



**Item No. 14**

**Meeting Date Wednesday 9<sup>th</sup> September 2020**

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

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

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**INTEGRATION JOINT BOARD PROPERTY STRATEGY 2019-2022 – UPDATE**

**Purpose of Report:**

This report updates progress on Glasgow City IJB's Property Strategy 2019-2022 in support of the delivery of the IJB's Strategic Plan.

**Background/Engagement:**

The IJB approved the Property Strategy 2019-2022 on [8<sup>th</sup> May 2019](#). This report provides the IJB Finance, Audit and Scrutiny Committee with a progress update on the priorities identified within the plan during the period October 2019 – September 2020.

**Recommendations:**

The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) note the content of this report; and
- b) note that this report provides monitoring and scrutiny of the IJB's Property Strategy.

**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.

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**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services.
<b>Personnel:</b>	Staffing implications are highlighted as appropriate within the strategy, with detailed implications addressed via the appropriate HSCP Governance structure.
<b>Carers:</b>	No direct impacts anticipated at this point.
<b>Provider Organisations:</b>	No direct impacts anticipated at this point.
<b>Equalities:</b>	An EQIA has been carried out on the Property Strategy, identifying no significant differential impacts on protected characteristics. Specific decisions made regarding properties pursuant to this strategy will be subject to an EQIA in their own right. <a href="https://glasgowcity.hscp.scot/publication/eqia-gchscp-property-strategy-2019-2022">https://glasgowcity.hscp.scot/publication/eqia-gchscp-property-strategy-2019-2022</a>
<b>Fairer Scotland Compliance:</b>	The strategy supports the delivery of a Fairer Scotland.
<b>Financial:</b>	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.
<b>Legal:</b>	None
<b>Economic Impact:</b>	Capital investment programmes will generate an economic benefit to the city through employment and regeneration of specific properties and localities.
<b>Sustainability:</b>	None
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	None

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<b>Implications for Glasgow City Council:</b>	The Property Strategy is linked closely to the Council's Property and Land Strategy 2019-2021. 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 the respective budgets are held by the Council.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	The Property Strategy is linked closely to NHS Greater Glasgow and Clyde's Property and Asset Management Strategy 2016-2020. 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 Health Board.
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**1. Purpose**

- 1.1. The purpose of this report is to update on progress of the Glasgow City IJB's Property Strategy 2019-2022 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 are high, and the resources and the finances at our disposal to meet this demand are finite.
- 2.2. Strategic asset management is essential within this environment to ensure that the IJB has the right property assets in the right place at the right time to meet service user and patient needs. It is also important that it is affordable to meet these needs and to support service delivery in the most efficient way possible.
- 2.3. The IJB has a responsibility to strategically plan for a range of health and social care services delegated from Glasgow City Council and NHS Greater Glasgow and Clyde. This planning includes not only what services should be delivered but also how property assets can be utilised to support the aims of integration, delivery of our strategic plan and effective, efficient health and social care services in Glasgow. The alignment of the strategic plan with asset management provides an opportunity to shape the property portfolio to efficiently support delivery of services and integration.

**3. Property Strategy 2019-2022**

- 3.1. This document provides an update on the delivery of the Property Strategy approved by the IJB on 8<sup>th</sup> May 2019 (<https://glasgowcity.hscp.scot/publication/item-no-8-integration->

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[joint\)board\)property-strategy-2019-2022](#)). This update provides a summary of progress for the period October 2019 to September 2020.

- 3.2. During this period there has been significant progress in the development of the North East Health & Social Care Hub with Stage 1 approval secured at both IJB and Health Board and submitted to Scottish Government Scottish Capital Investment Group (SCIG) who have considered the proposal and we await their confirmation letter. We are now undertaking planning consultation.
- 3.3. In addition, work was completed in Hunter Street to provide the Enhanced Drug Treatment Service (EDTS) which opened in November 2019. The progression of capital works was significantly impacted by the COVID-19 pandemic, however work continued on the Adult Mental Health Ward at Stobhill Hospital with a revised handover date of August 2020. Planning and design work was undertaken to relocate the Sexual Assault Recovery Service (SARC) to William Street Clinic from the current location within Sandyford Central, and redevelopment of the Airth Drive Children's Residential Property commenced with planning and design for the two new builds at Butterbiggins Road and Mossspark Drive progressing. The extension of the Rodney Street homeless assessment centre, originally scheduled for April 2020 will now start from beginning of September 2020.
- 3.4. The update in Appendix 1 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 staff within Glasgow City HSCP.
- 3.5. Overall responsibility for the implementation of the Property Strategy rests with the Property Strategy Group chaired by the Chief Officer: Finance and Resources.

## 4. Recommendations

- 4.1. The IJB Finance & Audit and Scrutiny Committee is asked to:
  - a) note the content of this report; and
  - b) note that this report provides monitoring and scrutiny of the IJB's Property Strategy.

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# Property Strategy

## Annual Monitoring Update

October 2019 - September 2020



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## Introduction

This paper presents a progress update on the Property Strategy 2019-22 presented at the IJB on the 8<sup>th</sup> of May 2019 and is presented to the IJB Finance, Audit and Scrutiny Committee in response to the requirement to report on progress in September of each year.

Glasgow City Integration Joint Board (IJB) operates in a challenging environment where demand for services are high, and the resource and the finances at our disposal to meet this demand are finite. Strategic asset management is essential within this environment to ensure that the IJB has the right property assets in the right place at the right time to meet service user and patient needs.

The key objectives of the Property Strategy are:-

- To gain best value from our use of property
- To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings
- To enhance provision of health and social care services in local communities
- To maximise opportunities to work with other services, agencies and communities to establish optimum service needs and delivery models
- To rationalise our estate in order to reinvest savings into frontline services

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

**GOVERNANCE**

The Property Strategy lays the foundation for the efficient and effective use of all IJB assets and provides a platform for structured planning and decision making. This is supported by a Property Strategy Group chaired by the Chief Officer: Finance and Resources with representatives from key stakeholders within the Health and Social Care Partnership (HSCP), the Council family and NHS Greater Glasgow and Clyde.

The property assets which the IJB uses to deliver services are managed either by Glasgow City Council or NHS Greater Glasgow and Clyde. This means that the Property Strategy for Glasgow City IJB does not sit in isolation and is linked closely to both the Council's Property and Land Strategy 2019-2021 and NHS Greater Glasgow and Clyde's Property and Asset Management Strategy 2016-2020.

## Property Strategy: Progress Update

**Table 1: Property Strategy 2017-22 – Completed Projects**

Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2017-22	South	Clyde Place	City Deal Regeneration Plan - disposal of Clyde Place and relocation of its residential service to Rodney Street	Complete	N/A	Closed from September 2018
2017-22	North East	Stobhill Hospital	Consolidate inpatient MH wards	Complete	N/A	Wards at Parkhead Hospital and the beds at Birdston transferred to Stobhill.
2017-22	North East	Darnick Street	Relocate staff	Complete	N/A	Staff relocated to Petershill Park from Darnick Street
2017-22	North West	Maryhill Health & Care Centre	Provision of purpose built facility	Complete	N/A	Opened January 2017
2017-22	City Wide	Stanley Street	Relocate Youth Justice and Families for Children Services due to lease expiring	Complete	N/A	Lease expired March 2018
2017-22	City Wide	Hamish Allan Centre	Decommissioning of Hamish Allan Centre and remodeling of out of hours support to homeless households	Complete	N/A	Closed from September 2018
2017-22	South	Gorbals Health Centre	Creation of a health & social care centre	Complete	N/A	Building complete January 2019



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<b>Property Strategy</b>	<b>Locality</b>	<b>Location</b>	<b>Description</b>	<b>Status</b>	<b>Timeline</b>	<b>Update</b>
2017-22	City Wide	Tomorrows Residential & Day Care	Investment in new builds and refurbishment of existing residential and day care premises	Complete	Blawarthill Care Home handover July 2019 and Leithland September 2019	Buildings to be operational September and October respectively
2017-22	City Wide	Enhanced Drug Treatment Centre	Refurbishment of Hunter Street clinic	Complete	Building works completed by end August 2019	Handover of building August 2019
2019-22	North West	Closeburn Street	Closure of site and relocation of staff to Possilpark and Woodside H&CC	Complete	July 2019	Site vacated July 2019. William Street used to decant staff.
2017-22	South	Clutha House	Relocate South Locality HQ to Rowan Park and vacate Clutha House by December 2019	Complete	Vacated November 2019	Staff relocated to Rowanpark.

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**Table 2 : Property Strategy 2017-22 – Ongoing Projects**

Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2017-22	North East	North East Hub	Develop new build health & care hub	Ongoing	By 2025	<p>Site Options Appraisal completed December 2018 recommended Parkhead Hospital Site. New Project Request Submitted to HUB West Scotland September 2019 and approved October 2019. Schedule of Accommodation finalised at 11237m2.</p> <p>Stage 1 Design and Cost were issued 28th February 2020.</p> <p>OBC Submitted for approval 24th April 2020.</p> <ul style="list-style-type: none"> <li>• NHSGGC Executive Steering Group Approved by email – 30th April 2020.</li> <li>• HSCP Capital Planning Group Approved by email – 30th April 2020.</li> <li>• NHSGGC Capital Planning Group Approved by email – 30th April 2020.</li> <li>• NHSGGC Corporate Management Group (CMT) Approved – 7th May 2020.</li> <li>• Integrated Joint Board Approved - 13th May 2020.</li> <li>• NHSGGC Board Approved – 2nd June 2020</li> <li>• Scottish Capital Investment Group Approved – 21st July 2020</li> </ul> <p>Future Keys dates include:</p> <ul style="list-style-type: none"> <li>• Planning Approval January 2021.</li> <li>• FBC approval September 2021</li> <li>• Financial Close September 2021</li> <li>• Completion Q1 2025.</li> </ul>

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<b>Property Strategy Document</b>	<b>Locality</b>	<b>Location</b>	<b>Description</b>	<b>Status</b>	<b>Timeline</b>	<b>Update</b>
2017-22	North East	Various	Reduce numbers of leased and owned buildings when services migrate to Hub	Ongoing	In line with Hub Programme	Will be progressed as NE Hub develops
2017-22	South	Govan Health Centre	Potential replacement	Ongoing	TBC	Proposal submitted to Stage 2 of the NHS Capital Prioritisation Process. Decision to be made September 2020
2017-22	South	Castlemilk	To scope out consolidation of health centre, SW office and MH resource centre	Ongoing	TBC	Discussions required to establish what is required. SW building possibilities has been discussed with Design Team.
2017-22	North West	Drumchapel	Review buildings within Drumchapel to create a hub to centralise services	Ongoing	2020	Mercat 2 (Hecla Square) work due to have completed March 20 delayed due to Covid. Revised completion date of November 2020  Proposal submitted to Stage 2 of the NHS Capital Prioritisation Process. Decision to be made September 2020

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2017-22	North West	Church St & Gullane St	Ensure provision of accommodation is fit for purpose and move towards integrated facilities	Ongoing	TBC	As part of the review of the Sandyford Central building these two sites have been included with the NHS Capital Prioritisation Exercise progressing to Stage 2 which is to be evaluated September 2020
2019-22	North West	William Street	Upgrading of facilities	Ongoing	2020/21	Discussions ongoing with Design Team to review options available with the site footprint. Timeline impacted by Covid pandemic.
2017-22	North West	William Street	Relocation of SARC from Sandyford Central	Ongoing	2020/21	
2017-22	North East	Springpark Mental Health Resource Centre & Townhead Health Centre	Undertake feasibility studies to assess options for both sites	Ongoing	TBC	Included within the proposals submitted for the replacement of Townhead Health Centre submitted to the NHS Capital Prioritisation Exercise Stage 2 due for decision by September 2020
2017-22	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	Ongoing	Ongoing	<p>Impact of Covid 19 resulted in necessary pause to deliver new build provision at a critical time. As housebuilding safely resumes we will be clearer on the full effect this will have on timing and delivery of much needed properties</p> <p>HSCP continue to work with partners in DRS and housing sectors in order that new build program can be progressed as quickly as is safe to do so as construction works return in a new safe way</p>

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2017-22	City Wide	Children's Residential Programme	Investment in new build and refurbishment of an existing residential house for young people looked after and accommodated by the Council	Ongoing	Various	<p>Development and completion of design work through to Stage 4 in relation to Mossparc and Butterbiggins has continued for both of the above new build projects despite restrictions imposed by Covid 19.</p> <p>Covid 19 has however impacted on site starts and construction /refurbishment works. We await revised program of safe return to works from contractors for the following sites:</p> <p>Airth Drive (now vacated)</p> <p>Butterbiggins Road works anticipated to start January 2021.</p> <p>Mossparc Drive tender negotiation ongoing due to contractors and supply chain being furloughed. Anticipated start date is September 2020 but will be dependent on tender being agreed.</p>

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2017-22	City Wide	Tradeston/ Laurieston Regeneration	Relocation of Clyde Place Assessment Centre and refurbishment of Rodney St to accommodate new service provision	Progressing	2020/21	Site start in April 2020 delayed due to impact of Covid 19. Revised program from City Building confirms site start now scheduled for August 2020
2017-22	City Wide	Learning Disability	Consider option appraisal for replacement of two learning disability day care centres	Ongoing	TBC	Proposals for inclusion of Learning Disability Day Centres have been incorporated within high level site plans as part of the NHS Capital Prioritisation Exercise Stage 2, decision expected July 2020.  Design works paused due to Covid recommencing in August.
2019-22	North West	Glenkirk Clinic	Review clinical space and allocation of accommodation	Ongoing	TBC	Still to be reviewed.
2019-22	City Wide	GP Accommodation	Support implementation of the new GP Code through supporting review of premises and in line with Primary Care Investment Fund.	Ongoing	TBC	PCIP Programme Manager currently collating requirements for GP Premises and Primary Care locations to accommodate additional staff currently being recruited.  In addition as part of the NHS Capital Prioritisation Exercise consideration will be given to any Independent GP Practices who wish to co-locate within the new facilities.

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2017-22	City Wide	Mental Health & Addiction – MH 2 Ward DBFM Scheme	Invest in improved AMH ward accommodation at Stobhill Hospital by 2020	Ongoing	2020	Project continued during Covid pandemic with reduced staff on site in line with Government restrictions.  Original completion date was June 2020 with an 8 week commissioning date.  Handover now scheduled for 21 <sup>st</sup> August 2020.
Added 19/20	City Wide	Blair Court	Refurbishment of Borron Street	Ongoing	Work recommencing July 2020	Work paused due to Covid pandemic and resumed 27 <sup>th</sup> July 2020
Added 19/20	City Wide	Homecare Training Centre	Potential relocation to enable City Building to repurpose their current site.		TBC	TBC
Added 20/21	City Wide	Anvil Centre	To enable site works to commence on the NE Hub, relocation of staff from the Anvil Centre to different locations including the provision of alternative accommodation for Primary Care Mental Health Services within refurbished premises at 125 Westmuir Street		March 2020	Staff vacated Anvil Centre March 2020. Refurbishment of Westmuir Street has a dependency on the relocation of Revenue & Benefits team to an alternative location which has been impacted by the Covid Pandemic

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Added 20/21	Homelessness	Brighton Place	Refurbishment to accommodate the James McLean Project for Young People			The Service currently occupies RSL leased accommodation which is not fit for purpose. Feasibility study currently underway.
Added 20/21	Alcohol & Drug Crisis Service		New Build feasibility study underway			Ongoing
Added 20/21	Older Peoples Residential		Upgrading of older properties to new build standard			Works have been reinstated and progressing well with an expectation that all will be completed by the end of the year.  As a result of Covid we are in the process of developing garden rooms to facilitate long term safe access for families to be able to visit relatives in the Care Home
	Safe Consumption Facility	Hunter Street	Interim facility pending further consideration being given to the provision of a combined Safe Consumption/Enhanced Drug Treatment Centre			Ongoing

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