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Item No: 18

Meeting Date: Wednesday 23rd March 2022

Glasgow City Integration Joint Board

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Integration Joint Board Draft Property Strategy 2023-2026

Purpose of Report:	This report outlines Glasgow City IJB's draft Property Strategy 2023-2026 in support of the delivery of the IJB's Strategic Plan.
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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, currently under review, but due to publish for the period 2023-2026
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Recommendations:	The Integration Joint Board is asked to: a) note the contents of this paper; b) note the draft 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
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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:	
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:	No direct impacts anticipated at this point
Provider Organisations:	No direct impacts anticipated at this point
Equalities:	https://glasgowcity.hscp.scot/publication/eqia-property-strategy-2023-2026
Fairer Scotland Compliance:	This strategy supports the delivery of a Fairer Scotland
Financial:	<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>
Legal:	The proposed Property Strategy does not apply to any new legal duties upon the IJB
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.

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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.
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

1. Purpose

- 1.1. The purpose of this report is to seek approval of the Glasgow City IJB's Property Strategy 2023-2026 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. 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 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 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 review schedule.

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3.2. The Property Strategy 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 NHS and Council staff within the Glasgow HSCP.

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

- To gain best value from the use of our 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

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.

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.

3.5. The Draft Property Strategy has been developed in conjunction with all Core Leadership Groups and partners represented on the Property Strategy Board. Further consultation will take place as the strategy is developed with all stakeholders including the Senior Management Team and partner bodies.

4. Recommendations

4.1. The Integration Joint Board is asked to:

- a) note the content of this paper;
- b) note the draft 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 IJB DRAFT PROPERTY STRATEGY 2023-2026



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Introduction

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 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 City of Glasgow.

The current property strategy was published in May 2019 covering the period 2019-22. This is a draft document which will outline the property strategy for the period 2022-2026, with the final version being presented along with the publication of the Strategic Plan in 2023 to cover the period 2023-2026. This document will identify the key drivers which will influence and direct the approach that will be taken. Acknowledging the IJB Strategic Plan is due for publication in March 2023, this strategy will be updated at that point to reflect any emerging themes which may impact on the estate. In addition, an annual update on progress will be provided to the IJB Finance Audit and Scrutiny Committee.



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. 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 builds on the Property Strategy approved by the IJB in May 2019 and seeks to look forward to 2026 aligning with the IJB's Strategic Plan, which is currently being refreshed to cover the period 2023-2026. The Strategic Plan includes the vision and priorities for health and social care in Glasgow, outlining how it will be delivered with our partners in the third and independent sectors. 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.

Five key strategic priorities

1. Prevention, early intervention and harm reduction
2. Providing greater self-determination and choice
3. Shifting the balance of care
4. Enabling independent living for longer
5. Public protection

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.

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 (July 2022) – 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 NHSGG&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 buildings and how the estate supports the staff travel plans and the increasing use of an Electric Vehicle fleet.

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.



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.

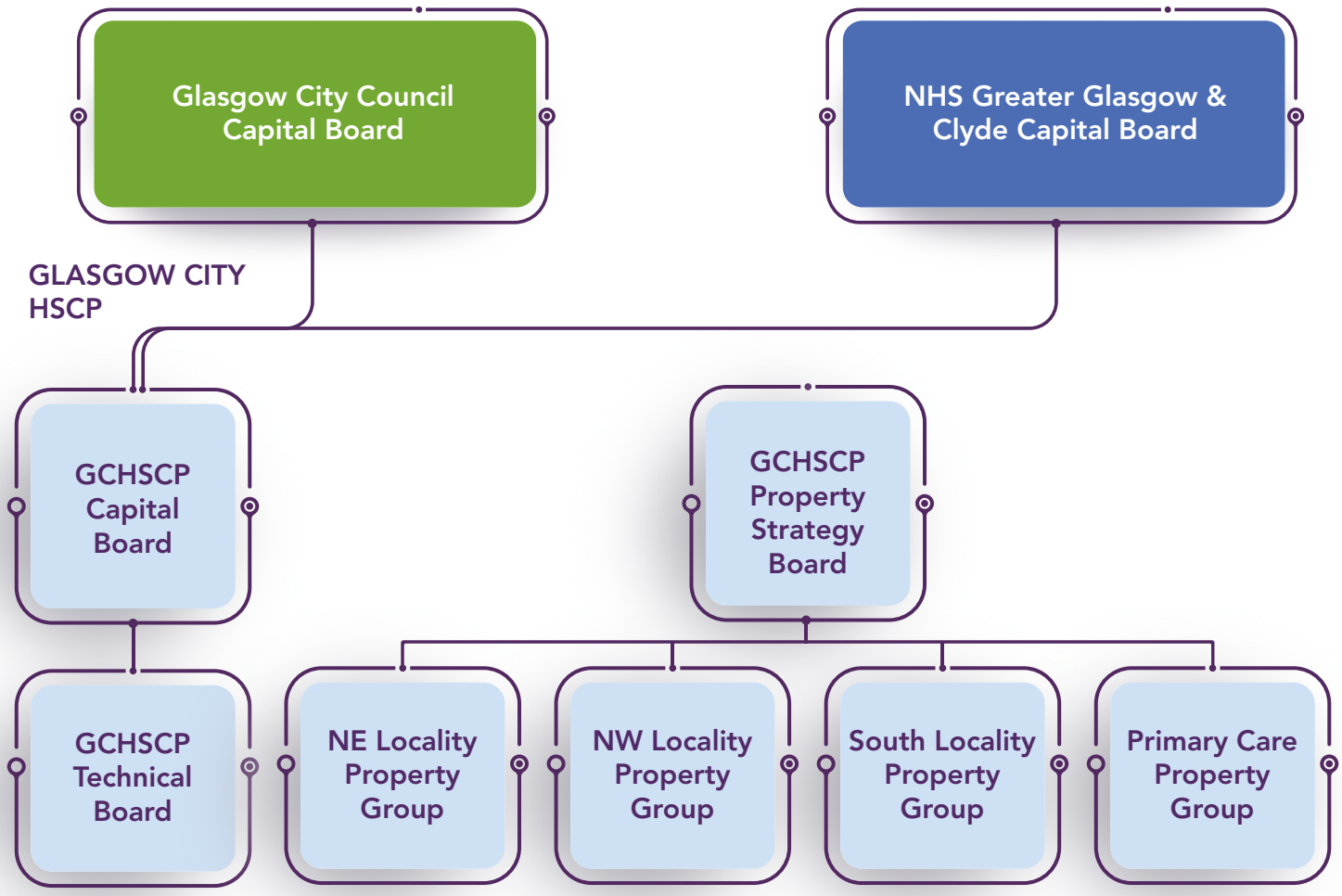
The current proposals relating to the creation of a National Care Service for Scotland is one of the most significant public sector reforms in a decade and will impact on the reporting and governance arrangements that the IJB currently has with the Health Board and Council. How this will impact on the 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.



Monitoring, Governance and Engagement

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.

PARTNER ORGANISATION



OTHER PROPERTY GROUPS GCHSCP REPRESENTED AT



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 NHSGG&C Capital Estates and operational estates teams to inform wider property discussions within the Board.

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 update will be provided to IJB Finance Audit and Scrutiny Committee.



Approach and Principles

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.

To achieve this the key objectives of the Property Strategy are:



We will achieve this by



The principles which will be adopted in implementation of the Property Strategy include

Designing and delivering services to meet the needs of individuals, carers and communities

- Fit for purpose
- Local and accessible
- Flexible and adaptable
- Welcoming and safe

Showing transparency, equity and fairness in the allocation of resources and taking a balanced approach

- Following governance arrangements and appropriate decision making processes
- Allocation of resources underpinned by strategical and operational needs

Striving for innovation, using technology, evaluating new ways of delivery to ensure we deliver the vision and priorities and meet needs

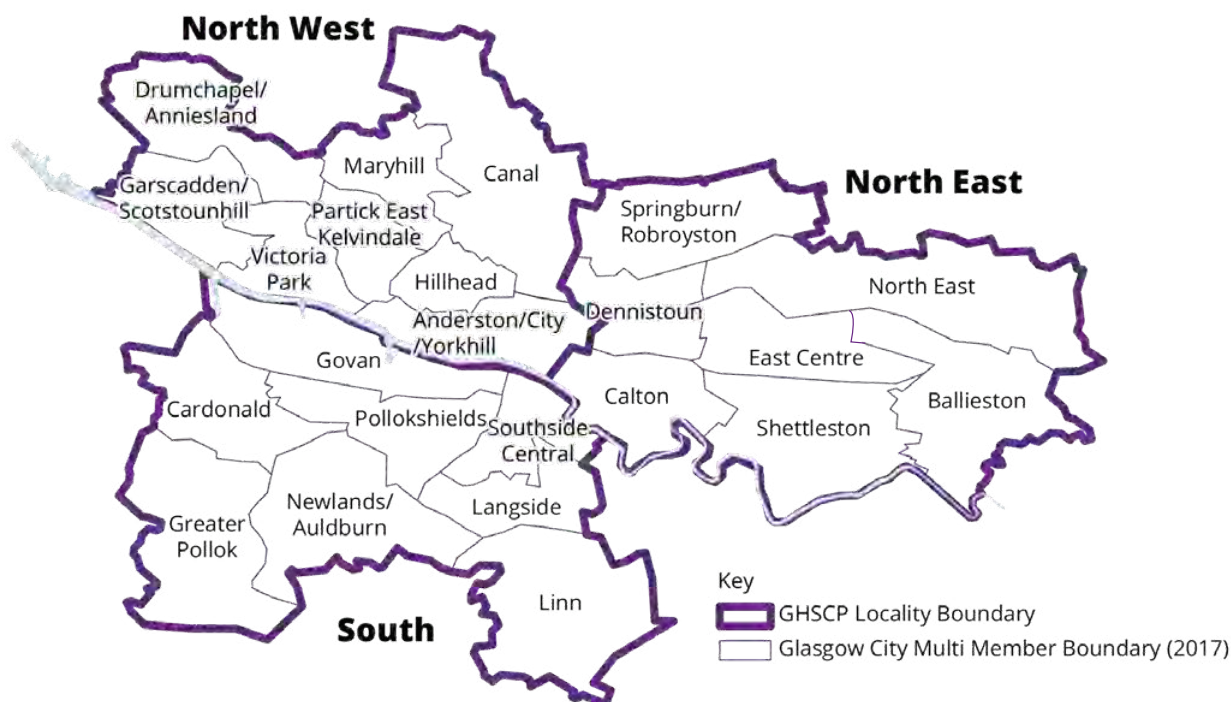
- Providing integrated service delivery
- Ensuring the estates contributes to and supports the transformation agenda for service delivery
- Explore co-location with other stakeholders and services exploring opportunities within community planning arrangements

Make the best use of assets available to us

- Efficiently manage and maintain our property assets seeking to rationalise our estate where possible
- Ensure property portfolio meets current and future strategic service needs
- Strive for continual improvement



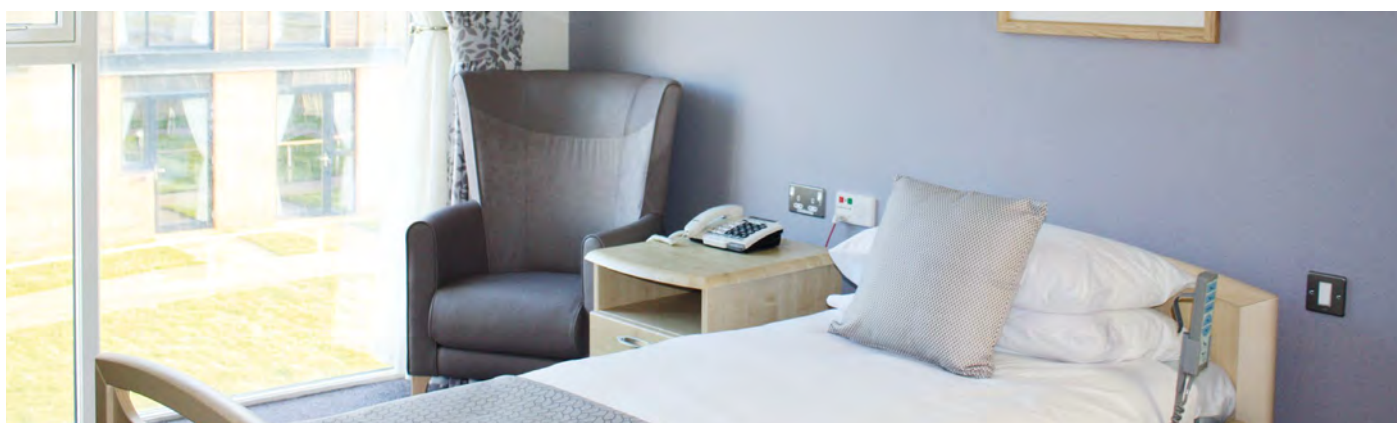
HSCP Property



For the purpose of the strategy this document will look at both properties on a city wide basis which provide Older People Residential and Day Care, Children and Young People's Residential, Hospital sites providing both inpatient and outpatient services, Homelessness services and office accommodation which provide both service user facing facilities and support service accommodation, and on a locality basis for properties which focus on community and primary care services within that area.

150 properties

150 properties city wide accommodating 11,100 HSCP wte for a city wide population of **633,120**



City Wide

Children's Residential Programme

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.

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 during 22/23 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.

Safer Drug Consumption Facility (SDCF)/ Enhanced Drug Treatment Centre (EDTC)

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 scoping work to expand space provision and the EDTC is under way. The additional space capacity would 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.



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. NHSGG&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

August 2021 saw the completion of two new wards on the Stobhill site offering improved facilities and accommodation for adult and older peoples mental health services.

Further expansion 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.

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.

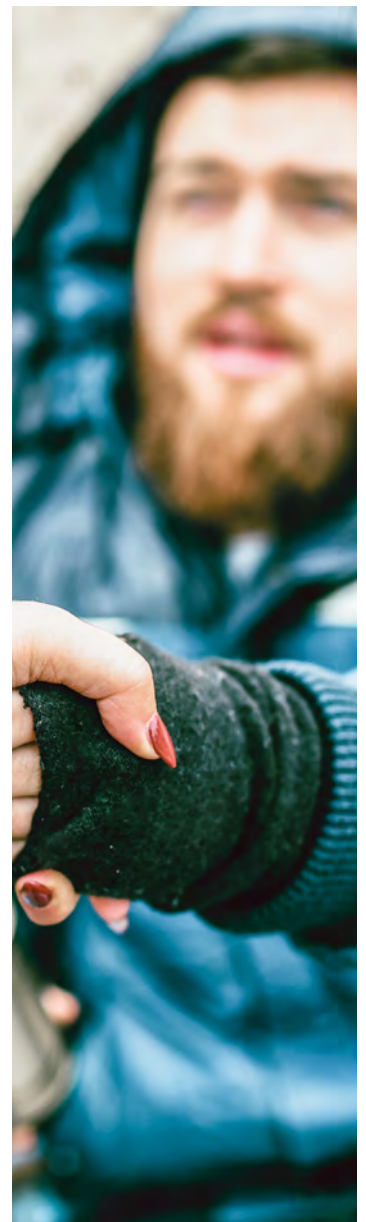


Homelessness Services

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, neither fully complies with national care standards nor is trauma informed. In August 2020 a report to HSCP Property Strategy Board highlighted the current leased accommodation providing this service was no longer a long term solution. The HSCP Property Strategy Board agreed to instruct NRS to initiate a site search to relocate and develop proposals for a new capital funded replacement model. 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.

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 extension will provide a fully fitted medical room for visiting NHS community services, IT facilities for service users to complete benefit applications, access education courses and wider social networking. A visitor's room for residents to spend time with family members and support staff and activity rooms for communal social events and education/training programmes.

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 1818 temporary furnished flats and requires to manage referrals and co-ordinate 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/Glasgow City Council Neighbourhoods, Regeneration & Sustainability 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 refurbish a City Centre vacant property for a group of HSCP services with the POP service potentially locating on the ground floor within the building promoting integration and co-location with Police Scotland which is a key aim of the project.

Learning Disability

There is a commitment to fund 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 undertaking a scoping of what will be 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.

We are continuing to work on introducing more integrated working across learning disability services by co-locating health and social work staff who work within our community learning disability teams. This has been a challenge due to the change in working practices during COVID-19. This is now in place at Petershill Park in the North East, and we are planning this for both the South and North West of the city.

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.

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 focus 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 size of building and outline costs to inform discussions with the Scottish Government.

Tomorrows Residential and 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.



Ex Cordia Services

Care at Home, Community Equipment Store Service, Community Equipment Store, Transport and Support Services (TASS) Community Alarms Service, and the Linguistics Interpreting and Translation Service transferred from Cordia LLP to the HSCP in 2018. Care at Home services are located across the City mainly in third party owned lease accommodation, the Community Equipment Store and TASS within two leased store sites in an industrial estate in Baillieston and Borrton Street is home to Community Alarms, Linguistics and Care at Home Staff. These properties are all part of the wider locality property scoping exercises which aim to consider co-location where possible with other HSCP services or wider opportunities which may present such as the ongoing Glasgow City Council Depot Review to potentially identify warehouse and logistics capacity for the Equipment Store. In addition, during 2021 the Homecare Training Centre was relocated from Edgefauld Road to a purpose built facility within Albion Street, ensuring that modern and accessible facilities are available to train and develop Care at Home staff.



Localities

South Locality - where are we now?

The £17m **New Gorbals Health & Care Centre** opened in January 2019 and replaces the old Health Centre built in the 1970s and incorporates social work and specialist children's services who were in leased accommodation, in new high quality modern fit for purpose premises. The New Gorbals Health & Care Centre is the largest development in new accommodation in the South for over ten years and since Pollok Health Centre was opened in 2008. We are continuing with our accommodation plans across the South locality in line with the accommodation strategy across the HSCP.



20 Community and Primary Care HSCP properties

20 Community and Primary Care HSCP properties covering a population of **228,528** in the south locality

50 GP practices

50 GP practices, 13 operating from HSCP locations, 37 from owned/leased accommodation delivering a wide range of health and social care services



Where do we want to go?

The South locality has developed a property strategy that included a review of all its accommodation, with the aim of supporting more integrated working and the co-location of health and social care staff, improving staff facilities and maximizing the use of space for the benefit of patients and service users.

The vision for the South locality is for integrated health and social care services to be delivered from the key health and social care bases focused in the main areas of population, with a number of smaller bases where local and south wide services are located. The vision is for four large integrated modern health and social care centres, two serving the South East – one in Gorbals and one in Castlemilk; and two servicing the South West – one in Govan and one in Pollok. These four health and social care centres will provide a focus for our new integrated neighbourhood teams for older people, and children and families services and the first step towards this has been taken with the opening of the New Gorbals Health and Care Centre.

Work has been ongoing on the existing health centre estate to review space utilisation and potential for redesign to ensure we maximise our accommodation and enable increased provision of clinical rooms. A plan for Phase 2 of the exercise is underway for the remaining health centre sites to enable multi-disciplinary working as part of the PCIP agenda in respect of treatment room space and additional staffing space across the South locality.

How do we get there?

The key strategic issues for the South Locality include:

1 Continue to explore opportunities for a replacement for **Govan Health Centre and Elderpark Clinic**. This is the locality's number one priority for a new development as the existing health centre and clinic complex has considerable maintenance and repair problems including the need for a new roof, boiler and plant issues and problems with access. Clinical space is at a premium and scope for expansion or upgrade/refurbishment on the current site is extremely limited. A feasibility study assessing available options was undertaken in 2014 and highlighted the potential for a new build incorporating other facilities such as Rowanpark (where the South HQ is based and social work services), community mental health and other services currently in leased accommodation at Brand Street and the opportunity to include other key services such as a new LD day centre for the South, local sexual health services and outreach services from Queen Elizabeth University Hospital is viable given proximity. Further work was undertaken in 2020 as part of the NHS Greater Glasgow and Clyde Capital Prioritisation exercise and evidenced the case for a replacement property. Such a new facility could be a significant contribution to the regeneration of the Govan area, and improve access to health and social care services for the local population.

2 Review options for accommodation in Pollockshaws. A new Pollockshaws hub development was explored in 2014 to provide improved accommodation for local community based services and other services. Centrally located to serve the South, this location is an ideal base for services that operate across the locality. A new development would also be a major contribution to the ongoing regeneration of the Shawbridge area and provide the opportunity for further integration of health and social work services.

3 Continue the review of the properties in Castlemilk. There are currently three large properties in Castlemilk, a health centre, social work office and mental health resource centre plus it is currently the location of the Care at Home team in a leased unit. A review is underway to assess the scope to integrate services into one centre and make a significant contribution to the regeneration of the area.

4 Progress the review of the Health Centre estate and finalise a plan for phase 2 of works to provide capacity for implementing the primary care improvement plan across the South locality.



North West Locality - where are we now?

We are continuing with our accommodation plans across the North West locality in line with the accommodation strategy across the HSCP.

A number of projects have been completed in our locality buildings:

- The opening of the new Woodside Health and Care Centre and Older People's Day care unit in May 2019
- The refurbishment and extension of the NW headquarters at William Street which will now accommodate the sexual assault service previously located within the Sandyford Sexual Health Service and will provide much improved and extended facilities for this service
- The refurbishment of Mercat 2 in Drumchapel to allow further space for Alcohol Drugs and Recovery Services and Justice services
- Closure of the Closeburn Street site with addiction staffing relocating to Possilpark and Woodside Health and Care Centres

15 Community and Primary Care HSCP properties

5 Community and Primary Care HSCP properties covering a population of **224,081** in the North West locality

52 GP practices

52 GP practices, 19 operating from HSCP premises, 33 from owned/leased accommodation Delivering a wide range of health and social care services

Where do we want to go?

We will continue to review our accommodation needs and requirements across the North West Locality whilst supporting integrated working and efficient working practice.

As part of the drive to maximise efficiency, effectiveness and integrated working, there will be an ongoing review of the accommodation needs and requirements across North West Locality. This will be undertaken in the context of supporting integrated working and efficient working practices, such as agile working and co-locating health and social care staff where possible.



How do we get there?

Priorities for future accommodation across the North West include:

1 Develop options and review the buildings currently located in Drumchapel to create a hub that will provide a range of health and social care services. We have started to plan a programme of works under the Primary Care Improvement Plan Phase 2 that will enhance the existing health centre building to allow additional treatment room space and general upgrading, however, our aim is to ensure that plans for an integrated central site feature as part of the regeneration plans for the wider Drumchapel area led by Glasgow City Council.

2 Explore options for relocation of the Sandyford service to other suitable accommodation to assist with the number of patients that this service can accommodate remains a priority. We are continuing to explore options across the locality to allow us to relocate to modern fit for purpose facilities and hand back the current building to the Health Board.

3 Finalise specification requirement for locating social work accommodation needs at Church Street and Gullane Street to create fit for purpose integrated facilities and extend this to cover health service needs as part of a second phase. We are working with Glasgow City Council on plans to completely refurbish and extend the current accommodation and have recently received approval from Glasgow City Council Capital Board to commence Phase 1 of this project.

4 Review refurbishment requirements for Glenkirk Clinic. We now have further space for our OPMH team so will plan how this space can now best be utilised.

5 Improve space utilisation at both Community Centre for Health and Plein Street as part of the HSCP Minor Works Programme.

6 Finalise a plan for Phase 2 of the PCIP funding to create further space for the provision of the requirements within the Primary Care Implementation Plan in respect of treatment room and additional staffing space across the North West locality.

North East Locality - where are we now?

Health and social care services in North East Locality are delivered from a portfolio of properties located throughout the area.

The majority of recent capital investment in the North East locality relates to the new mental health inpatient wards at Stobhill, Older People's Residential Care in Dalmarnock and new Children's Residential properties. We have added to the property portfolio to provide accommodation for the integrated older people's services neighbourhood team and mental health and learning disability services, but we recognise that some of our remaining properties are no longer fit for purpose because of their poor condition, a lack of internal space and internal layouts which do not provide accommodation that is suitable for the provision of 21st century services.

The constraints imposed by our existing property infrastructure will also prevent the creation of new forms of integrated community based care and delivery of multi-disciplinary team working within Primary Care.

Furthermore, given the advent of more agile forms of working there are opportunities to revisit the use and the number of buildings that services operate from, without compromising the quality of services for local people.



18 Community and Primary Care HSCP properties

18 Community and Primary Care HSCP properties covering a population of **180,511** in the North East locality

44 GP practices

44 GP practices, 25 operating from HSCP premises, 19 from owned/leased accommodation delivering a wide range of health and social care services

Where do we want to go?

To operate services from high quality fit for purpose accommodation which enables the provision of modern health and social care services ensuring we increase accessibility for service users through the promotion of active travel and public transport. Our properties need to be able to respond to the changing demographics of the population in the north east, and emerging health and social care needs, and represent the HSCP by being welcoming, inviting and encourages local access and use in order to address health inequalities for the local North East community

Our accommodation should be able to respond to the variety of service transformation programmes being developed by the HSCP, City Council and the NHSGG&C and offer the opportunity to develop the capacity to move acute services into local health facilities which will promote the integration and co-location of services.

The provision of enhanced digital infrastructure across Health and Council networks is key to promote multi-disciplinary working and we want to ensure we are maximising the utilisation of our premises, enabling agile working and work towards reducing the number of poorer quality buildings in our estate. We need to integrate the learning from the pandemic, and 'future proof' buildings if social distancing measures are required in event of another outbreak

How do we get there?

The key strategic issues for the North East Locality include:

1

Complete the development by 2024/25 of the North East Health and Care Centre at the site of the Parkhead Hospital/Mental Health Resource Centre/Parkhead Health Centre and reduce numbers of leased and owned buildings when services migrate to the new hub. We anticipate that we will no longer require accommodation at Templeton Business Centre, Brook Street Social Work Training Centre, Parkview Resource Centre, Parkhead Health Centre, Anvil Resource Centre, Parkhead Hospital and Newlands Centre. We will also reduce our accommodation requirements at Eastbank Health Promotion Centre in Shettleston.

2

Work with NHS GG&C and the City Council to improve the co-ordination of the day to day upkeep and maintenance of our buildings.

3

Develop options for Springpark Mental Health Resource Centre (Possilpark) and Townhead Health Centre. Both buildings will require substantial investment to ensure their long term future.

4

Ensure that our investment plans in health and social care buildings take account of future house building and wider physical regeneration programmes so that we can continue to meet the changing demands caused by demographic changes. Major house building is taking place in Easterhouse and Robroyston, and the increase in populations will have longer term impacts on the demand for HSCP services and where we do not currently have buildings we will require to be innovative to source suitable accommodation to deliver services where there currently are gaps. Scope the impact of new housing development on demand for services, along with an analysis of impact of projected GP retirement, with consideration of impact in relation to single handed GP practices.

5

Align the PCIP investment and the objectives above, with an integrated programme in order to minimise the disruption associated with building and improvement works.

6

Integrate the learning from the Citywide Property Strategy report being compiled by NHSGG&C Capital Estates Team.

7

Ensure the Locality Property Groups cascade information and support decision making about accommodation, with consideration given to how hosted services are kept up-to-date about property development.

8

Foster greater engagement of staff and service users in developing plans for future accommodation and for enhancing existing buildings.



Primary Care

Primary care contractors (GPs, dentists, community pharmacists and optometrists) are based in NHS health centres, properties that they own or properties that they lease. The HSCP responsibilities related to primary care property differ depending on whether the contractor is based in an NHS health centre or in their owned/leased premises. One of the main concerns for many primary care contractors is the lack of good quality space in which they can deliver both their existing services and to enable them to expand services. The implementation of the 2018 GMS contract has been significantly constrained by the lack of suitable accommodation in GP premises for the newly recruited staff.

The planning for primary care-related improvement forms an important part of the HSCP's property strategy. The HSCP has a premises' group that focuses on planning to improve the primary care property portfolio and the GP subcommittee of the LMC is represented on the group. The main aspects of the plans for primary care property are:

General Practice Improvement Grants

We work closely with colleagues in the health board to ensure that application for improvement grant funding that are submitted by practices are aligned with our wider property strategy.

Primary Care Improvement Fund (PCIF)

In line with the Scottish Government guidance, we have allocated PCIF to be used to both improve and provide additional funding for investment in property to meet the increased

accommodation needs associated with the expansion of multi-disciplinary teams. We have used this funding to support improvement grant applications from practices at 100% of the costs where the work is required to provide space for practitioners funded by the PCIF. We continue to consider further applications from practices so that they can make best use of their current properties.

In addition, we are using PCIF to invest in our health centre estate to make better use of the existing buildings. Additional funding is being provided to ensure that any minor works required are undertaken at the same time as the re-modelling of the buildings. Phase 1 of this programme is underway and will increase the space available for treatment rooms, consultation rooms and agile office based working in Shettleston, Baillieston, Bridgeton, Govan/Elderspark, Govanhill and Thornliebank health centres. The HSCP is planning also for a second phase of the programme and this will go ahead if sufficient funding can be allocated.

The delivery of elements of primary care pharmacotherapy services lends itself to remote working and addresses one of the issues this service has in gaining physical access to GP practices across the working week. In addition, tests of change in all three of our localities with a mixed team of technical staff and pharmacists working from a "hub" location has successfully delivered elements of the pharmacotherapy service and has led to the recommendation to be one centralised hub in each of the localities. Sites are currently being identified to co-locate these teams, and others within the wider PCIF workstreams, in each of the localities.



Leased and Private GP Practice Properties

The National Code of Practice for GP Premises (November 2017) was agreed between the BMA and Scottish Government in recognition that there is pressure on the sustainability of general practice, which is linked to liabilities arising from GP contractors' premises. Across Scotland around two-thirds of GP premises are either owned by GPs or leased by them from third parties. In Glasgow City of the 146 practice locations 61% operate from owned/leased premises. GP contractors receive financial assistance from their Health Boards towards the cost of these premises. In recent years, there has been an increase in the number of GP contractors who have asked their Health Boards to help with liabilities connected to their premises.

The Code of Practice sets out the Scottish Government's plan to facilitate the shift to a model, which does not entail GPs providing their practice premises, in a sustainable and affordable way. The Code also sets out the actions that GP contractors, who no longer wish to lease their premises from private landlords, must take to allow Health Boards to take on that responsibility. In partnership with NHGG&C, Glasgow City HSCP will support the implementation of the new Code.

In considering the requirements of the Code the HSCP would highlight the following further actions which we will need to progress:

- Identifying opportunities from mobile/agile working to free up space within our existing properties that could be used to provide additional clinical accommodation.
- Creating additional and/or flexible space in future health and social care hubs to provide space for GPs practices that may need to relocate from their current properties
- Providing space in health centres and GPs' own buildings to provide accommodation for the expanded multi-disciplinary teams





Health and Care Centres (Hubs)

When we develop our future health and care hubs, primary care contractors (GPs, community pharmacists and dental practices) will be included in our plans for the new buildings. This may arise as a result of:

- The direct transfer of the practices into the hubs (because they were already located in the health centre that is being replaced).
- Where we know that the lease for a GP's practice is due for renewal within the timescale of a new health and care centre (hub) development being completed, the HSCP will offer the practice, the opportunity to move to the future buildings as one of the options for providing more suitable accommodation.
- All contractors in the local areas will be offered the opportunity to re-locate their premises into a new hub.

We will work with our primary care contractors and our colleagues in Pharmacy Services, the Oral Health Directorate and Primary Care Support to ensure that we optimise the opportunities from the future hubs for primary care to develop their services through access to high quality accommodation.

COVID-19 Response

In March 2020 in response to the pandemic the vacant Woodside Health Centre building was re-commissioned to use as a COVID-19 Assessment Centre and base for our Care Home COVID-19 testing and vaccination teams. The HSCP will identify accommodation to ensure that they can respond adequately to any future requirements and provide business continuity resilience.



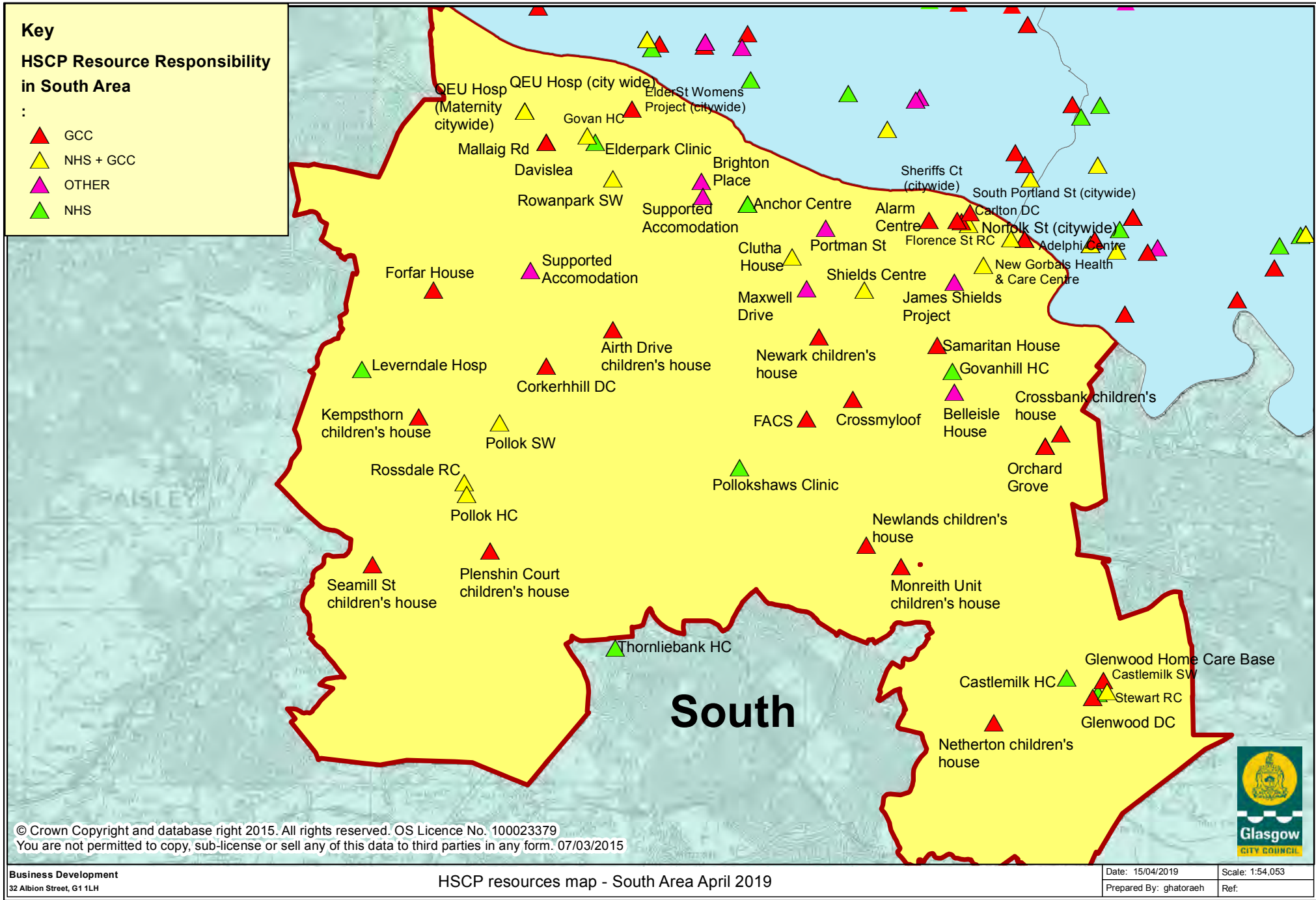
Key
HSCP Resource Responsibility in NW area
 ▲ GCC
 ▲ NHS + GCC
 ▲ OTHER
 ▲ NHS

North West

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Appendix 1: Completed Property Projects

Property Strategy Document	Locality	Location	Description of Project	Status
2017-22	South	Clyde Place	City Deal Regeneration Plan - disposal of Clyde Place and relocation of its residential service to Rodney Street.	Closed from September 2018.
2017-22	North East	Stobhill Hospital	Consolidate inpatient MH wards.	Wards at Parkhead Hospital and the beds at Birdston transferred to Stobhill.
2017-22	North East	Darnick Street	Relocate staff.	Staff relocated to Petershill Park from Darnick Street.
2017-22	North West	Maryhill Health & Care Centre	Provision of purpose-built facility.	Opened January 2017.
2017-22	City Wide	Stanley Street	Relocate Youth Justice and Families for Children Services due to lease expiring.	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.	Closed from September 2018.
2017-22	South	Gorbals Health Centre	Creation of a health & social care centre.	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.	Buildings to be operational September and October respectively.
2017-22	City Wide	Enhanced Drug Treatment Centre	Refurbishment of Hunter Street clinic.	Handover of building August 2019.

Property Strategy Document	Locality	Location	Description of Project	Status
2019-22	North West	Closeburn Street	Closure of site and relocation of staff to Possilpark and Woodside H&CC.	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.	Staff relocated to Rowanpark.
Added 19/20	City Wide	Blair Court	Refurbishment of Borron Street.	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.	Work undertaken and service relocated in May 2021.
2017-22	City Wide	Mental Health & Addiction – MH 2 Ward DBFM Scheme	Invest in improved AMH ward accommodation at Stobhill Hospital by 2020.	Patients moved into Elgin and Appin wards in September 2020. £10.7m investment has created 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.	Staff vacated Anvil Centre March 2020.

Property Strategy Document	Locality	Location	Description of Project	Status
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.	Airth Drive achieved site start in February 2021 with completion achieved end of 2021.
2019-22	North West	William Street	Upgrading of facilities.	Delays experienced due to pandemic and supply chain issues and work completed on site February 2022.
2017-22	North West	William Street	Relocation of SARC from Sandyford Central.	
2017-22	City Wide	Tradeston/ Laurieston Regeneration	Relocation of Clyde Place Assessment Centre and refurbishment of Rodney St to accommodate new service provision.	Completion of extension to Rodney Street March 2022.

Appendix 2: Property Projects In Progress

Property Strategy Document	Locality	Location	Description of Project	Status	Timeline	Update
2017-22	North East	North East Hub	Develop new build health & care hub.	Ongoing	By 2025	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. Stage 1 OBC approved by IJB May 20, by NHSGG&C June 20 and SG July 20. Enabling works contract started September 2020 with Practical Completion contract May 2021. Planning application submitted December 2020 approval expected August 2021. Approval from Scottish Government received January 2022 work anticipated to start on site March 2022.
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 initiate estate survey in South Locality to inform NHSGG&C Estate Strategy and inform SG. Discussions continue with Glasgow City Council regards potential alignment with any wider development discussions in that area.

Property Strategy Document	Locality	Location	Description of Project	Status	Timeline	Update
2017-22	South	Castlemilk	To scope out consolidation of health centre, SW office 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	<p>Mercat 2 (Hecla Square) refurbishment work completed July 2021.</p> <p>Proposal submitted to Stage 2 of the NHS Capital Prioritisation Process. Awaiting NHS Estates to initiate estate survey in NW Locality to inform NHSGG&C Estate Strategy and inform SG.</p> <p>Discussions continue with Glasgow City Council regards the scoping of a Drumchapel Community Hub and the HSCP will be involved in the Drumchapel Masterplan discussions.</p>
2017-22	North West	Church St & Gullane St	Ensure provision of accommodation is fit for purpose and move towards integrated facilities.	Ongoing	TBC	This proposal was originally included in the NHS Capital Prioritisation Bid which also included Sandyford. It has not progressed through this route. A Project Initiation Document for the development of Church Street was approved at the GCC July Capital Planning Board and an Outline Business Case has been completed with approval of capital funding pending as part of the Council 2022 budget.

Property Strategy Document	Locality	Location	Description of Project	Status	Timeline	Update
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 and as a result NHSGG&C are currently undertaking an Asset Review of all GCHSCP property in the NE locality to inform building a case for developing the proposal.
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	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. 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.
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	Mosspark Drive attained site start in May 2021 with a 52-week program to completion. Butterbiggins Road is currently at Stage 4 technical design status with NRS reviewing mechanical and architectural packages and a revised start date. This build will follow a 52-week program therefore completion is most likely to fall within 2023.

Property Strategy Document	Locality	Location	Description of Project	Status	Timeline	Update
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 were incorporated within high level site plans as part of the NHS Capital Prioritisation Exercise Stage 2 for both Govan and Sighthill area. Outline Project Initiation Documents (PID) submitted to GCC Capital Planning Board July 2021.
2019-22	North West	Glenkirk Clinic	Review clinical space and allocation of accommodation	Ongoing	TBC	Still to be reviewed.
2019-22	City Wide	GP	Support implementation of the new GP Code through supporting review of premises and in line with Primary Care Investment Fund (PCIF).	Ongoing	TBC	Work underway in 7 Health Centres to redesign layout to accommodate additional services provided under PCIF. In addition, funding provided by both HSCP and NHS GG&C Capital Board to undertake backlog maintenance and minor works at the 7 sites during the PCIF programme of works to ensure a holistic approach to the upgrade of the sites. Planning underway to identify the next cohort of sites to undertake the same process.
Added 20/21	Homelessness	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 underway.

Property Strategy Document	Locality	Location	Description of Project	Status	Timeline	Update
Added 20/21	Alcohol & Drug Crisis Service	TBC	New Build feasibility study underway.	Ongoing	TBC	Site option appraisal and schedule of accommodation being progressed to inform design.
Added 20/21	Older Peoples	Older People's Residential Homes	Upgrading of older properties to new build standard.		2021/22	As a result of COVID-19 we are in the process of installing garden rooms to facilitate long term safe access for families to be able to visit relatives in the Care Home.
Added 20/21	Safe	Hunter Street	Interim facility pending further consideration being given to the provision of a combined Safe Consumption/ Enhanced Drug Treatment Centre.	Ongoing	TBC	Waiting further guidance from Scottish Government.
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.	Ongoing		Five year lease renewed for existing sites January 2022. Will discuss with GCC in relation to development of depot review.
Added 21/22	City Wide	TBC		Ongoing	TBC	<p>"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."</p> <p>Scoping is currently underway to identify a site in Glasgow City.</p>

Property Strategy Document	Locality	Location	Description of Project	Status	Timeline	Update
Added 21/22	South	Women's Homelessness Assessment Centre	<p>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.</p> <p>Provision of a fit for purpose building and private garden.</p> <p>Exit RSL leased property.</p>	Ongoing		<p>Project Initiation Document shared with Council Capital Planning Board July 2021. Feasibility works to be undertaken and construction of business case.</p> <p>Matrix on site options available currently being completed.</p>
Added 21/22	City Wide	Homelessness & Criminal Justice Services	Co-location with Police Scotland and consolidation of Homelessness 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.
Added 21/22	City Wide	Learning Disability	Purchase of NHS GG&C properties previously used to accommodate Learning Disability patients.	Ongoing	2021/22	Valuation and legal discussions in progress to transfer the assets to Glasgow City Council to be managed by GCHSCP. Upgrading and refurbishment to be undertaken.

