Item No: 11

Meeting Date: **Wednesday 22nd March 2023**

Glasgow City Integration Joint Board

Report By: **Sharon Wearing, Chief Officer Finance and Resources**

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Glasgow City IJB Property Strategy 2023-2026

Purpose of Report:	This report outlines Glasgow City IJB's Property Strategy 2023-2026 in support of the delivery of the IJB's Strategic Plan.
Background/Engagement:	The IJB approved its Property Strategy in May 2019 for the period 2019-2022. The Property Strategy has been updated to reflect progress to date and plans which require to be considered to support the delivery of the Strategic Plan for the period 2023-2026.
Governance Route	The matters contained within this paper have been previously considered by the following group(s) as part of its development. HSCP Senior Management Team ☒ Council Corporate Management Team ☐ Health Board Corporate Management Team ☐ Council Committee ☐ Update requested by IJB ☐ Other ☐ Not Applicable ☐
Recommendations:	The Integration Joint Board is asked to: a) note the contents of this paper; b) approve the Property Strategy 2023-2026 attached at Appendix 1; and c) note monitoring and scrutiny of the IJB's Property Strategy will be primarily carried out through an annual update to the IJB Finance, Audit and Scrutiny

	Committee, with reference to the full IJB where appropriate.

Relevance to Integration Joint Board Strategic Plan:

This report outlines the Property Strategy which is required to support delivery of the IJB's Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services
Personnel:	Staffing implications are highlighted as appropriate within the strategy, with detailed implications addressed via the appropriate HSCP Governance structure
Carers:	None
Provider Organisations:	None
Equalities:	An Equality Impact Assessment has been completed on the Property Strategy: https://glasgowcity.hscp.scot/publication/eqia-property-strategy-2023-2026
Fairer Scotland Compliance:	This strategy supports the delivery of a Fairer Scotland
Financial:	Investment to support the implementation of the Property Strategy will require a degree of capital expenditure. The IJB will work in conjunction with Partner Bodies to develop capital plans which support the implementation of this strategy. The opportunities to rationalise the health and social care property estate will continue to be explored to generate savings and integrate services to support delivery of the strategic plan.
Legal:	None
Economic Impact:	Capital investment programmes will generate an economic benefit to the city through employment and regeneration of specific properties and locations.
Sustainability:	The Property Strategy will adhere to sustainability policies and guidance from partner organisations.
Sustainable Procurement and Article 19:	The Property Strategy will adhere to sustainability policies and guidance from partner organisations.

Risk Implications:	None

Implications for Glasgow City Council:	The Council will be required to work closely with the Chief Officer: Finance and Resources and others within the HSCP, particularly in regard to capital expenditure where respective budgets are held by the Council and Health Board.

Implications for NHS Greater Glasgow & Clyde:	The Health Board will be required to work closely with the Chief Officer: Finance and Resources and others within the HSCP, particularly in regard to capital expenditure where the respective budgets are held by the Council and Health Board.

Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☒
2. Glasgow City Council	☐
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

1. Purpose

1.1. The purpose of this report is to seek approval of the Glasgow City IJB's Property Strategy 2023-2026 (see Appendix 1) in support of the delivery of the IJB's Strategic Plan

2. Background

2.1. Glasgow City Integration Joint Board (IJB) operates in a challenging environment where demand for services is high, and the resources and the finances at our disposal to meet this demand are finite.

2.2. Through strategic asset management Glasgow City Health and Social Care Partnership (GCHSCP) aims to ensure that people within the City receive the best possible experience of health and social care services wherever they live, and whatever their needs and aspirations are. Underpinning this is provision of a fit for purpose, accessible property estate which promotes best value, integrated working, adheres to guidance and legislation, and allows the opportunity to respond and transform to meet service needs and support delivery models to best provide services to the City of Glasgow.

2.3. The IJB has a responsibility to strategically manage the property assets under delegated authority from Glasgow City Council and NHS Greater Glasgow and Clyde. The alignment of the strategic plan with asset management provides this opportunity to shape the property portfolio to efficiently support delivery of services and integration.

3. The Property Strategy 2023-2026

3.1. This document builds on the Property Strategy which was approved by the IJB in May 2019 and seeks to look forward to 2026 aligning with the Strategic Plan 2023-2026.

3.2. The Property Strategy has been developed in conjunction with members of the IJB's Property Strategy Group which includes representatives of Glasgow City Council, NHS Greater Glasgow and Clyde and NHS and Council staff within the Glasgow City HSCP.

3.3. The strategy aims to delivery on the following objectives:

- To gain best value from the use of our property
- Provide safe, modern accessible and fit for purpose accommodation to support staff in the delivery of services
- Provide the right buildings in the right location and condition to meet service delivery needs
- Ensure property assets are located across the City to facilitate access to services
- To maximise opportunities to work with other services, agencies and communities to establish optimum service needs and delivery models.

Achieving this by:

- Working with services, partners and communities to understand their needs
- Improving, releasing, adapting or replacing properties to meet our evolving needs
- Challenging services and partners to demonstrate their needs, adopt modern and flexible working practices and meet accommodation standards of partner bodies
- Being consistent with our standards and decision making
- Developing data and insight to inform planning and prioritisation of property decisions to achieve the strategy.

3.4. Overall responsibility for the implementation of the Property Strategy rests with the Property Strategy Group chaired by the Chief Officer: Finance and Resources. Monitoring and scrutiny of the IJB's Property Strategy will be primarily carried out through an annual update to the IJB Finance, Audit and Scrutiny Committee, with reference to the full IJB where appropriate. Appropriate links will also be developed with the monitoring and scrutiny arrangements of the Council and Health Board as necessary.

4. Recommendations

4.1. The Integration Joint Board is asked to:

a) note the content of this paper;
b) approve the Property Strategy 2023-2026 attached at Appendix 1; and

c) note monitoring and scrutiny of the IJB's Property Strategy will be primarily carried out through an annual update to the IJB Finance, Audit and Scrutiny Committee, with reference to the full IJB, where appropriate.

Glasgow City IJB
Integration Joint Board







GLASGOW HSCP PROPERTY STRATEGY 2023-2026

March 2023

NHS Greater Glasgow and Clyde

Glasgow City Council

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Introduction

The vision of Glasgow City Health and Social Care Partnership (GCHSCP) is to ensure that people within the City receive the best possible experience of health and social care services wherever they live in the City, and whatever their needs and aspirations are. Underpinning this is provision of a fit for purpose, accessible property estate which promotes best value, integrated working, adheres to guidance and legislation, and allows the opportunity to respond and transform to meet service needs and support delivery models to best provide services to the Citizens of Glasgow.

The purpose of this document is to guide and support the direction of travel for the utilisation and development of our property assets in the wider context within which we operate to inform the investment, development, and maintenance of our property estate over the next three years. Our estate includes NHS Greater Glasgow and Clyde buildings, Glasgow City Council buildings and leased accommodation. It covers office accommodation, clinical accommodation, both within the community and on acute hospital sites, residential accommodation, and tenanted flats.

This strategy document will outline how we plan to ensure that our property assets support service delivery in line with the direction set by the Strategic Plan 2023 – 2026 and will outline the Property Plan for this three year period which will be updated and reported on annually.



Background and Context

The previous IJB Property Strategy was published in May 2019 covering the period 2019-22. This document is designed to align with the broader IJB vision and mission and sit alongside the Strategic Plan 2023-2026, as well as policies and plans from our Partnership Bodies and national plans such as Scotland's Climate Change Plan 2018-2032.

This document will identify the key drivers which will influence and direct the approach that will be taken over the next three years in relation to the management and development of the property estate, including recognition of the wider context that the IJB is operating within. An annual progress update will be provided to the IJB Finance Audit and Scrutiny Board.

Recovery from COVID-19, the implications of Brexit and Net Zero targets continue to be major challenges and the Property Strategy offers a timely opportunity to plan for the new and emerging service challenges that will be impacted by them.



Public Sector Drivers For Change

- **Sustainability and Climate Change** – how, and where we work, operational efficiency of buildings, internal infrastructure, decarbonising property assets, pursuit of net zero carbon policies, short term action for long term perspective
- **Technology & Data** – advancements in technology and data analytics changing the way we look at assets and demand for capital
- **Constrained Resources** – budget constraints
- **Operating Models** – to both meet challenge of cost of living increases and post COVID-19 recovery but also take advantage of new ways of working and new models of service delivery which may reduce scale of property requirements or change where it is needed and in what format.
- **Collaboration** – move towards integrated ways of working
- **Service Transformation** – changes to formation of service provision impacting on shape, scale and location of asset
- **Place-Making** – provision of assets within localities and with alignment to other services
- **Adaptability** – pandemic showed collaboration and agile working could change service delivery and support a hybrid mode, resulting in review of assets and redefining design of spaces in workplaces.

Strategic Context

The IJB has the responsibility to plan and direct the provision of health and social care services delegated from Glasgow City Council and NHS Greater Glasgow and Clyde under the Public Bodies (Joint Working) (Scotland) Act 2014 (the Act.) This covers the utilisation and development of property assets which sit on both Organisation's property portfolio where we provide services from which is acknowledged by the Scottish Government (Scottish Government Financial Planning Guidance for Health and Social Care Integration.)

> "The Chief Officer of the Integration Joint Board is recommended to consult with the local Authority and Health Board partners to make best use of existing resources and develop capital programmes. The Integration Joint Board should identify the asset requirements to support the Strategic Plan. This will enable the Chief Officer to identify capital investment projects, or business cases to submit to the Health Board and Local Authority for consideration as part of the capital planning processes, recognising that partnership discussion would be required at an early stage if a project was jointly funded"

Local Context

This document aligns with the IJB's Strategic Plan. Link to new document to be added. The vision of the Strategic Plan is that Communities will be empowered to support people to flourish and live healthier, more fulfilled lives, by having access to the right support, in the right place and at the right time.

The six Partnership Priorities are

1. **Prevention, early intervention and well being**
2. **Supporting greater self-determination and informed choice**
3. **Supporting people in their communities**
4. **Strengthening communities to reduce harm**
5. **A healthy, valued, and supported workforce**
6. **Building a sustainable future**

This is underpinned by the nine National Health and Wellbeing Outcomes and the Property Strategy supports Outcome 9 that Resources are used effectively and efficiently in the provision of health and social care services.

The IJB has a wide ranging transformation agenda, and it is critical that property and accommodation issues are considered when services are being reviewed and developed and that a clear and prioritised Property Strategy will facilitate and contribute to achieving the vision and priorities.

Other HSCP strategies that influence and direct the Property Strategy include:

Mental Health Strategy – Board wide **review** of the provision of Mental Health Services which will include a review of existing estate and what the projected requirements will be going forward.

Learning Disability Strategy – Board wide review of the provision of Learning Disability Services which will consider the requirements for a suitable property estate to support this.

Primary Care Strategy – to enable primary care professionals to fulfil the role that they are qualified for and to maximise access for local people to ensure they get the right service from the right person at the right time.

Moving Forward Together – Promoting integration and co-location through ongoing discussions with Acute Health Services to inform provision of services within community settings and a transfer of resource, also impacted by the Unscheduled Care agenda and initiatives such as the recent introduction of a Hospital at Home pilot.

Workforce Plan – As we emerge from the pandemic it is acknowledged that new ways of working and utilising space within property may have changed and the Property Strategy has to reflect this and provide flexibility to respond and adapt as well as accommodating increased numbers of staff and teams recruited in response to service initiatives and policy developments such as Primary Care Investment Fund (PCIF), Mental Health monies, COVID-19 response teams including Care Home teams and additional staff arising from the allocation of winter pressure funding from the Scottish Government.

Lead Organisation Policies – We align with the property strategies of both Glasgow City Council and NHS Greater Glasgow and Clyde. The NHS GG&C Capital Estates team are currently undertaking a comprehensive review of the estate across all HSCPs, including Council, Health, and the GP premises, to inform their Capital Strategy and will present this information to the IJB. Glasgow City Council have recently undertaken a Capital Prioritisation exercise with all areas of the Council including the HSCP to establish a medium term view of capital requirements going forward and inform funding decisions.

Environment & Sustainability – Align to the policies and strategy of both Glasgow City Council and NHS Greater Glasgow and Clyde / NHS Scotland in relation to climate change, monitoring of energy usage and costs, sustainability, carbon targets, impact on property refurbishment and development, optimising use of building and how the estate supports staff, service user and patient travel plans and the increasing use of Electric Vehicles, in line with the direction set by Scotland's Climate Change Plan 2018 -2032 and the Glasgow City Council Climate Plan

Digital & IT Strategies – We ensure the Property Strategy aligns with the requirements and direction of digital and IT developments, including areas such as ensuring meeting rooms facilitate video conferencing, full connectivity, monitoring of room usage and supporting record management.

Medium Term Financial Plan – Outlines the three year medium term financial forecast for the HSCP, highlighting pressures and potential scenarios for allocating resources.

Pandemic Recovery - This Property Strategy will also have to consider the estate as we emerge from the COVID-19 pandemic, reviewing potential ways of working and use of property, providing resilience and flexibility for future demands, physical and infrastructure requirements arising from improved ventilation guidance, and the impact of social distancing measures if required. At the time of publication these requirements are still being developed but will be acknowledged and will continue to inform decisions around the property estate.

National Care Service - The current proposals relating to the creation of a National Care Service for Scotland is one of the most significant public sector reforms in a decade and will impact on the reporting and governance arrangements that the IJB currently has with the Health Board and Council. How this will impact on the ownership of the property estate is still to be clarified, however, this strategy document acknowledges that the creation of a National Care Service will require to be monitored and any developments in relation to this will be incorporated into a revised draft of the Property Strategy.

National legislation

- Public Bodies (Scotland) Act 2014
- Carers (Scotland) Act 2016
- Community Empowerment (Scotland) Act 2015
- The Equalities Act 2010
- Fairer Scotland Duty
- National Care Service (Scotland) Bill
- Social Care (Self-directed support) (Scotland) Act 2013

National policies, strategies and plans

- Scotland's Digital Health and Care Strategy
- Independent Care Review (the Promise)
- Primary Care Improvement Programme
- Scottish Government Public Health Strategy
- NHS Scotland Climate Emergency and Sustainability Strategy
- Ending Homelessness Together
- Housing to 2040

Local strategies and plans

- Glasgow City Council Strategic Plan
- NHS GG&C Corporate Objectives
- Maximising Independence
- Glasgow's Community Plan
- Moving Forward Together Mental Health Strategy
- Glasgow's Housing Strategy
- Glasgow City Food Plan
- Turning the Tide Through Prevention
- A Socially Connected Glasgow Strategy

National frameworks and standards

- Getting It Right For Every Child
- Health and social care standards
- Planning with People Community Engagement Guidance
- National Health and Well-being outcomes
- Medication Assisted Treatment (MAT) standards

Glasgow City IJB strategies and plans

Mainstreaming Equalities Plan
Rapid Re-housing Transition Plan
Keeping Glasgow's Promise
Primary Care Improvement Plan
Carers / Young Carers Strategies
Family Support Strategy

What Will Success Look Like?

- Alignment and partnership working
- People Centred & Place Based Approach promoting collaboration between individuals and organisations within the public, private and third sectors to achieve better outcomes locally
- Decisions to invest will consider best value and affordability in terms of cost and outcomes
- Effective post COVID-19 ways of working
- Adapting to the post Brexit landscape, short, medium and long term impacts still creating uncertainty
- Delivering services within the cost of living crisis financial challenges and inflationary price increases
- Working towards climate change targets and embedding policy in all property decisions
- Working within the constraints of funding, resources & capital investment – recognition of what the challenging funding landscape brings in terms of ability to secure capital funding, and within the climate agenda target of net zero.
- Strengthening the staffing resource and function within the HSCP who work in collaboration with Health Board and Council to deliver the Property Strategy and related projects
- Continuous Improvement Agenda, measuring & reviewing – outcomes, benefits realisation, monitor progress and report as required.



Property Strategy Objectives

This strategy will ensure the HSCP estate helps to transform and support service delivery by ensuring the estate is fit for purpose and available in the right areas of the City. The vision of the HSCP is that the City's people can flourish, with access to health and social care support when they need it. This will be done by transforming health and social care services for better lives. We believe that stronger communities make healthier lives.

Strategic Partnership Priorities

	What	How
Priority 1 Prevention, Early Intervention & Well Being	Supporting communities to shape and deliver services where they are needed most and where they will make most impact.	The HSCP will use relevant data to understand need and identify where resources should be directed to provide effective early intervention and prevention approaches.
Priority 2 Supporting Greater Self-Determination & Informed Choice	Support people to identify and understand the options available to them and empower them to actively participate in and take responsibility for decisions about how they will live their lives and achieve the outcomes they identify. By working with people to identify and understand their needs and options we will support them to make informed decisions about the supports they choose to receive where it is safe and appropriate to do so.	Ensure property assets are located across the city to facilitate access to services Ensure through the Social Care Housing Improvement Plan (SCHIP) that the needs identified by Health and Social Care Partnership for different social care groups and clients are articulated and inform housing investment in Glasgow. Striving for innovation, using technology, evaluating new ways of delivery to ensure we deliver the vision and priorities and meet needs.
Priority 3 Supporting People In Their Communities	We will continue the move away from traditional service models to services and supports available closer to people to develop community based services that empower people to live independently with the right supports, in the right place and at the right time. This will require ambition and innovation to develop community-based services that empower people to live independently with the right supports, in the right place at the right time.	Provide the right buildings in the right location and condition to meet service delivery needs now and, in the future, ensuing a welcoming and safe environment to support service delivery.

	What	How
Priority 4 Strengthening Communities To Reduce Harm	By developing stronger communities, we aim to reduce harm to safeguard and protect vulnerable people and communities.	To maximise opportunities to work with other services, agencies, and communities to establish optimum service needs and delivery models.
Priority 5 A Healthy, Valued & Supported Workforce	Ensure a flexible, supported, resilient and sustainable workforce that can adapt to changing demands and opportunities placed on the service.	Provide safe, modern, accessible, and fit for purpose accommodation to support staff in delivery of services and promote wellbeing with the ability to adapt to changing demands.
Priority 6 Building A Sustainable Future	Meet the challenge of delivering a sustainable model of health and social care within a challenging environment, characterised by financial constraints, increasing demand and recruitment and retention challenges. Seeking to ensure we use our resources effectively, including finances, our workforce and other resources to achieve value for money and ensure we have strong and reliable health and social care services. Not just now, but for future generations too.	Reduce the carbon footprint of our property operations. Deliver best value ensuring the property estate is managed efficiently, effectively, and economically supported by appropriate decision making and governance arrangements. Review capacity and usage of building to ensure optimum use of assets.

We will achieve this by

- Working with services, partners, and communities to understand their needs
- Improve, release, adapt or replace properties to meet our evolving needs
- Challenge services and partners to demonstrate their needs, adopt modern and flexible working practices and meet accommodation standards of partner bodies
- Be consistent with our standards and decision making
- Develop data and insight to inform planning and prioritisation of property decisions to achieve the strategy.

The following activities will be key to implementing the strategy within the next three years. This will inform the Property Asset Management Plan with clear objectives and timelines for completion and will be reviewed on an ongoing basis with stakeholders.

- Develop Property Matrix to collect data on assets condition and utilisation, and opportunity to develop, redesign or reprovide
- Continual review and scoping to develop and review pipeline projects across the City, updating regularly and reporting to IJB

- Work with Services within the HSCP to ensure that property meets service requirements and Property Strategy aligns to service plans
- Develop property team and approach to managing and developing assets
- Work with Partner Bodies to work towards a net zero agenda and ensure this is considered within developments, and Property Strategy decisions taken.

How will we measure success?



Staff Satisfaction

- User Satisfaction Ratings
- Front Line Service Delivery

Fitness for purpose

- Ability to adapt to any service developments

Collaboration & Integration

- Service delivery benefits achieved through co-location

Operating Costs

- Cost efficiency through better use of assets

Sustainability

- Reduction in CO2 emissions, travel time to location
- Property running costs

Social Value

- Social value to locality community

Capital

- Receipts from asset disposal
- Investment in assets and improvement works

Community

- Improved community outcomes

Risk Management

- Lower level of reactive maintenance and building issues

Policies

- Progress towards net zero carbon commitments

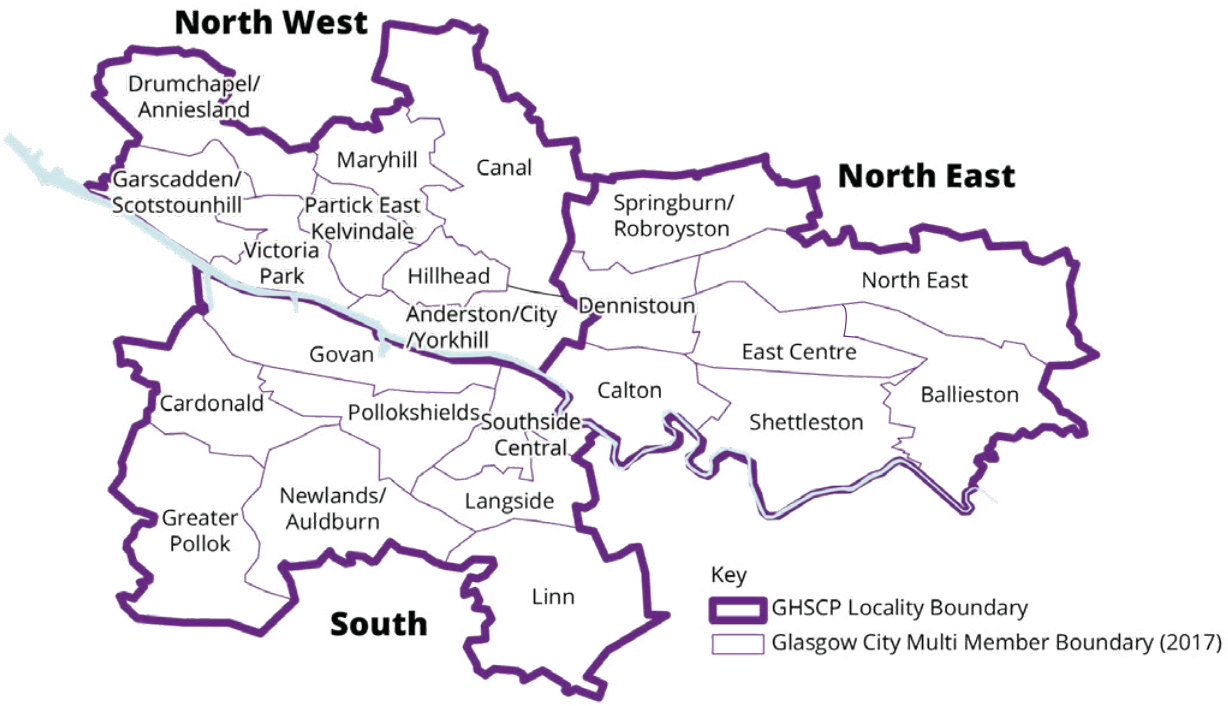
The Property Strategy will be reviewed and updated annually, or if there are significant internal or external factors during the year which impact on the direction of the HSCP and the property assets. Engagement on the strategy and plan has taken place with locality and care groups, and the Senior Management Team, with the identification and prioritisation of projects being directed through the relevant property meetings within the HSCP, Council or Health Board.

Assets

Our estate includes NHS Greater Glasgow and Clyde buildings, Glasgow City Council buildings and leased accommodation. It covers office accommodation, clinical accommodation, both within the community and on acute hospital sites, residential accommodation, and tenanted flats. (**Appendix 1**)

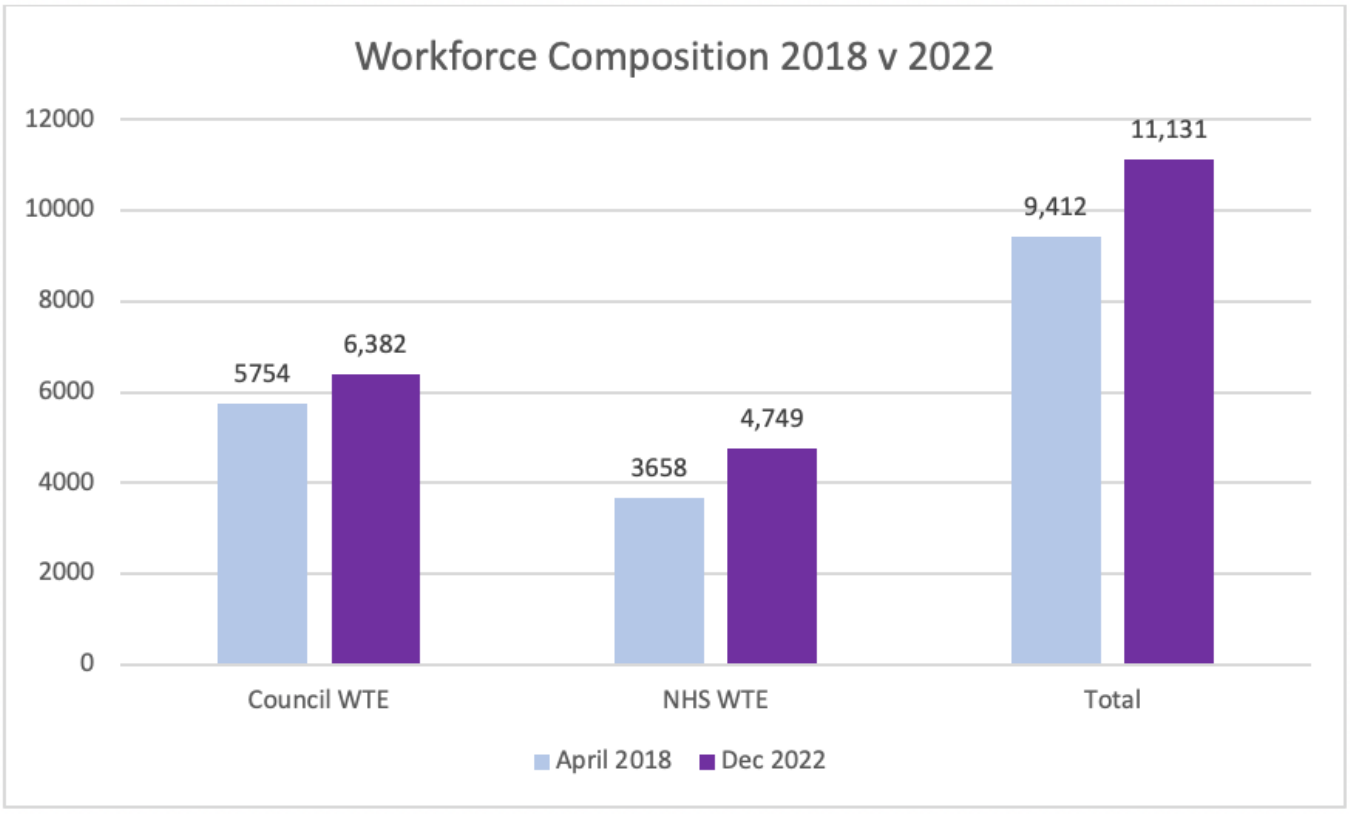
27	Locations accommodating staff for city wide services
18	North-East properties for patients and service users
15	North-West properties for patients and service users
20	South properties for patients and service users
3	Hospitals covering 44 wards and departments
5	Older People Residential Homes with 550 places
22	Young People Residential Homes
40	Homelessness Properties
1	Asylum Service Property
7	Learning Disability Physical Disability Supported Tenancy Property
9	Young People Supported Tenancy Properties

Demand drivers contributing to the Property Strategy are the size of the workforce and the health and care needs of the population of Glasgow.



Staff Profile

The chart and tables below show the in-post workforce between 2018 and 2022. This does not include vacant posts. The increase in numbers can be attributed to creation of new posts e.g. Primary Care Improvement Plan, additional posts during the Pandemic, transfer of staff for Children's Specialist Services and a recruitment drive to fill vacant posts.



Staff Group - December 2022	Head Count		WTE		Totals	
	Council	NHS	Council	NHS	Head	WTE
Adult Services	459	2,611	430	2,374	3,070	2,804
Care Services	3,920	0	3,047	0	3,920	3,047
Older People Services	360	1,119	341	958	1,479	1,299
Children & Families Services	1,048	1,103	976	957	2,151	1,933
Public Protection & Complex Care Services	781	215	726	204	996	930
Resources	1,045	304	862	257	1,349	1,119
TOTALS	**7,613**	**5,352**	**6,382**	**4,749**	**12,965**	**11,131**



Demographics

The challenges faced by Glasgow City because of poverty, deprivation, ill health and inequality are well documented. The HSCP understands that there are a whole range of factors that influence the health and social care needs of people. Meeting those health and social care needs means considering all these issues and working with our partners to reduce their impact. Provision of suitable, accessible, and local property assets will support this.

Glasgow's population is expected to continue to increase over the next twenty years. Estimates of population growth between 2022 and 2043 indicate an overall increase of around 27,380 people, or 4.3%. Some groups within the city face additional and multiple disadvantages, which was amplified during the pandemic. For example, disabled people are more likely to face multiple disadvantages than non-disabled people, with less access to employment, greater ill-health and mortality, increased social and digital exclusion and food insecurity.

A property asset review has been underway during 2022 as part of a wider NHS Greater Glasgow & Clyde exercise which has assessed the primary care and community health and council properties to inform prioritisation of investment and highlight areas of concern in relation to population and demand forecasts and condition of estate. This work, alongside the Glasgow City Council prioritisation exercise undertaken during 2021 / 22 will underpin and inform the Property Asset Management Plan for the next three year period.





Property Asset Management Plan – Approach

A review of the Glasgow City Council estate was undertaken in 2021 / 22 and informed the creation of a range of project initiation documents which were submitted to the Council Capital Board for consideration. Funding was approved for the scoping and development of three projects, Church Street, Brighton Place, and a Women's Homelessness Unit in the South of the City.

During 2021 in recognition of a broad range of historic primary care property-related challenges but growing clarity on the developing future vision for health and social care services, hub West Scotland (hWS) were asked by NHS Greater Glasgow & Clyde (NHSGG&C) to provide operational support to its development of a Primary Care Estate Strategy (PCES). Based on a series of preliminary meetings and dialogue with representatives of NHSGG&C, a methodology was agreed relating to how this work should be progressed and due to the extensive size and complexity of Glasgow City HSCP, the strategic property review considered the area in three separate localities (North-East, North-West and South Glasgow), with an overall summary report consolidating the findings and identifying areas to inform prioritisation. Due to the co-location and integration of many services this work covered both NHS and Glasgow City Council Properties. This information will be used to inform the Property Asset Strategy for 2023-2026.

The remaining estate, which was not covered by the NHS GG&C work, has been reviewed and discussed with services to inform service asset management plans through the locality groups and core leadership groups and with the respective Heads of Planning and will reflect the various strategies and policies which relate to the services and their impact on future accommodation requirements.



Care Group & Locality Priorities

Primary Care & Community Buildings

Following conclusion of the NHS GG&C Property Strategy work, the review team noted that the developing each of the three Glasgow Sector components of a Glasgow City HSCP and subsequently NHS Greater Glasgow & Clyde Property Strategy is consistent with the needs of the local and wider organisation whilst also supporting delivery of the facilities element of Moving Forward Together, NHS Greater Glasgow & Clyde's blueprint for health and social care services. It is also consistent with the early phases of "place-based decision making" as advocated by the Scottish Government through Scottish Futures Trust (SFT) to inform "what's important here" through informing the estate element of local vision and strategy.

In the short-term (0-3 years)

- Complete refurbishment projects currently underway intended to address outstanding issues with key infrastructure.
- Completion of the North-East Health & Social Care Hub
- Support operational re-alignment of existing services / staff to make better use of existing available property resources based on the data collected
- Review Townhead Health Centre accommodation & City Centre provision
- Review Learning Disability Day Centre accommodation
- Develop accommodation options relating to Sandyford Central
- Explore opportunities around Dumbarton Road Corridor
- Scope GP accommodation both for GP clusters identified to be under the most pressures due to demographic challenges and wider local GP premises issues
- Secure the funding required to implement those preferred operational solutions identified as essential in the short-term.



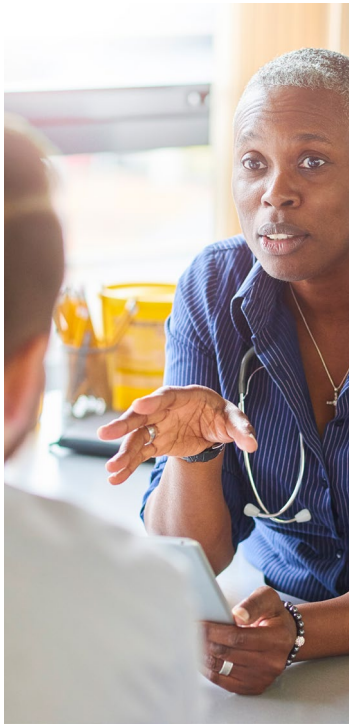
Sexual Health Services

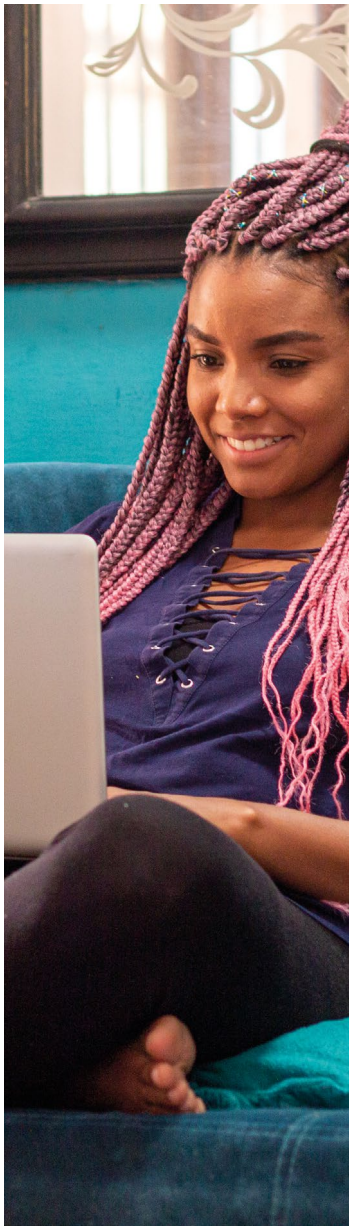
The HSCP currently operates the Sandyford Central sexual health service from Sandyford Place in the west of the City. Formerly a building which formed part of the former eye infirmary, the fabric and quality of the category B accommodation is not fit for purpose for the delivery of this service nor will support the realisation of the service transformational change programme approved by the IJB in 2017. Current options are being explored to identify an alternative base. The Sexual Assault Recovery Centre (SARC) has recently relocated to a purpose built facility in William Street and offers the opportunity to co-locate with Police Scotland. This building was reviewed as part of the Primary Care and Community section above.

Children & Families

The HSCP currently manages 20 residential houses for young people who are looked after and accommodated by the council. Significant investment to provide high quality houses for young people by de-commissioning older properties and refurbishing and developing new build accommodation has resulted in Phase 1 of the Capital Programme delivering 12 new build children's houses, and Phase 2 delivering 1 new build children's house, and a fully refurbished existing house which will be used to deliver continuation of care for 4 young people who are remaining in care after 16 years of age but continue to need accommodation and support.

Phase 2 completed during 2022 / 23 when a further two new build houses were completed. Discussions are ongoing with the service to ensure that the quantity and quality of homes continue to provide accommodation that meets the needs of the young people in our care and provides environments that support the changes in the way that residential childcare will be provided in the future.





Barnahus – Bairns Hoose

Barnahus (which means 'a house for children' in Icelandic) is a child-friendly, multi-disciplinary and interagency model responding to child victims and witnesses of violence. Barnahus is a place where children and young people who have been maltreated or witnessed violence can receive all the necessary supports in one place which is designed to be a welcoming and safe environment from a child's perspective. The purpose of Barnahus is to offer each child a coordinated and effective response and to prevent (re)traumatisation during investigation and court proceedings.

A multiagency focus group was established in January 2022 to discuss and agree a schedule of accommodation to meet the specific accommodation needs of this service within one safe, secure and trauma informed environment. A proposed city centre site is currently under discussion with GCC Planning department and a draft Schedule of Accommodation has been completed to allow NRS to scope the size of building and outline costs to inform discussions with the Scottish Government.

Older Peoples Residential & Day Care

The HSCP has completed a significant modernisation strategy for older people residential services aiming to deliver state of the art buildings, which are fit for purpose and able to take on the challenge of growing dependency in the 21st Century with the provision of market leading facilities. This resulted in

- 4 new build, 120 place residential care homes
- 1 new build, 70 place residential care homes
- 6 new build, 30 place day care properties
- 4 refurbishments of existing 30 place daycare buildings

The strategy for these properties going forward will be a rolling refresh programme to ensure the buildings are maintained to a high standard, and there has been a recent project undertaken to install garden rooms at the five residential care units to provide additional social activity space and make better use of the gardens whilst enabling outdoor visiting when required. Following the pandemic and the recovery of services the day centre properties will be reviewed to ensure they continue to best support the service operation.

Mental Health & Addictions

GCHSCP is responsible for mental health inpatient wards at Gartnavel Royal Hospital, Leverndale Hospital and Stobhill Hospital as well as for addiction inpatient services at Stobhill and Gartnavel hospitals. NHS GG&C strategic plans for mental health and addiction inpatient provision include

- Consolidation of AMH acute beds for Renfrewshire and South Glasgow on the Leverndale site
- Implementation of a single site model for addictions beds at Gartnavel to ensure the on-going sustainability of inpatient provision for addictions

- Enhancing the sustainability of medical cover out of hours through reducing the number of acute admission sites
- Developing community estate and integrated community services accommodation

The HSCP remains committed to a co-located site for both safe drug consumption and heroin assisted treatment. The refurbishment for the pilot heroin assisted treatment, now operational, was completed in August 2019. The heroin assisted treatment service is now known as the Enhanced Drug Treatment Centre (EDTC) and its service is delivered by a specialist multidisciplinary team, supported by links to a variety of Health and Social Care services. The EDTC will add a new level of treatment in addition to the existing services, which targets the city centre homeless population who have not shown sustained benefit from conventional treatments.

Further work to expand space provision and the EDTC is under way. The additional space capacity will assist the strategic aims to develop existing services to meet the needs of this multiple disadvantaged population, reduce the risk of drug-related deaths and poor health outcomes.

Further expansion and development of the Tradeston / Laurieston Regeneration area will have an impact on a number of key social care services in the area, inclusive of alcohol and drug recovery services and are subject of high level discussions between Glasgow City Council and HSCP.

Homelessness Services

Following the relocation of the Men's Homelessness Assessment Centre to Rodney Street in 2018, from Clyde Place as part of the Tradeston / Laurieston regeneration programme further works completed in Spring 2022 which will provide full assessment and support service for 31 homeless males with multiple and complex needs, as well as an overall increase in fully accessible and ground floor studios.

The current building delivering the Women's Homelessness Assessment service (South) provides outdated accommodation which does not provide an environment that is suitable in design, as it neither fully complies with national care standards nor is trauma informed. A site has now been identified and NRS are currently leading a feasibility study to deliver an outline proposal and indicative costs to present to HSCP Property Strategy Board. The service aim is to alleviate the traumatic impact of homelessness on vulnerable women through ensuring a safe and secure environment that is trauma informed with intensive support and access to more suitable move on accommodation that is more appropriate to the woman's needs. This support being consistent with our statutory responsibilities.

An outline business case has also been provided to Glasgow City Council Capital Board to refurbish a currently vacant HSCP property in Govan to provide modern and accessible accommodation for the provision of a Young Peoples' homelessness service and work is anticipated to progress on this site in 2023. In addition, the HSCP manages temporary furnished flats and requires managing referrals and co-ordinating maintenance of the properties.

Justice Services

The Positive Outcomes Project (POP) is a partnership project between HSCP, Police Scotland and the third sector.

The project offers outreach services to service users across the City, but the majority are homeless and are centrally based or attend the city centre regularly. To improve service delivery a city centre based property is deemed essential and should provide a safe and secure environment which is warm, welcoming and trauma informed.

HSCP / NRS are currently working with a focus group to agree a schedule of accommodation

requirements that would meet service needs. Discussions are ongoing regarding options to locate and refurbish a City Centre vacant property for a group of HSCP services with the POP service promoting integration and co-location with Police Scotland which is a key aim of the project.

Learning Disability

There is a commitment to develop two new Learning Disability Day Centres in the city. The current accommodation has a limited lifespan, and the new buildings will offer up to date, modern facilities to meet the needs of our service users. We are currently completing the scope of works required within the buildings and looking at sites that could be developed with GCHSCP remaining the direct provider of the service. The scoping will consider the viability and location of new build accommodation. In doing so, it will consider the feasibility of an option of two new builds facilities serving the North and South of the City and where opportunities for co-location may present. In the case of both options, it is important to stress that there is no planned reduction in the capacity of day places and that GCHSCP remains committed to being a direct provider of this service.

Glasgow City Council has purchased two bungalows, previously within the NHS estate to create two homes for Learning Disabled service users with the service to be commissioned from a third sector organisation. Work is ongoing with all stakeholders to inform the design of the properties to support the delivery of the service. Further review of existing residential Learning Disability provision will be undertaken as part of the Health Board review currently underway.

Specialist Housing Provision

There are significant social care housing needs in the city and the Social Care Housing Investment Priorities (SCHIP) articulate the needs of the HSCP for different social care groups and individuals. Registered Social Landlords (RSLs) are then invited to express an interest in developing newly built or re-provisioned existing social care projects so that housing better meets the needs of the community.

Despite the construction restrictions due to the pandemic, in partnership with a range of RSLs, several developments were completed across the City during late 2019 and 2020 – these included a number of bespoke learning disability projects, fully accessible wheelchair housing developments and shared housing provision for young adults leaving care. As construction gathers momentum, following latest pandemic isolation periods, further new build accommodation will be delivered by a variety of RSLs providing additional housing provision for young people moving through care, older people, and adults with disabilities. Discussions with RSLs around other developments opportunities are being progressed alongside the HSCP annual revision of the social care housing priorities report.



Table 1 - Capital Projects In Progress – Modernisation & Transformation

Service Area	Project Name	Description	Strategic Priority	Project Status	Estimated Delivery Date	Funding Source	Budget £m
North-East Locality	North-East Health & Care Hub Parkhead	Contractor started onsite March 2022 and programme on target to achieve practical completion July 2024. In addition, the numbers of leased and owned buildings will be reduced when services migrate to Hub.	1 Prevention, Early Intervention & Well Being 5 Healthy Valued & Supported Workforce 6 Building a Sustainable Future	Stage 5 - Construction	2024	Scottish Government	£72m
North-West	Church Street Refurbishment	Funding for the phase 1 of redeveloping the Church Street site was approved as part of the 22 / 23 Glasgow City Council budget process. Design work is currently underway for this and discussions with NHS Greater Glasgow and Clyde about a potential second phase is planned. The phase 1 proposal will consolidate services currently operating from Church Street and Gullane Street.	1 Prevention, Early Intervention & Well Being 5 Healthy Valued & Supported Workforce 6 Building a Sustainable Future	Stage 1 – Creation of Brief	TBC	Glasgow City Council	£20m
Learning Disabilities	Waterloo Close	Purchase of two NHS GG&C properties previously used to accommodate Learning Disability patients. Purchase was completed in May 22. Work is currently underway with the Learning Disabilities service, commissioning colleagues and NRS to progress refurbishment in line with service requirements.	3 Supporting People in their Communities 6 Building a Sustainable Future	Stage 1 – Creation of Brief	2024	HSCP	TBC
Mental Health	Reduced Ligature	Roll out of reduced ligature works	6 Building A Sustainable Future	In Delivery	Ongoing	NHS Capital	

Service Area	Project Name	Description	Strategic Priority	Project Status	Estimated Delivery Date	Funding Source	Budget £m
Homelessness	Young Adult Accommodation – Brighton Place	Refurbishment to accommodate the James McLean Project for Young People as the RSL leased accommodation currently occupied is not fit for purpose	3 Supporting People in their Communities 6 Building a Sustainable Future	Stage 2 – Concept Design	2024	Glasgow City Council	£0.4m
Homelessness	South Locality Women's Assessment Centre	Project Initiation Document shared with Council Capital Planning Board July 2021. Feasibility stage 2 ongoing and business case developed. Preferred site identified. Progression of project subject to securing capital funding.	3 Supporting People in their Communities 6 Building a Sustainable Future	Stage 2- Concept Design	TBC	Glasgow City Council Capital	TBC
Complex Needs & Addictions Service	Development of Hunter Street Site and relocation of Complex Needs Team	Interim facility pending further consideration being given to the provision of a combined Safe Consumption / Enhanced Drug Treatment Centre Portacabins being sited on Hunter Street site October 2021 to provide additional capacity and location developed for Complex Needs Team	3 Supporting People in their Communities 6 Building a Sustainable Future	Stage 5- Construction		HSCP	£1.5m
Complex Needs Service & Justice Services	Positive Outcomes Project (POP)	Co-location with Police Scotland and consolidation of Complex Needs and Criminal Justice Teams in one location. Scoping of a city centre site underway with ongoing dialogue with City Property and NRS to progress.	4 Strengthening Communities to Reduce Harm 6 Building a Sustainable Future	Stage 2 – Concept Design	TBC	HSCP	TBC

Service Area	Project Name	Description	Strategic Priority	Project Status	Estimated Delivery Date	Funding Source	Budget £m
Justice Services & Children & Families	Barnahus Bairns Hoose	Barnahus - which means a house for children in Icelandic – is a child-friendly, multidisciplinary and interagency model responding to child victims and witnesses of violence. The ambition of the Children's House is transformational change for children, young people and their families when they experience child protection and justice processes. By uniting the care and justice response, a child's best evidence is captured, without harm and without prejudicing a fair trial. A site at William St has been identified and subject of GCC acquisition	4 Strengthening Communities To Reduce Harm	Design	TBC	TBC	TBC
Primary Care	PCIP Phase 1	Completion of works across 7 Health Centre sites to provide additional clinical room capacity and agile accommodation	1 Prevention, Early Intervention and Well Being 3 Supporting People in their Communities 6 Building a Sustainable Future	Construction	June 2023	HSCP & NHS GG&C Capital	TBC
Older Peoples Residential & Day Care	Riverside Refurbishment	Project being developed to rectify building defects and refurbish. Project scope to be finalised.	3 Supporting People in Their Communities 6 Building a Sustainable Future	Outline Business Case	2024	Glasgow City Council & HSCP	TBC
City Wide	Specialist Housing Provision	Work with Registered Social Landlords (RSLs) to influence new build or reprovisioning of existing social care housing to meet the needs of the community	2 Supporting Greater Self-Determination & Choice 3 Supporting People in Their Communities	In Delivery	Ongoing	RSL	-

Table 2 - Property Asset Management Action Plan – Service Improvement

Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline
Mental Health & Addictions	Review of works required in inpatient wards	Have a detailed plan of works required aligning to the MH Strategy plan for wards across the City.	1 Prevention Early Intervention & Well Being 6 Building a Sustainable Future	NHS GG&C Mental Health Strategy	2023 / 24
Learning Disability	Review of properties to support NHS GG&C LD Strategy	Undertake a review of existing LD accommodation in line with the Health Board bed strategy Identify alternative provision or development required	3 Supporting People In Their Communities 6 Building A Sustainable Future	NHS GG&C Learning Disabilities Strategy	2023 / 24
Learning Disability	Review of LD Day Care Provision	Undertake a review the provision of Day Care facilities across the City in light of new ways of service delivery and post pandemic demand	3 Supporting People In Their Communities 6 Building A Sustainable Future	NHS GG&C Learning Disabilities Strategy	2023 / 24
Children & Families	Review of Children's Residential Portfolio	Review future requirements for Children's Residential estate	3 Supporting People In Their Communities 6 Building A Sustainable Future	The Promise	2023 / 24
Primary Care & Community	Dumbarton Rd Corridor	Review the properties serving Partick, Plean Street and the North-West of the City	1 Prevention Early Intervention & Well Being 3 Supporting People in Their Communities	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	2023 / 25
Primary Care & Community	Townhead Health Centre / City Centre GP Provision	Review primary care accommodation currently located within Acute Hospital site and the lack of primary care accommodation in Glasgow City Centre	1 Prevention Early Intervention & Well Being 3 Supporting People in Their Communities	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	2023 / 25

Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline
Primary Care & Community	GP Estate – focusing on forecast areas where demand will exceed capacity	Review forecast population data to inform discussions with GP Clusters and Practices regards future capacity within property and service	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017)	Ongoing
Primary Care & Community	Castlemilk Social Work Office	To review capacity and usage of HSCP buildings within Castlemilk	1 Prevention Early Intervention & Well Being 6 Building a Sustainable Future		2023 / 25
Primary Care & Community	Review Robroyston area in light of house building	Address changing population due to house building and no primary care infrastructure near by	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	Primary Care Improvement Programme	Ongoing
Primary Care & Community	Sandyford Sexual Health Service	Scoping for alternative building within City Centre radius	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017)	2023 / 25
Primary Care & Community	Pollokshaws Treatment Room Provision	Review of Pollockshaws Clinic site and adjacent land	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	2023 / 25
Primary Care & Community	PCIP Phase 2	Review remaining Health Centre properties to scope additional capacity	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	2023

Table 3 - Property Asset Management Action Plan – Operations

Action	Action Description	Objective	Strategic Priority	Timeline
Data Gathering	Ensure NHS Estates Asset Management System (EAMS) and other associated asset systems are up to date with property data to inform decision making	Comprehensive and accurate maintenance and building condition data for properties available	1 Prevention Early Intervention & Well Being 6 Building A Sustainable Future	Ongoing
Prepare for National Care Service	Capturing required data on property assets to inform NCS discussions and direction	Gather all relevant asset data Agreed with partner bodies	6 Building A Sustainable Future	September 2023
Continual Review of Property Team Structure, Roles & Responsibilities	Ensure structure and roles of property team continue to support services in property matters and the achievement of the Property Strategy	Ensure HSCP property team supports delivery of Property Strategy and there is clarity for engagement with Partner Bodies property and capital teams	6 Building A Sustainable Future	Ongoing
Undertake Accommodation Usage and Occupancy	Undertake review of existing property estate capacity, usage	Data on usage and occupation of all HSCP properties complied and available for analysis	5 Healthy Valued & Supported Workforce 6 Building A Sustainable Future	September 2023
Continue Ongoing Maintenance & Upkeep of Properties	Maintain and upkeep of existing estate in line with required standards and guidelines	Ensure that the properties meet required health and safety and care standards and provide a suitable environment for services users, patients and staff	1 Prevention Early Intervention & Well Being 6 Building A Sustainable Future	Ongoing

Risks & Opportunities

Significant changes, improvements, and developments to the HSCP property estate have taken place in the last three years as the estate has evolved to meet changing service requirements.

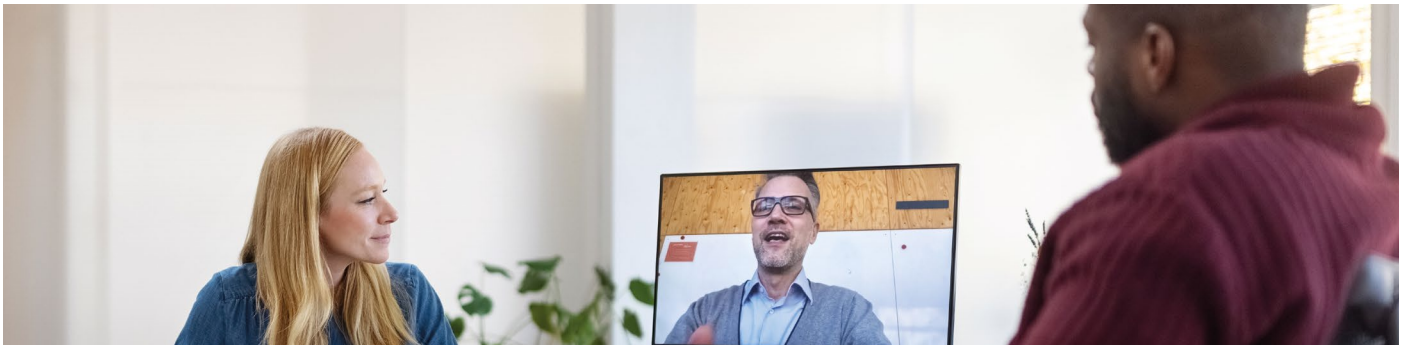
Looking forward we acknowledge that there is a range of risks which will need to be considered to ensure the provision of fit for purpose accommodation.

These risks include,

- Lack of capital and revenue funding to enable investment and development to estate impacting on the ability of services to deliver services appropriately
- Inability to meet sustainability targets due to ageing infrastructure and cost to upgrade adapt
- Competing with other areas within Council and Health Board for investment
- Failure to plan and utilise the estate in the best way possible impacting on efficiency of service delivery
- Increasing reactive maintenance costs due to backlog maintenance and preventative works not being undertaken
- Failure to work with our Partner bodies effectively resulting in sub-optimal delivery of property projects
- Increased supply chain costs and lead in delivery times impacting on project delivery within timescales
- Failure to implement the Property Strategy impacts on wider HSCP transformational change programme
- These risks and any others that emerge during the period of the strategy will be owned by the Chief Officer Resources and minimised using mitigation plans through the HSCP Risk Register.

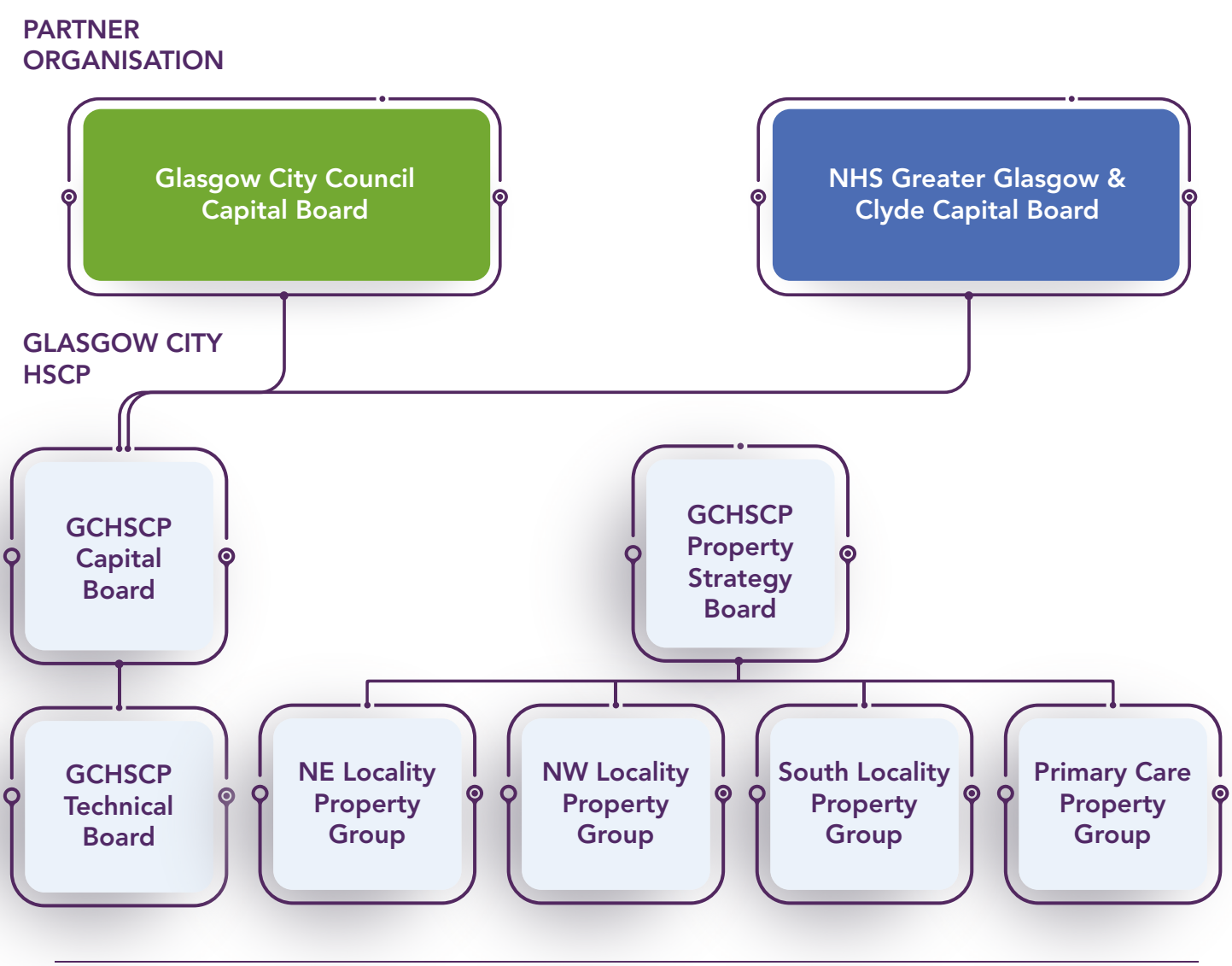
Opportunities

- Post Pandemic changes to working arrangements will present opportunities in relation to utilising the estate in different ways as services adopt new operating practices enabled by increased use of IT
- Reviewing use and layout of buildings to support flexible and hybrid working arrangements enabling better use of existing estate
- Building on the findings of the recently completed NHS Greater Glasgow & Clyde Primary Care Estate Review which provides intelligence and forecasts to inform and direct planning and investment.



Resources & Governance

The Property Strategy provides a foundation for the efficient and effective use of the property assets and provides a platform for structured planning and decision making. As the IJB does not own property of its own, financial governance of all matters relating to property is through existing governance and capital planning arrangements of the Council and Health Board acting under direction from the IJB.





Within the HSCP there is a Property Strategy Group chaired by the Chief Officer: Finance and Resources with representatives from all areas of the HSCP, the Council family and NHS Greater Glasgow and Clyde. This forum is underpinned by three Locality Property Groups and a Primary Care Property Group. The HSCP Capital Board reports on both Health and Council capital projects, and the HSCP is represented on a Board wide HSCP Capital forum where all six HSCPs in the Health Board area are represented with NHS GG&C Capital Estates and operational estates teams to inform wider property discussions within the Board.

The HSCP has increased capacity with the Property Team to underpin the delivery of this Property Strategy. This team support services with the design and project management of property programmes and provide knowledge and expertise to work with Colleagues within the Council and Health Board to ensure the HSCP is represented though the different stages of any development works.

The HSCP periodically undertakes formal consultation and engagement for people and organisations to share their views on specific proposals being developed for health and social care in Glasgow City, including strategies and plans. In relation to the Property Strategy engagement will occur in line with our partner bodies policies around engagement with new developments, staff engagement on any property related issues will be raised through locality property meetings and an annual progress update will be provided to IJB Finance Audit and Scrutiny Committee.



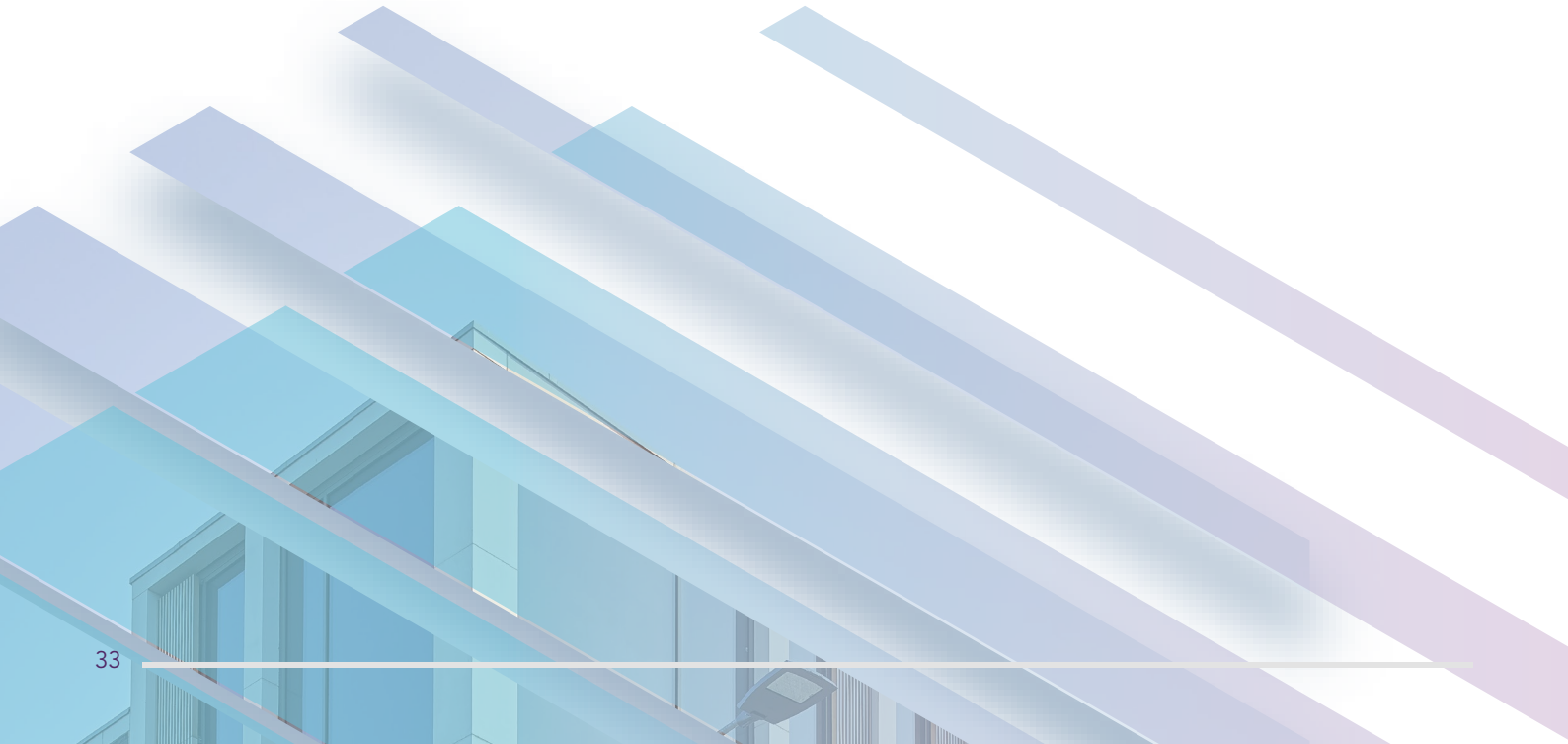
Appendices

Appendix 1: Asset List

Property	Address			Locality
Barlinnie Prison	81 Lee Avenue	Riddrie	G33 2QX	City Wide
Blair Court	100 Borron Street	Sighthill	G4 9XE	City Wide
Brook Street Training	117-127 Brook Street	Bridgeton	G40 3AP	City Wide
Carlton Day Centre	Coburg Street	Laurieston	G5 9JF	City Wide
Children & Family Services	229 Orr Street	Gallowgate	G40 2BN	City Wide
City Chambers East	40 John Street	City Centre	G1 1JL	City Wide
Commonwealth House	32 Albion Street	City Centre	G1 1LH	City Wide
Complex Needs Service	55 Hunter Street	Gallowgate	G4 0UP	City Wide
Daldowie Woodworking Project		Daldowie	G71 7SN	City Wide
Equipu Community Equipment Store	5 Nurseries Rd	Baillieston	G69 6UL	City Wide
Family Assessment & Contact Centre	61 West Whitby Street	Parkhead	G31 4TR	City Wide
Family Assessment & Contact Centre	53 Mossside Road	Shawlands	G41 3TP	City Wide
Garscadden Homecare Base	3 Dalsetter Crescent	Drumchapel	G15 8TG	City Wide
Glenwood Homecare Base	25 Glenwood Place	Castlemilk	G45 9UH	City Wide
Green Wynd	2 Green Wynd	Calton	G40 2TD	City Wide
HALT Project	93 Candleriggs	City Centre	G1 1NP	City Wide
Justice Services - Drug Court	80 Norfolk Street	City Centre	G5 9EJ	City Wide
Martyrs School	Parson Street	City Centre	G4 0PX	City Wide
Restart Project Bridgeton	159 Broad Street	Bridgeton	G40 2QR	City Wide
Restart Project Horticulture Dept - Alexandra Park	10 Sannox Gardens	Dennistoun	G32 3JE	City Wide
Restart Project Maryhill incl Woodworking Dept	21-29 Hathaway St	Maryhill	G20 8TD	City Wide
Restart Project Office & Picture Framing	74-76 Firhill Rd	Maryhill	G20 7BA	City Wide
Riddrie Day Centre	1 Riddrievale Court	Riddrie	G33 2RN	City Wide
Sandyford Service	6 Sandyford Place	Finneston	G3 7NB	City Wide
Sheriff Court	1 Carlton Place	City Centre	G5 9TW	City Wide
South Portland Street	44 South Portland Street	Laurieston	G5 9JJ	City Wide

Property	Address			Locality
Transport & Support Services (TASS)	Unit 2, Nurseries Rd	Baillieston	G69 6UL	City Wide
Arran Centre CMHT	121 Orr Street	Bridgeton	G40 2BJ	NE
Auchinlea CMHT	11 Auchinlea Rd	Easterhouse	G34 9QA	NE
Baillieston Health Centre	20 Muirside Rd	Baillieston	G69 7AD	NE
Bridgeton Health Centre	201 Abercromby St	Bridgeton	G40 2DA	NE
Cairnbrook Centre	101 Cairnbrook Rd	Easterhouse	G34 0NB	NE
Easterhouse Health Centre	9 Auchinlea Rd	Easterhouse	G34 9HQ	NE
Easterhouse Social Work Office	1250 Westerhouse Rd	Easterhouse	G34 9EA	NE
Fernbank Street	194 Fernbank St	Springburn	G22 6BD	NE
Parkhead Health Centre	101 Salamanca St	Parkhead	G31 5BA	NE
Parkhead Social Work Office	871 Springfield Rd	Parkhead	G31 4HZ	NE
Parkview Resource Centre	152 Wellshot Rd	Shettleston	G32 7AY	NE
Petershill Park	28-30 Adamswell Street	Springburn	G21 4DD	NE
Possilpark Health Centre	99 Saracen Street	Possilpark	G22 5AP	NE
Shettleston Health Centre	420 Old Shettleston Rd	Shettleston	G32 7JZ	NE
Springburn Health Centre	200 Springburn Way	Springburn	G21 1TR	NE
Springpark Resource Centre	101 Denmark Street	Possilpark	G22 5EU	NE
Templeton Centre	62 Templeton Street	Calton	G40 1DA	NE
Townhead Health Centre	16 Alexandra Parade	Dennistoun	G31 2ES	NE
Arndale Resource Centre	80 90 Kinfauns Rd	Drumchapel	G15 7TS	NW
Callander Street Clinic	11 Callander St	Maryhill	G20 7JZ	NW
Church Street Social Work Office	35 Church Street	Partick	G11 5JT	NW
Community Assessment Centre	Barr Street	Maryhill	G20 7LR	NW
Community Centre for Health	547 Dumbarton Rd	Partick	G11 6HU	NW
Drumchapel Health Centre	80 90 Kinfauns Rd	Drumchapel	G15 7TS	NW
Glenkirk Centre	129 Drumchapel Rd	Drumchapel	G15 6PX	NW
Gullane Street Social Work Office	17 Gullane Street	Partick	G11 6AH	NW
Lansdowne Psychotherapy Service	547 Dumbarton Rd	Partick	G11 6HU	NW
Mansion Street Social Work Office	30 Mansion Street	Possilpark	G22 5SZ	NW
Maryhill Health and Care Centre	51 Gairbraid Rd	Maryhill	G20 8FB	NW
Plean Street Clinic	Plean Street	Yoker	G14 0YH	NW
Sandy Road CMHT	Sandy Road	Partick	G11 6HE	NW
William Street NW HQ Office & SARC	120-130 William St	Finneston	G3 8UG	NW

Property	Address			Locality
Woodside Health Centre	891 Garscube Rd	Maryhill	G20 7ER	NW
Adelphi Centre	12 Commercial Rd	Gorbals	G5 0PQ	South
Brand Street CMHT	150 Brand St	Govan	G51 1DH	South
Cardonald Medical Centre	1831 Paisley Rd West	Cardonald	G52 5SS	South
Castlemilk Health Centre	71 Dougrie Drive	Castlemilk	G45 9AW	South
Castlemilk Social Work Office	10 Ardencraig Place	Castlemilk	G45 9US	South
Clyde House	209 Govan Rd	Govan	G51 1HJ	South
Florence Street Resource Centre	26 Florence St	Gorbals	G5 0YX	South
Gorbals Health and Care Centre	2 Sandiefield Rd	Gorbals	G5 9AB	South
Govan Health Centre Elderpark Clinic	12 Largo Place	Govan	G51 4TN	South
Govanhill Community Centre	233 Calder Street	Govanhill	G42 7DR	South
Govanhill Health Centre	233 Calder Street	Govanhill	G42 7DR	South
Langton Road Social Work Office	130 Langton Rd	Pollock	G53 5DY	South
Phoenix House	60 Florence Street	Gorbals	G5 0YZ	South
Pollock Health Centre	21 Cowglen Rd	Pollock	G53 6EQ	South
Pollockshaws Clinic	35 Wellgreen	Pollockshaws	G43 1RR	South
Rossdale CMHT	12 Haughburn Rd	Pollock	G53 6AB	South
Rowanpark - South HQ Office	5 Ardlaw St	Govan	G51 3RR	South
Shields Health & Care Centre	80 McCulloch Street	Pollockshields	G41 1NX	South
Stewart Centre	5 Ardencraig Rd	Castlemilk	G45 0EQ	South
Thornliebank Health Centre	20 Kennishead Rd	Thorliebank	G46 8NY	South



Property	Address
Gartnavel Royal Hospital	**1055 Great Western Road, Glasgow G12 0XH**
Rutherford Ward	1
IPCU Ward	2
Iona Ward	3
Henderson Ward	4
Psychology Dept	5
Physio Dept	6
Dietetic Dept	7
AHP Office	8
Cuthbertson Ward	9
Tate Ward	10
Timbury Ward	11
OT Therapeutic Kitchen	12
Mc Nair Ward	13
Kelvin Ward	14
Junior Doctors Accommodation	15
Clyde Ward	16
Admin Dept	17
Millan Suite	18
NW Acute MH Office	19
Pharmacy	20
Rec Room	21
Inpatient & Sector Mgmt Team Offices	22
Property	**Address**
Leverndale Hospital	**510 Crookston Rd, Glasgow G53 7TU**
Admin Building	1
Balloch Ward	2
Balmore Ward	3
Banff Ward	4
Esteem Service	5
IPCU Ward	6
Occupational Therapy Unit	7
Rehabilitation Unit	8
Ward 2	9
Ward 3a	10
Ward 4a	11
Ward 4b	12

Property	Address
Stobhill Hospital	**300 Balgrayhill Rd, Glasgow G21 3UR**
Ailsa Ward	1
Admin Areas	2
The Annexe	3
Appin Ward	4
Armadale Ward	5
Elgin Ward	6
Isla Ward	7
Nairn Ward	8
Portree Ward	9
Struan Ward	10

Older People Residential Homes

Property	Address		
Hawthorn House	20 Ashfield Street	Possilpark	G22 5HP
Victoria Gardens Care Home	1 Blawarthill Place	Garscadden	G13 3BE
Meadowburn Care Home	188 Leithland Road	Crookston	G53 5AQ
Orchard Grove	19 Prospecthill Circus	Toryglen	G42 0LB
Riverside	220 Springfield Road	Dalmarnock	G40 3HU

Young People Residential

Property	Address		
Airth Drive	49 Airth Drive	Bellahouston	G52 1JU
Airth Drive	53 Airth Drive	Bellahouston	G52 1JU
Netherton	16 Blaeloch Drive	Castlemilk	G45 9QR
Broomfield Crescent	14 Broomfield Crescent	Barmulloch	G21 3HA
Chaplet Avenue	81 Chaplet Avenue	Knightswood	G13 3XW
Crawford Street	31 Crawford Street	Partick	G11 6TT
Crossbank Crescent	28 Crossbank Crescent	Toryglen	G42 0NE
Dalness	18 Dalness Close	Tollcross	G32 7RH
Balmore Children's House	27 Eriboll Crescent	Lambhill	G22 6NG
Hamilton Park Avenue	18 Hamiltonpark Avenue	Kelvinbridge	G12 8DU
Hinshaw	30 Hinshaw Street	Maryhill	G20 7DW
Kempsthorn Crescent	26 Kempsthorn Crescent	Crookston	G53 5ST
Main Street	231 Main Street	Bridgeton	G40 1QH

Property	Address		
Milncroft	54 Milncroft Road	Cranhill	G33 3RS
Monreith Road	152 Monreith Road East	Cathcart	G44 3DF
Newlands	100 Newlands Road	Newlands	G43 2JR
Norse Road	122 Norse Road	Scotstoun	G14 9EH
Plenshin Court	33-35 Plenshin Court	Priesthill	G53 6QW
Seamill Street	31 Seamill Street	Nitshill	G53 7AX
St Vincent Crescent	56 St Vincent Crescent	Finnieston	G3 8NQ
Wallacewell	70 Wallacewell Quadrant	Barmulloch	G21 3PX
Wellhouse Crescent	46b Wellhouse Crescent	Queenslie	G33 4LA

Homelessness properties	40
Asylum properties	1
Learning disabilities / physical disabilities supported tenancy properties	7
Young people supported tenancy properties	9


Key
HSCP Resource
Responsibility in NW area
GCC
NHS + GCC
OTHER
NHS
North West
Drumchapel Family Support
Drumchapel SW
Drumpchael ADRS
Drumchapel HC
Focal Point
Sangam (citywide)
Drumry House
West Centre CAMHS
Arndale RC
Garscadden Home Care Base (citywide)
Glenkirk Centre
Chaplet Avenue children's house
Liddesdale children's house
Balmore children's house
Shawpark RC
Maryhill HC
Rannoch
Plean St Clinic
Gartnavel Royal Hosp
Kershaw Unit Gartnaval
West House Gartnaval
Oran St (citywide)
Mansion St
Possil SW
Chara Centre (citywide)
Hawthorn House
Hawthorn House DC
Springpark RC
Supported Accomodation (citywide)
Hinshaw St children's house
Possilpark HC
Norse Road children's house
Hamilton Park children's house
Rodney St
Blair Court (citywide)
Woodside HC
Northinch Home Care Base
Crawford St children's house
Riverside RC
Lansdowne Psychotherapy
Primary Care MHT
Gullane St
Partick SW
Purdon St
Stravaig
Merken House
Outdoor RC (NE resource)
Sandyford Sexual Health
Sauchiehall St (citywide)
Martyr's School (citywide)
West Glasgow ACH
Holland Ct Hostel (citywide)
William St HSCP HQ
City Chambers East (citywide)
HALT Project (citywide)
Commonwealth House (citywide)
CLYDEBANK
RENFREW
BEARSDEN
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32 Albion Street, G1 1LH
HSCP resources map - North West April 2019
Date: 16/04/2019
Prepared By: ghatoraeh
Scale: 1:45,166
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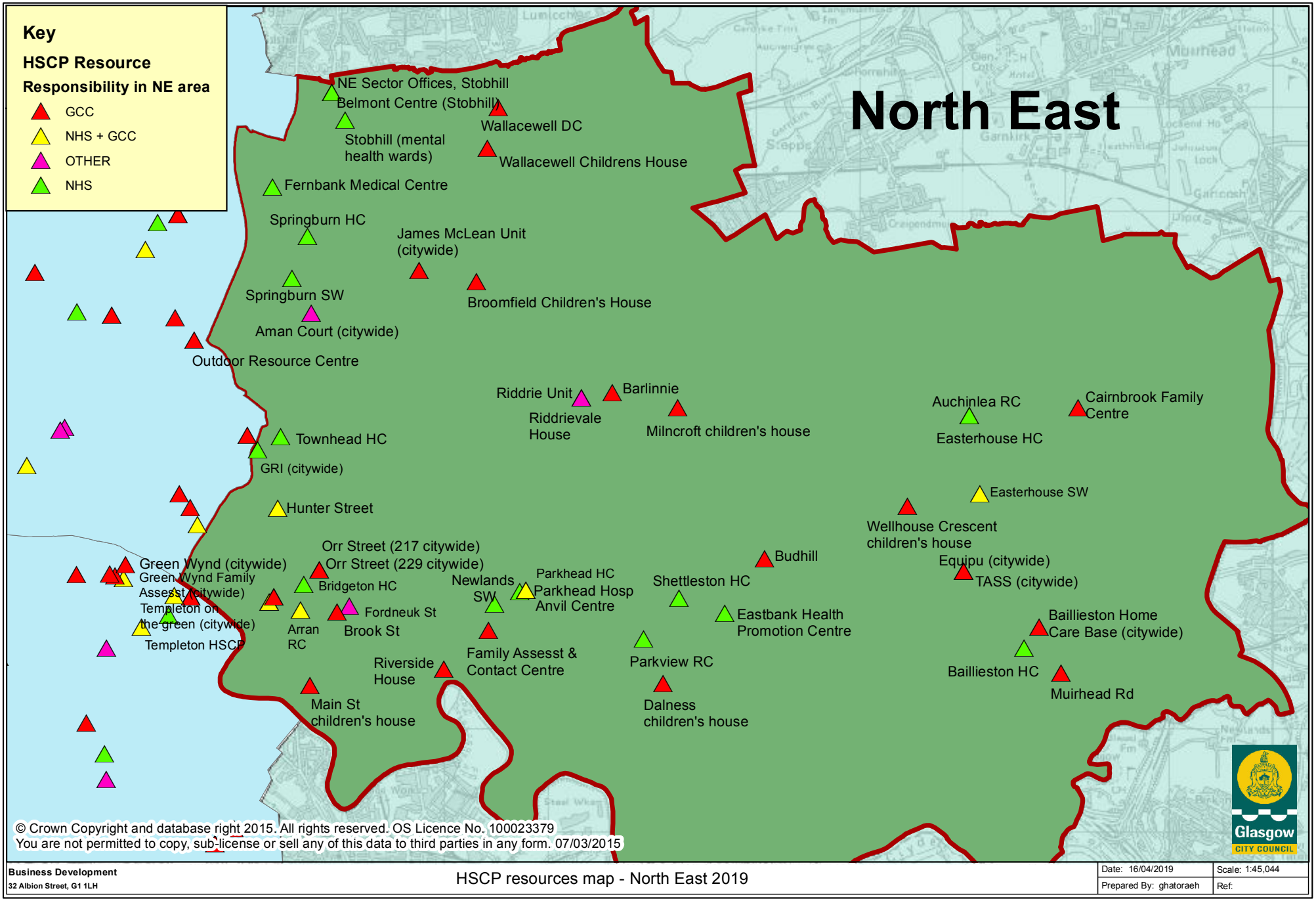
Key
HSCP Resource
Responsibility in NE area
GCC
NHS + GCC
OTHER
NHS
North East
NE Sector Offices, Stobhill
Belmont Centre (Stobhill)
Stobhill (mental health wards)
Wallacewell DC
Wallacewell Childrens House
Fernbank Medical Centre
Springburn HC
James McLean Unit (citywide)
Springburn SW
Broomfield Children's House
Aman Court (citywide)
Outdoor Resource Centre
Riddrie Unit
Barlinnie
Riddrievale House
Milncroft children's house
Auchinlea RC
Cairnbrook Family Centre
Easterhouse HC
Townhead HC
GRI (citywide)
Hunter Street
Easterhouse SW
Wellhouse Crescent children's house
Orr Street (217 citywide)
Orr Street (229 citywide)
Green Wynd (citywide)
Green Wynd Family Assesst (citywide)
Templeton on the green (citywide)
Templeton HSCP
Bridgeton HC
Fordneuk St
Brook St
Arran RC
Newlands SW
Parkhead HC
Parkhead Hosp
Anvil Centre
Budhill
Shettleston HC
Eastbank Health Promotion Centre
Equipu (citywide)
TASS (citywide)
Baillieston Home
Care Base (citywide)
Baillieston HC
Muirhead Rd
Riverside House
Family Assesst & Contact Centre
Parkview RC
Dalness children's house
Main St children's house
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Glasgow
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HSCP resources map - North East 2019
Date: 16/04/2019
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Scale: 1:45,044
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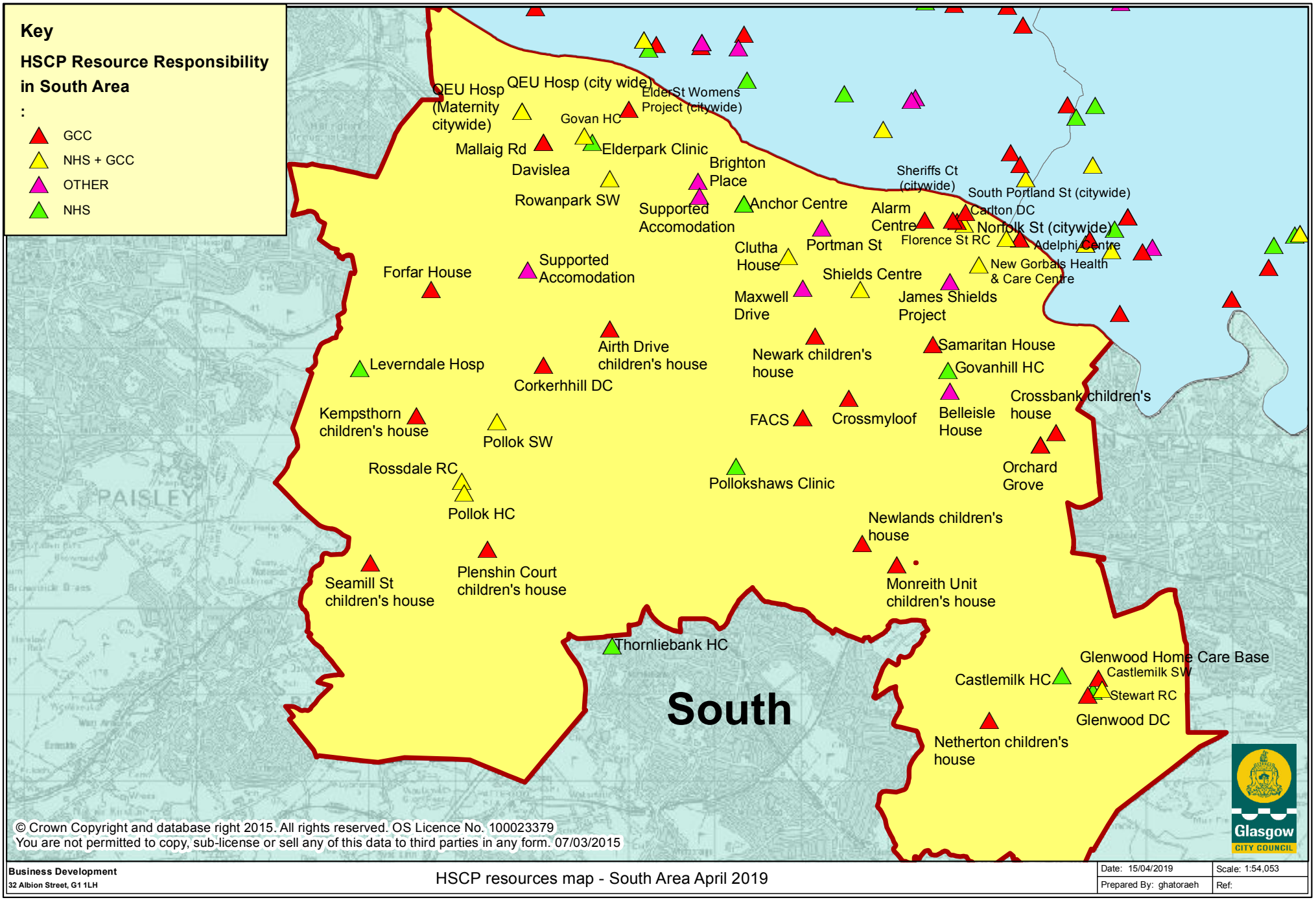

Business Development 32 Albion Street, G1 1LH	HSCP resources map - South Area April 2019	Date: 15/04/2019 | Scale: 1:54,053 Prepared By: ghatoraeh | Ref:

