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Item No. 11

Meeting Date Wednesday 22nd October 2025

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

Report By: Duncan Black, Depute 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 Integration Joint Board's (IJB) Property Strategy 2023 – 2026.
Background/Engagement:	The IJB approved the Property Strategy 2023 - 2026 on 22nd March 2023 . There is a requirement to provide an update to IJB Finance, Audit and Scrutiny Committee in October with progress on the priorities identified within the plan during the period October 2024 – September 2025.
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>
Recommendations:	<p>The IJB Finance Audit Scrutiny Committee is asked to:</p> <p>a) Note the content of this report; and</p>

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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.
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Risk Implications:	None.
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Implications for Glasgow City Council:	The Council will be required to work closely with the Depute 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 Depute 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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1. Purpose

- 1.1. The purpose of this report is to update on the progress of the Glasgow City Integration Joint Board's (IJB) Property Strategy 2023-2026 in support of the delivery of the IJB's Strategic Plan.

2. Background

- 2.1. Glasgow City Integration Joint Board 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 2024 to September 2025.
- 3.2. During this period, the building works on the North East Health & Social Care Hub (the Hub) on the site of the former Parkhead Hospital completed in November. The Hub opened to the public on 27th January 2025 and is the largest of its kind in the UK. The building brings together a wide range of HSCP and General Practitioner services and provides community spaces, the relocated Parkhead Library, and a café. Phase 3 works (main car park) are due for completion in December 2025.
- 3.3. Following IJB approval on [27th September 2023](#) for the implementation of a Safer Drug Consumption Facility in Glasgow, building works commenced in March 2024 completing in December. Input to the design and build came from lived and living experience community throughout the planning and building process. The building was named The Thistle with the first service users coming through the doors on 13th January 2025.
- 3.4. Upgrade and refurbishment works on Riverside Care Home started in March 2024. The work is being undertaken with 50% of the Care Home occupied and demand for the remaining beds being met by other Care Homes in the City. The programme of works is progressing and there is continued close liaison between the HSCP operations and City Building Construction (CBC) to ensure minimal disruption to residents. The work is due to be completed in February 2026.
- 3.5. 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, Glasgow City Council Neighbourhoods, Regeneration and Sustainability (NRS) and other Stakeholders, option appraisals are underway on a number of sites to assess suitability for additional capacity and provision of suitable accommodation.
- 3.7. Works commenced in May 2025 on the Brighton Place site 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. The project is due to be completed in June 2026; however, additional remedial works have been identified. NRS and CBC are currently assessing the cost and programme implications.
- 3.8. In relation to Church Street, a tender return was received from City Building Contracts and has been reviewed by NRS and recommended for acceptance. Due to pressures across HSCP budgets, the final business case is being reviewed and updated. A revised quote will then be required from City Building Contracts before submission to committee for approval.

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- 3.9 Supporting the Property Strategy aim of utilising assets in the NHS and Council estate, work is underway to relocate services to Eastgate from Templeton Business Centre and to develop a vacant floor in Rowanpark to accommodate staff being relocated from the Adelphi Centre due to that property being sold by City Property. The Restart Service has recently relocated from a privately leased building to the vacated Parkview Resource Centre, which is within the existing estate, with the property offering better support to the delivery of the service. Work completed in Govan Health Centre to provide additional capacity within General Practice areas to support multi-disciplinary working.
- 3.10 In addition to the projects outlined above, work continues to ensure the maintenance and standard of the HSCP estate. The team supports services with any requests for minor work and upgrades, office moves and office configurations. Ongoing review and usage of the HSCP estate continues to ensure the property best serves service need and provides value for money.
- 3.11 The HSCP has received £9m capital allocation over the period 2025/26 to 2027/28 from Glasgow City Council and are currently working up Outline Business Cases to allocate this funding. We await an update from NHS Greater Glasgow and Clyde regards any allocation of capital funding from the Scottish Government. It is acknowledged that the HSCP Property Strategy will be impacted by the current financial pressures we are operating within. This current envelope will not be sufficient to meet the full expectations of services. 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
- 3.12 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 & Clyde and HSCP staff.
- 3.13 Overall responsibility for the implementation of the Property Strategy rests with the Property Strategy Group chaired by the Depute 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 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 completed Phase 2 works December 2024. The building opened to the public on 27 th January 2025.	1 Prevention, Early Intervention & Well Being 5 Healthy Valued & Supported Workforce 6 Building a Sustainable Future	2024	Building operational January 2025. Phase 3 works (main car park) are due to be completed December 2025.
North-West	Church Street Refurbishment	Funding for phase 1 of redeveloping the Church Street site was approved as part of the 2022/23 Glasgow City Council budget process. 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	Tender return was received from City Building Contracts and has been reviewed by NRS and recommended for acceptance. Due to pressures across SWS budgets, the final business case is being reviewed and updated. A revised quote will then be required from City Building Contracts before submission to committee for approval
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.

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Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
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	Q3 2026	Works commenced on site May 2025. Work ongoing. Additional remedial works have been discovered: cost and programme implications are currently being assessed by NRS / CBC.
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. Works completed in December 2024.	3 Supporting People in their Communities 6 Building a Sustainable Future	October 24	The Thistle opened to the public on 13 th January 2025.

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Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
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 work being undertaken in relation to ventilation requirements and any other outstanding work.
Older Peoples Residential & Day Care	Riverside Refurbishment	Work started on site March 2024, residents decanted from February 2024 and programme of works progressing.	3 Supporting People in Their Communities 6 Building a Sustainable Future	2025	Works are due to be completed in February 2026.
Homelessness & Asylum	Accommodation Sourcing	To provide additional accommodation to address Housing Emergency.	3 Supporting People in Their Communities 6 Building a Sustainable Future	Ongoing	Work progressing to identify and scope opportunities working with other stakeholders in Council. Work is underway with Registered Social Landlords (RSLs) to secure additional lets and identify opportunities for acquisition and conversion.
City Wide	Specialist Housing Provision	Work with RSLs to influence new-build or reprovisioning of existing social care housing to meet the needs of the community.	2 Supporting Greater Self-Determination & Choice 3 Supporting People in Their Communities	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 work required in inpatient wards	To have a detailed plan of work required aligning to the Mental Health 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 (LD)	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.	3 Supporting People in Their Communities 6 Building A Sustainable Future	NHS GG&C Learning Disabilities Strategy	2026/27	Awaiting outcome of LD strategy. Scoping works underway regarding the development of an NHS property at Netherton.
Learning Disability	Review of LD Day Care Provision	Undertake a review of the provision of Day Care facilities across the City considering 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	2025/26 Scoping & OBC	Site appraisal underway and development of Outline Business Case (OBC) and brief ongoing with service.

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Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
Children & Families	Review of Children's Residential Portfolio	Review of the future requirements for Children's Residential estate	3 Supporting People in Their Communities 6 Building A Sustainable Future	The Promise	2025/26 Scoping & OBC	OBC being drawn up for refurbishment of Crawford Street Children's Home. Other work is ongoing with the service to review accommodation for Unaccompanied Asylum-Seeking Children.
Primary Care & Community	Dumbarton Rd Corridor	Review the properties serving Partick, Plean 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	Awaiting outcome of recent NHS GG&C Primary Care Estates Review to inform strategy.
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	Awaiting outcome of recent NHS GG&C Primary Care Estates Review to inform strategy.

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Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
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 regarding 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.
Primary Care & Community	Review of 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 has 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.

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Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline	Update
Primary Care & Community	Sandyford Sexual Health Service	Scoping for alternative buildings 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	Awaiting outcome of recent NHS GG&C Primary Care Estates Review to inform strategy.
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	Awaiting outcome of recent NHS GG&C Primary Care Estates Review to inform strategy.
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	Awaiting outcome of recent NHS GG&C Primary Care Estates Review to inform next steps.

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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
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
Undertaking 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. Processes are being established to ensure ongoing monitoring and updating of data.

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Action	Action Description	Objective	Strategic Priority	Update
Continuing 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

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