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| <b>Meeting of East Renfrewshire Health and Social Care Partnership</b>  | Integration Joint Board   |
| <b>Held on</b>  | 28 June 2023  |
| <b>Agenda Item</b>  | 14  |
| <b>Title</b>  | East Renfrewshire HSCP Accommodation Strategy   |
| <b>Summary</b>  |   |
| The purpose of this report is to provide the Integration Joint Board with a revised Accommodation Strategy covering the period 2023/24 to 2027/28.  |   |
| <b>Presented by</b>   | Lesley Bairden, Head of Finance and Resources<br>(Chief Financial Officer)  |
| <b>Action Required</b>  |   |
| The Integration Joint Board is asked to note and comment on the revised Accommodation Strategy.   |   |
| <b>Directions</b>   | <b>Implications</b>   |
| <input checked="" type="checkbox"/> No Directions Required<br><input type="checkbox"/> Directions to East Renfrewshire Council (ERC)<br><input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)<br><input type="checkbox"/> Directions to both ERC and NHSGGC | <input type="checkbox"/> Finance<br><input type="checkbox"/> Policy<br><input type="checkbox"/> Workforce<br><input type="checkbox"/> Equalities<br><input type="checkbox"/> Risk<br><input type="checkbox"/> Legal<br><input type="checkbox"/> Infrastructure<br><input type="checkbox"/> Fairer Scotland Duty |

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**28 June 2023**

**Report by Chief Financial Officer**

**ACCOMMODATION STRATEGY**

**PURPOSE OF REPORT**

1. The purpose of this report is to present the HSCP Accommodation Strategy.
2. The strategy supports the delivery of the IJB strategic plan and ensures our use of property is fit for purpose and supports service delivery, now and in the future.

**RECOMMENDATION**

3. The Integration Joint Board is asked to approve/note the report

**BACKGROUND**

4. The Integration Joint Board does not own any property or other assets, these are owned by our partner organisations.
5. How the HSCP and our GPs use the property available to us needs to ensure that the accommodation we use is fit for purpose and that we can adapt to changing requirements over the coming years.
6. Our previous Accommodation Strategy was included within our Medium Term financial Plan and given the changing service models and population needs post Covid this has been extracted and expanded as a separate document.

**REPORT**

7. The Accommodation Strategy is a self-explanatory document that sets out:
  - The context and governance arrangements
  - An overview of the accommodation we use in the HSCP
  - An overview of the General Practice accommodation within East Renfrewshire
  - Current and Future Developments
  - Key Strategic Issues
  - Risks and Opportunities
8. The timeframe for the Accommodation Strategy is linked to our Medium Term Financial Plan as any funding opportunities that may arise in future will be intrinsically linked.

**CONSULTATION AND PARTNERSHIP WORKING**

9. Within the HSCP we have a good working relationship with both key partners and we will build on the findings from a wider NHS Greater Glasgow and Clyde Primary Care Estate review to support local service planning and support any case for investment in the future. This is dependent on partner funding out with the HSCP.

**IMPLICATIONS OF THE PROPOSALS**

10. There are no implications arising from this report. Any equalities impacts will be considered when any operational changes are considered.

**DIRECTIONS**

11. There are no directions in relation to this report.

**CONCLUSIONS**

**RECOMMENDATIONS**

**REPORT AUTHOR AND PERSON TO CONTACT**

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June 2023

Chief Officer, IJB: Julie Murray

**BACKGROUND PAPERS**

None



# East Renfrewshire Integration Joint Board

## Accommodation Strategy

June 2023

|                          |                         |                             |                            |     |                            |
|--------------------------|-------------------------|-----------------------------|----------------------------|-----|----------------------------|
| <b>Document Title:</b>   | Accommodation Strategy  |                             |                            |     |                            |
| <b>Owner:</b>            | Chief Financial Officer | <b>Status:</b>              | Final                      |     |                            |
| <b>Review Dates:</b>     | <b>Created:</b>         | June 2023                   | <b>Date of last review</b> | n/a | <b>Date of next review</b> |
| <b>Revision History:</b> |                         |                             |                            |     |                            |
| <b>Version:</b>          | <b>Date Effective:</b>  | <b>Author &amp; Changes</b> |                            |     |                            |
| 1.0                      | June 2023               | Lesley Bairden              |                            |     |                            |
|                          |                         |                             |                            |     |                            |
|                          |                         |                             |                            |     |                            |

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## 1. Introduction and Context

1.1 The Integration Joint Board (IJB) set the strategic objectives and direction for the HSCP and this is set out in detail in the [Strategic Plan](#).

1.2 Whilst the IJB does not hold any assets itself, the properties used to support service delivery are fundamental to how and where the HSCP delivers the services included within the plan.

1.3 The HSCP delivers health and social care from property that is owned or leased by either of our partner organisations; East Renfrewshire Council and NHS Greater Glasgow and Clyde.

1.4 Given the long history of delivering integrated health and social care services within East Renfrewshire the opportunities to rationalise the buildings we use have already resulted in the two health and care centres where we deliver many of our services from in Barrhead and Eastwood, which are also our two localities.

1.5 Alongside the HSCP we also have a number of GP practices who provide services within East Renfrewshire, some from our health and care centres and others from their own premises.

1.6 The population within East Renfrewshire is growing, as is the demand for services so we need to ensure we are making the best use of the assets available to us.

1.7 The HSCP had adopted an agile working policy prior to the pandemic and we are reviewing how we will maximise the use of our buildings post Covid-19. This will also consider the balance between clinical and non-clinical space to best accommodate demand for different types for service.

1.8 The HSCP also hosts services on behalf of the other five HSCP's within Greater Glasgow and Clyde;

- The Specialist Learning Disability Services has three in-patient units providing assessment and treatment services. These properties are located outside East Renfrewshire as they are part of hospital based services.
- The Adult Autism service and Learning Disability Health Checks are delivered across the population with all of NHS Greater Glasgow and Clyde
- The Augmentative & Alternative Communication service provides specialist equipment across the board and also provides a national assessment service and is in the process of relocation from the Queen Elizabeth Hospital site to Barrhead Resource Centre.

## 2. Purpose and Governance

2.1 The purpose of this strategy is to support the delivery of the IJB strategic plan and ensure that our property is fit for purpose and supports service delivery, now and in the future in line with the strategic aims and plans of the IJB. This strategy needs to ensure that as the way services are delivered may change that the accommodation needs are understood and that premises and / or how we use them can adapt accordingly.

2.2 The IJB strategic planning group also considers how services are delivered across the two localities within the HSCP; Eastwood and Barrhead, as well as taking into account a number of national, board wide and local strategies and drivers for change such as:

- Localities and communities focus as we need to ensure our service delivery matches the needs of our population
- Technology developments and advances mean that how we use IT systems and equipment evolves over time and we may need to make changes to buildings to maximise the associated benefits
- Strategies across a number of areas such as Mental Health, Learning Disability and Primary Care will impact on the properties we have now and that we may need in future years as service delivery models evolve
- The Workforce Plan for the HSCP looks at the staffing profile across all the services we deliver, how this has been impacted by the pandemic. How service delivery and demand is met in the future is integral to the locations we need to provide services from
- Moving Forward Together promotes the integration of health and social care including how more services can be delivered from community settings
- Legislative requirements such as Health & safety, Accessibility and Equalities must be complied with
- Medium Term Financial Plan and our Savings, Recovery and Renewal; focussing on the financial sustainability of the HSCP and how we recover from the pandemic and look at service redesign
- Climate change and the focus on efficiency of buildings, carbon footprints and goal of net zero will require some adaptations

2.3 Our localities also broadly reflect our hospital flows with the Eastwood locality linking to the south Glasgow hospitals and Barrhead Locality to the RAH in Paisley.





2.4 The Chief Officer and her senior team work alongside our partners to make the case for investment, usually through capital funding, for any major changes required to the properties we use, for any possible investment and also for disposal of any properties. This is undertaken through the respective asset management and capital planning processes for each partner and informed by our Accommodation Strategy group.

### 3. Our Current Properties

3.1 Eastwood Health and Care Centre was purpose built and opened in August 2016. The services provided from this building include; social work, district nursing, rehabilitation, mental health for adults and young people, health visiting, physiotherapy, podiatry and a number of clinical and treatment services.

3.2 Prior to the pandemic the centre also included community use of rooms for a variety of activities as well as a supported employment café. As part of our recovery we hope to re-open a café during 2023.



3.3 We have 4 GP practices who operate from this health and care centre; Clarkston, McLean, Elmwood and Eastwood Mains.

3.2 Barrhead Health and Care Centre was also purpose built and opened in July 2011. The services provided from this building include; adult social work, district nursing, rehabilitation, learning disability community teams, children and adolescent mental health and mental health for adults and young people, speech and language therapy and a number of clinical and treatment services.

3.4 Prior to the pandemic the centre also included community use of rooms for a variety of activities and as part of our recovery we are looking at how we can open up more community use in this location.



3.5 Our care at home service is based within the building in the former Kikrton day centre area of the building.

3.6 We have 3 GP practices; Glennifer, Levern and Oak, along with 2 dental practices who operate from this health and care centre.

3.3 Barrhead Main Street is the main council building in this area and children’s social work and health visiting services are based within the building. East Renfrewshire Council are undertaking a refurbishment programme that will include the areas used by the HSCP.



3.4 Barrhead Resource Centre is a base for a range of services, mainly for adults with a learning disability. During the pandemic we moved to a more community based model of service delivery and we are looking at how we can widen the use of the centre, including use by key partners and wider community use. Some other HSCP services also use this building including our augmentative and alternative communications team.

3.5 Thornliebank Resource Centre is also a base for supporting community services for adults with a learning disability. There is also a hydrotherapy pool within the centre and re-opening the pool is an element of our recovery planning.



3.7 St Andrews House provides a range of services to support recovery from alcohol and addiction. We are currently exploring how we can also develop a recovery hub which will be within the Barrhead locality.

3.7 Bonnyton House is our only HSCP operated residential home and has accommodation for 34 bedrooms for our older people. The home has undergone some extensive refurbishment work in the last few years as part of our partner East Renfrewshire’s Council capital programme.



3.8 Muriel Street industrial units provide a base for community justice work to support the work carried out by teams as part of the community payback order system.

3.9 We have use of modular “hut” buildings known as the WAM Huts, in Barrhead and use these for delivery of training and for some contact visits. It is our intention to phase these out once we secure a leased housing alternative.

3.10 Blythswood House in Renfrew, Netherton in Anniesland and Claythorn based on the Gartnavel Hospital site are our three in-patient units that provide assessment and treatment beds from our Specialist Learning Disability Service.



This service is operated and managed by the HSCP on behalf of NHS Greater Glasgow and Clyde and serves all six HSCPs within the health board area. The service is also the pathway for specialist support for neighbouring health boards too.

3.11 Appendix 1 gives the address of each property and identifies the locality where it is situated.

## 4. General Practice

4.1 In addition to the GP practices within the health and care centres we also have 7 GP practices at:

- Williamwood
- Greenlaw
- Sheddens
- Carolside
- Broomburn
- Mearns Medical
- Neilston
- Eaglesham branch surgery

4.2 As the population in East Renfrewshire grows, in part due the significant housebuilding in the area, the impact on demand for GP practice registration is giving some cause for concern, particularly in the Eastwood Locality. We are working with GP practices and colleagues within NHS capital planning to look at potential solutions, however this is dependent on securing appropriate funding. We are also working with colleagues in East Renfrewshire Council planning to explore the development of a developer contribution model that would allow some recognition, in the future, of the impact on local services.

## 5. Current and Future Developments

5.1 We are working with our Alcohol & Drugs Partnership to invest ring-fenced Scottish Government funding into a Recovery Hub model alongside partners at East Renfrewshire Council to identify a suitable property.

5.2 Recovery communities provide safe places for people to socialise, connect with others in recovery, and maintain their personal recovery journeys. These are well established in a number of areas across Scotland, many with bespoke premises.

5.3 A recovery and wellbeing hub will provide a flexible and welcoming base for existing and new recovery community activity that supports people to get back on their feet, reduce loneliness and isolation, learn new skills and use as a stepping stone into wider community supports.

5.4 We are working closely with Barrhead Housing Association to lease two properties to support a range of services to be delivered in a homely setting that will include;

- Observation and supervised family visits for children & families, including pre-natal visits
- Respite accommodation, particularly to support periods of escalation and avoid emergency residential placements
- Rehabilitation and occupational therapy
- A place of safety / emergency placement
- Accommodation for asylum seekers

5.5 We are working in partnership with East Renfrewshire Council to include clinical space in the development of Neilston and / or to find a solution to allow to the practice to increase its current footprint.

5.6 Barnahus or Bairns Hoose is a development we are working on with key partners to support a multi-agency service model to meet the needs of children who may be victims of or witness to violence or mistreatment. This will provide an environment which is child friendly, welcoming and safe. A site is under consideration and the business case is being progressed.

5.7 We intend to look at feasibility within both health & care centres to ensure we can maximise clinical space, reinvigorate community use and ensure the service delivery and workforce need is optimised. It needs to be recognised this is in the context of significant financial constraint.

## 6. Key Strategic Issues

6.1 There are a number of factors that will impact on the IJB and the HSCP over the coming months and years, including:

- Budget Constraints
- Increasing Population and Impact on Demand
- Increasing numbers of unaccompanied asylum seekers
- Increasing asks for use of accommodation
- LDP3 and provider contribution model
- Future service delivery models and wider change
- NHSGGC recent board wide Property Strategy review
- Sustainability & Climate Change
- National Care Service and Other Policy Decisions

## 7. Risks and Opportunities

7.1 There a number of risk factors that could impact and need to be considered, including:

- Securing capital investment to support development and competing for limited resources
- Financial sustainability and the revenue consequences from wider economic impact, particularly utilities, inflation, supply chain shortages
- Failure to optimise on the best use of the estate
- Increased maintenance costs as properties age and reactive maintenance costs under tight constraint
- Increased demand for longer building opening times and a move to 7 day working, in part to support more out-patient clinical activity

7.2 There are also opportunities arising from potential changes, including;

- Increasing use of technology for both workforce and for our population to promote wider access to health and care services and retain independence
- Review the layout and service mix within our buildings
- Widen the scope to share buildings with key partners and community users
- Build on the findings from a wider NHS Greater Glasgow and Clyde Primary Care Estate review to support local service planning and build any case for investment
- To participate in wider strategic planning with our partner organisations

## 8. Useful Links

Strategic Plan: [https://www.eastrenfrewshire.gov.uk/media/7569/HSCP-Strategic-Plan-2022-2025/pdf/East\\_Renfrewshire\\_HSCP\\_-\\_Strategic\\_Plan\\_2022-2025.pdf?m=637847662804030000](https://www.eastrenfrewshire.gov.uk/media/7569/HSCP-Strategic-Plan-2022-2025/pdf/East_Renfrewshire_HSCP_-_Strategic_Plan_2022-2025.pdf?m=637847662804030000)

Medium Term Financial Plan [https://www.eastrenfrewshire.gov.uk/media/7567/Medium-term-financial-plan-2022-23-to-2026-27/pdf/Medium\\_Term\\_Financial\\_Plan\\_-\\_Mar\\_2022.pdf?m=637846608465330000](https://www.eastrenfrewshire.gov.uk/media/7567/Medium-term-financial-plan-2022-23-to-2026-27/pdf/Medium_Term_Financial_Plan_-_Mar_2022.pdf?m=637846608465330000)

## Appendix 1 HSCP Property Listing

| Property                        | Address  | Locality          |
|---------------------------------|--|-------------------|
| Eastwood Health and Care Centre | Drumby Crescent<br>Clarkston, G76 7HN                            | Eastwood Locality |
| Barrhead Health and Care Centre | 213 Main Street<br>Barrhead, G78 1SW                             | Barrhead Locality |
| Barrhead Main Street            | 211 Main Street<br>Barrhead, G78 1SY                             | Barrhead Locality |
| Barrhead Resource Centre        | Carlibar Road,<br>Barrhead, G78                                  | Barrhead Locality |
| Thornliebank Resource Centre    | Robslee Drive,<br>Thornliebank, G46                              | Eastwood Locality |
| St Andrews House                | 113 Cross Arthurlie Street,<br>Barrhead, G78 1EE                 | Barrhead Locality |
| Bonnyton House                  | Oliphant Crescent<br>Clarkston, G76 8PU                          | Eastwood Locality |
| Community Justice               | Units 2 & 5, 24 Muriel Street,<br>Barrhead, G78 1QB              | Barrhead Locality |
| Blythswood House                | Fulbar Lane<br>Renfrew, PA4 8NT                                  | NHSGGC wide       |
| Netherton                       | 19 Blackwood Street,<br>Anniesland, Glasgow, G13 1AL             | NHSGGC wide       |
| Claythorn                       | Gartnavel Royal Campus<br>Great Western Road, Glasgow<br>G12 0XH | NHSGGC wide       |