



**Item No. 14**

**Meeting Date Wednesday 14<sup>th</sup> December 2022**

**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](#) and the draft report for the period 2023 – 2025 on [23rd March 2022](#).

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 2021 – September 2022.

**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 ☐

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<b>Recommendations:</b>	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <ul style="list-style-type: none"><li>a) note the content of this report; and</li><li>b) note that this report provides monitoring and scrutiny of the IJB's Property Strategy.</li></ul>
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<b>Relevance to Integration Joint Board Strategic Plan:</b>
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:

<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.
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<b>Personnel:</b>	Staffing implications are highlighted as appropriate within the strategy, with detailed implications addressed via the appropriate HSCP Governance structure.
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<b>Carers:</b>	No direct impacts anticipated at this point.
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<b>Provider Organisations:</b>	No direct impacts anticipated at this point.
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<b>Equalities:</b>	<p>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.</p> <p><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></p>
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<b>Fairer Scotland Compliance:</b>	The strategy supports the delivery of a Fairer Scotland.
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<b>Financial:</b>	<p>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.</p> <p>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.</p>
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<b>Legal:</b>	None
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<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
<b>Implications for Glasgow City Council:</b>	The Property Strategy will link closely to the Council's Property and Land Strategy. 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.
<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. NHSGGC is currently developing a Primary Care Estates Strategy which is looking at all 6 HSCP's and their accommodation needs based on service requirements. In addition to this, the Board are taking forward, under the Moving Forward Together programme, the MFT Implementation Strategy which is looking at a whole system planning review to identify the clinical requirements and required infrastructure investments which will be the focus of the Board's strategic planning. 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.

### 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 is high, and the resources and the finances at our disposal to meet this demand are finite.

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- 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](#). This update provides a summary of progress for the period October 2021 to September 2022.
- 3.2. During this period work has progressed on the development of the North East Health & Social Care Hub. The contractor started on site March 2022 working to a practical completion date of July 2024.
- 3.3. The progression of capital works continued to be impacted as a result of recovery from the COVID-19 pandemic with the additional impact of supply chain arising from Brexit and the Ukraine conflict which contributed to delays to programme timelines. The following works were progressed:
  - Relocation of the Sexual Assault Recovery Service (SARC) to William Street Clinic from the within Sandyford Central and the refurbishment of the North-West office accommodation on the same site.
  - Refurbishment of the Airth Drive Children's Residential Property providing an Aftercare Service for 4 young people commenced February 2021 and completed November 2021.
  - Mossbank Drive Children's Residential Property commenced site construction in May 2021 and completed August 2022.
  - Construction for the new build Children's Residential Property at Butterbiggins Road commenced November 2021 and was due to complete end of October 2022 - due to lead in times for some key materials it is anticipated completion will be delayed until January 2023.
  - The extension for the Rodney Street Homelessness Emergency Assessment Service commenced October 2020 and completed August 2022

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- 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 2021 - September 2022



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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 is 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: -

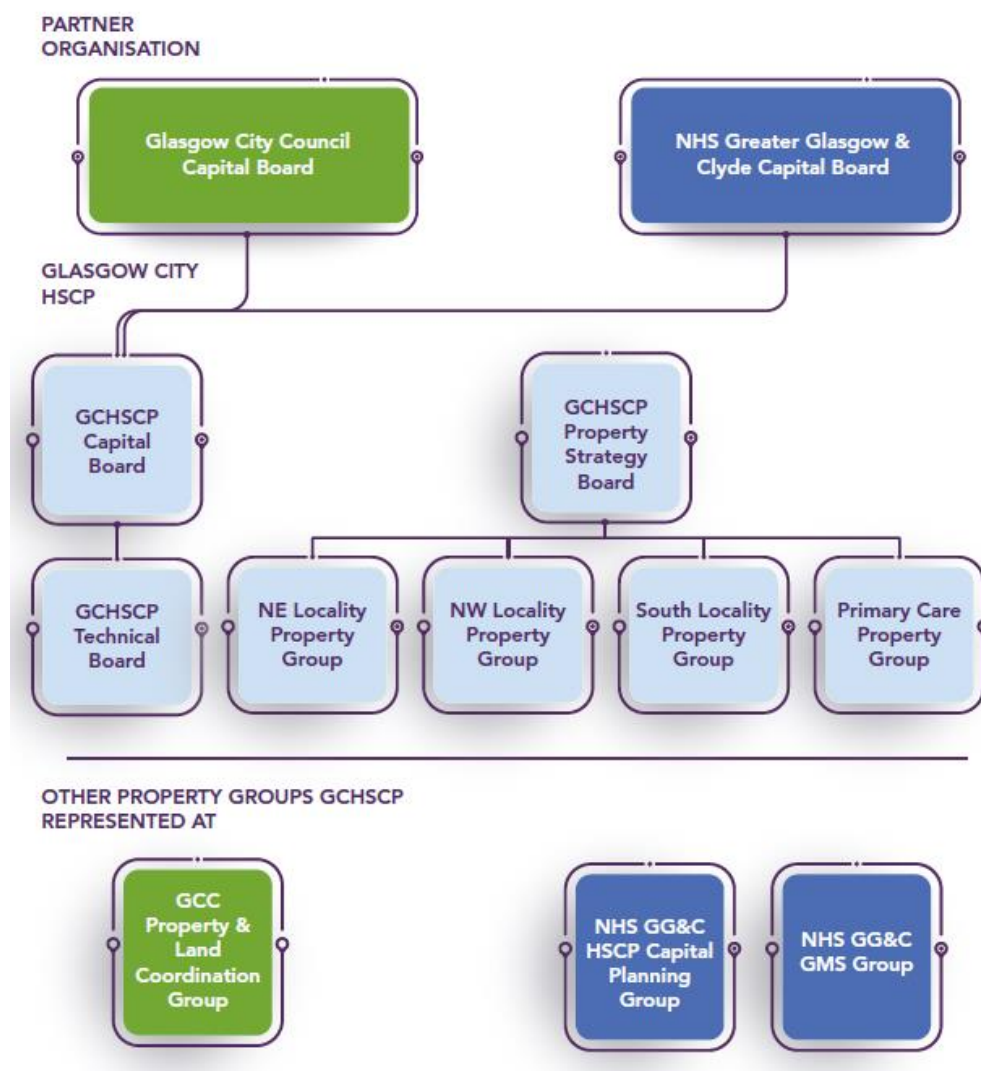




## GOVERNANCE

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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Property Strategy	Locality	Location	Description	Status	Timeline	Update
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.
Added 19/20	City Wide	Blair Court	Refurbishment of Borron Street	Complete	Work completed December 2020	Work completed to accommodate Out of Hours and Standby Services within Borron Street
Added 19/20	City Wide	Homecare Training Centre	Relocation to enable City Building to repurpose the Edgefauld Road facility for training apprentices	Complete	Relocated May 2021	Work undertaken and service relocated in May 2021

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Property Strategy	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	Complete	2020	Patients moved into Elgin and Appin wards in September 2020. £10.7m investment has creating space for up to 40 inpatients with Elgin ward dedicated to adult acute mental health Care and Appin focusing on Older Adults with functioning mental health issues.
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	Complete	March 2020	Staff vacated Anvil Centre March 2020.
2019-22	North West	William Street	Upgrading of facilities and relocation of SARC from Sandyford Central	Complete	2020/21	Staff moved into building June 2022 with the Sexual Assault Referral Centre (SARC) occupying their premises from September 2022 and commencing clinics from October 22.
Added 20/21	Older Peoples Residential	Older People's Residential Homes	Upgrading of older properties to new build standard	Complete	2021/22	As a result of Covid garden rooms were installed to facilitate long term safe access for families to be able to visit relatives in the Care Home. These were completed during Summer 2022.

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Property Strategy	Locality	Location	Description	Status	Timeline	Update
2017-22	North West	Rodney Street	Tradeston/Laurieston Regeneration. Relocation of Clyde Place Emergency Assessment Service and refurbishment of Rodney St residential service to accommodate new service provision	Complete	2020/22	Covid 19 impacted on construction work causing delay – the works completed in August 2022
Added 21/22	City Wide	Community Equipment Store	Review of alternative warehousing facilities due to end of lease and issues with roof of current building.	Complete		Market scanning completed underway to identify potential alternative buildings within the Glasgow area and due to an options appraisal lease was renewed on the existing location for 5 years from January 2022.

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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	Contractor started onsite March 2022 and programme on target to achieve practical completion July 2024
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. Awaiting NHS Estates to conclude estate survey in South Locality to inform NHS GG&C Estate Strategy and inform SG. Discussions continue with Glasgow City Council regards potential alignment with any wider development discussions in that area.
2017-22	South	Castlemilk	To scope out consolidation of health centre, SW office, Homecare base and MH resource centre	Ongoing	TBC	Discussions ongoing 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	Proposal submitted to Stage 2 of the NHS Capital Prioritisation Process. Awaiting NHS Estates to conclude estate survey in NW Locality to inform NHS GG&C Estate Strategy and inform SG. Discussions continue with Glasgow City Council regards the scoping of a Drumchapel Community Hub and the HSCP will be involved in any Drumchapel Masterplan discussions.

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2017-22	North West	Church St & Gullane St	Ensure provision of accommodation is fit for purpose and move towards integrated facilities	Ongoing	TBC	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.
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. This scored highly on the list of priorities. NHS GG&C have concluded an Asset Review of all GCHSCP property in the NE locality to inform a wider Glasgow City report which will support building a case for developing the proposal.

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
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>As Scottish house building safely resumes, we will be clearer on the full effect Covid 19 has had on contractors for timing and delivery of much needed properties</p> <p>HSCP continue to work with partners in NRS and housing sectors in order that the approved new build program can be progressed as quickly as is safe to do</p>
2017-23	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>Airth Drive refurbishment commenced February 2021 and completed November 2021</p> <p>Mosspark Drive new build attained site start in May 2021 and completed August 2022.</p> <p>Butterbiggins new build achieved site start November 2021 and it is anticipated completion will be achieved January 2023</p>
2017-22	City Wide	Learning Disability	Consider option appraisal for replacement of two learning disability day care centres	Ongoing	TBC	Still to be developed.

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
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 (PCIF.)	Ongoing	TBC	Approval for undertaking work underway in 7 Health Centres to redesign layout to accommodate additional services provided under PCIF was approved by the HSCP and NHS GG&C Capital Board in April 2022. Covering 7 health centre sites this will add additional clinical room capacity, support new ways of working and address backlog maintenance whilst ensure a holistic approach to the upgrade of the sites. Planning is underway to identify the next cohort of sites to undertake the same process to address any remaining demands on accommodation.
Added 20/21	South	Brighton Place	Refurbishment to accommodate the James McLean Project for Young People as the RSL leased accommodation currently occupied is not fit for purpose	Ongoing	2021/22	Project Initiation Document (PID) taken to the Council Capital Planning Board July 2021 and Business Case being worked up whilst a feasibility study stage 2 is progressing.
Added 20/21		TBC	Tradeston/Laurieston Regeneration. Alcohol & Drug Crisis Centre. New Build feasibility study underway	Ongoing	TBC	Site option appraisal and schedule of accommodation being progressed to inform design. Dependency with Regeneration programme.

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
Added 20/21	City Centre	Hunter Street	Interim facility pending further consideration being given to the provision of a combined Safe Consumption/Enhanced Drug Treatment Centre	Ongoing	TBC	Awaiting further guidance from Scottish Government. Portacabins being sited on Hunter Street site October 2021 to provide additional capacity for staff.
Added 21/22	City Wide	TBC	Barnahus Identify and agree suitable site location and develop schedule of accommodation	Ongoing	TBC	“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
Added 21/22	South	Mallaig Road	Identify and agree suitable site location (Glasgow South) ensuring equity of service in line with the other emergency homelessness provision for women in the North of the city Provision of a fit for purpose building and private garden Exit RSL leased property	Ongoing		Project Initiation Document shared with Council Capital Planning Board July 2021. Feasibility stage 2 ongoing and business case developed. Matrix on site options completed with preferred site identified. Progression of project subject to securing capital funding.

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
Added 21/22	City Wide	Complex Needs Service & Criminal Justice Services	Co-location with Police Scotland and consolidation of Complex Needs and Criminal Justice Teams in one location	Ongoing	2021/2022	Scoping of a city centre site underway with ongoing dialogue with City Property and NRS to progress.
Added 21/22	City Wide	Learning Disability	Purchase of NHS GG&C properties previously used to accommodate Learning Disability patients	Ongoing	2021/22	Purchase of the two properties at Waterloo Close 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.
Added 21/22	City Wide	Ladywell	Co-location of city-wide Children and Families and Public Protection services - based in 4 separate locations – City Chambers, Brook Street, Candleriggs and Orr Street to one location.	Ongoing	2021/22	First stage refurbishment completed, and staff relocated into Office and Education base in August 2022. Orr Street lease ceased and decommissioned as no longer viable site. Second stage ongoing and on completion will increase staff welfare and provide interview space for joint Police Scotland and C&F team.
Added 21/22	North East	Baillieston Pavilion 4	Develop new office accommodation to relieve current pressures within other HSCP sites and promote co-location.	Ongoing	2022	Minor refurbishment near completion. Site will provide office and meeting accommodation for NE teams – PCIF touch down space, Pharmacy Hub and Homecare.
Added 21/22	South	Adelphi Centre	Develop new office accommodation to support staff employed by the Primary Care Improvement Fund (PCIF)	Ongoing	2022/23	Site identified within Adelphi Centre to provide South Pharmacy Hub, PCIF workstream co-location and touchdown space to facilitate agile working.

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