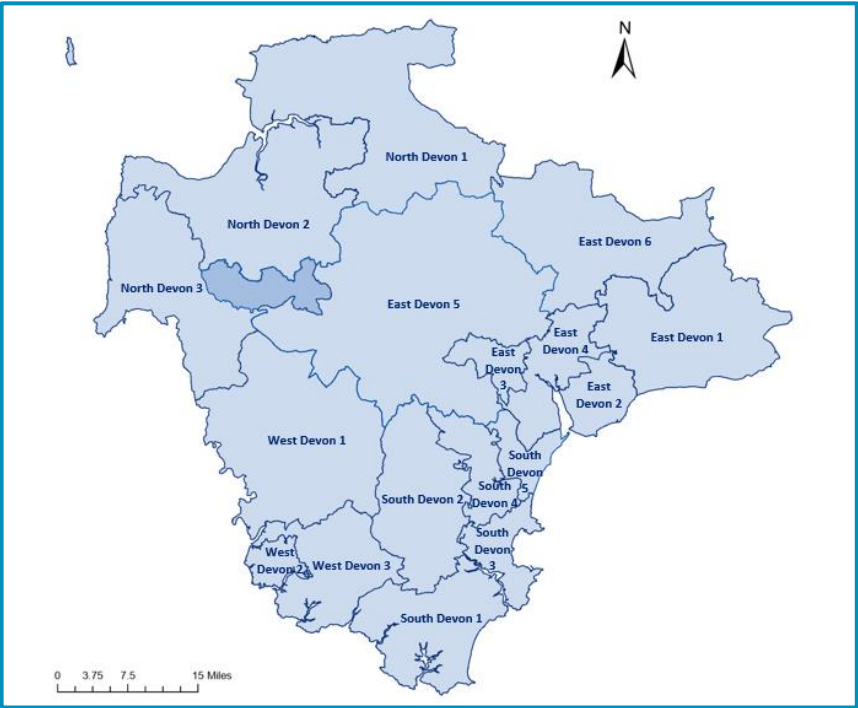- Strategically visualised the asset database, delivering comprehensive insights at various geographic levels
- Categorised primary care and provider assets into Core, Flex and Tail using a bespoke modelling technique which informed strategic thinking for estate planning
- Produced isochrone maps for acute hospitals illustrating their accessibility by public transport and driving, overlaying primary and community assets in the area
- Developed dynamic 'heatmaps' enabling the ICB to rapidly assess travel time for public transport and driving between any two assets.
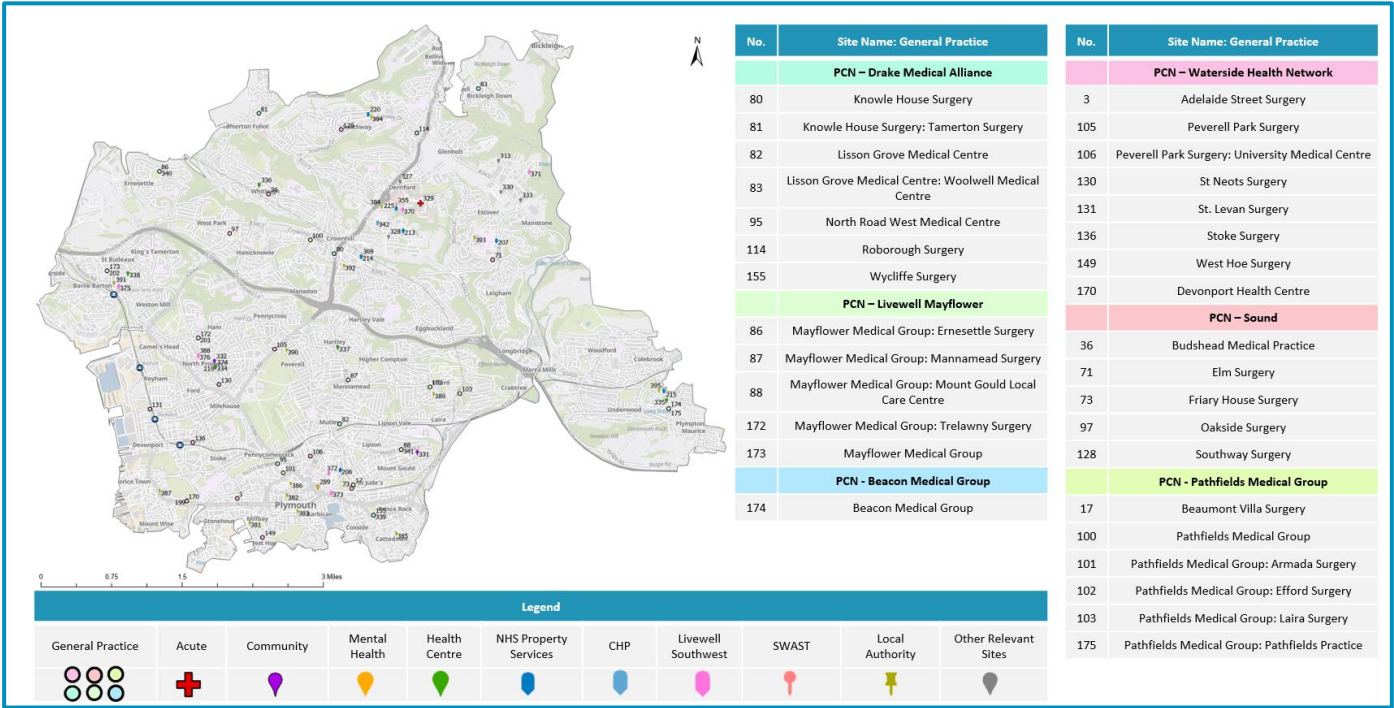
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Bespoke localities of Devon created

The methodology for mapping assets has been done in alignment to the Primary Care Networks (PCNs) in Devon, with the above map showing the 17 bespoke localities created.

Locality map in West Devon

No.	Site Name: General Practice
	PCN – Drake Medical Alliance
80	Knowle House Surgery
81	Knowle House Surgery: Tamerton Surgery
82	Lisson Grove Medical Centre
83	Lisson Grove Medical Centre: Woolwell Medical Centre
95	North Road West Medical Centre
114	Roborough Surgery
155	Wycliffe Surgery
	PCN – Livewell Mayflower
86	Mayflower Medical Group: Ernesettle Surgery
87	Mayflower Medical Group: Mannamead Surgery
88	Mayflower Medical Group: Mount Gould Local Care Centre
172	Mayflower Medical Group: Trelawny Surgery
173	Mayflower Medical Group
	PCN - Beacon Medical Group
174	Beacon Medical Group

No.	Site Name: General Practice
	PCN – Waterside Health Network
3	Adelaide Street Surgery
105	Peverell Park Surgery
106	Peverell Park Surgery: University Medical Centre
130	St Neots Surgery
131	St. Levan Surgery
136	Stoke Surgery
149	West Hoe Surgery
170	Devonport Health Centre
	PCN – Sound
36	Budshead Medical Practice
71	Elm Surgery
73	Friary House Surgery
97	Oakside Surgery
128	Southway Surgery
	PCN - Pathfields Medical Group
17	Beaumont Villa Surgery
100	Pathfields Medical Group
101	Pathfields Medical Group: Armada Surgery
102	Pathfields Medical Group: Efford Surgery
103	Pathfields Medical Group: Laira Surgery
175	Pathfields Medical Group: Pathfields Practice

Legend

General Practice	Acute	Community	Mental Health	Health Centre	NHS Property Services	CHP	Livewell Southwest	SWAST	Local Authority	Other Relevant Sites

The map above shows an example view of a locality in West Devon, with the location of primary care, acute, community, mental health, NHS Property Services, CHP and local authority assets mapped and labelled.

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Heatmap of driving time (minutes) from sites to acute hospitals (anonymised data)

Postcode	LSOA Code	LSOA Name	Site/Property Name	Hospital A	Hospital B	Hospital C	Hospital D
AB1 1CD	E01020038	Exeter 011E	Site1	42.42	13.38	84.95	89.83
AB1 1CE	E01019921	East Devon 018B	Site2	57.92	35.85	99.80	102.92
AB1 1CF	E01020031	Exeter 010D	Site3	40.68	17.65	86.38	88.43
AB1 1CG	E01014486	Bristol 023B	Site4	127.03	107.17	138.73	171.43
AB1 1CH	E01015255	Torbay 008B	Site5	11.05	59.07	118.77	79.93
AB1 1CI	E01020024	Exeter 009C	Site6	50.08	5.62	89.05	96.35
AB1 1CJ	E01020334	West Devon 005C	Site7	80.95	86.80	90.32	30.40
AB1 1CK	E01020016	Exeter 008C	Site8	46.83	10.33	86.30	93.60
AB1 1CL	E01020038	Exeter 011E	Site9	42.42	13.38	84.95	89.83
AB1 1CM	E01015253	Torbay 003E	Site10	9.58	53.40	113.92	79.23
AB1 1CN	E01019985	Exeter 005E	Site11	42.97	15.92	83.72	90.43
AB1 1CO	E01020094	North Devon 008A	Site12	109.13	89.17	9.22	113.22
AB1 1CP	E01033234	Exeter 011G	Site13	40.68	16.55	86.62	88.42

Information on each site/property, including:
Location information (Postcode, Lower Super Output Area (LSOA) Code, LSOA Name).

Values describing the time to travel from property to an acute hospital:
Colour-coded from red to amber to green, depending on the value relative to the lowest and highest values present.

Heatmap of driving distance (miles) from sites to acute hospitals (anonymised data)

Postcode	LSOA Code	LSOA Name	Site/Property Name	Hospital A	Hospital B	Hospital C	Hospital D
AB1 1CD	E01020038	Exeter 011E	Site1	22.45	2.24	51.62	45.76
AB1 1CE	E01019921	East Devon 018B	Site2	27.85	9.75	59.26	51.17
AB1 1CF	E01020031	Exeter 010D	Site3	20.13	2.62	43.38	43.45
AB1 1CG	E01014486	Bristol 023B	Site4	105.90	86.63	106.31	129.21
AB1 1CH	E01015255	Torbay 008B	Site5	1.78	24.40	73.88	31.30
AB1 1CI	E01020024	Exeter 009C	Site6	21.72	0.77	43.88	45.03
AB1 1CJ	E01020334	West Devon 005C	Site7	31.00	40.47	47.54	11.79
AB1 1CK	E01020016	Exeter 008C	Site8	21.23	1.53	43.39	44.55
AB1 1CL	E01020038	Exeter 011E	Site9	22.45	2.24	51.62	45.76
AB1 1CM	E01015253	Torbay 003E	Site10	1.39	22.99	72.47	31.83
AB1 1CN	E01019985	Exeter 005E	Site11	20.66	2.44	42.69	43.97
AB1 1CO	E01020094	North Devon 008A	Site12	71.53	52.28	1.80	58.22
AB1 1CP	E01033234	Exeter 011G	Site13	21.06	2.68	52.84	44.37

Information on each site/property, including:
Location information (Postcode, Lower Super Output Area (LSOA) Code, LSOA Name).

Distance (miles) travel from property to an acute hospital:
Colour-coded from red to amber to green, depending on the value relative to the lowest and highest values present.
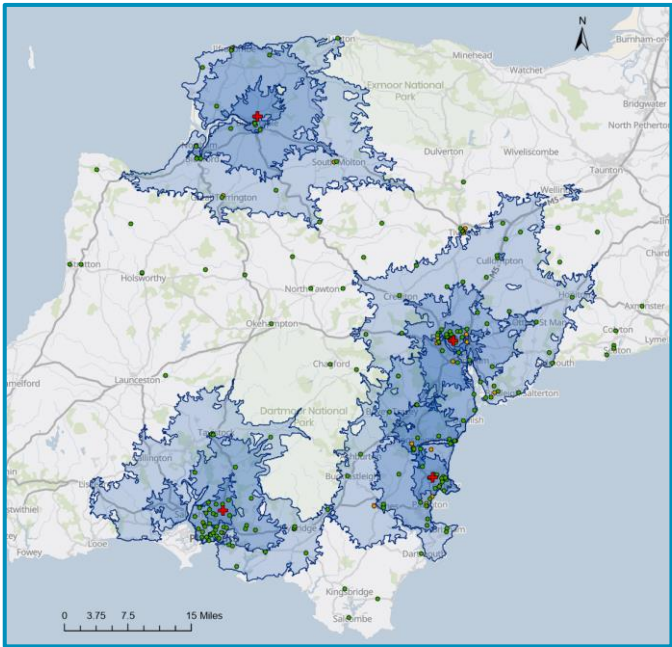
Heatmaps were also produced for public transport denoting the distance and time from sites to acute hospitals.

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Isochrone of driving catchments

Legend	
✚	Acute hospital
●	Primary care sites
●	Community sites
(shade)	15-minute journey
(shade)	30-minute journey
(shade)	45-minute journey

Isochrone of public transport catchments
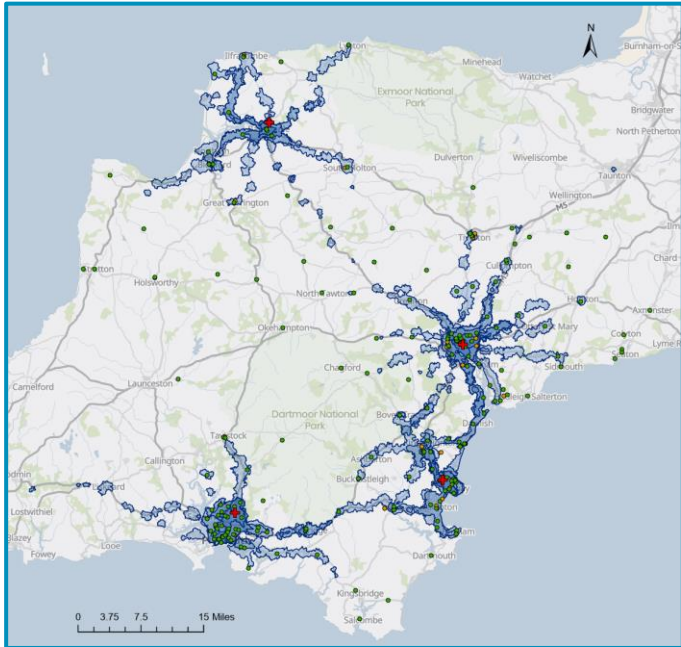
Legend	
✚	Acute hospital
●	Primary care sites
●	Community sites
(shade)	30-minute journey
(shade)	45-minute journey
(shade)	60-minute journey
(shade)	90-minute journey

An isochrone map is a map which depicts the area accessible from a point within a certain time threshold: The maps above illustrate the catchments for driving and public transport for acute hospital sites in Devon, which are accompanied by the location of primary (green) and community (amber) care assets within and outside of these accessibility zones. The accessibility analysis shows that the lighter the shade of blue on the map, the longer the time it takes to reach the site.

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Line	Organisation	Property Name	Quality (Site Condition)	Condition Score	Fitness for Purpose (Function)	Function Score	Capacity	Capacity Score	Flexibility	Flexibility Score	Legal Position of Occupancy	Occupancy Score	Final Score	Categorisation
1	General Practice (main)	Name1	C	1	A - Modern and fit-for-purpose (75% - 100%)	3	Already over capacity	0	Can easily be re-configured or extended	3	Freehold/lease 20 years plus	3	10	CORE
2	General Practice (branch)	Name2	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Already over capacity	0	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	6	FLEX
3	General Practice (main)	Name3	B	2	B - Some elements fit-for-purpose (50% - 75%)	2	Can meet future increases in population to 2028	2	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	9	FLEX
4	General Practice (main)	Name4	A	3	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Some re-configuration minor extension	2	5 -19 year lease	2	10	CORE
5	General Practice (main)	Name5	D	0	B - Some elements fit-for-purpose (50% - 75%)	2	Already over capacity	0	Cannot be reconfigured and no extension possible	0	No lease in place or issue with current lease/landlord	0	2	TAIL
6	General Practice (branch)	Name6	B	2	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Some re-configuration minor extension	2	Freehold/lease 20 years plus	3	10	CORE
7	General Practice (main)	Name7	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	7	FLEX
8	General Practice (branch)	Name8	C	1	C - Not fit for pupose (<50%)	1	Already over capacity	0	Cannot be reconfigured and no extension possible	0	No lease in place or issue with current lease/landlord	0	2	TAIL
9	General Practice (main)	Name9	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	7	FLEX
10	General Practice (branch)	Name10	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Already over capacity	0	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	6	FLEX

Categorisation of assets into Core, Flex and Tail (anonymised data): The above table shows how the database of assets were then categorised into as "Core", "Flex", or "Tail" by inputting the scores of the properties into the model that looked at their Quality (Site Condition), Fitness for Purpose (Function), Capacity, Flexibility and Legal Position of Occupancy. The combination of these scores provide a final score which was used to discern the categorisation of the property.

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