



National Health Service in Scotland
Management Executive

St. Andrew's House
Edinburgh EH1 3DG

Dear Colleague

VFM STUDY REPORT: SPACE TO MANAGE

Summary

1. The attached report, "Space to Manage", prepared by the Department of Health NHS Management Executive Value for Money Unit, has now been published.
2. The purpose of this report is to demonstrate that:
 - effective space management is an important element in providing a high quality service at an affordable cost;
 - space management cannot just be left to estates staff - it has to involve hospital chief executives and other senior managers;
 - estates staff need to be actively involved in service and facility planning;
 - there is great potential for making better use of the existing estate as opposed to pursuing new build options;
 - the right management framework, and the involvement of all interested groups in the analysis and decision making process is important, if hospitals are to get the most out of their estate within the limited resources available.
3. The report is based on 7 exemplars (at 6 hospital sites) where the various aspects of effective space management were implemented. All resulted in significantly better outcomes as a result of treating space as an expensive commodity that has to be managed.

Action

4. Chief Executives and equivalent are asked to ensure that the report is brought to the attention of all managers involved in service and facilities planning, as well as general management. Health Boards also have an interest in the report in the context of their role in the strategic planning and contract process, and General Managers are invited to draw it to the attention of the appropriate staff.

14 January 1994

Addressees

For action:
Chief Executives, and
Chief Executives
Designate
NHS Trusts

General Managers,
Health Boards

General Manager,
State Hospital

Unit General Managers

General Manager,
Common Services Agency

For information:
General Manager,
Health Education Board
for Scotland

Enquiries to:

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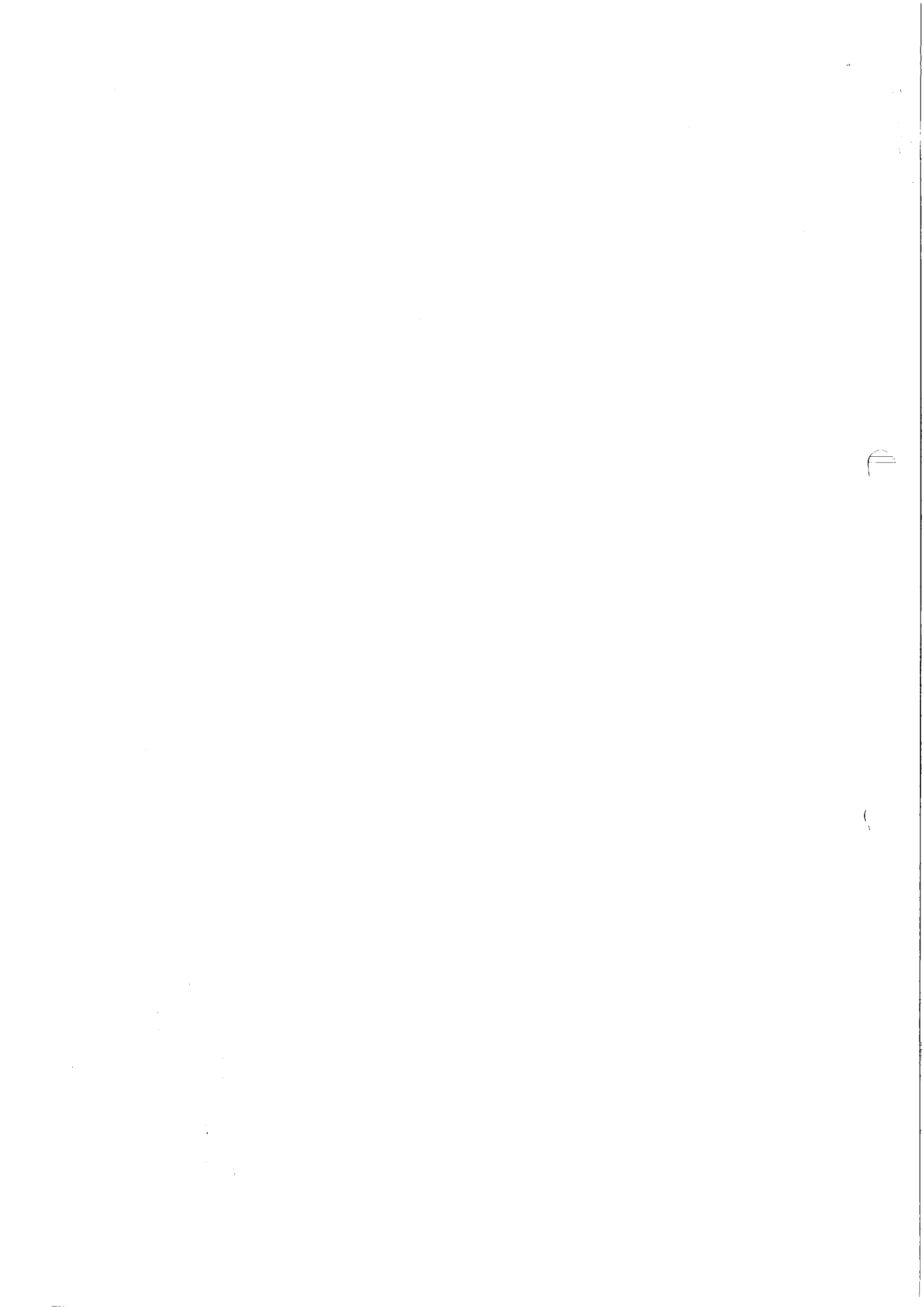
or

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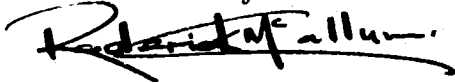


5. Further copies of the report are available through HMSO (ISBN 0 11 321618 1).

Other Matters

6. Boards, NHS Trusts and Directly Managed Units are reminded that guidance on space utilisation is included in "Estatecode", the suite of documents providing advice on estates management policy and practice. It is produced by NHS Estates and a revised version reflecting changes in the NHS will be issued to the NHS in Scotland in the near future.

Yours sincerely



H R McCALLUM
Director of Estates

