
Report To: Inverclyde Integration Joint Board **Date:** 14th March 2017

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Partnership (HSCP) **Report No:**
IJB/11/2017/HW

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Subject: HSCP PROPERTY ASSET MANAGEMENT

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Integration Joint Board on the current status of the HSCP Estate.

2.0 SUMMARY

- 2.1 The HSCP Property Asset Management Plan's objectives are to rationalise the number of buildings throughout the HSCP and co-locate teams to enhance integration, working towards the new Health and Care Centre due for complete November 2019.

The HSCP Property Asset Management Plan includes the closure of the following sites between February 2017 and November 2019.

- Boglestone Clinic, Dubbs Road
- Cathcart Centre, Cathcart Street
- Larkfield Children and Family Centre, Larkfield Road
- Inverclyde Centre Independent Living, Gibshill Road

- 2.2 The new Health and Care Centre will include a number of services currently located in the above sites. A number of staff moving to the new development will be equipped with electronic devices to allow mobile working. The building will run with a 6:10 ratio desk occupancy.
- 2.3 Condition surveys were carried out for a number of Council properties by Drivers Jonas in 2009 with the most recent surveys completed by Watts Group Plc. in 2014. See attached appendix 1 summarising the findings and suitability. For NHS buildings the most recent surveys carried out was by McKenzie Partnership in 2007.

3.0 RECOMMENDATIONS

- 3.1 That the Integration Joint Board notes the information contained within this report.

4.0 BACKGROUND

- 4.1 The purpose of this report is to advise the Integration Joint Board on the current status of the HSCP Estate.

5.0 HSCP ESTATE

- 5.1 Over three hundred staff will move to the new Greenock Health and Care Centre including the five GP practices. This new development will extend our current integrated working and develop additional multidisciplinary teams by co-location. The 2020 vision for Health and Social Care report highlights over the next few years that the demands for health and social care will be radically different and with these new developments, we will be able to provide the high quality of health and care services the people expect.

Progress work is underway and Site Investigation works have been carried out that also include the adjacent football pitch. There have been several meetings over the past few months with all GP practices and Services to discuss the design of the new development focusing on the floor plans and accommodation requirements.

The design of the new health centre has been presented to the Integration Joint Board / Health Centre Project Board / Health Centre Delivery Group / Staff Partnership forum / GPs and the residents of the Broomhill area, the feedback was very positive and the local community are really excited to see the design come together.

Through the Arts Strategy group there have been a number of projects that have been explored in discussion with staff and community representatives. The main theme throughout the Arts Strategy will be Lochs / Rivers / Seas and all suggestions and ideas will be included as a connecting theme such as: light, water, colour, movement etc. The group will focus on developing a supportive design for people with dementia as we know this can significantly improve the experience for people with dementia by reducing agitation and maximising their independence and engagement in their care. A dementia friendly design is likely to assist everybody who uses the health centre to read and navigate the building. Members of the Arts group are engaging with the staff, wider community groups, schools and colleges and local artists to try and unearth stories buried in the community and in people's memories

We are due to submit the Outline Business Case to the Health Board in April and thereafter the Scottish Government Capital Investment Group in May.

- 5.2 Caladh House, Bank Street, Greenock is a residential service for ten service users who were scheduled to relocate in January 2017 to a supported accommodation tenancy service, giving a modern spacious living environment within the local community in Gourrock. This move will give positive outcomes for the service users who wish to remain together as a community but also will give an environment that will be their own tenancy. Caladh House is a 10-bedded residential unit for clients with learning disability situated on Bank Street in Greenock.
- 5.3 The John Street project has been delayed due to additional building work which was not identified during initial surveys. This mainly consisted of the replacement of the sprinkler system and additional structural changes required for fire safety purposes, recommended by Building Control. The completion date has been moved to March 2017 when the building will be handed over to the HSCP. Despite the delays and additional construction work, the project remains within its original budget of £193K.
- 5.4 Redholm is a former Council property which was purchased by Turning Point Scotland in late 2015 and refurbished to provide four supported living tenancies for two people

with complex learning disabilities who were within long stay NHS accommodation, and two complex service users living in out of area residential care establishments. Due to the legal delays that were not immediately apparent when planning for the move in April and May 2016, this resulted in three of the four service users taking up residence in September, October and November 2016. The fourth service user will move in mid February 2017.

- 5.5 Crown House is the main hub for Mental Health and Homelessness Teams. The building is leased until 2024. There are 132 staff based within Crown House. The teams are currently working 100% desk occupancy with a plan to progress to new ways of working.
- 5.5 A number of staff across the HSCP are now successfully working agile/mobile allowing them access to the same information now electronically whilst mobile. This is a new way of working for some staff and some teams have seen the benefits gained from changing their work practices. The vision is that our buildings in the future will provide a hot desking area with Wi-Fi facility. The new health and care centre will provide conference/meeting rooms available through a new booking system available to our community partners.
- 5.6 We are progressing mobile working with the remainder of the HSCP staff on a phased basis. Mobile working requires a level of ICT investment and this will be progressed through the HSCP Transformation Board.

6.0 DECOMMISSIONING

- 6.1 The Decommissioning Process for Boglestone Clinic is currently underway, this involves devising a plan for the effective vacation of the accommodation and the removal of all portable equipment, and furniture. The boards Decommissioning Team, Property and Estates have been involved in this process and in the follow up inspection stage.
- 6.2 Inspection checklist have been completed which identifies areas that have been cleared and any items/records found.
- 6.3 Boglestone Clinic was formerly declared surplus to requirements at the Board's Property Committee. This now commences a formal trawl process amongst the other Scottish Government Directorates. Following the completion of the trawl process (and if no interests are declared) then the property will be marketed for sale. Marketing agents will be appointed to sell the property once the trawl is completed.

7.0 CONDITION SURVEYS

- 7.1 NHS GG&C arranged a formal survey to be undertaken by the McKenzie Partnership in 2007. This report is regularly referred to, to try to address any outstanding large maintenance issues.

The EAMS system, which is populated from information provided by local Estates teams, calculates an overall score regarding the standard / suitability of the building.

- A, Excellent/ as new condition (Generally less than 2 years old)
- B, Satisfactory condition with evidence of only minor deterioration
- C, Poor condition with evidence of major defects
- D, Unacceptable condition reached the end of its useful life
- X, Supplementary rating added to D only to indicate it is impossible to improve without replacement

All of the HSCP NHS buildings came under B / C .

For our Council owned property please refer to appendix 1.

8.0 FUTURE DEVELOPMENTS

- 8.1 Orchard View is a 42 bedded continuing care facility built on the site of the old nurses residences off Larkfield road in Greenock . The build commenced in May 2016 with an expected handover date of 30th June 2017. The unit is split into two distinct ward areas with patients from the existing Dunrod G taking up the smaller 12 bedded unit, 10 patients will transfer and the remaining 2 beds will be available to the community mental health team which we currently provide in Ravenscraig . The other larger ward area will accommodate those patients transferring from Dunrod E/F approx 30 patients Orchard View has been designed to be a dementia friendly environment thus future proofing the build to meet the needs of the people living in Inverclyde .
- 8.2 Building work is well underway for the new Children's Home at Cardross Crescent. Whilst there are some ground work / drainage issues the commissioning period is still on target for end of June when the staff and children from the Neil Street Unit will move across. Towards August the Neil Street building will then be refreshed and ready for the staff and children from Crosshill Unit to move down. The existing Crosshill Unit will then be due for demolition. The planning application will be submitted in March for the new Crosshill Unit development.

9.0 IMPLICATIONS

FINANCE

9.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments

LEGAL

- 9.2 There are no legal issues within this report.

HUMAN RESOURCES

- 9.3 There are no human resources issues within this report.

EQUALITIES

- 9.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

9.4.1 How does this report address our Equality Outcomes.

9.4.1.1 People, including individuals from the above protected characteristic groups, can access HSCP services.

Not applicable

9.4.1.2 Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.

Not applicable

9.4.1.3 People with protected characteristics feel safe within their communities.

Good quality estate enhances the environment for everyone, including those with protected characteristics.

9.4.1.4 People with protected characteristics feel included in the planning and developing of services.

Not applicable

9.4.1.5 HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.

Not applicable

9.4.1.6 Opportunities to support Learning Disability service users experiencing gender based violence are maximised.

Not applicable

9.4.1.7 Positive attitudes towards the resettled refugee community in Inverclyde are promoted.

Not applicable

CLINICAL OR CARE GOVERNANCE IMPLICATIONS

9.5 There are no governance issues within this report.

9.6 NATIONAL WELLBEING OUTCOMES

How does this report support delivery of the National Wellbeing Outcomes.

9.6.1 People are able to look after and improve their own health and wellbeing and live in good health for longer.

The new health and care centre will provide easier access to services.

- 9.6.2 People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Our estate development focuses on taking opportunities to expand options for independent living.

- 9.6.3 People who use health and social care services have positive experiences of those services, and have their dignity respected.

Not applicable

- 9.6.4 Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Our estate development focuses on taking opportunities to improve quality of life.

- 9.6.5 Health and social care services contribute to reducing health inequalities.

The new health and care centre will provide easier access to services.

- 9.6.6 People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.

The new health and care centre will provide easier access to services.

- 9.6.7 People using health and social care services are safe from harm.

High quality modern premises are easier to clean and maintain thus reducing the risk of care acquired infection.

- 9.6.8 People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

High quality work environment makes staff feel valued and motivated.

10.0 CONSULTATION

- 10.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after due consultation with senior management.

11.0 LIST OF BACKGROUND PAPERS

- 11.1 None.

The main indicators used in Asset Management are outlined below:

Condition

Recording and monitoring the condition of assets is fundamental to assessing risks / liabilities to the Council and establishing investment needs and priorities across the estate. The collection of this data is not only best practice in terms of asset management it is also a statutory requirement. Externally procured elemental condition surveys (based on Scottish Government Guidance) are undertaken on the basis of a 5 year rolling programme with an annual review carried out by Property Services to provide an overall rating reported as part of the range of performance indicators. The surveys also provide an indication of the backlog maintenance and priorities for investment over a ten year projection. The first condition surveys were carried out by Drivers Jonas in 2009 with the most recent surveys completed by Watts Group Plc. in 2014.

Definitions

Rating	Score	Description	Definition
A	> 85%	Good	Performing well and operating efficiently
B	61–85%	Satisfactory	Performing adequately but showing minor deterioration
C	40-60%	Poor	Showing major defects and/or not operating adequately
D	< 40%	Bad	Economic life expired and/or risk of failure

Suitability

Also known as 'fitness for purpose', suitability refers to how well the asset supports Service delivery and is suited to its current use. Suitability surveys are completed for all properties (taking into account the views of service users) and are reviewed annually to provide a rating that is reported as part of the range of statutory performance indicators. The current HSCP property surveys were undertaken through Property Assets in conjunction with a representative from each establishment with the majority of current surveys having been undertaken in 2014/15 (surveys are refreshed on a 5 year cycle with annual review each year to capture any significant changes). The surveys also incorporate an assessment of how accessible the asset is to those with disabilities (linked to Equality Act/DDA).

Definitions

Rating	Description	Definition
A	Good	Suitable. Performing well and operating efficiently (the buildings and grounds support the delivery of services)
B	Satisfactory	Not completely suitable, can be improved. Performing adequately but with minor problems (the buildings and grounds generally support the delivery of services)
C	Poor	Not completely suitable, cannot be improved without significant expenditure. Showing major problems and/or not operating optimally (the buildings and grounds impede the delivery of services)
D	Bad	Unsuitable. Does not support the delivery of services (the buildings and grounds seriously impede the delivery of services)

Resource Centres

Service:	Health & Social Care Partnership	Property:	Fitzgerald Centre
CONDITION			
Score	68.6%	Rating	B - Satisfactory
SUITABILITY			
Score	72	Rating	B - Satisfactory
<p>Condition Summary - Fabric generally in satisfactory condition except roof covering and associated drainage which is poor. Services are generally in good condition. External areas require a number of repairs. Internal ceilings require attention.</p>			
Estimated Investment Required		Priority Spend:	
Years 1-5	£272,607	Roof clean/overhaul including rainwater goods. Main access corridor flooring replacement. Suspended ceiling tile replacement. Plant room door replacement.	
Years 6-10	£730,509		
Total	£1,003,116		
<p>Capital Investment since date of survey 2014-2016 Partial toilet upgrade 9-10 (15-105) - Core Property Services Allocation (DDA) 2016/17 £52K.</p> <p>Committed / Planned Capital Investment N/A</p>			

Service:	Health & Social Care Partnership	Property:	Golf Road Resource Centre
CONDITION			
Score	74.7%	Rating	B - Satisfactory
SUITABILITY			
Score	65	Rating	B - Satisfactory
<p>Condition Summary - Generally all elements are satisfactory. Predominantly minor upgrade and cyclical painterwork required.</p>			
Estimated Investment Required		Priority Spend:	
Years 1-5	£10,647	Minor roof repairs. Replace skylight. Consider soffit & fascia replacement or painting. Replace store door. Painterwork generally to external timber and rainwater goods.	
Years 6-10	£12,102		
Total	£22,749		
<p>Capital Investment since date of survey 2014-2016 N/A</p> <p>Committed / Planned Capital Investment N/A</p>			

Service:	Health & Social Care Partnership	Property:	Hillend Centre
CONDITION			
Score	75.0%	Rating	B - Satisfactory
SUITABILITY			
Score	86	Rating	A - Good
<p>Condition Summary - All elements are generally in satisfactory condition with exception of heating, hot/cold water systems and emergency lighting. Building has had phased investment / extension and therefore some systems are partially new.</p>			
Estimated Investment Required		Priority Spend:	
Years 1-5	£286,943	Emergency lighting. Heating and hot/cold water systems. Possible ventilation system overhaul/replacement. Detailed services survey required.	
Years 6-10	£136,912		
Total	£423,855		
<p>Capital Investment since date of survey 2014-2016 Fire Detection System Replacement – Core Property Budget Statutory Duties FRA 2016/17 £10K</p> <p>Committed / Planned Capital Investment Emergency lighting (16-021) – Core Property Budget Statutory Duties (£TBCK) Sprinkler installation (16-029) – HSCP Funded (£TBCK)</p>			

Service:	Health & Social Care Partnership	Property:	Inverclyde Centre
CONDITION			
Score	67.5%	Rating	B - Satisfactory
SUITABILITY			
Score	63	Rating	B - Satisfactory
<p>Condition Summary - All elements are generally in satisfactory condition with exception of external walls and internal decoration.</p>			
Estimated Investment Required		Priority Spend:	
Years 1-5	£253,622	Internal redecoration. Various minor repairs to external walls. Overhaul windows (seals & mastic).	
Years 6-10	£789,633		
Total	£1,043,255		
<p>Capital Investment since date of survey 2014-2016 Fire Detection System Upgrade to L2 – Core Property Budget Statutory Duties FRA 2015/16 £7K</p> <p>Committed / Planned Capital Investment N/A</p>			

Service:	Health & Social Care Partnership	Property:	Inverclyde Centre for Independent Living
CONDITION			
Score	60.8%	Rating	B - Satisfactory
SUITABILITY			
Score	97	Rating	A - Good
Condition Summary - Fabric (roofing and external walls) is generally poor. Services installations are all generally good or satisfactory with isolated elements requiring attention.			
Estimated Investment Required		Priority Spend:	
Years 1-5	£243,211	Resource store roof replacement. External metal cladding replacement. Partial window replacement. Ventilation overhaul / replacement. Partial rewiring (store).	
Years 6-10	£598,925		
Total	£842,136		
Capital Investment since date of survey 2014-2016 Automatic doors (14-086) – Core Property Allocation DDA Budget 2014/15 £8K.			
Committed / Planned Capital Investment N/A			

Service:	Health & Social Care Partnership	Property:	McPherson Resource Centre
CONDITION			
Score	64.2%	Rating	B - Satisfactory
SUITABILITY			
Score	63	Rating	B - Satisfactory
Condition Summary - All elements are generally in satisfactory condition with exception of mechanical and electrical installations and internal decoration.			
Estimated Investment Required		Priority Spend:	
Years 1-5	£177,701	Numerous minor repairs. Internal redecoration. Floor finishes towards end of 5 year period.	
Years 6-10	£486,082		
Total	£663,783		
Capital Investment since date of survey 2014-2016 Partial Toilet Refurbishment (15-035) – Core Property Allocation DDA budget 2016/17 £24K			
Committed / Planned Capital Investment N/A			

Service:	Health & Social Care Partnership	Property:	Wellpark Centre
CONDITION			
Score	89.4%	Rating	A - Good
SUITABILITY			
Score	87	Rating	A - Good
Condition Summary - All elements are generally in good or satisfactory condition.			
Estimated Investment Required		Priority Spend:	
Years 1-5	£35,084	No significant priority works identified other than render issues now addressed as below.	
Years 6-10	£93,484		
Total	£128,568		
Capital Investment since date of survey 2014-2016 Room 3.01 Electrics & IT (14-090) – HSCP Funded (£6K) Render coating & flashing remedial works (14-096) – Core Property Allocation 2014/15 (£19K)			
Committed / Planned Capital Investment Current feasibility study on internal alterations to provide increased accommodation (16-049).			

Children's Units

Service:	Health & Social Care Partnership	Property:	Crosshill House
CONDITION			
Score	68.8%	Rating	B - Satisfactory
SUITABILITY			
Score	93	Rating	A - Good
Condition Summary - All elements are generally in good or satisfactory condition with exception of roof, sanitary services and external areas which are poor. The overall rating of 68.8% is satisfactory although all building services and finishes currently in satisfactory condition will require renewal in the medium term.			
Estimated Investment Required		Priority Spend:	
Years 1-5	£431,429	N/A – Routine maintenance only due to planned replacement. Note high projected year 1-5 costs associated mainly with major building services and finishes renewal.	
Years 6-10	£49,707		
Total	£481,136		
Capital Investment since date of survey 2014-2016 N/A			
Committed / Planned Capital Investment N/A. Demolition planned late summer/autumn 2017 with new facility constructed Oct 2017 to June 2018.			

Service:	Health & Social Care Partnership	Property:	Kylemore Terrace
CONDITION			
Score	95.6%	Rating	A - Good
SUITABILITY			
Score	100	Rating	A - Good
Condition Summary - All elements are in good condition. Building constructed new in 2012.			
Estimated Investment Required		Priority Spend:	
Years 1-5	£25,392	N/A – Routine / cyclical maintenance only due to age of asset.	
Years 6-10	£89,821		
Total	£115,212		
Capital Investment since date of survey 2014-2016 N/A			
Committed / Planned Capital Investment N/A.			

Service:	Health & Social Care Partnership	Property:	Neil Street
CONDITION			
Score	57.5%	Rating	C - Poor
SUITABILITY			
Score	65	Rating	B - Satisfactory
Condition Summary – A number of elements are satisfactory and only a few good with roofs, sanitary services and external areas poor.			
Estimated Investment Required		Priority Spend:	
Years 1-5	£180,503	N/A – Routine maintenance only due to planned replacement.	
Years 6-10	£76,741		
Total	£257,243		
Capital Investment since date of survey 2014-2016 N/A			
Committed / Planned Capital Investment N/A. Replacement unit under construction to allow transfer summer 2017. Building will be used as temporary decant for Crosshill until summer 2018 with disposal / demolition thereafter.			