



Item No. 16

Meeting Date : Wednesday 4th September 2019

Glasgow City Integration Joint Board Finance, Audit and Scrutiny Committee

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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 th May 2019. This report provides the IJB Finance, Audit and Scrutiny Committee with a progress update on the priorities identified within the plan.
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.

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
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Personnel:	Staffing implications are highlighted as appropriate within the strategy, with detailed implications addressed via the appropriate HSCP Governance structure.
Carers:	No direct impacts anticipated at this point.
Provider Organisations:	No direct impacts anticipated at this point.
Equalities:	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. https://glasgowcity.hscp.scot/publication/eqia-gchscp-property-strategy-2019-2022
Fairer Scotland Compliance:	The 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 localities.
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	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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Implications for NHS Greater Glasgow & Clyde:	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 8th May 2019 ([https://glasgowcity.hscp.scot/publication/item-no-8-integration-joint\)board\)property-strategy-2019-2022](https://glasgowcity.hscp.scot/publication/item-no-8-integration-joint)board)property-strategy-2019-2022)). This update provides a summary of progress for the period October 2018 to September 2019.
- 3.2. Major programmes of works have been completed in this period including the upgrades and refurbishments of day centres across the city; completion of upgraded and new build Children's Homes; opening of two new Health & Social Care Centres and the refurbishment of existing and opening of two new Older People's Care Homes.
- 3.3. 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.

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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.

4. Recommendations

4.1. The IJB Finance & Audit 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 2018 - September 2019

2019 - 2022

Glasgow City
HSCP
Health and Social Care Partnership



Introduction

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

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:-

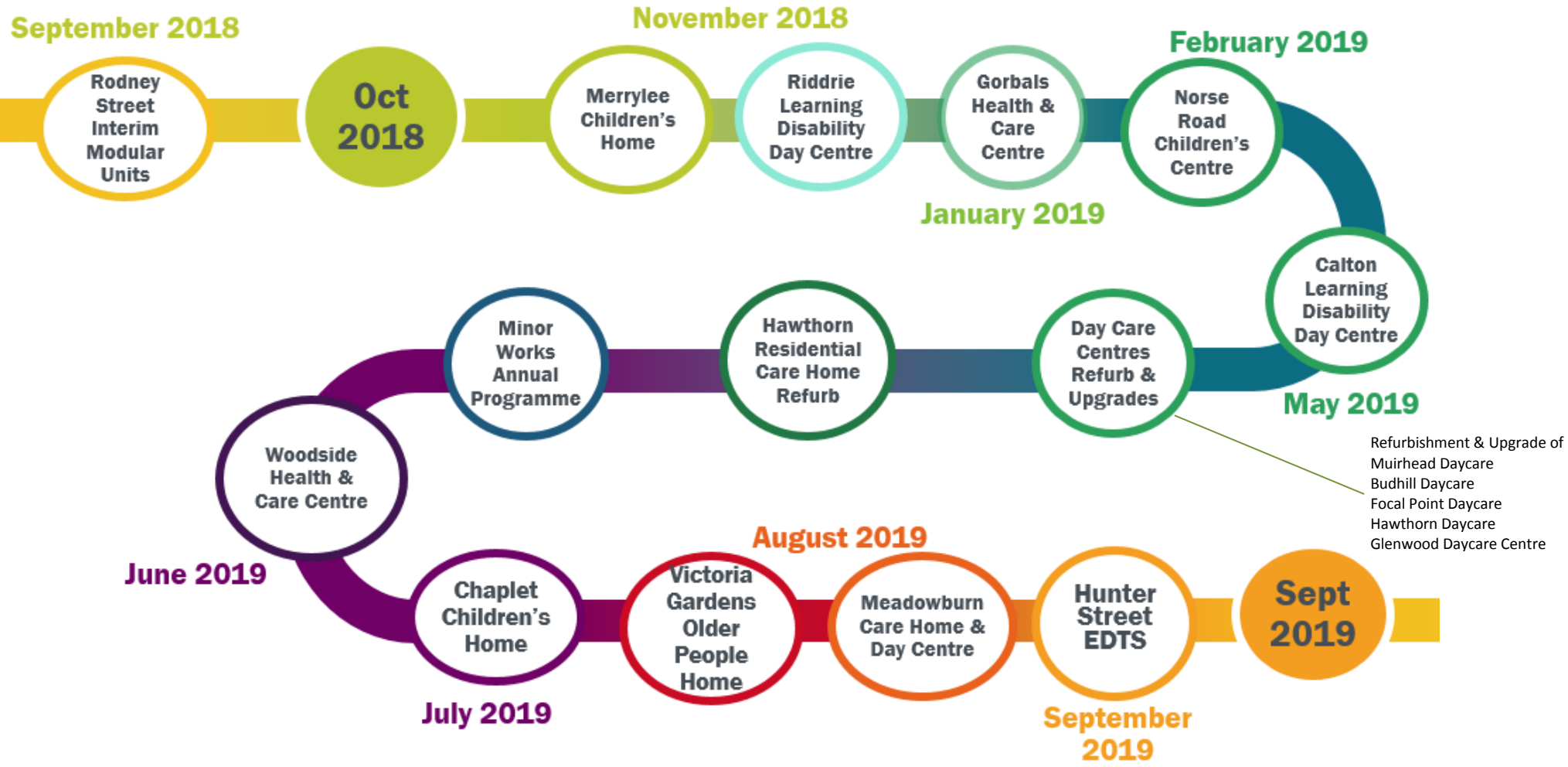
- working with services, partners and communities to understand their needs
- improve, release, adapt or replace properties to meet our evolving needs
- challenge services and partners to demonstrate their needs, adopt modern and flexible working practices and meet accommodation standards of partner 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 Timeline & Key Achievements – 12 months October 2018 – September 2019



Health & Care Centres

New Gorbals Health & Care Centre

The £17m New Gorbals Health & Care Centre opened in January 2019 bringing health and social care services from three buildings into one modern, fit for purpose building, delivering integrated services for the local population.

The Centre provides improved access to a range of primary care services including physiotherapy; podiatry; general and public health dental services; child and adolescent mental health services; alcohol and drug recovery services and social work services. The Centre also has several clinical rooms which will host visiting services such as ante natal, speech and language therapy, dietetics and a number of health improvement services.

Woodside Health & Care Centre

Opened in June 2019 Woodside Health & Care Centre brings health and social care services in the North West of the city together in one fit for purpose modern facility. Providing GP surgeries, dental services, physiotherapy, district nursing.

Woodside Day Care Centre is a registered service for people with complex needs providing support to vulnerable older people within the community and will accommodate up to 30 people each day.

Key benefits

- Delivered as a Partnership between the City Council, NHS Greater Glasgow and Clyde, Hub West Scotland and New Gorbals Housing Association and permitted the services to be reshaped to provide more integrated, accessible and efficient care
- Co-location of the health and social care facility provides access to a range of services and support within a single location and enables speedy access to clear and agreed health and care pathways.
- Patient centred service providing a one stop shop for co-ordinated community and primary care services.
- Feedback from residents, staff, patients, service users and visitors has been positive

Children's Residential Programme

Merrylee Children's Home

Opened in November 2018 to replace an older property not fit for purpose at Newark Drive.

Merrylee was part of the Residential New Build and Modernisation Programme for Children and Young People which aims to transform residential houses through the closure of premises which were deemed not fit for purpose and to refurbish retained houses and deliver a new build programme to increase residential provision within the City.

Norse Road Children's Home

Officially opened on 28th February 2019

This eight bed accommodation replaces the previous smaller Children's Unit on the same site

Chaplet Children's Home

Completed in July 2019 Chaplet Children's home has been fully refurbished internally and externally providing much improved surroundings.

All bedrooms in these houses have ensuite facilities, one of which is fully accessible, and the properties benefit from a main lounge, quiet lounge, large kitchen/dining area and a utility room. Properties have easy access to private outside play, storage and garden areas.

Key Benefits

- Norse Road has increased capacity from the previous facility in two semi-detached houses that provided six beds and only suited to younger children to an eight bed accommodation which delivery a significantly enhanced, modern and high quality living environment
- The new accommodation meets the needs of young people of all ages, reducing previous issues in allocation of accommodation
- Allows young people to continue to attend local schools, clubs and other leisure amenities, allowing them to be part of the neighbourhood and encouraging their participation in the community
- Young residents are pleased with their new home and have embraced the new surroundings with positive feedback on the privacy from ensuite bathrooms and dining facilities; the colour schemes of their towels and bedding and large smart screen TVs in each bedroom
- Evidence suggests that the young people are boosted by their new surroundings, with an evident improvement in commitment to support plans

Older People Residential & Day Care

Victoria Gardens Care Home

Completed in August 2019 Victoria Gardens Care Home provides a high quality living environment centred around the needs of older people.

Providing 70 ensuite bedrooms, the Care Home is split into five units, four of which have 15 bedrooms, and the fifth has a 10 bedded unit. Situated on the former Blawarthill Hospital site, the care home has safe and secure gardens including a bowling facility and an outside upper floor deck area for the residents to enjoy.

Meadowburn Care Home and Day Care Centre

Completed in August 2019 Meadowburn Care Home provides 120 ensuite bedrooms split into eight units. The care home also has safe and secure gardens, a cinema and hairdressing facilities for the residents to enjoy

The 30 place day care centre operates independently of the care home and has its own entrance and reception to welcome people using the service. A welcoming and secure environment provides a number of areas where people can relax and socialise as well as secure gardens for the service users to access.

Key Benefits

- Provides state of the art buildings which are fit for purpose
- Addresses challenges of growing dependency in the 21st Century by delivering market leading facilities

Learning Disability Units

During this year the two learning disability day centres at Riddrie and Calton both benefited from significant investment to upgrade the accommodation.

The refurbishment included new flooring, furnishings and finishes as well as investing in new equipment

Key Benefits

- Improved surroundings and environment
- Positive feedback from service users, staff and carers

Hunter Street Enhanced Drug Treatment Services (EDTS)

Scheduled for completion in August 2019.

The HSCP has committed to a co-located site for both safe drug consumption and heroin assisted treatment.

Development of the Homelessness Health Service site at Hunter Street will allow the pilot of an Enhanced Drug Treatment service to be delivered by a specialist multidisciplinary team, supported by links to a variety of Health & Social Care Services.

Key Benefits

- Development of existing services to meet the needs of this multiple disadvantaged population
- Aims to reduce the risk of drug related deaths
- Aims to improve health outcomes for this population

Minor Works – Various Sites

A number of Minor Capital works were undertaken during this period to ensure properties within the HSCP estate were maintained and improved where required.

This included;

Health Centres

- Easterhouse -Flooring replaced
- Easterhouse - Windows in Yorkhill Suite replaced
- Shettleston - CCTV system replace
- Shettleston - Windows replace on Ground and First Floor
- Springburn - Additional radiators throughout the Health Centre
- Drumchapel – CCTV upgrade
- Drumchapel – Paintwork refreshed
- Drumchapel – Flooring updated
- Pollock – Redecoration
- Thornliebank – Refit of toilets
- Thornliebank – Main entrance doors replaced
- Govanhill – Repairs to main stairwell and entrance doors

Resource Centres

- Auchinlea – windows replaced
- Arran – treatment room redecorated
- Riverside - redecoration

Work continues on a number of sites working with the Heads of Planning in localities to prioritise and plan future maintenance and upgrades.

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	Relocation of residential provision to Hunter Street	Complete	N/A	Interim modules installed at Rodney Street with extension at planning stage
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
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

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Property Strategy	Locality	Location	Description	Status	Timeline	Update
2017-22	City Wide	Safer Drug Consumption Unit/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 mid July. William Street used to decant staff.

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Table 2 : Property Strategy 2017-22 – Ongoing Projects

Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2017-22	South	Clutha House	Relocate South Locality HQ to Rowan Park and vacate Clutha House by December 2019	Progressing	Plan on track to vacate Clutha House November 2019.	Removal plans underway and furniture being arranged. IT work underway at Rowanpark in preparation for move.
2017-22	South	Govan Health Centre	Potential replacement	Ongoing	TBC	
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	Progressing	2020	Discussions underway regarding the refurbishment of Mercat 2 (Hecla Square) with work to be carried out before March 2020
2017-22	North West	Church St & Gullane St	Ensure provision of accommodation is fit for purpose and move towards integrated facilities	Progressing	TBC	Discussions at an early stage to identify potential solutions

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Property Strategy Document	Locality	Location	Description	Status	Timeline	Update
2019-22	North West	William Street	Upgrading of facilities	Progressing	From October 2019	Discussions ongoing with Design Team to review options available with the site footprint.
2017-22	North West	William Street	Relocation of Sandyford Service	Progressing	From October 2019	
2017-22	North East	North East Hub	Develop new build health & care hub	Progressing	By 2023	Workshops undertaken with design team and feedback positive. Business case being updated.
2017-22	North East	Various	Reduce numbers of leased and owned buildings when services migrate to Hub	Ongoing	In line with Hub	Will be progressed as NE Hub develops
2017-22	North East	Springpark Mental Health Resource Centre & Townhead Health Centre	Undertake feasibility studies to assess options for both sites	Ongoing	TBC	
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	Progressing	Ongoing	

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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 residential houses for young people looked after and accommodated by the Council	Progressing	Various	Chaplet Avenue refurbishment due to complete July 2019 Airth Drive – design stage Butterbiggens Road – floor plans being developed Mosspark Drive – design signed off July 2019
2017-22	City Wide	Tradeston/Laurieston Regeneration	Closure and relocation of Clyde Place Assessment Centre to new provision at Rodney Street	Progressing	Works estimated to start January 2020	Working through final detailed design
2017-22	City Wide	Learning Disability	Consider option appraisal for replacement of two learning disability day care centres	Ongoing	TBC	
2019-22	North West	Glenkirk Clinic	Review clinical space and allocation of accommodation	Ongoing	TBC	
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.	Progressing	TBC	PCIP Programme Manager currently collating requirements for GP Premises and Primary Care locations to accommodate additional staff currently being recruited.

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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	<p>Project on schedule. Financial Close achieved 20th December 2018.</p> <p>Site Start: 21st January 2019 Completion Date: 19th June 2020.</p> <p>HSCP / NHS Commissioning Period (8 weeks / June – Aug 2020)</p> <p>Project Board meeting bi-monthly Change Control monitoring remaining in place</p> <p>The Senior Project Sponsor now to be Assistant Chief Officer Adult Services and North West Locality (who succeeded David Walker) for this project. The new Project Lead (from the service) will be Isobel Patterson Head of Adult Services, North East, (as successor to Katrina Phillips).</p>

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Table 3: New Projects Identified to be included in Property Strategy

Locality	Location	Description	Status	Timeline	Update
City Wide	Blair Court	Refurbishment of Borron Street	Progressing	TBC	Business case currently being prepared, and discussions ongoing with stakeholders to potentially co-locate services