
To: Renfrewshire Integration Joint Board

On: 15 September 2017

Report by: Chief Officer

Heading: Renfrewshire IJB Draft Property Strategy

1. Summary

- 1.1. Following the establishment of Renfrewshire Integration Joint Board (IJB) and the Health and Social Care Partnership (HSCP), there is an opportunity to review the approach taken to strategic planning and utilisation of the estate available to the Partnership, to support the aims of integration and delivery of effective, efficient health and social care services in Renfrewshire.
- 1.2. NHS Greater Glasgow & Clyde (NHSGGC) and Renfrewshire Council collectively own, lease or otherwise utilise a significant amount of property within the Renfrewshire area where health and social care functions are carried out. Therefore, whilst the IJB is not responsible for any properties, decisions on property strategies could impact on our services.
- 1.3. An HSCP Joint Capital Planning Group has been established, chaired by the Chief Finance Officer and attended by key stakeholders from the HSCP, Renfrewshire Council and NHSGGC. The development of a draft Property Strategy has been a key strand of work and once finalised and agreed, will inform the work of this group going forward.
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2. Recommendation

It is recommended that the IJB:

- Approve the draft Property Strategy.
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3. Draft Property Strategy

- 3.1. The key objectives of the draft Property Strategy, attached at Appendix 1, are:
- To gain best value from our use of property;
 - To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings;
 - To enhance provision of health and social care services in local communities; and
 - To reduce our estate, where appropriate, in order to reinvest savings into frontline services.
- 3.2. A number of principles will be adopted in the implementation of the Property Strategy, namely:
- Designing and delivering services to meet the needs of individuals, carers and communities;

- Being open and showing that we are fair when allocating resources;
- Delivering services to people in their local communities; and
- With reference to the National Health & Wellbeing Outcome 9, ensure resources are used effectively and efficiently in the provision of health and social care services.

3.3. Included in the draft Strategy are the priorities of the two localities in Renfrewshire.

Implications of the Report

1. **Financial** – Work to upgrade, renovate and repair specific properties will require capital expenditure. In addition, significant capital investment would be required to develop a Paisley Health Centre. Previous work showed that, from a revenue perspective, this would be almost cost neutral. A new health centre in Bishopton would require significant revenue expenditure.
2. **HR & Organisational Development** – Staffing implications, specifically with co-location of staff, would be addressed through appropriate organisational arrangements.
3. **Community Planning** – Work is ongoing with community planning partners to make best use of all publicly owned assets and to meet the requirements of the new Community Empowerment legislation.
4. **Legal** – The proposed Property Strategy does not apply any new legal duties upon the IJB.
5. **Property/Assets** – property remains in the ownership of the parent bodies.
6. **Information Technology** – n/a
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on Renfrewshire Council's website.
8. **Health & Safety** – n/a
9. **Procurement** – procurement activity will remain within the operational arrangements of the parent bodies.
10. **Risk** – Ongoing investment to maintain properties is essential.
11. **Privacy Impact** – n/a.

List of Background Papers – None.

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**Renfrewshire
Integration Joint Board
Property Strategy 2017-19**

1. Introduction and Current Position

- 1.1 The Scottish Government's Financial Planning Guidance for Health and Social Care Integration states that:

"The Chief Officer of the Integration Joint Board is recommended to consult with the Local Authority and NHSGGC 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 NHSGGC 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."

- 1.2 NHS Greater Glasgow & Clyde (NHSGGC) and Renfrewshire Council collectively own, lease or otherwise utilise a significant amount of property across Renfrewshire where health and social care functions are carried out.
- 1.3 Following the establishment of the Renfrewshire Integration Joint Board (IJB) and the Health and Social Care Partnership (HSCP), there is an opportunity to review the approach taken to strategic planning and utilisation of the estate available to the Partnership, to support the aims of integration and the delivery of effective, efficient health and social care services in Renfrewshire.
- 1.4 No Capital allocation from NHSGGC to Renfrewshire HSCP was received in 2016/17 or 2017/18.
- 1.5 A Joint Capital Planning Group has been established for the HSCP, chaired by the Chief Finance Officer, and attended by key stakeholders from the HSCP, Renfrewshire Council and NHSGGC. The development of an agreed Property Strategy will inform the work of this group going forward.

2. Objectives

- 2.1 The key objectives of the Property Strategy are:
- To gain best value from our use of property;
 - To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings;
 - To enhance provision of health and social care services in local communities;
 - To rationalise our estate, where appropriate, in order to reinvest savings into frontline services; and
 - Maximise opportunities to co-locate HSCP staff to ensure benefits of integration are realised.

3. Principles

- 3.1 A number of principles will be adopted in implementation of the Property Strategy, namely:

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

Ensuring, for example, that decisions regarding the utilisation of property support delivery of the Strategic Plan and that our services are delivered from fit-for-purpose

premises.

2) Being open and showing that we are fair when allocating resources

With significant decisions as to resource allocation being taken in the appropriate public forum through either the IJB, Renfrewshire Council or the NHSGGC decision making structure and subject to a clear strategic or operational business need being articulated.

3) Delivering services to people in their local communities

A fundamental aim of the Public Bodies (Joint Working) (Scotland) Act 2014 is to increase the amount of health and social care services delivered in people's own homes and communities as opposed to institutional or residential settings. We ensure that our use of property is focussed on achieving that aim.

4) Making best use of the assets available to us

We will effectively manage our assets and rationalise our estate where appropriate. For example, by co-locating health and social care services where this would be of benefit to patients, service users and carers.

4. Strategic Context

4.1 Strategic Plan and National Policy

Renfrewshire Integration Joint Board's Strategic Plan 2016-19 states:

The IJB does not directly own any property or assets, or receive any capital allocations or grants. The Chief Officer must consult with both the Local Authority and the NHS Board to make the best use of existing resources and develop capital programmes. A Joint Capital Planning Group has been established to have a strategic overview of HSCP property related plans and to develop a rolling programme of work for all HSCP premises.

In addition, the National Health and Wellbeing Outcomes which the IJB is required by statute to work towards includes

Outcome 9 – *“Resources are used effectively and efficiently in the provision of health and social care services.”*

It is within the context of both of these provisions that the objectives and principles of our Property Strategy have been developed and within which decisions relating to use of property and assets will be taken.

4.2 Transformation and other related programmes

Renfrewshire IJB has approved a wide-ranging transformation programme, which encompasses all aspects of health and adult social care provision in Renfrewshire. A key characteristic of this programme includes the review and redesign of services, looking at what services Renfrewshire Council and NHSGGC deliver, how they are delivered and where services are delivered from. Fundamental to such redesign activity is consideration of how our use of property supports service delivery and achieving the aims of the transformation programme.

It is critical, therefore, to ensure that property and accommodation issues are included within our transformation programme and work will be undertaken to embed

these matters into the relevant processes. There are further opportunities presented by agile working and work to integrate health and social care information systems, which may facilitate further innovation in our use of property across the HSCP.

5. Links to Partner Organisation Strategies

- 5.1 The Property Strategy of the IJB does not sit in isolation and is linked closely to both Renfrewshire Council's Corporate Asset Management Plan 2014-2017 and NHS Greater Glasgow and Clyde's Property and Asset Management Strategy (PAMS) 2016-2020.
- 5.2 Both of these strategies are focussed on making best use of the significant assets owned by Renfrewshire Council and NHSGGC, which is in line with the principles and objectives outlined in this document.
- 5.3 Additionally the Strategy takes cognisance of Renfrewshire Council's Local Housing Strategy (LHS), which sets out the priorities for investment in housing in Renfrewshire over the next five years. The LHS is informed by commissioning plans to address the needs of older people and those with additional care and support needs. Strategic planning meetings between the HSCP and housing colleagues take place three times per year to share information and agree priorities.

6. Future Plans

- 6.1 The long term vision of the Property Strategy is that the property estate available to the IJB will be utilised for the provision of health and social care services, with those properties being modern, fit for purpose premises which are utilised to their maximum potential.
- 6.2 A significant amount of work has already been undertaken to modernise our health property portfolio, including a new Renfrew Health & Social Work Centre (2010) and upgrade of the following health centres and clinics:
 - Bishopton Health Centre
 - Erskine Health Centre
 - Johnstone Health Centre
 - Linwood Health Centre
 - Glenburn Health Centre
 - New Sneddon Street Clinic
 - Aranthrue Centre
 - Old Johnstone Clinic

In addition, building improvements over the past 5 years to Renfrewshire Council properties have included:

- 2 new day centres created within Lagoon and On-X leisure centres for adults with learning disabilities (LD);
- The old Maxwellton Day Centre (also LD) converted into a resource centre for a variety of services including Gateway (specialist autism); Community Networks, Head Injuries;
- Improvements to Anchor Centre (also LD) including hydrotherapy pool; roof;
- A window and roof replacement programme at Abbey House is currently underway; and
- A window replacement at Mile End Centre.

- A new town hall in Johnstone, housing both children and adult social work services, has also been built.

6.3 Further actions will be identified and prioritised by the Joint Capital Planning Group, with each locality taking forward further actions based on the needs of the locality, as is the HSCP centre-managed residential and day care (for Adults and Older People) property plan.

6.4 These plans are current as at August 2017; content of the plan is compatible with Renfrewshire Council's Corporate Asset management Plan 2014-17 and the NHSGGC Property Asset Management Strategy (PAMS) 2016-2020.

7. Governance

7.1 Overall responsibility for the implementation of the Property Strategy rests with the HSCP Joint Capital Planning Group chaired by the HSCP's Chief Finance Officer.

7.2 Financial governance of all matters relating to property is through the existing governance and capital planning arrangements of Renfrewshire Council and NHSGGC.

7.3 The equivalent function on behalf of the IJB is led by the Chief Finance Officer, reporting to the IJB Audit Committee.

7.4 As the IJB does not own property of its own, decision making with regards to decommissioning, capital investment etc. rests with Renfrewshire Council and NHSGGC, albeit with appropriate reference to the needs of the IJB and any specific directions made to either body.

7.5 An annual report on implementation of the property strategy will be provided to the IJB.

8. Monitoring and Scrutiny

8.1 Monitoring and scrutiny of the Property Strategy will be primarily carried out by the IJB Audit Committee with reference to the IJB where appropriate.

8.2 Appropriate links will also be developed with the monitoring and scrutiny arrangements of Renfrewshire Council and NHSGGC as necessary.

9. Localities

As well as accommodating HSCP staff, a wide range of health and social care services are delivered from these premises including:

- Alcohol Intervention
- Community Paediatrician
- District Nursing
- Health Visiting
- Mental Health Services
- Podiatry
- Prescribing Team
- Psychiatry
- Psychology
- Rehabilitation Services

- Learning Disabilities Service
- School Health Service
- Social Work Services
- Specialist Children's Service

9.1 West Renfrewshire

The West Renfrewshire locality includes 7 NHS properties (1 leased). There is 1 Care Home and 2 Day Centres within the West Renfrewshire area.

In addition, 7 GP practices deliver primary care services from the 5 health centres in West Renfrewshire.

9.2 Paisley

The Paisley locality includes 4 NHS properties of which 1 is leased and 7 social work properties, 3 of which are private lease and house joint service teams. In addition there are 2 Care Homes and 3 days centres within Paisley.

9.3 Key Strategic Issues for Localities

The key strategic issues for Renfrewshire are:

Bishopton Health Centre

- Renfrewshire Council has approved a large housing development, with up to 2,500 new homes, in Bishopton (Dargavel). Officers within NHS Greater Glasgow & Clyde have been in dialogue with Renfrewshire Council and the developers, BAE, about the delivery of health care provision under the terms of the section 75 agreement.
- The existing health centre has recently been refurbished. However, problems with parking and access remain. The GP practice, under the current rate of growth of new housing, has capacity for the population of Bishopton until approximately 2020/21.

Paisley

- During 2013/14, the former NHS Community Health Partnership (CHP) detailed its priorities in the NHS Greater Glasgow & Clyde Partnership Property Strategy. At that time, both Linwood Health Centre replacement/refurbishment and a new health centre in Paisley were seen as priorities. However, after substantial investment, Linwood Health Centre has been refurbished to an acceptable standard. After an inclusive whole-system CHP prioritisation exercise within NHS Greater Glasgow & Clyde, Paisley was ranked number 4 priority behind Greenock, Clydebank and Parkhead. Given that Greenock and Clydebank have since been given the go ahead, Paisley now sits at no. 2 on the Partnership Property Strategy.
- Although many services are provided in Paisley, it does not have a health centre. Healthcare provision within Paisley is provided in a number of town centre GP practice premises, most of which are of poor quality and not fit for purpose. There are 13 GP practices in Paisley. At our prioritisation exercise in 2013/14, 7 of these practices expressed an interest in moving into a new facility. Due to the growing demand on GPs, there are concerns about the quality and the fitness for purpose of their existing premises. In addition, some practices have limited tenure in existing premises.
- The development of Renfrewshire HSCP services and ways of working builds on established joint working with partners. Some services are delivered in poor

quality, leased accommodation which is unable to accommodate new ways of working within multidisciplinary teams.

- After a local reassessment of our property needs, our priority remains the development of a new, purpose built facility in Paisley which could co-locate a range of primary health and social care services and staff. This could result in a rationalisation of properties in Paisley including several GP practices, a health clinic and properties currently leased allowing the HSCP to deliver and achieve on the National Health and Wellbeing outcomes.
- Renfrewshire Council has been supportive of such a development. In addition, Paisley has been shortlisted as a in its bid to become UK City of Culture 2021. Such a development would assist the aspiration to transform Paisley into a vibrant, cultural town centre.

9.4 Emerging Themes

In developing this property strategy, a workshop was recently held to review all accommodation to support more integrated working and the co-location of health and social work staff for the benefit of patients and service users,

This review is at an early stage of development and will include work to maximise the services offered to children in the Aranthrue Centre.

Key emerging themes for the HSCP in its developing approach to best use of its estate/properties are:

Agile/Mobile working

- The introduction of agile and mobile working presents opportunities for the HSCP to optimise use of our buildings. Whilst the traditional layout of many of the buildings present challenges to adapt them to be agile-friendly and more open-plan, there are perceived advantages to the HSCP in terms of efficiency, innovation, improved business continuity and ultimately reduced property requirements.

Record Storage

- Storage requires to be reviewed, including storage of clinical records. Pressures exist across Renfrewshire and alternative options such as offsite storage may have to be considered. Additionally there are increasing pressures on storage capacity resulting from the non-deletion of files as a result of the Scottish Child Abuse Enquiry.

Other Health/Social Work Accommodation

- As part of the drive to maximise efficiency and effectiveness, there will be an ongoing review of the accommodation needs and requirements across services. This will be undertaken in the context of supporting integrated working and efficient working practices, such as agile working. This includes a review of existing health accommodation and social work offices.

10. **Dykebar & Royal Alexandra Hospitals**

10.1 A range of mental health services are delivered on the Dykebar site.

- The Arran ward
- The South, North and East wards (which are housed in the Gleniffer Unit)
- The Torley Unit (housed in Ward 15)

Looking forward, technical consultants have been evaluating the vacant land on the Dykebar hospital site for disposal.

Large parts of Dykebar are surplus to need and the sale of the surplus areas has now been approved for residential development. The marketing process for this will start shortly.

It is also likely that some existing disused buildings will be demolished in the future.

Existing clinical and administrative facilities will remain operational and will be part of the wider masterplan for the site.

Whilst part of the site is being marketed this year, the date of entry and anticipated start for development will be at least 18-24 months away.

NHSGGC's Property & Capital Planning Disposal Team will continue to lead this process and aim to minimise any disruption to existing staff and patients throughout the future phases of construction e.g. access, parking, services supply, etc.

10.2 In addition, services provided by the HSCP are delivered from the RAH site.

- Ward 37 – Day Hospital
- Wards 38 & 39 – Elderly Mentally Ill
- PANDA Centre – Community Paediatricians

11. List of Properties

An HSCP wide list of properties owned or leased by the NHS and Local Authority is attached at Appendix 2.

Appendix 2 – HSCP-wide List of Properties

NHS PROPERTIES			
Address	Joint Service	Owned/ Leased	Leased from
Abbey House Seedhill Road Paisley PA1 1JT	Joint Service	Leased	Renfrewshire Council
Aranthruie Centre 103 Paisley Road Renfrew PA4 8LH		Owned	n/a
Back Sneddon Centre 20 Back Sneddon Street Paisley PA3 2DJ	Joint Service	Leased	Renfrewshire Council
Bishopton Health Centre Greenock Road Bishopton PA7 5AW		Owned	n/a
Charleston Centre Neilston Road Paisley PA2 6LY	Joint Service	Leased	Renfrewshire Council
Dykebar Hospital Grahamston Road Paisley PA2 7DE		Owned	n/a
Erskine Health Centre Bargarran Square Erskine PA8 6BS		Leased	Renfrewshire Council
Ferguslie Clinic Tannahill Centre 76 Blackstoun Road Ferguslie Park Paisley PA3 1NT		NHS Paid for construction	n/a
Foxbar Clinic Morar Drive Paisley PA2 9QR		Owned	n/a
Glenburn Health Centre Fairway Avenue Paisley PA2 8DX		Owned	n/a
Johnstone Health Centre 60 Quarry Road Johnstone PA5 8EY		Owned	n/a

Address	Joint Service	Owned/Leased	Leased from
Linwood Health Centre 5 Bridge Street Linwood PA3 3DB		Owned	n/a
Mile End Mill Abbey Mill Business Centre Seedhill Road Paisley PA1 1JS Units 1001-1011 (Odd numbers)	Joint Service	Leased	Marcus William Fischer Deant/Abbey Mill Business Centre
Mile End Mill Abbey Mill Business Centre Seedhill Road Paisley PA1 1JS Unit 1013	Joint Service	Leased	Marcus William Fischer Dean t/a Abbey Mill Business Centre
Mile End Mill Abbey Mill Business Centre Seedhill Road Paisley PA1 1JS Studio 2003	Joint Service	Leased	Marcus William Fischer Dean t/a Abbey Mill Business Centre
New Sneddon Street Clinic 8 New Sneddon Street Paisley PA3 2AD		Owned	n/a
Old Johnstone Clinic Ludovic Square Johnstone PA5 8EE		Owned	n/a
Renfrew HSWC 10 Ferry Road Renfrew PA4 8RU		Owned	n/a
Renfrewshire House Cotton Street Paisley PA1 1AL		Leased	Renfrewshire Council
Royal Alexandra Hospital Corsebar Road Paisley PA2 9PN		Owned	n/a

LOCAL AUTHORITY PROPERTIES			
Address	Joint Service	Owned/Leased	Leased from
Mile End Centre, Seedhill Road, Paisley		Owned	
81 Glasgow Road		Owned	
Gryffe S/Plus Property		Owned	
34 Cartside Avenue		Owned	
Renfrew Area Office		Leased	NHS
Johnstone Area Office, Johnstone Town Hall		Leased	Renfrewshire Leisure
Paisley Area Office Abbey House	Joint Service	Leased	Colenso Property Services Ltd
Montrose Care Home, Heriot Avenue, Foxbar		Owned	
Hunterhill Care Home, Blackford Road, Paisley		Owned	
Renfrew Care Home, 72 Cockles Loan, Renfrew		Owned	
Ralston Day Centre Allanton Ave, Ralston		Owned	
Johnstone Day Centre Walkinshaw Street, Johnstone		Owned	
Falcon Day Centre Falcon Crescent, Ferguslie		Owned	
Montrose Day Centre Heriot Avenue, Foxbar		Owned	

Address	Joint Service	Owned/ Leased	Leased from
Renfrew Day Centre 70 Cockles Loan, Renfrew		Owned	
Renfrew Lunch Club, Renfrew Town Hall		Leased	Education
Community Meals, Baltic Business Park		Leased	U T Properties Ltd
Milldale, Linwood On-X		Leased	Renfrewshire Leisure
Spinners Gate, Maxwellton Road, Paisley		Leased	Addison Properties
Anchor Centre, 51 Stock Street, Paisley		Owned	
The Mirin, Lagoon Leisure Centre ADCC		Leased	Renfrewshire Leisure
Disability Resource Centre, Love Street, Paisley		Owned	
Blackhall Supported Accommodation, Cathcart Cres, Paisley		Owned	
Charleston Centre, Neilson Road, Paisley	Joint Service	Owned	
Weavers Linn, 65 Glenburn Road, Paisley		Owned	
Substance Abuse, Back Sneddon St, Paisley		Owned	
Substance Abuse, St James Street, Paisley		Owned	