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Glasgow City Council  
City Development Plan 2

# Background Report

*Infrastructure Audit: Health and Social Care*

March 2024, Updated February 2025



# Healthcare and Social Care Infrastructure Audit

## Requirement for an updated Health and Social Care Infrastructure Audit

This Health and Social Care Infrastructure Audit was first produced for submission as part of the CDP2 Evidence Report in 2024 and dated March 2024. This updated audit has been produced in response to the Scottish Minister's appointed Reporter's findings that the evidence report submitted by Glasgow City Council contained insufficient information to enable the planning authority to prepare its local development plan. The Reporter's recommendations related to engagement with NHSGGC and the Reporter's statement that 'NHSGGC was invited to comment on the draft health infrastructure audit, and summary template 08 (health and social care infrastructure) indicates that it agreed the contents. However, no written confirmation of this agreement has been provided.' As a result, NHSGGC requested updates to this Audit alongside providing written confirmation that they consent to the contents of the Audit.

## Updates

The following changes have been made to update this Audit:

- Parkhead Health and Social Care Centre – opened in January 2025 (i.e. since this Audit was completed in March 2024).
- Yorkhill Hospital – the Maternity Hospital was demolished in 2024 (i.e. since this Audit was completed in March 2024) and remaining outpatient departments are actively being relocated from the site and the hospital is due to close operationally in 2025.

## Existing Healthcare and Social Care Infrastructure

### 1. What is healthcare and social care infrastructure and how is it used?

Healthcare infrastructure in Glasgow includes properties around the city that provide primary healthcare services (including GPs, dentists, optometry, pharmacies), other community healthcare services (including mental health, addiction and sexual health services), and acute and specialist healthcare services (hospitals).

Social care infrastructure comprises properties for the residential and day care of older people and children; properties for homeless people, asylum seekers and criminal justice services; and supported tenancy properties for young people and those with a learning and/or physical disability.

Within Glasgow City:

- Glasgow City Council and NHS Greater Glasgow and Clyde (NHSGGC) have integrated the planning and delivery of all community health and social care services for children, adults and older people, along with homelessness and criminal justice services. This is being done as the [Glasgow City Health and Social Care Partnership](#) (GCHSCP) which is directed by the [Glasgow City Integration Joint Board](#) (IJB).
- NHSGGC plans and delivers all acute and specialist healthcare services in Glasgow.

To reflect the above organisational structure, this audit will consider community health and social care infrastructure together and acute and specialist healthcare separately.

#### 1.1 Community Health and Social Care Infrastructure

GCHSCP comprises of around 12,000 Social Work (Glasgow City Council) and Health (NHSGGC) staff working across Glasgow City. It provides services through the three locality areas of North East, North West and South (see Figure 1). Services are also delivered through health and social care contractors and providers. Services include the following:

##### Primary Care Services

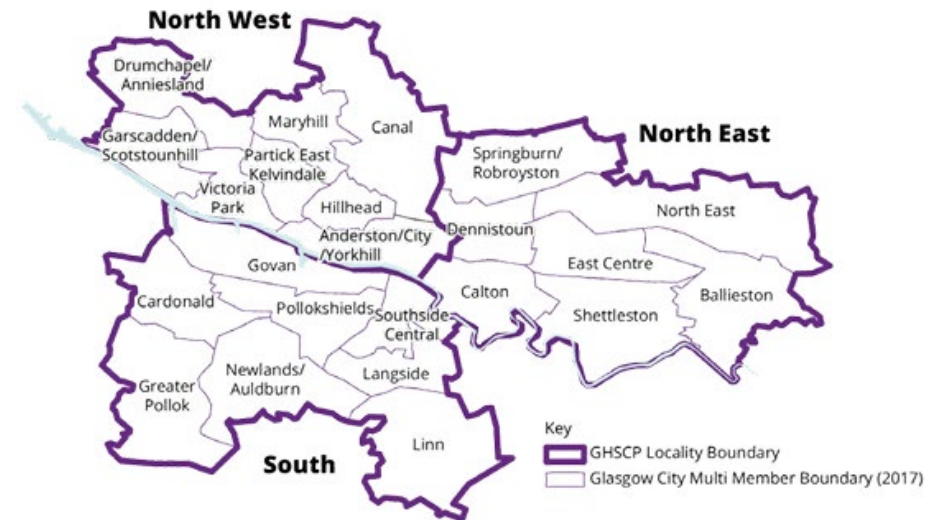
- GP Services

- Pharmacies
- Dentistry
- Optometry

## Other Community Health and Social Care Services

- Children & Families
- Older Peoples Residential & Day Care
- Mental Health & Addictions
- Sexual Health
- Homelessness
- Criminal Justice
- Learning Disability
- Specialist Housing Provision

**Figure 1: GCHSCP Locality Areas in Glasgow City**



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The IJB has a responsibility to strategically manage the property assets under delegated authority from Glasgow City Council and NHSGGC. It has produced the [Glasgow HSCP Property Strategy 2023-2026](#) which seeks to shape the property portfolio to efficiently support delivery of services and integration over the next 3 years.

The GCHSCP estate includes NHSGGC buildings, Glasgow City Council buildings and leased accommodation. It covers office accommodation, clinical accommodation, both within the community and on acute hospital sites, residential accommodation and tenanted flats. GCHSCP property assets are summarised in Figure 2 below and detailed in Appendix 1.

**Figure 2: GCHSCP Assets in Glasgow City**

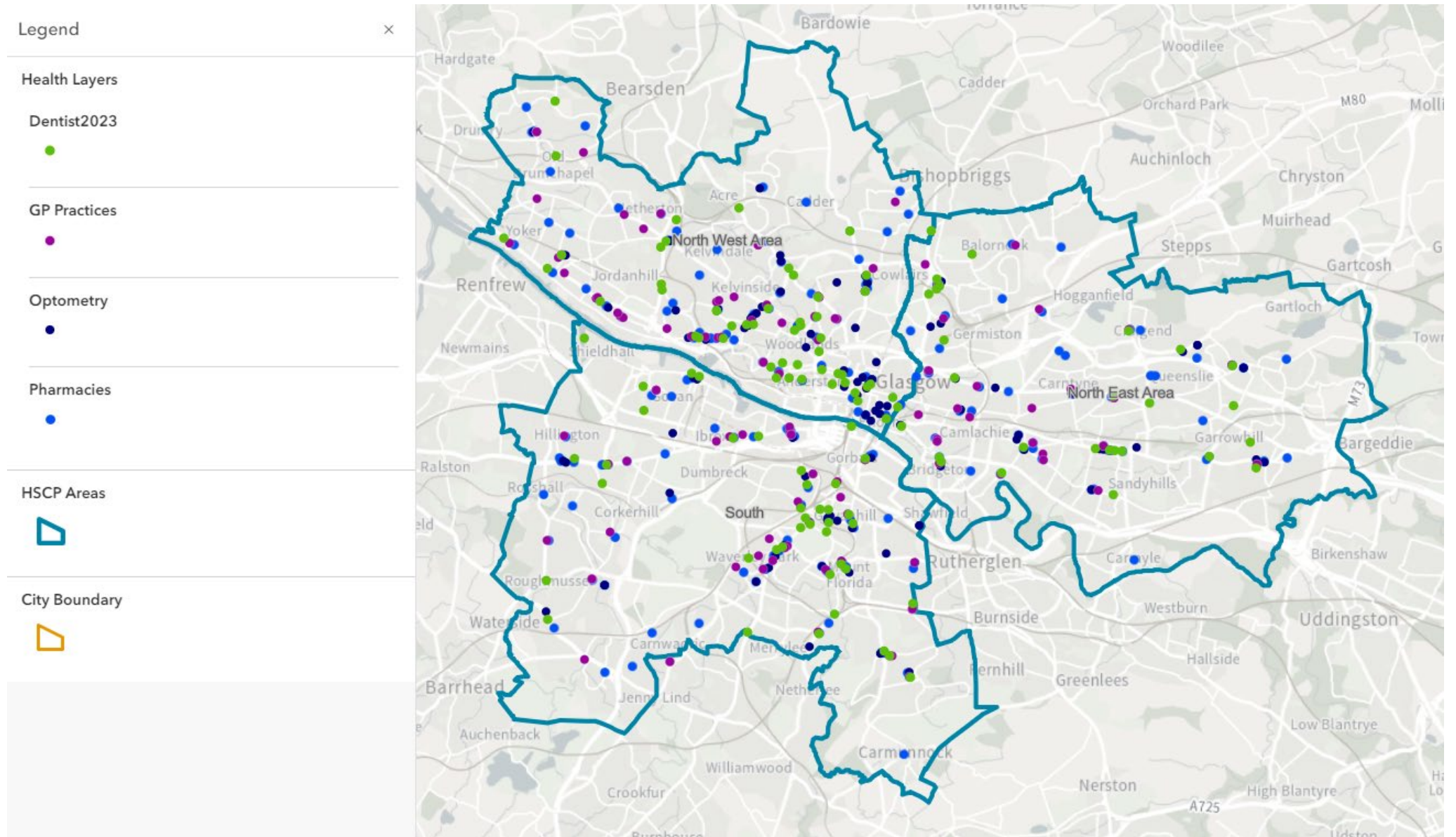
27	Locations accommodating staff for city wide services
18	North-East properties for patients and service users
15	North-West properties for patients and service users
20	South properties for patients and service users
3	Hospitals covering 44 wards and departments
5	Older People Residential Homes with 550 places
22	Young People Residential Homes
40	Homelessness Properties
1	Asylum Service Property
7	Learning Disability Physical Disability Supported Tenancy Property
9	Young People Supported Tenancy Properties

Source: [Glasgow HSCP Property Strategy 2023-2026](#)

Glasgow HSCP has also provided lists of primary healthcare facilities run by independent contractors in Glasgow City including GP Practices, community pharmacies, dentists and optometrists.

Figure 3 shows the distribution of all primary healthcare facilities (including GP practices, pharmacies, dentists and optometrists) and Figure 4 shows community health and social care facilities across the city.

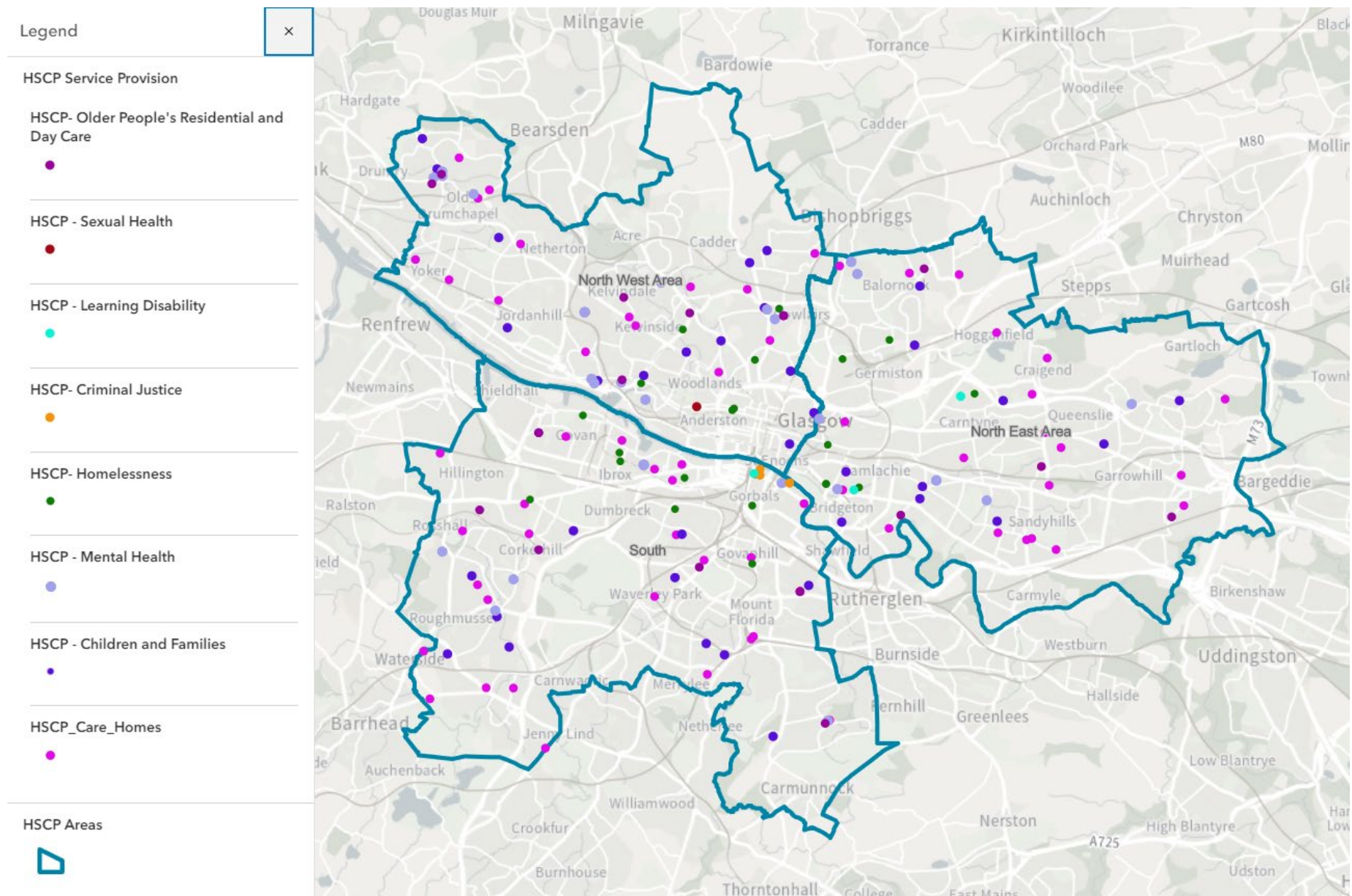
Figure 3: Primary Healthcare Facilities in Glasgow City



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**Figure 4: Community Health and Social Care Facilities in Glasgow City**



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## 1.2 Acute and Specialist Healthcare Infrastructure

Acute and specialist healthcare services in Glasgow are managed by NHS Greater Glasgow and Clyde (NHSGGC), the largest NHS organisation in Scotland and one of the largest in the UK. NHSGGC delivers care to a Greater Glasgow and Clyde population of 1.2 million people, a wider regional population of 2.75 to 3 million people in West of Scotland, and highly specialist services for the 5.5 million people of Scotland.

NHSGGC has produced a list of all NHSGGC properties across Glasgow City. This amounts to just over 1 million square metres of floorspace, used for acute and specialist as well as community healthcare purposes. Just over 90% of the buildings are owned by NHSGGC, 5.4% are leased and 4.1% are subject to other arrangements. 83% of all buildings are currently operational.

The acute and specialist hospital estate provides care to those who need it most and are most critical. It includes the following key hospital sites:

- Queen Elizabeth University Hospital Campus
- Glasgow Royal Infirmary
- Gartnavel Campus
- Stobhill Hospital
- New Victoria Hospital
- Lightburn Hospital
- Glasgow Dental Hospital
- Leverndale Hospital
- Yorkhill / West Glasgow Ambulatory Care Hospital - due to close operationally in 2025

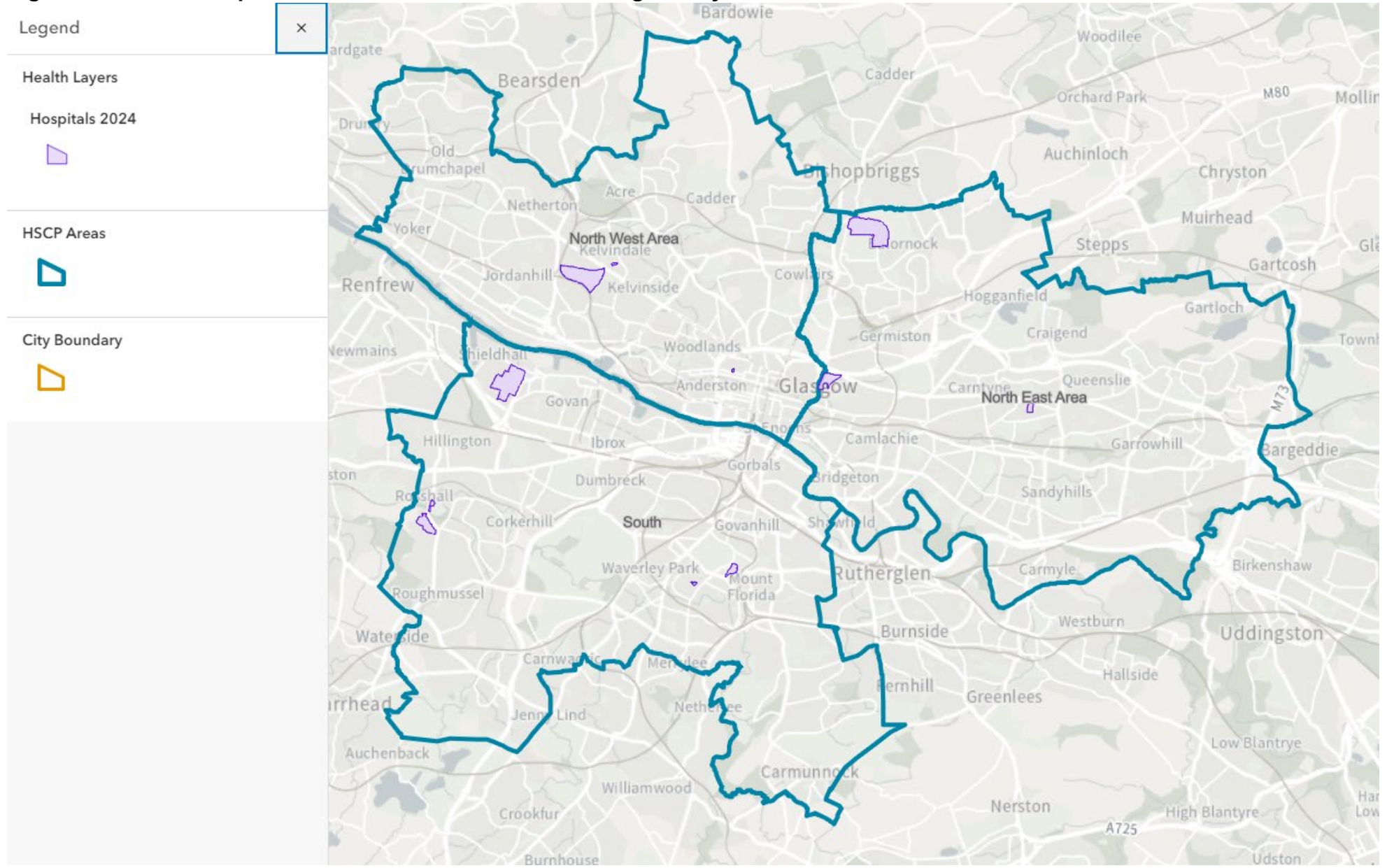
There are also three private hospitals located in the city including:

- Nuffield Health Glasgow Hospital
- Ross Hall Hospital
- Priory Clinic

Figure 5 shows the distribution of acute and specialist healthcare facilities across the City.



**Figure 5: Acute and Specialist Healthcare Facilities in Glasgow City**



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## 2. Capacity and Condition

### 2.1 Community Health and Social Care Infrastructure

Capacity and condition details for each type of community health and social care infrastructure are detailed below (where available).

#### Primary Care & Community Buildings (including GP Practices)

There is national evidence in relation to the current challenges facing General Practice in Scotland (Source: BMA, May 2023 <https://www.bma.org.uk/advice-and-support/gp-practices/funding-and-contracts/the-sustainability-crisis-in-gp-practice-in-scotland>).

This shows the following:

- Greater Glasgow and Clyde (GGC) has 17 fewer GP practices in 2023 than it did a decade ago – reduced from 247 practices in 2012 to 230 practices in 2023.
- The number of patients per full time GP in GGC has increased by 15% from 1547 in 2013 to 1783 in 2022.
- Practice list sizes have increased in most of Scotland, with the practice population of GGC increasing overall by 5.58% in the last five years (2018-23). However, some practices have seen a much greater increase of up to 150%.
- Almost one in ten – 9% – of practices in GGC have formally closed their lists to new patients.

Relevant data for Glasgow City can be viewed on the [Public Health Scotland website](#). Average practice list sizes are very similar across Glasgow City at between 4,600 and 4,800 persons. Glasgow City has seen the largest increase in patient lists in NHSGGC since 2014. Quarterly list size reports produced by NHS Greater Glasgow & Clyde (NHSGGC) Primary Care Services show steady increases in list size across all three sectors of the city. The increase in patient lists for NHSGGC as a whole over the last 10 years was 6.75%, and list sizes in Glasgow NW, NE and South sectors grew by 9.5%, 6.3% and 0.1% respectively between January 2014 and October 2023. However, some GP cluster areas are experiencing much larger increases of up to 61.1%, as highlighted in Figure 6, and, if this continues, it may have an impact on the size and amount of GP practices required to continue to provide adequate healthcare provision in some areas of the city.

**Figure 6: Changes in Patient List Sizes by GP Cluster Area in Glasgow City**

GLASGOW CITY GP CLUSTER AREAS	Number of Practices	Total List Size Jan 2014	Total List Size Oct 2023	% List Size Change
<b>NORTH WEST</b>				
DUMBARTON ROAD CORRIDOR	7	50,607	82,492	45.6
GREAT WESTERN	8	32,680	36,013	4.2
HYNDLAND & WEST END	9	50,320	54,665	4.8
MARYHILL & WOODSIDE	10	45,289	52,484	14.1
CLUSTER A (KELVINGROVE)	6	25,034	25,373	0.6
POSSILPARK & MILTON	6	18,325	19,179	1.4
YOKER & DRUMCHAPEL	6	21,500	22,570	1.8
<b>TOTAL: NORTH WEST GP CLUSTER AREAS</b>	<b>52</b>	<b>243,755</b>	<b>292,776</b>	<b>9.5</b>
<b>NORTH EAST</b>				
BAILLIESTON & SHETTLESTON	5	39,683	43,565	7.8
BRIDGETON	10	24,878	22,287	-2.6
DENNISTOUN	4	18,044	23,704	14.2
EASTERHOUSE & RUCHAZIE	4	23,956	25,286	3.3
PARKHEAD & CRANHILL	8	32,016	33,300	1.6
SPRINGBURN	8	38,117	38,187	0.1
TOWNHEAD	2	22,920	35,148	61.1
<b>TOTAL: NORTH WEST GP CLUSTER AREAS</b>	<b>41</b>	<b>199,614</b>	<b>221,477</b>	<b>6.3</b>
<b>SOUTH</b>				
BLUE	6	30,315	30,758	0.7
GREEN	5	37,753	37,782	0.1
GREY	9	46,819	47,171	0.4
LILAC	7	38,855	39,129	0.4
PINK	8	50,428	50,877	0.6
RED	6	25,201	24,693	-0.8
YELLOW	8	43,553	42,848	-0.9
<b>TOTAL: SOUTH GP CLUSTER AREAS</b>	<b>49</b>	<b>272,924</b>	<b>273,258</b>	<b>0.1</b>

KEY:	
	Decrease
	Increase of between 0 to 5%
	Increase of between 6-10%
	Increase of over 10%

Source: NHSGGC Primary Care Services Quarterly List Sizes

There is a marked difference in terms of the ownership/lease responsibility of GP facilities across the city area, with the % of the overall GMS population in GP owned/leased premises 63% in the NE, 41% in the South and 39% in the NW. This is relevant in consideration of risk to continuity of supply and implementation of the premises component of the GP contract.

GHSCP has advised that condition information for GP owned/leased premises cannot be shared as they are independent contractors.

### **Pharmacies**

GHSCP has advised that capacity and condition information is not collected. Community pharmacies have a number of private and corporate owners who would not disclose this information.

### **Dentistry**

GHSCP has advised that capacity and condition information is not collected. Dental practices have a number of private and corporate owners who would not disclose this information.

### **Optometry**

GHSCP has advised that capacity and condition information is not collected. Optometrists have a number of private and corporate owners who would not disclose this information.

### **Children & Families**

GCHSCP currently manages 20 residential houses for young people who are looked after and accommodated by the Council. Significant investment to provide high quality houses for young people by de-commissioning older properties and refurbishing and developing new build accommodation has resulted in Phase 1 of the Capital Programme delivering 12 new build children's houses, and Phase 2 delivering 1 new build children's house, and a fully refurbished existing house which will be used to deliver continuation of care for 4 young people who are remaining in care after 16 years of age but continue to need accommodation and support. Phase 2 completed during 2022/23 when a further two new build houses were completed. Discussions are ongoing with the service to ensure that the quantity and quality of homes continue to provide accommodation that meets the needs of the young people in care and provides environments that support the changes in the way that residential childcare will be provided in the future.

### **Older Peoples Residential & Day Care**

GCHSCP has completed a significant modernisation strategy for older people residential services aiming to deliver state of the art buildings, which are fit for purpose and able to take on the challenge of growing dependency in the 21st Century with the provision of market leading facilities. This has resulted in:

- 4 new build, 120 place residential care homes
- 1 new build, 70 place residential care homes

- 6 new build, 30 place day care properties
- 4 refurbishments of existing 30 place daycare buildings

There has also been a recent project undertaken to install garden rooms at the five residential care units to provide additional social activity space and make better use of the gardens whilst enabling outdoor visiting when required.

### **Mental Health & Addictions**

GCHSCP is responsible for mental health inpatient wards at Gartnavel Royal Hospital, Leverndale Hospital and Stobhill Hospital as well as for addiction inpatient services at Stobhill and Gartnavel hospitals. Capacity information is not available and the NHS doesn't create more capacity with property assets to address demand, other levers come into play such as waiting lists etc. GHSCP has advised that a Mental Health review is ongoing.

The creation of the Enhanced Drug Treatment Centre, located to the east of the City Centre, was completed in August 2019. A new Safe Drug Consumption facility is also in development and will be operational in 2024.

### **Sexual Health**

GCHSCP currently operates the Sandyford Central sexual health service from Sandyford Place in the west of the City. It serves the wider NHS Greater Glasgow and Clyde area. In terms of property capacity, it may be sufficient but there are other issues to consider such as the age and layout of building. Formerly a building which formed part of the former eye infirmary, the fabric and quality of the category B listed building is not fit for purpose for the delivery of this service, nor will it support the realisation of the service transformational change programme approved by the IJB in 2017. Current options are being explored to identify an alternative base in Glasgow City Centre but a site has not yet been identified. The Sexual Assault Recovery Centre (SARC) has recently relocated to a purpose-built facility in William Street and offers the opportunity to co-locate with Police Scotland.

### **Homelessness**

Following the relocation of the Men's Homelessness Assessment Centre in 2018 from Clyde Place to Rodney Street (as part of the Tradeston / Laurieston regeneration programme), further works were completed in Spring 2022 to provide full assessment and support service for 31 homeless males with multiple and complex needs, as well as an overall increase in fully accessible and ground floor studios. This provides sufficient capacity for this service.

The Women's Homelessness Assessment service (South) is currently housed in third party leased accommodation that does not provide a suitable environment for service users, as it neither fully complies with national care standards nor is trauma informed. It is therefore not fit for purpose in terms of capacity and condition.



The existing facility for single homeless young people (the James McLean Project) supports a maximum of 16 young people in a tenement property in the Springburn area of Glasgow. However, the property is owned by a third party so GHSCP are in the process of refurbishing one of their own properties in Govan to address this.

To address the wider homelessness demand, GCHSCP manages temporary furnished flats which includes managing referrals and co-ordinating maintenance of the properties. During 2023/24, significant increased demand has been placed on this service due to the increased throughput of 'leave to remain' asylum decisions which have resulted in non-UK nationals being granted permission to stay in the UK for a limited period of time only and requiring to be housed. Options to accommodate increased numbers of people and larger families are being explored, but a lack of suitable accommodation is resulting in Glasgow City Council failing to meet statutory responsibilities and facing judicial review.

### **Criminal Justice**

GHSCP has advised that capacity and condition of existing facilities for criminal justice services is sufficient and benefits from close proximity to Court and co-location with Police Scotland where possible.

### **Learning Disability**

A review of Learning Disabilities is underway across NHS Greater Glasgow and Clyde and there has been a commitment to develop two bungalows to support this (see Section 5). In addition, a review of day services is underway which will result in a proposal for the future provision of Learning Disability Day Centres in the City.

### **Specialist Housing Provision**

There are significant social care housing needs in the city and the Social Care Housing Investment Priorities (SCHIP) articulate the needs of the HSCP for different social care groups and individuals. Registered Social Landlords (RSLs) are invited to express an interest in developing newly built or re-provisioned existing social care projects so that housing better meets the needs of the community. Despite the construction restrictions due to the pandemic, in partnership with a range of RSLs, several developments were completed across the City during late 2019 and 2020 – these included a number of bespoke learning disability projects, fully accessible wheelchair housing developments and shared housing provision for young adults leaving care. However, there is still not enough capacity to meet needs.

## 2.2 Acute and Specialist Healthcare infrastructure

Capacity information for acute and specialist healthcare infrastructure has been quantified below for each hospital site (where available). Demand and capacity data for each site has not been provided to date, however, key documents utilised by NHSGGC are the [Performance Report](#), which outlines performance up to August 2023, and the [Medium Term Plan](#), which summarises proposals to support the delivery of care over the next 3 years and highlights key priorities across the entire healthcare system.

The Scottish Government's "Policy for Property and Asset Management in NHS Scotland" [CEL 35 (2010)] requires all NHSS bodies to have an Asset Management Strategy which is reviewed and approved annually. The Board's property data is captured in the Strategic Asset Management System supported by NHS Scotland Assure. Guidance within NHS Scotland Property Appraisal Manual requires a recurring 5-year programme of formal surveying of all areas which in the Greater Glasgow and Clyde area equates to circa 265,000m<sup>2</sup> of surveys per annum. Surveys are crucial to maintaining an accurate baseline data set.

Further details of the sites operated by NHSGGC are noted below:

### **Queen Elizabeth University Hospital Campus**

The Queen Elizabeth University Hospital (QEUH) campus is located in the South West of Glasgow occupying 8 hectares and is the site of the former Southern General Hospital. The largest building on the site houses both the Queen Elizabeth University Hospital (QEUH) and the Royal Hospital for Children (RHC). The new hospital building opened in 2015 and includes 1,109 adult acute beds and 256 acute beds for children with separate major Emergency Departments for each. The QEUH is amongst one of the largest hospitals in the UK and includes the largest Major Trauma Centre in Scotland, serving 58% of the Scottish population.

As well as the new buildings, there are a number of retained buildings and services on the QEUH site which include the Maternity Unit, the Institute of Neurological Sciences (INS), the Langlands Building for medicine of the elderly and national laboratories. There are also a number of other standalone buildings and services within the site curtilage, such as the new laboratory and energy centre buildings, Ronald McDonald House, Westmark and Podiatry. Two historic category B listed properties (the Central Medical Building (CMB) and the Acute Medical Building (AMB)) were part of the original Poorhouse and are all that remain from the original Southern General Hospital. The site also houses the Teaching and Learning Centre and the [Imaging Centre of Excellence](#) jointly operated with University of Glasgow.

QEUH is one of the largest acute hospital complexes in Europe and provides a wide range of services including adult and paediatric specialties, major trauma care, and transplant services. The hospital is a major centre for neurosciences, renal medicine, and orthopaedics. expertise in neurology, neurosurgery, and spinal injuries. It houses the Queen Elizabeth National Spinal Injuries Unit, which provides specialist care for patients with spinal cord injuries from across Scotland.

### **Glasgow Royal Infirmary**

The Glasgow Royal Infirmary (GR) is the main inpatient hospital for the north and east of NHS Greater Glasgow and Clyde's area. The existing hospital campus occupies a prominent and historic site adjacent to the Cathedral, Necropolis and Junction 15 on the M8 motorway. The site comprises a cluster of hospital buildings developed at different times since the 19th Century, including some large and landmark B-Listed buildings to the south of the site. The site provides a range of facilities including Princess Royal Maternity Hospital; Jubilee Building which provides accommodation for the A&E department, a coronary care unit, an acute medical receiving ward and an orthopaedic surgery inpatient unit; and New Lister Building which comprises NHS Laboratory Services, Clinical Microbiology and areas dedicated to University of Glasgow.

The main GRI building accommodates around 1,000 beds and accommodates one of the busiest A&E departments in the country. The historic listed buildings fronting onto Castle Street accommodate around 450 beds and most of those beds exist in Nightingale-style open wards.

### **Gartnavel Campus**

Gartnavel campus is located in the West End of Glasgow and provides two hospitals: Gartnavel General provides a wide range of services including general medicine, surgery and specialist services; and Gartnavel Royal provides mental health services with expertise in psychiatric specialties such as psychiatry of old age, addiction psychiatry, and forensic psychiatry. The historic site also hosts the Board's Headquarters and a number of specialist services including the Beatson West of Scotland Cancer Centre, The Scottish Ambulance Centre, the Homeopathic Hospital and a Maggie's Centre. The rich heritage of the site is reflected in a number of Listed Buildings, namely East & West House and the former Nurses accommodation (now repurposed as an NHS Estates administration building).

### **Stobhill Hospital**

Situated in Springburn, Stobhill Hospital provides a range of services including surgery, medicine, and rehabilitation. It serves the population of North Glasgow and part of East Dunbartonshire. It was originally a Poor Law hospital, commissioned by Glasgow Parish Council, and was formally opened on 15 September 1904 with several of the original buildings now protected as category B listed buildings.

Located to the northeast of the campus is the new Ambulatory Care and Diagnostic Hospital (2009) as well as much of the existing hospital ward buildings, many of which have been closed and not currently in use. It also contains several facilities owned and run by third party providers such as a Marie Curie Hospice (2010) and a Residential Care Home. The west of the campus contains numerous inpatient and outpatient ward facilities of varying age and design which cater specifically for the treatment of a wide variety of mental illness categories. These facilities range from some original 2-storey Nightingale wards to more modern facilities built over the last 20-30 years. The large forensic psychiatric unit is located to the southeast of the campus. The Rowanbank Clinic opened in July 2007 and is a national secure mental health centre providing forensic psychiatry services for people from across the West of Scotland with acute mental health problems who may pose a risk to others or have the potential to commit a criminal offence due to their mental illness.

### **New Victoria Hospital**

Located in the south side of Glasgow, New Victoria Hospital provides services of an ambulatory care nations including orthopaedics, rheumatology, and rehabilitation. The hospital offers inpatient and outpatient services, including physiotherapy and occupational therapy. New Victoria Hospital also provides diagnostic services and specialist clinics. The site opened in 2010.

### **Lightburn Hospital**

Lightburn Hospital is a community hospital located in the east end of Glasgow. It provides a range of healthcare services, primarily focusing on rehabilitation and intermediate care. The hospital offers support for patients who require rehabilitation following illness or surgery, with a particular emphasis on elderly care and stroke rehabilitation.

### **Glasgow Dental Hospital**

The Glasgow Dental Hospital is a specialised dental healthcare and educational institution. It is dedicated to providing dental care and treatment to patients with various dental conditions and needs. The institution serves as a teaching hospital affiliated with the University of Glasgow's School of Medicine, Dentistry, and Nursing. It provides education and training for dental students, dental nurses, hygienists, therapists, and postgraduate dental professionals.

### **Leverndale Hospital**

Leverndale Hospital specialises in providing mental health services to patients with various psychiatric conditions. The hospital offers inpatient care for individuals with acute mental health needs who require intensive treatment and support. This may include patients with severe depression, psychosis, bipolar disorder, or other mental health conditions. The hospital also houses a forensic psychiatry unit, which provides assessment and treatment for individuals who have come into contact with the criminal justice system due to their mental health issues. In addition to its inpatient services, Leverndale Hospital offers community mental health services, providing support and treatment for individuals living in the community who are experiencing mental health difficulties.

### **Yorkhill / West Glasgow Ambulatory Care Hospital**

Yorkhill Hospital was formally known as the Royal Hospital for Sick Children. After services transferred to the new [Royal Hospital for Children](#) on the QEUH campus, the hospital at Yorkhill closed as a children's facility in June 2015. The hospital building reopened as the West Glasgow Ambulatory Care Hospital (ACH) in December 2015 and is due to close in 2025.

The following three hospitals are operated privately (non-NHS):

### **Nuffield Health Glasgow Hospital**

Nuffield Health Hospital is a private hospital located in the West End of Glasgow and provides a range of health services. Approximately 200 consultants practice privately from the hospital and are supported by a dedicated team of professional nurses and nurse specialists and also 24hr Resident Medical Officers. Services include diagnostic imaging, pathology, surgery, day case ambulatory care and endoscopy.

### **Ross Hall Hospital**

Ross Hall Hospital is Scotland's largest private hospital and offers a wide range of services for those who live in Glasgow and the West of Scotland. Located in the southwest area of Glasgow, Ross Hall Hospital opened in 1983 and is part of Circle Health Group, an independent healthcare provider. Over 330 consultants practice privately from the hospital and are supported by caring and professional medical staff including 24-hour Resident Medical Officers. Consultants undertake a wide range of procedures from routine investigations to complex surgery.

### **Priory Hospital**

Priory Hospital Glasgow is a private inpatient treatment centre providing specialist support for mental health conditions and addictions. It is located on the southside of Glasgow.



### 3 Compatibility with Investment Hierarchies

NHSGGC aspires to achieve net zero buildings throughout its existing estate by 2040. They have established a sustainability governance group to oversee their transition to a net zero emissions service. A national policy on sustainable development – DL(2021)38 – has also been published which states that across NHS Scotland, all NHS owned buildings must be heated from renewable sources by 2038 or earlier where possible.

NHSGGC produced a [Sustainability Policy](#) in 2023 to commit the organisation to Scottish Government and NHS Scotland legislative and policy requirements to work towards achieving net zero by 2040. [Ten priority areas](#) have been identified to address the global challenges of climate change and biodiversity loss.

The [NHSGGC Anchor Strategic Delivery Plan: 2023-2026](#) incorporates plans for green infrastructure, arts and third sector partnerships, renewable heating systems, enhanced access for public transport and walking/cycling, maximising the use of existing facilities, and identifying optimal siting where new-build is required.

Consideration is being given to the co-location of healthcare facilities with other community facilities such as community centres, sports and leisure centres, libraries etc. For example, the new Parkhead Health & Social Care Centre opened in January 2025 and brings together a number of community health and social care services, which are currently located at nine different sites. It will provide services for children, adults and older people, addictions, justice, homelessness, sexual health and health improvement. The Hub will include General Practitioner services, community pharmacy, dental services and outpatient services. The facility will also provide community spaces including bookable rooms, the relocated Parkhead library and a café. It is also designed to achieve net-zero in operation and located adjacent to high accessibility public transport.

Consideration is also being given to the location of healthcare facilities in relation to town centres and mobility hubs to reduce the need to travel unsustainably. Mobility hubs are where active travel, public transport, and shared transport options come together, along with additional community facilities in a way which improves the public realm for all. This is consistent with the Council's [Liveable Neighbourhoods](#) approach. Cycle parking facilities have been installed at some existing healthcare locations to encourage use of carbon free transport rather than travel by car.

# Proposed Healthcare and Social Care Infrastructure

## 4 Future Needs

### 4.1 Population forecasts and changing demographics

According to the [National Records of Scotland \(NRS\)](#), the population of Glasgow City increased by 9.7% between 2001 and 2021 from 578,710 to 635,130 people and this was essentially caused by inward migration from the rest of the UK and abroad.

The [Glasgow City Health and Social Care Partnership Demographic and Needs Profile 2022](#) makes reference to the [2018-based NRS Population Projections](#) which predict a population increase of 1.6% between 2022 and 2043, again caused primarily by continued inward migration from the rest of the UK and abroad. This breaks down into an increase of more than 7,400 people (1.2%) between 2022 and 2027, almost 15,000 (2.4%) between 2022 and 2032 and more than 27,000 (4.3%) between 2022 and 2043. The projections predict that the adult population of Glasgow will increase marginally over the ten-year period 2022 and 2032 by 0.2%, while the child population is likely to decrease by 4.9% during this time. The older people population of Glasgow is expected to grow hugely over this 10-year period by 22.3%.

In addition to population numbers, there are a whole range of factors that will influence the future health and social care needs of people in Glasgow City. Changing demographics (eg. ageing population) as well as additional and multiple challenges faced by some groups of people (eg. poverty, deprivation, disability, ill health, and inequality) are likely to result in a greater need for people to access health and social care services.

### 4.2 Impact of new housing developments on primary healthcare infrastructure

A letter from Jeane Freeman MSP (former Cabinet Secretary for Health and Sport) was sent to all Planning Authorities on 8 March 2019 in response to concerns raised by the British Medical Association that decisions on new housing and other developments are not routinely factoring in the consequent pressure of new population on GP practices in that area. The letter therefore requires Planning Authorities to have regard to the views of Health Boards when preparing development plans to understand capacity issues of existing health services, and also aspirations and likely future development and resource commitments in an area.

Glasgow City Health and Social Care Partnership (GCHSCP) has produced a draft report 'New Housing Developments: Options for Increasing GP Capacity' (May 2023) which highlights that there is currently no automatic funding provision for healthcare infrastructure to service the

additional population created by new housing developments in Glasgow and that this is affecting GP practice sustainability due to capacity issues in some parts of the City.

The report refers to the [Glasgow City Council Housing Land Audit March 2022](#) which illustrates housing developments underway or with consent, in addition to potential developments over the seven years from 2022-2029. It highlights the areas of the city with the largest number of new housing developments, and where practices will potentially be affected by these developments, as listed in Figure 8 below.

**Figure 8: GP Practice Areas Potentially Affected by New Housing Developments in Glasgow City Sectors (2022-29)**

NW Sector	NE Sector	South Sector
Possilpark	Bridgeton	Darnley
Milton	Dalmarnock	Pollokshields
Woodside	Easterhouse	Cathcart
Maryhill	Baillieston	Gorbals
Jordanhill	Robroyston	Tradeston
	Sighthill	
	Springburn	
	City Centre	

The report recommends commencing dialogue between GCHSCP and GPs in the affected clusters to discuss the feasibility of the options as it highlights that GP practices are already under pressure from new housing developments with some already closing lists and reducing boundary areas, resulting in increased pressure on neighbouring practices.

Public Health Scotland (PHS) produced a similar report in January 2021: ‘Estimating the impact of planned housing developments on GP Practice populations in Glasgow City – Planned Builds 2020/21 – 2025/26’. This report highlighted the following areas of Glasgow City where the largest impacts from new housing developments would be felt:

- NW Sector: Possilpark & Milton
- NE Sector: Area around Dalmarnock, Bridgeton, Springburn, Townhead and Easterhouse & Ruchazie
- South Sector: Blue Cluster area and Cathcart

The PHS report figures were calculated using a formula to convert the number of planned dwellings into the number of new residents resulting from the planned builds. In theory, the number of planned dwellings and the number of additional residents in the city should be related and often they will be, but in Glasgow there is historic evidence that this link isn’t direct. For example, until 2006 the population of Glasgow

decreased (quite considerably) even though new homes were built. Using the PHS formula when population projections are negative would result in negative results, i.e. for every home built, 100 people left Glasgow.

Whilst the HSCP and PHS reports are helpful to provide a general indication of potential capacity issues associated with new housing developments in specific locations, they do not consider other factors which may affect future population numbers and the consequential impact on GP capacities, such as:

- The reports refer to potential site capacity, not actual units built to date. The Housing Land Audit is published on an annual basis as the city's housing land supply and housing delivery is dynamic; and the more recent [Housing Land Audit data 2023](#) describes a lower 7-year programme for the city than in [2022](#).
- Some housing developments may provide newer or smaller/larger accommodation for existing residents who already live in the area rather than new residents.
- The reports do not consider whether other existing GP practices nearby can accommodate projected increases in population in each cluster area.

It should be noted this infrastructure audit has been unable to consider the impact of new housing development on other primary healthcare services (eg. dentists, pharmacies, optometrists) as capacity information is not available.

## 5 Programmed Improvements

### 5.1 Community Health and Social Care Infrastructure

The [Glasgow HSCP Property Strategy 2023-2026](#) includes details of all of its capital projects currently in progress (see Appendix 2) and property asset management action plan (see Appendix 3). An update is provided annually with the most recent one taken to the IJB in [October 2023](#).

It also highlights the following property improvements required for each community healthcare and social service:

#### **Primary Care & Community Buildings (including GP Practices)**

In the short-term (0-3 years):

- Complete refurbishment projects currently underway intended to address outstanding issues with key infrastructure.
- Completion of the Parkhead Hub\* – this is under construction and due to open in Autumn 2024.
- Support operational re-alignment of existing services/staff to make better use of existing available property resources based on the data collected.
- Review Townhead Health Centre accommodation & City Centre provision.
- Review Learning Disability Day Centre accommodation.
- Develop accommodation options relating to Sandyford Central.
- Explore opportunities around Dumbarton Road Corridor.
- Scope GP accommodation both for GP clusters identified to be under the most pressures due to demographic challenges and wider local GP premises issues.

\*GCHSCP has advised that any sites impacted by the creation of the Parkhead Hub will be used by NHSGGC or returned to City Property for disposal.

#### **Pharmacies**

Information on programmed improvements is not available as pharmacies are independent businesses which would not disclose this information. Both GPs and Community Pharmacists have contractor arrangements with the NHS to provide GP services and to dispense medicine, in the case of community pharmacists. Pharmacies are regulated by the [NHS Scotland Pharmaceutical Services Regulations](#), which ultimately control the entry of pharmacies to the marketplace. NHSGGC has a Pharmacy Practices Committee, which decides on applications to establish new pharmacies and also deal with relocations of existing ones, already on the pharmaceutical list. Therefore, the requirement for a pharmacy must be proven, agreed and approved at the PPC before any property requirement can be identified.



**Dentistry**

Information on programmed improvements is not available as dentists are independent businesses which would not disclose this information.

**Optometry**

Information on programmed improvements is not available as optometrists are independent businesses which would not disclose this information.

**Children & Families**

No programmed improvements.

**Older Peoples Residential & Day Care**

The strategy for older people residential properties going forward will be a rolling refresh programme to ensure the buildings are maintained to a high standard. Following the pandemic and the recovery of services, the day centre properties will be reviewed to ensure they continue to best support the service operation.

**Mental Health & Addictions**

GCHSCP is developing a co-located site for both safe drug consumption and heroin assisted treatment which will be operational in 2024. This facility SDCF will be a pilot and, depending on usage, will be reviewed. GCHSCP is awaiting the output from the Mental Health Review before programming any additional projects.

**Sexual Health Services**

The intention would be to relocate from the current site at Sandyford Central if a suitable alternative was available.

**Homelessness Services**

Work is underway to support additional demand resulting from positive asylum decisions, and further work is underway to identify suitable sites in the south of the city to locate a Women's Homelessness Assessment Centre to replace the current leased facility which is not fit for purpose.

**Criminal Justice Services**

No programmed improvements.

## **Learning Disability**

There is a commitment to review new Learning Disability Day Centres in the city and the new buildings will offer up to date, modern facilities to meet the needs of service users. GCHSCP is currently completing the scope of works required within the buildings and looking at sites that could be developed. It will consider the feasibility of an option of two new build facilities serving the North and South of the City and an option where co-location may present.

## **Specialist Housing Provision**

Further new build accommodation will be delivered by a variety of RSLs providing additional housing provision for young people moving through care, older people, and adults with disabilities. Discussions with RSLs around other development opportunities are being progressed alongside the HSCP annual revision of the social care housing priorities report.

## **5.2 Acute and Specialist Healthcare Infrastructure**

The Hospital Risk and Needs Assessment Tool (HRNA) has been developed by the National Infrastructure Board and Scottish Government as a means of assessing the needs-based priority for investment in all hospitals across Scotland. It is informed by data on demographic needs, service levels, accommodation pressures and the state of the hospital estate – data sources are shown in Appendix 4. From this, an overall assessment is made against the criteria and aligned with NHSGGC's acute hospital sites. It does not determine absolute priority but provides a very helpful planning tool to understand why and when each hospital might need investment support.

As a result of utilising this tool, four NHSGGC sites in Glasgow City have been identified in the top 10 nationally important priority sites including:

- QEUH Campus at No.1;
- Glasgow Royal Infirmary at No.5;
- Glasgow Dental Hospital at No.9; and
- Stobhill Campus at No.10.

This reflects the wider regional and national importance of NHSGGC's estate. NHSGGC have some of the most critical NHS estate in the country and in order to support ongoing and transformative care, investment is required in the existing estate first and foremost.

NHSGGC has identified the following planned developments in Glasgow:

Site name	Proposed developments
GRI	No proposed new developments. Focus on retaining, refurbishing existing estate.
QEUEH Campus	<p>Proposed new development: <a href="#">The Institute of Neurological Sciences Redevelopment - NHSGGC</a>            Currently business case under development but in light of recent government announcements no timescale for project as yet. This is the top investment priority for NHSGGC.</p> <p>Other potential developments on site as yet to be defined. Focus on retaining, refurbishing existing estate.</p>
Stobhill Campus	No proposed new developments. Development land on site being assessed for future requirements as yet to be defined.
Gartnavel Campus	<p>Proposed new development : <a href="#">Replacement radionuclide department</a> proposed for Gartnavel. Planning application 23/00859/FUL. Due to start on site late 2024.</p> <p>Other potential developments on site as yet to be defined. Focus on retaining, refurbishing existing estate.</p>
Lightburn	No proposed new developments.
Yorkhill	Proposed to dispose of this site.
Leverndale	No proposed new developments. Focus on retaining, refurbishing existing estate.
New Victoria	No proposed new developments. Focus on retaining, refurbishing existing estate.
Dental Hospital	No proposed new developments. Focus on retaining, refurbishing existing estate.

## 6 Further Improvements Required

NHSGGC is working to develop a whole-system Infrastructure Investment Strategy to ensure that individual infrastructure investment decisions are driven by an overall clinical strategy and aligned with a wider strategy for investment. This initiative is being supported by Scottish Government, who are seeking a similar approach from all NHS Boards.

NHSGGC's [Moving Forward Together](#) Blueprint provides a clinical vision for new service models describing where and how services will be delivered in the future. This will form the foundation upon which to build an Infrastructure Strategy to support the transformational service change. The Infrastructure Strategy will take account of the acute clinical strategy, the primary care strategy and the mental health strategy to reflect NHSGGC's whole health, care and wellbeing service delivery.

Having identified the investment need across the Greater Glasgow and Clyde area, a prioritisation process will be undertaken to develop a phased programme of investment over the short, medium and longer term.

NHSGGC has highlighted the following hospital sites where changes could occur within the current campus or buildings:

- Gartnavel – East House stabilisation works and future opportunities for redevelopment. Potential for site/building to be surplus and for sale.
- Stobhill – Vacant and underutilised land which provides potential for NHS use. No specific need identified at the moment; however, this site does provide opportunities for NHSGGC.
- Dental Hospital – The long-term future of the Sauchiehall Street site is under review. There are no plans to relocate; however, it is acknowledged that the building is not fit for delivering services in the long term. Potential in the long term for this site to be made available for redevelopment.
- Yorkhill Hospital – The site is utilised as outpatient departments. These are actively being relocated from the site. The former Queen Mothers Maternity Hospital, closed since 2010, was demolished in 2024. The whole site remains a potential development opportunity in the long term.

## 7 Deliverability

In its evidence to Glasgow City Council, NHSGGC agrees with National Planning Framework (NPF) 4's 'infrastructure first' approach to planning and would like to see further recognition that health and social care facilities are regarded as essential infrastructure required by communities – similar to water, energy, education and transport.

NHSGGC also highlights the limitations to funding new facilities. Indeed, the Scottish Government announced in January 2024 that all significant NHS building projects in Scotland will be put on hold until 2026 at the earliest due to a challenging funding position. The moratorium affects projects such as six out of eleven national treatment centres, which were pledged to help address NHS waiting lists. None of these projects are located in Glasgow City. The Scottish Government has advised that it will bring forward a revised Infrastructure Investment Plan in Spring 2024, together with a medium-term financial strategy.

Glasgow City Council has engaged with both Glasgow City HSCP and NHSGGC who have both raised the need for developer contributions to support the development of primary healthcare infrastructure provision in association with new development to alleviate pressures on existing services. They highlighted that there is unlikely to be new capital money for healthcare infrastructure for at least 2 years. Therefore, the only funding that could be made available to improve/increase facilities in areas of new housing development would need to come from developer contributions and/or sale of NHS land.

The use of developer contributions to mitigate the impact of new development and requirement for additional healthcare facilities is established in planning legislation and guidance. The development of a policy will therefore be undertaken in producing the Proposed Plan, in conjunction with consideration of the overall requirements for developer contributions and their impact on delivering development in Glasgow.

## Appendix 1: Glasgow City HSCP Asset List (at March 2023)

Property	Address	Locality		
Barlinnie Prison	81 Lee Avenue	Riddrie	G33 2QX	City Wide
Blair Court	100 Borron Street	Sighthill	G4 9XE	City Wide
Brook Street Training	117-127 Brook Street	Bridgeton	G40 3AP	City Wide
Carlton Day Centre	Coburg Street	Laurieston	G5 9JF	City Wide
Children & Family Services	229 Orr Street	Gallowgate	G40 2BN	City Wide
City Chambers East	40 John Street	City Centre	G1 1JL	City Wide
Commonwealth House	32 Albion Street	City Centre	G1 1LH	City Wide
Complex Needs Service	55 Hunter Street	Gallowgate	G4 0UP	City Wide
Daldowie Woodworking Project		Daldowie	G71 7SN	City Wide
Equipu Community Equipment Store	5 Nurseries Rd	Baillieston	G69 6UL	City Wide
Family Assessment & Contact Centre	61 West Whitby Street	Parkhead	G31 4TR	City Wide
Family Assessment & Contact Centre	53 Mosside Road	Shawlands	G41 3TP	City Wide
Garscadden Homecare Base	3 Dalsetter Crescent	Drumchapel	G15 8TG	City Wide
Glenwood Homecare Base	25 Glenwood Place	Castlemilk	G45 9UH	City Wide
Green Wynd	2 Green Wynd	Calton	G40 2TD	City Wide
HALT Project	93 Candleriggs	City Centre	G1 1NP	City Wide
Justice Services - Drug Court	80 Norfolk Street	City Centre	G5 9EJ	City Wide
Martyrs School	Parson Street	City Centre	G4 0PX	City Wide
Restart Project Bridgeton	159 Broad Street	Bridgeton	G40 2QR	City Wide
Restart Project Horticulture Dept - Alexandra Park	10 Sannox Gardens	Dennistoun	G32 3JE	City Wide
Restart Project Maryhill incl Woodworking Dept	21-29 Hathaway St	Maryhill	G20 8TD	City Wide
Restart Project Office & Picture Framing	74-76 Firhill Rd	Maryhill	G20 7BA	City Wide
Riddrie Day Centre	1 Riddrievale Court	Riddrie	G33 2RN	City Wide
Sandyford Service	6 Sandyford Place	Finneston	G3 7NB	City Wide
Sheriff Court	1 Carlton Place	City Centre	G5 9TW	City Wide
South Portland Street	44 South Portland Street	Laurieston	G5 9JJ	City Wide

Property	Address	Locality		
Transport & Support Services (TASS)	Unit 2, Nurseries Rd	Baillieston	G69 6UL	City Wide
Arran Centre CMHT	121 Orr Street	Bridgeton	G40 2BJ	NE
Auchinlea CMHT	11 Auchinlea Rd	Easterhouse	G34 9QA	NE
Baillieston Health Centre	20 Muirside Rd	Baillieston	G69 7AD	NE
Bridgeton Health Centre	201 Abercromby St	Bridgeton	G40 2DA	NE
Cairnbrook Centre	101 Cairnbrook Rd	Easterhouse	G34 0NB	NE
Easterhouse Health Centre	9 Auchinlea Rd	Easterhouse	G34 9HQ	NE
Easterhouse Social Work Office	1250 Westerhouse Rd	Easterhouse	G34 9EA	NE
Fernbank Street	194 Fernbank St	Springburn	G22 6BD	NE
Parkhead Health Centre	101 Salamanca St	Parkhead	G31 5BA	NE
Parkhead Social Work Office	871 Springfield Rd	Parkhead	G31 4HZ	NE
Parkview Resource Centre	152 Wellshot Rd	Shettleston	G32 7AY	NE
Petershill Park	28-30 Adamswell Street	Springburn	G21 4DD	NE
Possilpark Health Centre	99 Saracen Street	Possilpark	G22 5AP	NE
Shettleston Health Centre	420 Old Shettleston Rd	Shettleston	G32 7JZ	NE
Springburn Health Centre	200 Springburn Way	Springburn	G21 1TR	NE
Springpark Resource Centre	101 Denmark Street	Possilpark	G22 5EU	NE
Templeton Centre	62 Templeton Street	Calton	G40 1DA	NE
Townhead Health Centre	16 Alexandra Parade	Dennistoun	G31 2ES	NE
Arndale Resource Centre	80 90 Kinfauns Rd	Drumchapel	G15 7TS	NW
Callander Street Clinic	11 Callander St	Maryhill	G20 7JZ	NW
Church Street Social Work Office	35 Church Street	Partick	G11 5JT	NW
Community Assessment Centre	Barr Street	Maryhill	G20 7LR	NW
Community Centre for Health	547 Dumbarton Rd	Partick	G11 6HU	NW
Drumchapel Health Centre	80 90 Kinfauns Rd	Drumchapel	G15 7TS	NW
Glenkirk Centre	129 Drumchapel Rd	Drumchapel	G15 6PX	NW
Gullane Street Social Work Office	17 Gullane Street	Partick	G11 6AH	NW
Lansdowne Psychotherapy Service	547 Dumbarton Rd	Partick	G11 6HU	NW
Mansion Street Social Work Office	30 Mansion Street	Possilpark	G22 5SZ	NW
Maryhill Health and Care Centre	51 Gairbraid Rd	Maryhill	G20 8FB	NW
Plean Street Clinic	Plean Street	Yoker	G14 0YH	NW
Sandy Road CMHT	Sandy Road	Partick	G11 6HE	NW
William Street NW HQ Office & SARC	120-130 William St	Finneston	G3 8UG	NW

Property	Address		Locality	
Woodside Health Centre	891 Garscube Rd	Maryhill	G20 7ER	NW
Adelphi Centre	12 Commercial Rd	Gorbals	G5 0PQ	South
Brand Street CMHT	150 Brand St	Govan	G51 1DH	South
Cardonald Medical Centre	1831 Paisley Rd West	Cardonald	G52 5SS	South
Castlemilk Health Centre	71 Dougrie Drive	Castlemilk	G45 9AW	South
Castlemilk Social Work Office	10 Ardenraig Place	Castlemilk	G45 9US	South
Clyde House	209 Govan Rd	Govan	G51 1HJ	South
Florence Street Resource Centre	26 Florence St	Gorbals	G5 0YX	South
Gorbals Health and Care Centre	2 Sandiefield Rd	Gorbals	G5 9AB	South
Govan Health Centre Elderpark Clinic	12 Largo Place	Govan	G51 4TN	South
Govanhill Community Centre	233 Calder Street	Govanhill	G42 7DR	South
Govanhill Health Centre	233 Calder Street	Govanhill	G42 7DR	South
Langton Road Social Work Office	130 Langton Rd	Pollock	G53 5DY	South
Phoenix House	60 Florence Street	Gorbals	G5 0YZ	South
Pollock Health Centre	21 Cowglen Rd	Pollock	G53 6EQ	South
Pollockshaws Clinic	35 Wellgreen	Pollockshaws	G43 1RR	South
Rossdale CMHT	12 Haughburn Rd	Pollock	G53 6AB	South
Rowanpark - South HQ Office	5 Ardlaw St	Govan	G51 3RR	South
Shields Health & Care Centre	80 McCulloch Street	Pollockshields	G41 1NX	South
Stewart Centre	5 Ardenraig Rd	Castlemilk	G45 0EQ	South
Thornliebank Health Centre	20 Kennishead Rd	Thornliebank	G46 8NY	South

Property	Address
<b>Gartnavel Royal Hospital</b>	<b>1055 Great Western Road, Glasgow G12 0XH</b>
Rutherford Ward	1
IPCU Ward	2
Iona Ward	3
Henderson Ward	4
Psychology Dept	5
Physio Dept	6
Dietetic Dept	7
AHP Office	8
Cuthbertson Ward	9
Tate Ward	10
Timbury Ward	11
OT Therapeutic Kitchen	12
Mc Nair Ward	13
Kelvin Ward	14
Junior Doctors Accommodation	15
Clyde Ward	16
Admin Dept	17
Millan Suite	18
NW Acute MH Office	19
Pharmacy	20
Rec Room	21
Inpatient & Sector Mgmt Team Offices	22

Property	Address
<b>Leverdale Hospital</b>	<b>510 Crookston Rd, Glasgow G53 7TU</b>
Admin Building	1
Balloch Ward	2
Balmore Ward	3
Banff Ward	4
Esteem Service	5
IPCU Ward	6
Occupational Therapy Unit	7
Rehabilitation Unit	8
Ward 2	9
Ward 3a	10
Ward 4a	11
Ward 4b	12



Property	Address
<b>Stobhill Hospital</b>	<b>300 Balgrayhill Rd, Glasgow G21 3UR</b>
Ailsa Ward	1
Admin Areas	2
The Annexe	3
Appin Ward	4
Armadale Ward	5
Elgin Ward	6
Isla Ward	7
Nairn Ward	8
Portree Ward	9
Struan Ward	10

#### Older People Residential Homes

Property	Address
Hawthorn House	20 Ashfield Street Possilpark G22 5HP
Victoria Gardens Care Home	1 Blawarthill Place Garscadden G13 3BE
Meadowburn Care Home	188 Leithland Road Crookston G53 5AQ
Orchard Grove	19 Prospecthill Circus Toryglen G42 0LB
Riverside	220 Springfield Road Dalmarnock G40 3HU

#### Young People Residential

Property	Address
Airth Drive	49 Airth Drive Bellahouston G52 1JU
Airth Drive	53 Airth Drive Bellahouston G52 1JU
Netherton	16 Blaeloch Drive Castlemilk G45 9QR
Broomfield Crescent	14 Broomfield Crescent Barmulloch G21 3HA
Chaplet Avenue	81 Chaplet Avenue Knightswood G13 3XW
Crawford Street	31 Crawford Street Partick G11 6TT
Crossbank Crescent	28 Crossbank Crescent Toryglen G42 0NE
Dalness	18 Dalness Close Tollcross G32 7RH
Balmore Children's House	27 Eriboll Crescent Lambhill G22 6NG
Hamilton Park Avenue	18 Hamiltonpark Avenue Kelvinbridge G12 8DU
Hinshaw	30 Hinshaw Street Maryhill G20 7DW
Kempsthorn Crescent	26 Kempsthorn Crescent Crookston G53 5ST
Main Street	231 Main Street Bridgeton G40 1QH

Property	Address
Milncroft	54 Milncroft Road Cranhill G33 3RS
Monreith Road	152 Monreith Road East Cathcart G44 3DF
Newlands	100 Newlands Road Newlands G43 2JR
Norse Road	122 Norse Road Scotstoun G14 9EH
Plenshin Court	33-35 Plenshin Court Priesthill G53 6QW
Seamill Street	31 Seamill Street Nitshill G53 7AX
St Vincent Crescent	56 St Vincent Crescent Finnieston G3 8NQ
Wallacewell	70 Wallacewell Quadrant Barmulloch G21 3PX
Wellhouse Crescent	46b Wellhouse Crescent Queenslie G33 4LA

Homelessness properties	40
Asylum properties	1
Learning disabilities / physical disabilities supported tenancy properties	7
Young people supported tenancy properties	9

## Appendix 2: Glasgow City HSCP Capital Projects in Progress (at March 2023)

Source: Glasgow City HSCP Property Strategy 2023-2026 (Table 1, Page 22)

Service Area	Project Name	Description	Strategic Priority	Project Status	Estimated Delivery Date	Funding Source	Budget £m
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	Stage 5 - Construction	2024	Scottish Government	£72m
North-West	Church Street Refurbishment	Funding for the phase 1 of redeveloping the Church Street site was approved as part of the 22 / 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	Stage 1 – Creation of Brief	TBC	Glasgow City Council	£20m
Learning Disabilities	Waterloo Close	Purchase of two NHS GG&C properties previously used to accommodate Learning Disability patients. Purchase was completed in May 22. 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	Stage 1 – Creation of Brief	2024	HSCP	TBC
Mental Health	Reduced Ligature	Roll out of reduced ligature works	6 Building A Sustainable Future	In Delivery	Ongoing	NHS Capital	

Service Area	Project Name	Description	Strategic Priority	Project Status	Estimated Delivery Date	Funding Source	Budget £m
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	Stage 2 – Concept Design	2024	Glasgow City Council	£0.4m
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	Stage 2- Concept Design	TBC	Glasgow City Council Capital	TBC
Complex Needs & Addictions Service	Development of Hunter Street Site and relocation of Complex Needs Team	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	3 Supporting People in their Communities 6 Building a Sustainable Future	Stage 5- Construction		HSCP	£1.5m
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	Stage 2 – Concept Design	TBC	HSCP	TBC

Service Area	Project Name	Description	Strategic Priority	Project Status	Estimated Delivery Date	Funding Source	Budget £m
Justice Services & Children & Families	Barnahus Bairns Hoose	Barnahus - which means a house for children in Icelandic – is a child-friendly, multidisciplinary 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	Design	TBC	TBC	TBC
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	Construction	June 2023	HSCP & NHS GG&C Capital	TBC
Older Peoples Residential & Day Care	Riverside Refurbishment	Project being developed to rectify building defects and refurbish. Project scope to be finalised.	3 Supporting People in Their Communities 6 Building a Sustainable Future	Outline Business Case	2024	Glasgow City Council & HSCP	TBC
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	In Delivery	Ongoing	RSL	-

### Appendix 3: Glasgow City HSCP Property Asset Management Action Plan – Service Improvement

Source: Glasgow City HSCP Property Strategy 2023-2026 (Table 2, Page 25)

Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline
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
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
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
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
Primary Care & Community	Dumbarton Rd Corridor	Review the properties serving Partick, Plean Street and the North-West of the City	1 Prevention Early Intervention & Well Being 3 Supporting People in Their Communities	National Code of Practice for GP Premises (Nov 2017) Primary Care Improvement Programme	2023 / 25
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 accommodation 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



Service Area	Action Description	Objective	Strategic Priority	Related Policy	Timeline
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)	Ongoing
Primary Care & Community	Castlemilk Social Work Office	To review capacity and usage of HSCP buildings within Castlemilk	1 Prevention Early Intervention & Well Being 6 Building a Sustainable Future		2023 / 25
Primary Care & Community	Review Robroyston area in light of house building	Address changing population due to house building and no primary care infrastructure near by	1 Prevention Early Intervention & Well Being 3 Supporting People within Their Communities 6 Building a Sustainable Future	Primary Care Improvement Programme	Ongoing
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	National Code of Practice for GP Premises (Nov 2017)	2023 / 25
Primary Care & Community	Pollokshaws Treatment Room Provision	Review of Pollockshaws 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
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

## Glasgow City HSCP Property Asset Management Action Plan – Operations

Source: Glasgow City HSCP Property Strategy 2023-2026 (Table 3, Page 27)

Action	Action Description	Objective	Strategic Priority	Timeline
Data Gathering	Ensure NHS Estates 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	September 2023
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	September 2023
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



## Appendix 4: Data Sources for Hospital Risk and Needs Assessment (HRNA) Tool

State of the Estate					Component Age		Environmental	
% in poor condition (C&D)	Statutory compliance (SCART score)	High Risk	Backlog Cost per sq.m.	Significant & High Risk Backlog (% of total)	Building Age	Critical Component Life	Energy Use (KWh) per sq.m.	Carbon Emissions (CO <sub>2</sub> -t) per sq.m.

Community Need				
SIMD 2020 Vigintile	Life expectancy Vigintile	Council Population Served	Population Change next 20 years (all ages)	Population Change next 20 years (Pensionable age)

Service Activity (site level)						Accommodation Demand Pressures				
% of Clinical Estate	A&E Attendances (per annum)	A&E attendances seen within 4 hours (%)	Theatre Hours (per theatre per week)	Staffed Beds Occupancy	Radiology Examinations	% not functional (C&D)	A&E Attendances per 100,000 population	Theatre hours used per 100,000 population	Available beds per 100,000 population	Radiology exams per 100,000 population