



**Item No. 12**

**Meeting Date Wednesday 25<sup>th</sup> October 2023**

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

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**IJB Property Strategy 2023 – 2026: Update**

<b>Purpose of Report:</b>	To provide an update on the progress of the IJB Property Strategy 2023 – 2026
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<b>Background/Engagement:</b>	The IJB approved the <a href="#">Property Strategy 2023 - 2026</a> on 22 <sup>nd</sup> March 2023. There is a requirement to provide an update to IJB Finance, Audit Scrutiny Committee in October 2023 with a progress update on the priorities identified within the plan during the period October 2022 – September 2023.
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<b>Recommendations:</b>	The IJB Finance Audit 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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**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:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services.
<b>Personnel:</b>	Staffing implications are highlighted as appropriate within the strategy, with detailed implications addressed via the appropriate HSCP Governance structure.
<b>Carers:</b>	None
<b>Provider Organisations:</b>	None
<b>Equalities:</b>	An <a href="#">EQIA</a> 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.
<b>Fairer Scotland Compliance:</b>	The strategy supports the delivery of a Fairer Scotland.
<b>Financial:</b>	<p>Investment to support the implementation of the Property Strategy will require a degree of capital expenditure. The IJB will work in conjunction with Partner Bodies to develop capital plans which support the implementation of this strategy.</p> <p>The opportunities to rationalise the health and social care property estate will continue to be explored to generate savings and integrate services to support delivery of the Strategic Plan.</p>
<b>Legal:</b>	None
<b>Economic Impact:</b>	Capital investment programmes will generate an economic benefit to the city through employment and regeneration of specific properties and localities.
<b>Sustainability:</b>	The Property Strategy will adhere to sustainability policies and guidance from partner organisations
<b>Sustainable Procurement and Article 19:</b>	The Property Strategy will adhere to sustainability policies and guidance from partner organisations.
<b>Risk Implications:</b>	None

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<b>Implications for Glasgow City Council:</b>	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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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	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.
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### 1. Purpose

- 1.1. The purpose of this report is to update on progress of the Glasgow City IJB's Property Strategy 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 the City 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.

### 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 2022 to September 2023.

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3.2. During this period work has progressed with the development of the North East Health & Social Care Hub. The contractor started on site March 2022 working to a practical completion date of July 2024.

3.3. In addition,

- Work concluded on two homes in Mosspark Drive and Larkfield Grove concluding the programme of new build homes for Children & Families.
- Refurbishment of the Ladywell Building enabled the co-location of a number of Children & Family Teams and Police Scotland on the one site which has resulted in the HSCP exiting properties and rationalising our estate.
- Programme of building work undertaken on 7 health centres to increase capacity for additional clinical space and facilitate agile work whilst addressing backlog maintenance.
- Two new primary care hubs were created in the North East and South of the City, with the NE site including Care at Home team, addressing property requirements arising from the Primary Care Investment Programme.
- Work commenced on two bungalows to provide modern and suitable Learning Disability accommodation, with planned completion early 2024
- Additional capacity created on the Hunter Street site to prepare for the building works required to house the Safer Drug Consumption Facility, approved by the IJB on [27<sup>th</sup> September 2023](#), and design work commenced for the relocation of the Complex Needs service to an alternative city centre site.

3.4 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.

3.5 Overall responsibility for the implementation of the Property Strategy rests with the Property Strategy Group chaired by the Chief Officer, Finance and Resources.

## 4. Recommendations

4.1. The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) note the content of this report; and
- b) note that this report provides monitoring and scrutiny of the IJB's Property Strategy.

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# GLASGOW CITY HSCP PROPERTY STRATEGY 2023 – 2026

Annual Update: October 2022 – September 2023

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**Introduction**

This paper provides a progress update on the Property Strategy 2023-26 presented at the IJB on 22<sup>nd</sup> March 2023 and is presented to the IJB Finance, Audit and Scrutiny Committee in response to the requirement to report on progress for the period October to September of each year.

Glasgow City Integration Joint Board (IJB) operates in a challenging environment where demand for services is high, and the resource and the finances at our disposal to meet this demand are finite. Strategic asset management is essential within this environment to ensure that the IJB has the right property assets in the right place at the right time to meet service user and patient needs.

This strategy will ensure the HSCP estate helps to transform and support service delivery by ensuring the estate is fit for purpose and available in the right areas of the City. 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. The key objectives of the Property Strategy are: -

	What	How
<b>Priority 1</b> Prevention, Early Intervention & Well Being	Supporting communities to shape and deliver services where they are needed most and where they will make most impact.	The HSCP will use relevant data to understand need and identify where resources should be directed to provide effective early intervention and prevention approaches.
<b>Priority 2</b> Supporting Greater Self-Determination & Informed Choice	Support people to identify and understand the options available to them and empower them to actively participate in and take responsibility for decisions about how they will live their lives and achieve the outcomes they identify. By working with people to identify and understand their needs and options we will support them to make informed decisions about the supports they choose to receive where it is safe and appropriate to do so.	Ensure property assets are located across the city to facilitate access to services Ensure through the Social Care Housing Improvement Plan (SCHIP) that the needs identified by Health and Social Care Partnership for different social care groups and clients are articulated and inform housing investment in Glasgow.  Striving for innovation, using technology, evaluating new ways of delivery to ensure we deliver the vision and priorities and meet needs.
<b>Priority 3</b> Supporting People In Their Communities	We will continue the move away from traditional service models to services and supports available closer to people to develop community based services that empower people to live independently with the right supports, in the right place and at the right time. This will require ambition and innovation to develop community-based services that empower people to live independently with the right supports, in the right place at the right time.	Provide the right buildings in the right location and condition to meet service delivery needs now and, in the future, ensuring a welcoming and safe environment to support service delivery.

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	What	How
<b>Priority 4</b> Strengthening Communities To Reduce Harm	By developing stronger communities, we aim to reduce harm to safeguard and protect vulnerable people and communities.	To maximise opportunities to work with other services, agencies, and communities to establish optimum service needs and delivery models.
<b>Priority 5</b> A Healthy, Valued & Supported Workforce	Ensure a flexible, supported, resilient and sustainable workforce that can adapt to changing demands and opportunities placed on the service.	Provide safe, modern, accessible, and fit for purpose accommodation to support staff in delivery of services and promote wellbeing with the ability to adapt to changing demands.
<b>Priority 6</b> Building A Sustainable Future	Meet the challenge of delivering a sustainable model of health and social care within a challenging environment, characterised by financial constraints, increasing demand and recruitment and retention challenges. Seeking to ensure we use our resources effectively, including finances, our workforce and other resources to achieve value for money and ensure we have strong and reliable health and social care services. Not just now, but for future generations too.	<p>Reduce the carbon footprint of our property operations.</p> <p>Deliver best value ensuring the property estate is managed efficiently, effectively, and economically supported by appropriate decision making and governance arrangements.</p> <p>Review capacity and usage of building to ensure optimum use of assets.</p>

We will achieve this by

- Working with services, partners, and communities to understand their needs
- Improve, release, adapt or replace properties to meet our evolving needs
- Challenge services and partners to demonstrate their needs, adopt modern and flexible working practices and meet accommodation standards of partner bodies
- Be consistent with our standards and decision making
- Develop data and insight to inform planning and prioritisation of property decisions to achieve the strategy.

The following activities will be key to implementing the strategy within the next three years. This will inform the Property Asset Management Plan with clear objectives and timelines for completion and will be reviewed on an ongoing basis with stakeholders.

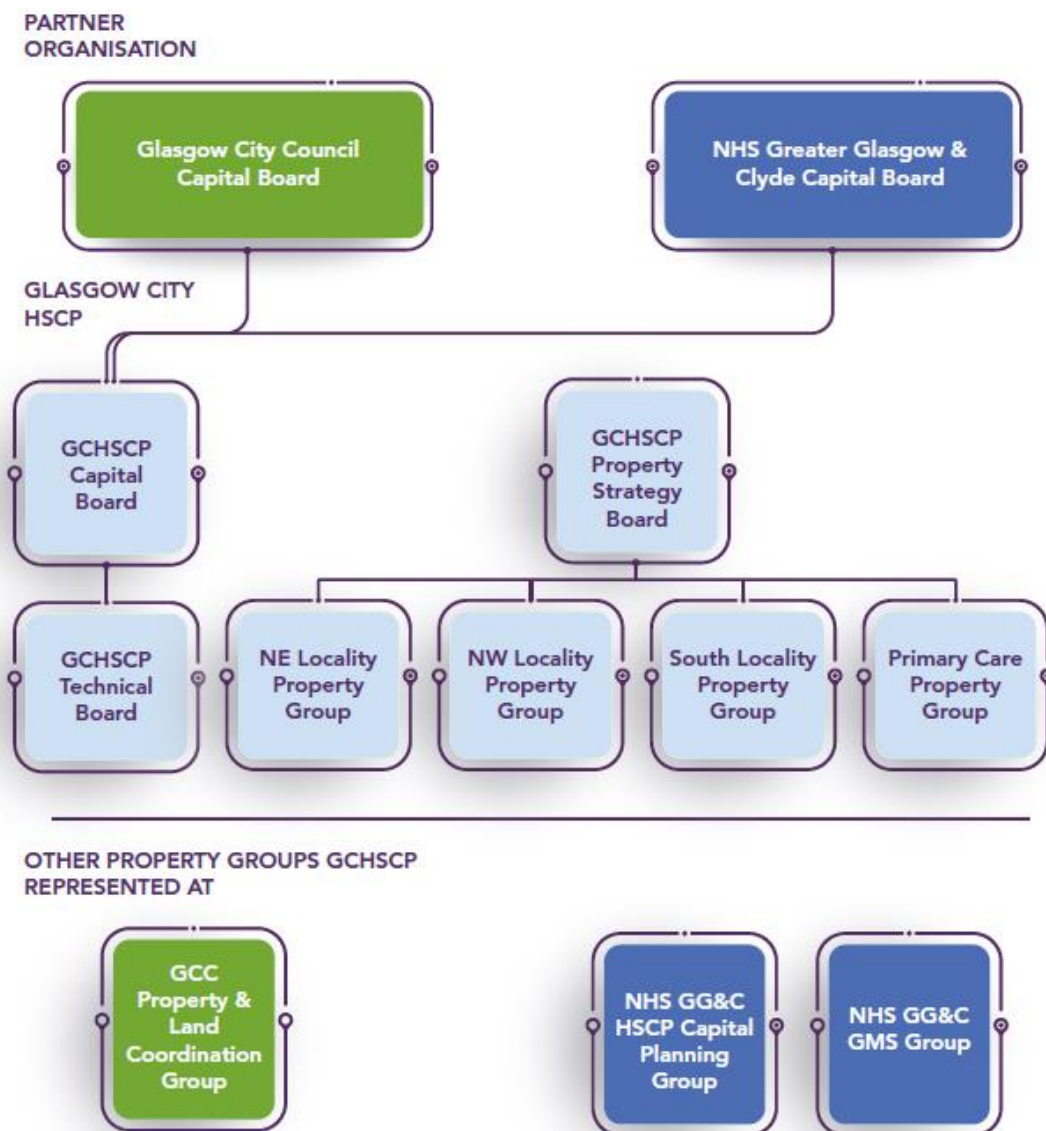
- Develop Property Matrix to collect data on assets condition and utilisation, and opportunity to develop, redesign or reprovide
- Continual review and scoping to develop and review pipeline projects across the City, updating regularly and reporting to IJB
- Work with Services within the HSCP to ensure that property meets service requirements and Property Strategy aligns to service plans
- Develop property team and approach to managing and developing assets

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- Work with Partner Bodies to work towards a net zero agenda and ensure this is considered within developments, and Property Strategy decisions taken

**GOVERNANCE**

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.





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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	Project progressing well and on target
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	Stage 3 design currently being created with preliminary works being undertaken on site pending.
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	Work underway to refurbish and develop the two properties with a target completion date of early 2024.

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<b>Service Area</b>	<b>Project Name</b>	<b>Description</b>	<b>Strategic Priority</b>	<b>Estimated Delivery Date</b>	<b>Update</b>
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	2024	Stage 2 concluded with initial works commencing in advance of programme start date
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 and relocation of Complex Needs Team from that site	Interim facility pending further consideration being given to the provision of a combined Safe Consumption / Enhanced Drug Treatment Centre Portacabins being sited on Hunter Street site October 2021 to provide additional capacity and location developed for Complex Needs Team in the City Centre.	3 Supporting People in their Communities  6 Building a Sustainable Future	June 23  2023/24  2023/24	<ul style="list-style-type: none"> <li>• Work completed in relation to the provision of additional capacity on Hunter Street Site.</li> <li>• Work commenced on city centre location to accommodate Complex Needs Team.</li> <li>• Safer Drug Consumption Facility works undertaken at Hunter Street following IJB direction of 27<sup>th</sup> September 2023.</li> </ul>

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Service Area	Project Name	Description	Strategic Priority	Estimated Delivery Date	Update
Complex Needs Service & Justice Services	Positive Outcomes Project (POP)	Co-location with Police Scotland and consolidation of Complex Needs and Criminal Justice Teams in one location Scoping of a city centre site underway with ongoing dialogue with City Property and NRS to progress.	4 Strengthening Communities to Reduce Harm  6 Building a Sustainable Future	TBC	Project no longer being taken forward due to lack of funding.
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	Discussions ongoing with Scottish Government in terms of requirements to create a Barnahus. Teams currently working from exiting HSCP buildings with Police Scotland to achieve the objectives of the model.  Purchase of land at William Street underway.

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<b>Service Area</b>	<b>Project Name</b>	<b>Description</b>	<b>Strategic Priority</b>	<b>Estimated Delivery Date</b>	<b>Update</b>
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	June 2023	Works concluded in majority of sites with a follow up programme of works requiring to be undertaken in relation to ventilation requirements and any other outstanding works.  In addition, work concluded in the creation of two primary care hubs in the NE and South of the City.
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	2024	City Administration Committee approval given for the capital funding on 17 <sup>th</sup> August 2023. Project structure in place to progress involving all stakeholders with an estimated site start date of January 2024
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	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**

<b>Service Area</b>	<b>Action Description</b>	<b>Objective</b>	<b>Strategic Priority</b>	<b>Related Policy</b>	<b>Timeline</b>	<b>Update</b>
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	2023/24	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	2023/24	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	2023/24	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	2023/24	Former Children’s Home Seamill Street being transferred to Housing Association to provide Homelessness Accommodation. Plans being drawn up for refurbishment of Crawford Street property.

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<b>Priority</b>	<b>Action Description</b>	<b>Objective</b>	<b>Strategic Priority</b>	<b>Related Policy</b>	<b>Timeline</b>	<b>Update</b>
Primary Care & Community	Dumbarton Rd Corridor	Review the properties serving Partick, Pleas 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	2023/25	Situation, Background, Assessment, Review (SBAR) paperwork being submitted to Health Board in September to notify of intention to create a Business Case for funding.
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	2023/25	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	2023/25	Initial scoping work to be undertaken to assess options.

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<b>Priority</b>	<b>Action Description</b>	<b>Objective</b>	<b>Strategic Priority</b>	<b>Related Policy</b>	<b>Timeline</b>	<b>Update</b>
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	2023/25	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	2023/25	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	2023	Working with Health Board Capital Planning team to progress feasibility studies.



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**Table 3: Property Asset Management Action Plan - Operations**

<b>Action</b>	<b>Action Description</b>	<b>Objective</b>	<b>Strategic Priority</b>	<b>Update</b>
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	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.
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