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Item No. 10

Meeting Date Wednesday 23rd October 2024

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

Report By: Sharon Wearing, Chief Officer Finance & Resources

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IJB Property Strategy 2023 – 2026: Update

Purpose of Report:	To provide an update on the progress of the IJB Property Strategy 2023 – 2026.
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Background/Engagement:	The IJB approved the Property Strategy 2023 - 2026 on 22 nd March 2023. There is a requirement to provide an update to IJB Finance, Audit Scrutiny Committee in October with a progress update on the priorities identified within the plan during the period October 2023 – September 2024.
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Governance Route:	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input type="checkbox"/></p> <p>Other <input checked="" type="checkbox"/></p> <p>Capital Boards</p> <p>Not Applicable <input type="checkbox"/></p>
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Recommendations:	The IJB Finance Audit Scrutiny Committee is asked to: a) Note the content of this report; and
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	b) Note that this report provides monitoring and scrutiny of the IJB's Property Strategy.
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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 and all six of the Partnership Priorities particularly priority 6, building a sustainable future.

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.
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Carers:	None
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Provider Organisations:	None
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Equalities:	An EQIA has been completed on the property strategy. In relation to other property projects that are developed in addition to those outlined in the document, the EQIA will be updated as required.
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Fairer Scotland Compliance:	The strategy supports the delivery of a Fairer Scotland.
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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>
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Legal:	None.
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Economic Impact:	Capital investment programmes will generate an economic benefit to the city through employment and regeneration of specific properties and localities.
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Sustainability:	The Property Strategy will adhere to sustainability policies and guidance from partner organisations
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Sustainable Procurement and Article 19:	The Property Strategy will adhere to sustainability policies and guidance from partner organisations.
Risk Implications:	None.
Implications for Glasgow City Council:	The Council will be required to work closely with the Chief Officer: Finance and Resources and others within the HSCP, particularly in regard to capital expenditure where respective budgets are held by the Council and Health Board.
Implications for NHS Greater Glasgow & Clyde:	The Health Board will be required to work closely with the Chief Officer: Finance and Resources and others within the HSCP, particularly in regard to capital expenditure where respective budgets are held by the Council and Health Board.

1. Purpose

- 1.1. The purpose of this report is to update on progress of the Glasgow City Integration Joint Board'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 is high, and the resources and the finances at our disposal to meet this demand are finite.
- 2.2. Through strategic asset management Glasgow City Health and Social Care Partnership (GCHSCP) aims to ensure that people within Glasgow receive the best possible experience of health and social care services wherever they live, and whatever their needs and aspirations are. Underpinning this is provision of a fit for purpose, accessible property estate which promotes best value, integrated working, adheres to guidance and legislation, and allows the opportunity to respond and transform to meet service needs and support delivery models to best provide services to the City of Glasgow.
- 2.3. The IJB has a responsibility to strategically manage the property assets under delegated authority from Glasgow City Council and NHS Greater Glasgow and Clyde. The alignment of the strategic plan with asset management provides this opportunity to shape the property portfolio to efficiently support delivery of services and integration.

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3. Property Strategy 2023-2026

- 3.1. This document provides an update on the delivery of the Property Strategy, approved by the IJB on [22nd March 2023](#). This update provides a summary of progress for the period October 2023 to September 2024.
- 3.2. During this period work has progressed with the development of the North-East Health & Social Care Hub (the Hub) on the site of the former Parkhead Hospital. The contractor started on site in March 2022 and the building is due to be fully operational by mid November 2024. The Hub will be the largest of its kind in the UK and staff from within the HSCP, NHS Greater Glasgow and Clyde and Glasgow Life have been working together to oversee the building works and plan the new operation at the site. Work is ongoing to schedule all the moves from the existing nine service locations and then progress to decommission those sites. The Hub will bring together a wide range of HSCP and General Practitioner services and provide community spaces, the relocated Parkhead Library, and a café.
- 3.3. Works concluded on the refurbishment of two bungalows in Kirkintilloch to provide modern and suitable Learning Disability accommodation for 6 residents. The building will become operational in October 2024 with move in dates arranged. This facility will provide a community based modern home environment for the residents which best supports their needs.
- 3.4. Following IJB approval in [September 2023](#) for the implementation of a Safer Drug Consumption Facility in Glasgow, work commenced to design and create the facility within the Hunter Street Clinic building as the first of its kind in the UK. Stakeholders from within the HSCP, NHS Greater Glasgow and Clyde, Glasgow City Council Neighbourhood, Regeneration and Sustainability (NRS) and City Building have worked closely together to develop this project at pace with building works commencing on site in March 2024, and an operational building from October 2024. Input to the design and build has come from lived and living experience service users throughout the planning and building process who have visited the site and contributed to the design to ensure a trauma informed environment and they have named the facility [The Thistle](#).
- 3.5. Upgrade and refurbishment works on Riverside Care Home started in March 2024. The works are being undertaken with 50% of the Care Home occupied with the other residents decanted to other HSCP Care Homes in the City. The programme of works is progressing and there is continued close liaison between the HSCP operations and City Building to ensure minimal disruption to residents.
- 3.6. In response to the Housing Emergency, the Property Team have been supporting the Homelessness and Asylum Service to identify options to address the increased demand for the service and aim to reduce reliance on the use of B&B accommodation. Working with Housing Investment, NRS and other Stakeholders options appraisals are underway on a number of sites to assess suitability for providing additional capacity and provide suitable accommodation. Properties have been identified through discussions with Registered Social Landlords, and

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work is underway to identify models of support to operate 3 sites. In addition, there is a review underway of the Council and City Property estates to identify potential opportunities for redevelopment and conversion.

- 3.7 Design works continue on the Brighton Place capital project which will provide accommodation for young homeless people and will allow the opportunity to provide an assessment centre designed and informed around service needs. Costings for this project will be provided to the HSCP in November 2024 with works scheduled to commence early 2025.
- 3.8 Works continue on the refurbishment of the Church Street School building with costings expected January 2025 and works scheduled to start later in 2025.
- 3.9 Other works concluded include the creation of additional clinical space at Woodside Health Centre, the replacement of the outdoor cabin at Shields Centre, consolidation of the Justice Team in refurbished accommodation at Norfolk Street, and relocation of the vaccination team from the site at Barr Street to refurbished premises within Blair Court. In addition to the projects outlined above, work continues ensuring the maintenance and standards of the HSCP estates are maintained and the Team supports services with any requests for minor works and upgrades, office moves and office configurations. Ongoing review and usage of the HSCP estate continues to ensure the property best serves service needs and provides value for money.
- 3.10 Apart from Church Street and Brighton Place, there are no other Capital Projects in the pipeline. It is acknowledged that the HSCP Property Strategy will be impacted by the current financial pressures we are operating within. NHS Greater Glasgow and Clyde have advised there are no plans for any allocation of capital funding from the Scottish Government, and discussions are ongoing with Glasgow City Council regards a capital allocation for the period 2025 – 2028. The Property Team will continue to support services with the current estate and review, reprioritise and reforecast property strategy objectives in line with the financial position.
- 3.11 The update in Appendix 1 has been developed in conjunction with members of the HSCP Property Strategy Group which includes representatives of Glasgow City Council, NHS Greater Glasgow and Clyde and HSCP staff.
- 3.12 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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Table 1: Capital Projects in Progress – Modernisation and Transformation

Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
North-East Locality	North-East Health & Care Hub Parkhead	Contractor started onsite March 2022 and programme on target to achieve practical completion July 2024. In addition, the numbers of leased and owned buildings will be reduced when services migrate to Hub.	1 Prevention, Early Intervention & Well Being 5 Healthy Valued & Supported Workforce 6 Building a Sustainable Future	2024	Operational from 18 th November 2024
North-West	Church Street Refurbishment	Funding for the phase 1 of redeveloping the Church Street site was approved as part of the 2022/23 Glasgow City Council budget process. Design work is currently underway for this and discussions with NHS Greater Glasgow and Clyde about a potential second phase is planned. The phase 1 proposal will consolidate services currently operating from Church Street and Gullane Street.	1 Prevention, Early Intervention & Well Being 5 Healthy Valued & Supported Workforce 6 Building a Sustainable Future	TBC	Preliminary works being undertaken in preparation. Project costing anticipated January 2025 to inform next steps.
Learning Disabilities	Waterloo Care Home	Purchase of two NHS GG&C properties previously used to accommodate Learning Disability patients. Purchase was completed in May 2022. Work is currently underway with the Learning Disabilities service, commissioning colleagues and NRS to progress refurbishment in line with service requirements.	3 Supporting People in their Communities 6 Building a Sustainable Future	2024	Operational from October 2024

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Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
Mental Health	Reduced Ligature	Roll out of reduced ligature works.	6 Building A Sustainable Future	Ongoing	Work ongoing in line with project steering group and Health Board estates team.
Homelessness	Young Adult Accommodation – Brighton Place	Refurbishment to accommodate the James McLean Project for Young People as the RSL leased accommodation currently occupied is not fit for purpose.	3 Supporting People in their Communities 6 Building a Sustainable Future	TBC	Project costings anticipated November 2024 to inform next steps.
Homelessness	South Locality Women’s Assessment Centre	Project Initiation Document shared with Council Capital Planning Board July 2021. Feasibility stage 2 ongoing and business case developed. Preferred site identified. Progression of project subject to securing capital funding.	3 Supporting People in their Communities 6 Building a Sustainable Future	TBC	Following preferred site no longer being available to the HSCP, an alternative site selection process is underway with colleagues in NRS.
Complex Needs & Addictions Service	Development of Hunter Street Site to accommodate a Safer Drug Consumption Facility.	Provision of a combined Safe Consumption / Enhanced Drug Treatment Centre on the Hunter Street Clinic site.	3 Supporting People in their Communities 6 Building a Sustainable Future	October 24	Building operational from October 2024.

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Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
Justice Services & Children & Families	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.” The ambition of the Children’s House is transformational change for children, young people and their families when they experience child protection and justice processes. By uniting the care and justice response, a child’s best evidence is captured, without harm and without prejudicing a fair trial. A site at William St has been identified and subject of GCC acquisition.	4 Strengthening Communities to Reduce Harm	TBC	The approach to the delivery of the Bairns Hoose model has been redefined by the Scottish Government with delivery provided through existing resources. As a result, the plan to purchase land and secure funding for a new build is no longer progressing. The principles of the model will be delivered within the existing estate though existing service delivery and co-location arrangements with Police Scotland which are already in place.
Primary Care	PCIP Phase 1	Completion of works across 7 Health Centre sites to provide additional clinical room capacity and agile accommodation.	1 Prevention, Early Intervention and Well Being 3 Supporting People in their Communities 6 Building a Sustainable Future	2024/25	Works concluded in majority of sites with a follow up programme of works being undertaken in relation to ventilation requirements and any other outstanding works.
Older Peoples Residential & Day Care	Riverside Refurbishment	Project being developed to rectify defects and refurbish. Project scope to be finalised.	3 Supporting People in Their Communities 6 Building a Sustainable Future	2025	Work started on site March 2024, residents decanted from February 2024 and programme of works progressing.

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Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
Homelessness & Asylum	Accommodation Sourcing	To provide additional accommodation to address Housing Emergency.	<p>3 Supporting People in Their Communities</p> <p>6 Building a Sustainable Future</p>	Ongoing	Work progressing to identify and scope opportunities working with other stakeholders in Council. Work is underway with Registered Social Landlords to secure additional lets and identify opportunities for acquisition and conversion, and a review of the wider Council and City Property estate is underway to identify and develop a business case for redevelopment to address the demand on the Homelessness service and reduce the usage of B&B accommodation.
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.	<p>2 Supporting Greater Self-Determination & Choice</p> <p>3 Supporting People in Their Communities</p>	Ongoing	Ongoing discussions between the HSCP and Housing Investment teams to identify opportunities.

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Table 2: Property Asset Management Action Plan – Service Improvement

Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
Mental Health & Addictions	Review of works required in inpatient wards	Have a detailed plan of works required aligning to the MH Strategy plan for wards across the City.	1 Prevention Early Intervention & Well Being 6 Building a Sustainable Future	NHS GG&C Mental Health Strategy	TBC	Awaiting outcome of MH strategy.
Learning Disability	Review of properties to support NHS GG&C LD Strategy	Undertake a review of existing LD accommodation in line with the Health Board bed strategy. Identify alternative provision or development required.	3 Supporting People In Their Communities 6 Building A Sustainable Future	NHS GG&C Learning Disabilities Strategy	TBC	Awaiting outcome of LD strategy.
Learning Disability	Review of LD Day Care Provision	Undertake a review the provision of Day Care facilities across the City in light of new ways of service delivery and post pandemic demand.	3 Supporting People In Their Communities 6 Building A Sustainable Future	NHS GG&C Learning Disabilities Strategy	TBC	Service developing requirements.
Children & Families	Review of Children’s Residential Portfolio	Review future requirements for Children’s Residential estate	3 Supporting People In Their Communities 6 Building A Sustainable Future	The Promise	TBC	Plans being drawn up for refurbishment of Crawford Street property should capital funding become available. Other works ongoing with the service to review accommodation for Unaccompanied Asylum Seeking Children

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Priority	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
Primary Care & Community	Dumbarton Rd Corridor	Review the properties serving Partick, Plein Street and the North-West of the City	1 Prevention Early Intervention & Well Being 3 Supporting People in Their Communities	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	TBC	Business Case to be written and submitted to Health Board.
Primary Care & Community	Townhead Health Centre/City Centre GP Provision	Review primary care accommodation currently located within Acute Hospital site and the lack of primary care services in Glasgow City Centre.	1 Prevention Early Intervention & Well Being 3 Supporting People in Their Communities	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	TBC	SBAR to be written and submitted to Health Board.
Primary Care & Community	GP Estate – focusing on forecast areas where demand will exceed capacity	Review forecast population data to inform discussions with GP Clusters and Practices regards future capacity within property and service.	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	Ongoing	Primary Care Property Group articulating issues and working with Health Board to flag issues and future requirements.
Primary Care & Community	Castlemilk Social Work Office	To scope out consolidation of health centre, SW office, Homecare base and MH resource centre.	1 Prevention Early Intervention & Well Being 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	TBC	Initial scoping work to be undertaken to assess options.

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Priority	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
Primary Care & Community	Review Robroyston area in light of housing developments	Address changing population due to house building and no primary care infrastructure nearby.	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	Ongoing	Primary Care Property Group have established a working group with colleagues in Health Board and Council to attempt to influence planning in relation to provision of health and social care infrastructure.
Primary Care & Community	Sandyford Sexual Health Service	Scoping for alternative building within City Centre radius.	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	NHS GG&C Sexual Health Strategy	TBC	Scoping exercise to be undertaken.
Primary Care & Community	Pollokshaws Treatment Room Provision	Review of Pollokshaws Clinic site and adjacent land.	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	TBC	Have secured retention of the parcel of vacant land adjacent to the clinic. Feasibility study to be undertaken to assess site options.

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Priority	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
Primary Care & Community	PCIP Phase 2	Review remaining Health Centre properties to scope additional capacity.	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	TBC	Working with Health Board Capital Planning team to progress feasibility studies where funding allows.

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Table 3: Property Asset Management Action Plan - Operations

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