

PAMS 2016/17

The Board is requested to consider the content of the Property and Asset Management Strategy 2016/17

Purpose of Paper:-

The purpose of the paper is to present a précis of the Board's Property and Asset Management Strategy 2016/17 for noting.

Key Issues to be considered:-

The purpose of the paper is to set the objectives of the Board's Property and Asset Management Strategy.

This strategy proposes a mix of measures to address the current condition and performance of the estate and to modernise the estate to meet future service need.

These measures include:-

- Rationalisation of buildings and sites and concentrating services in the best accommodation; enabling the decommissioning and disposal of poorly performing buildings particularly those with significant backlog maintenance.
- Continuation of capital investment plan will deliver a significant improvement in patient access to services in a high quality environment and will provide a significant improvement in the overall condition and performance of the Board's assets.
- An annual prioritised minor capital programme for essential medical equipment and eHealth technology replacement.
- An annual prioritised investment programme to address all "High" and "Significant" backlog maintenance items associated with assets which are expected to be retained over the longer term (5+ years).

Any Patient Safety /Patient Experience Issues:-

The core PAMS strategy is aimed to improve the quality of the built environment which will lead to improvements to tangible and intangible benefits to the patient experience.

The Formula Capital (minor works) will be invested in spend to save schemes; schemes that will also positively impact on the backlog maintenance position and improvement to the built environment.

Any Financial Implications from this Paper:-

Reducing capital resources over the forthcoming years will create additional pressures and challenges on the Capital Plan and thus limit the resources available to tackle the outstanding backlog maintenance issues.

Any Staffing Implications from this Paper:- None.

Any Equality Implications from this Paper:- None.

Any Health Inequalities Implications from this Paper:- None

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome:-

Yes. Risk assessments are carried out for individual sites with regard to backlog maintenance issues.

Highlight the Corporate Plan priorities to which your paper relates:-

Improving Quality, Efficiency and Effectiveness

Author – Director of Facilities and Head of Capital Planning

Tel No – 0141 211 3585

Date – 21st June 2016

**Property and Asset Management
Strategy Interim Update
2016 to 2017**

NHS Scotland '20:20 Vision'

Our vision is that by 2020 everyone is able to live longer healthier lives at home, or in a homely setting.

We will have a healthcare system where we have integrated health and social care, a focus on prevention, anticipation and supported self management. When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

EXECUTIVE SUMMARY

Introduction

NHSGG&C's Property and Asset Management Interim Report was submitted to the Scottish Government for the period 2016-2017 and sets out the progress which has been made last year in relation to the property portfolio and the revised strategic direction for the next 5 years.

The stated policy aims are:

- To ensure that NHS Scotland assets are used efficiently, coherently and strategically to support the Scottish Government's plans and priorities and identified clinical strategies and models of care.
- To provide, maintain and develop a high quality, sustainable asset base that supports and facilitates the provision of high quality health care and better health outcomes.
- To ensure that the operational performance of assets is appropriately recorded, monitored, reported and reviewed and, where appropriate improved.
- To ensure an effective asset management approach to risk management and service continuity.
- To support and facilitate joint asset planning and management with other public sector organisations.

This year's Health Facilities Scotland Board Property Proforma submitted in May 2016 differs from previous years in that operational and non-operational properties are identified and highlighted separately.

(This report refers to the operational estate and the figures are as 31 March 2016, excepting Net Book Values (NBVs) which are as 31 December 2015).

The Board's assets have a significant role in facilitating service change and performance improvement as well as enhancing the environments in which we provide safe, effective and person centred care.

The Property & Asset Management Strategy (PAMS) sets out what has been achieved during the last 12 months, together with the priorities and strategic case for investment in future infrastructure to support the challenges of implementing

- The Clinical Services Strategy (supported by the Acute Strategy Review);
- The Mental Health Strategy
- The Health and Social Care Strategy (principally through Hub Investment)

Electronic Asset Management System Data Set

Survey Data

The Basis of the PAMS property data comes from the HFS sponsored EAMS System is a 5year programme of formal surveying to be funded by the Board (although it is expected that the current levels of assistance from HFS, Scottish Government Health Department, to refresh the asset management data base will continue in the future). This refresh is crucial, given the need for a strong base-line data set within EAMS maintained. To maintain the integrity of the EAMS data in keeping with the Handbook the Board will require to carry out circa 250,000m² of surveys per annum.

Aims and Objectives

The principal objective is the delivery of the estate improvements associated with the Acute Services Review and the improvements and replacement programme in community and mental health premises, whilst maintaining the existing estate.

Now that the Clinical Strategy Review is complete the Board will conclude a strategic planning review of its physical assets and determine a new property strategy consistent with clinical priorities.

This affords the opportunity to rationalise and reconfigure its existing estate to achieve a match between future service needs and asset capacity and quality. Going forward with a “leaner”, higher quality asset base means that the challenges of improved building performance, quality and safety can more easily be achieved.

This plan proposes a mix of measures to address the current condition and performance of the estate and to modernise the estate to meet future service need. These measures include:-

- Rationalisation of buildings and concentrating services in the best accommodation, enabling the decommissioning and disposal of “not fit for purpose” and poorly performing buildings particularly those with significant backlog maintenance. Details of the Board’s Current Demolition Programme can be found in Appendix 4.
- Continuation of capital investment plan will deliver a significant improvement in patient access to services in a high quality environment and will provide a significant improvement in the overall condition and performance of the Board’s assets.

- An annual prioritised minor capital programme for essential equipment and eHealth technology replacement.
- An annual prioritised investment programme to address all “High” and “Significant” backlog maintenance items associated with assets which are expected to be retained over the longer term (5+ years).

SIGNIFICANT CHANGES DURING 2015/16

Acute

The Queen Elizabeth University Hospital (QEUH) including the new Royal Hospital for Children (RHC) was commissioned and opened in June 2015. This entailed the largest migration of staff (5,231 W.T.E.) and patient services in NHSGG&C’s history and resulted in the closure of the following:-

- The Western Infirmary
- Victoria Infirmary
- Large areas of the old Southern General Hospital
- The Mansion House Unit
- The Sick Children’s Hospital / Maternity Hospital

In addition the new Administration Building for Staff was completed on the QEUH Campus and agreement has been reached with the University of Glasgow on the provision of a new Imaging Centre of Excellence (ICE) building together with new Neuro-surgical Theatres.

The Board’s Laboratory Strategy was concluded which rationalised lab functions across NHS GG&C in line with the Acute Strategy Review moving from 30 main Laboratory service provision locations down to 11 plus 3 Essential Services Labs (ESLs) and 3 Rapid Results Labs (RRLs) to Support the Boards 3 ACH’s.

This has been facilitated by the provision of a new Purpose built Laboratory facility as part of the new QEUH Campus and the modernisation and expansion of the laboratory facilities at Inverclyde Royal Hospital, Royal Alexandria Hospital and Glasgow Royal Hospital. Following the closure of the Western Infirmary the West of Scotland ACH was opened on the Yorkhill site in December 2015 to ensure continuity of outpatient care in this area.

Mental Health

Following from the Mental Health Services Review / Mental Health Strategy discussions Wards on the Leverndale site were refurbished to improve facilities and inpatient service provision.

Currently on site with a completion date of June 2017 is the Inverclyde Adult & Older Peoples Continuing Care Beds for Mental Health.

Partnerships

In Primary Care provided via HUB, has seen the commissioning and opening of:-

- East Pollokshields Health Centre
- Eastwood Health and Care Centre
- Maryhill Health and Care Centre now expected to open in August 2016.

Currently planning is well underway for the re-provision in 2018 via HUB of new Health Centres for Gorbals and Woodside, followed in 2019 by Greenock and Clydebank.

TABLE 1: AN ANALYSIS OF THE EXISTING ESTATE BY AREA

	Area (m ²)	% of Total Area	Value (£)
01 Acute Hospitals	606,034	49	1447,078,289
02 Children's Hospital	38,976	3	
03 Maternity Hospitals	34,460	3	
04 Specialist Hospitals	53,488	4	26,432,205
05 Mental Health Hospital	96,925	8	151,663,077
07 Older People Hospital	31,336	3	21,253,428
21 Health Centres	89,073	7	95,568,782
22 Clinics (including Day Hospitals and Resource Centres)	51,639	4	24,319,560
23 Offices	54,113	4	2,123,677
24 Support Facilities	80,776	7	49,882,937
98 Non Operational	96,401	8	123,543,968

TOTALS	1,233,221	100	1,941,865,923
--------	-----------	-----	---------------

NB: Number of Sites for each category and NBV's exclude 3rd Party Tenure (GP Practices)

Table 1 shows the total Board Net Book Value (NBV) currently is £1,941.8M. With the removal of non-operational estate (property which is surplus to requirements, empty and including disposals) the NBV is reduced by £123.5M, leaving an operational estate NBV figure of £1,818.3M.

Total Board Estate Excluding 3rd Party Tenure is 1,233,220 m² less non operational estate of 96,401m², leaving an operational estate of 1,136,819m. These net figures include the removal of the Western Infirmary, The Victoria Infirmary, Mansion House Unit and sections of both the old Southern General and Yorkhill Hospitals. (QEUH full NBV increase was included in last year's figures).

Table 2. Summary of Board Estate in sites, m2 and NBV

Year	NHS Board	Number of Sites	Floor Area (000's m ²)	Net Book Value (£m)
2016	NHS Greater Glasgow & Clyde	128	1,136	1,818

KEY METRICS OF THE BOARD ESTATE

Table 6: Estate Age Profile

Year	Age Profile (%)			
	Over 50 years old	30-50 years old	10-29 years old	Up to 10 years old
2016	21%	36%	14%	29%

Table 7: Tenure of Estate

Year	Tenure Types (%)				
	Owned	Leased	PFI/NPD	HUB	Other
2016	87%	4%	9%	0%	0%

(After the opening of the QEUH 57% of the Board's Estate is still in excess of 30 Years old.)

Table 8: Building Condition

Year	Condition Ranking - % of total in each category			
	A	B	C	D

Table 9: Functional Suitability

Year	Functional Ranking - % in each category			
	A	B	C	D

2016	25%	45%	27%	3%
------	-----	-----	-----	----

(Building Condition 70% of Estate is either Category A or B)

2016	27%	29%	41%	3%
------	-----	-----	-----	----

Table 10: Quality

Quality Ranking - % in each category				
Year	A	B	C	D
2016	27.7%	25%	47%	1%

Table 11: Space Ranking

Space Ranking - % in each category				
Year	Empty	Under-used	Fully Used	Over-crowded
2016	1%	1%	96%	2%

BACKLOG MAINTENANCE

The Board currently has a process in place to review all backlog and assess the risks associated with in the estate. This information is held within the EAMS system and the information is reviewed regularly by the relevant sector estates teams with an action plan to address focused areas in need of attention. Currently the High Risk areas are being given priority with an ongoing process to review and revise the risk matrix scores applicable to the known backlog, thus ensuring our risk analysis is in keeping with national guidance. A summary of the Boards Back Log property appraisal can be found at Appendix 1.

The Boards Property Committee is tasked with reviewing the condition of the Board's estate and monitoring the remedial action that is programmed in partnership with the Capital Planning Group.

As highlighted in Appendix 1 the total reportable backlog is £273.8M less the deduction of backlog maintenance attributable to non-operational estate valued at £12.8M leaving a total of £261.0M.

Table 4: Operational Backlog Cost (£m) - All Areas					
2016	Low Risk Items	Moderate Risk Items	Significant Risk Items	High Risk Items	Total Backlog

Operational	39.5	62.8	117	41.4	261
Non-operational	8.0	1.9	2.7	0.2	12.8
Total	47.5	64.9	119.8	41.5	273.8

In 2015-16 the Board's estate maintenance backlog was addressed with an investment programme focusing on reducing High and Significant Risk backlog in clinical areas. Since 1 April 2015, the reduction in the Boards liability for Significant and High risk backlog was £7.4M and overall operational backlog by £11.47M in real terms (after an allowance for inflation).

It is important that reconfiguration of the acute estate, to deliver the clinical priorities, is aligned with the investment in the infrastructure to ensure best use of the available funds and to maximise the efficiency of the retained estate.

As detailed in Appendix 1 there are a number of hospitals and sites that have considerable costs for High and Significant backlog maintenance and these are being addressed with targeted funds for improving the infrastructure over the next couple of years as highlighted in the Capital Plan – Appendix 2.

Examples of this are:-

Glasgow Royal Infirmary - there is now in place an agreed phased ward upgrade programme over the next 5 years.

Gartnavel General Hospital - significant investment in the tower for the next 3 year for wards, theatres, regeneration kitchen, ambulance drop off together with all the supporting services infrastructure.

QEUH Campus - substantial investment in:-

- the INS Building (including the new ICE Building and the new theatres)
- the Neurology Building
- the AMB/CMB Buildings
- the link bridge

together with all the supporting internal and external services infrastructure.

Royal Alexandria Hospital - Reprovision of the ITU and targeted investment in the services infrastructure

Inverclyde Royal Hospital - targeted investment in the services infrastructure

Mental Health Programme - investment in wards and infrastructure at Gartnavel Royal and Stobhill Hospitals

However, as highlighted in the Capital Plan the Boards forecast for capital resources reduces from £85M in 2016/17 to £46m in 2018/19.

As per agreement with the Scottish Government the allocations for 16/17 and 17/18 include the NBV for land disposals programmed for completion in those financial years – Appendix 3.

With a reducing capital allocation the need for prioritisation in line with an agreed Clinical Strategy becomes all the more important. Within the capital plan there remains an allocation for board wide formula to cover - health & safety, HAI, backlog maintenance etc and this investment needs to be closely targeted in line with the strategic clinical priorities.

Any funding out with the Board's share of the national formula will require a Strategic Assessment approved by the SGHD before moving on to the Business Case cycle. This requires to be supported and underpinned by the PAMS document highlighting the need for investment in the sites and facilities for the new project.

Future Investment Programme

The future maintenance, development and investment programmes for the asset base will reflect the needs of the Clinical Service Review.

In tandem with asset maintenance and development plans, new ways of working are being developed and implemented throughout the Board e.g. agile working that will in future improve the efficiency of the organisation and in due course have an impact on the utilisation of property assets and holdings

Priorities for further investment

Acute

Given issues with an ageing estate, together with a growth in demand for services, the asset plan has identified the need for priority investment in a number of key areas within the acute sector.

As outlined above it is important that reconfiguration of the acute estate, to deliver the clinical priorities, is aligned with the investment in the infrastructure to ensure best use of the available funds and to maximise the efficiency of the retained estate.

Glasgow Royal Infirmary - phased ward upgrade programme over the next 5 years.

Gartnavel General Hospital - wards, theatres, regeneration kitchen, ambulance drop

QEUH Campus - substantial investment in:-

- the INS Building (including the new ICE Building and the new theatres)
- the Neurology Building
- the AMB/CMB Buildings
- the link bridge

Royal Alexandria Hospital - Re-provision of the ITU

Inverclyde Royal Hospital - targeted investment in the services infrastructure.

Partnerships

- New build Woodside and Gorbals Health and Community Care Centres expected completion 2018
- Approval for the provision of new build Greenock and Clydebank Health Centres was granted in May 2015 with completion due in 2018-19

Mental Health

- New Build - Inverclyde Adult & Older Peoples Continuing Care Beds for Mental Health due for completion summer 2017
- The refurbishment of wards on Gartnavel Royal to provide upgraded single room accommodation
- Refurbishment of wards at Stobhill in early 2017 to enable the closure of Parkhead Hospital
- The provision of new wards on the Stobhill Campus to allow the termination of a 3rd party contract at Birdstone
- The refurbishment of wards and new build wards at Leverndale to facilitate the rationalisation and part disposal of Dykebar Hospital

Medical Equipment

At present medical equipment assets have a replacement cost of £156.2m.

The Board's annual medical equipment planned replacement programme is managed by the Medical Director and priorities are set through a Capital Equipment Planning Group.

The replacement of non-medical fixed assets, predominantly in the estates field is reviewed as part of the Capital Plan and generally achieved as part of backlog maintenance upgrades of property and services.

Smaller items of medical and non-medical equipment are often provided or replaced as part of the core revenue profile of the organisation. With anticipated capital equipment spend in 2016 /17 of c. £5m and whilst equipment can be used and maintained beyond the depreciated life there will be challenges to reconcile the demand within the available funding.

The 13/14 and 14/15 financial years saw exceptional spend with the New Southern General campus development. Additionally there is one off investment in the BOC and BOC Satellite units during 14/15 and 15/16.

Analysis of the medical equipment database indicates that with the delivery of the Queen Elizabeth University Hospital, much of the equipment was purchased to address gaps in service provision and not as replacement for obsolete equipment.

Where equipment was transferrable and compatible with the new site, it was not replaced. The transfer rate of legacy medical equipment from the demitting sites to QEUH was approximately 70%.

Although significant investment has been made, it is clear, that with such a high legacy transfer to QEUH and the equipment age profile on the other acute sites, there will be challenges to reconcile the investment with demand. The number of medical equipment assets recorded on the Medical Equipment Management Database continues to rise annually. As an example, in the eight years from April 2006 to April 2014, the total asset base increased from 41,000 to 62, 000 pieces of equipment.

An exercise will be undertaken during 2016/17 to identify the highest at risk equipment requiring to be replaced and this will be considered as part of the Boards Capital Planning priority setting review.

Environmental Sustainability

The Board has been improving and developing its Strategy for delivering upon a full selection of Environmental Targets / Improvements. These proposals address the following target areas:-

- Sustainability and Procurement
- Environmental Management
- CO2 Emissions
- Carbon Reduction

To achieve the Board's targets in these areas, strategic plans have been drawn up to facilitate the development of the Board wide initiatives and details can be found in the main report within The Environmental Management Section.

Delivering the PAMS

NHSGG&C currently monitor the Boards Estate and Asset base via the Property Committee and the Capital Planning Group.

This will be enabled via the following governance structure:-

- Oversight by the Boards Property Committee of the PAMS Steering Group tasked to compile and monitor the detail within the PAMS document.
- Oversight by the Boards Capital Planning Group of the capital expenditure required to achieve the Boards Strategic vision.
- Oversight of both of the above groups by the Board's Acute Services Committee/GGHB Board to ensure the monitoring of progress / plans against the KPIs and targets set out within this PAMS and in line with the Board's overall Strategy.
- Aiming to invest in backlog maintenance reduction over the next five years with a focus on identified high risks.
- Regular dialogue with Scottish Government Health Department regarding proposed capital projects to evaluate and monitor the effectiveness of the directed investment.
- Continuing to support the Board's Disposal Programme to facilitate the rationalisation of the boards Estate.
- Implementing the established prioritisation process via the Property Committee and Capital Planning Group to enable strategic decision making in relation to the use of the property portfolio and potential investment proposal

Backlog Maintenance
Appendix 1
Summary of Property Appraisal Results By Site for NHS Greater Glasgow & Clyde

This report has been generated from the Estates Asset Management System (EAMS) based on the following principles:

Site Code	Site Name	Use	Low	Moderate	Significant	High	Unreported	Total
C029C	Glenburn Health Centre (13/14)	Clinical	3,573.06	11,910.20	52,404.88	4,764.08	0.00	72,652.22
C201B	Dumbarton Health Centre (12/13)	Clinical	86,944.46	291,799.90	707,465.88	77,416.30	0.00	1,163,626.54
C203C	Hartfield Clinic (12/13)	Clinical	14,292.24	227,484.82	47,640.80	5,955.10	0.00	295,372.96
C204H	Dumbarton Joint Hospital (12/13)	Clinical	102,427.72	30,966.52	198,900.34	26,202.44	0.00	358,497.02
C204H	Dumbarton Joint Hospital (12/13)	Non-Clinical	46,449.78	78,607.32	178,653.00	5,955.10	0.00	309,665.20
C206H	Vale of Leven Hospital (12/13)	Clinical	357,306.00	582,010.98	2,442,384.22	468,070.86	0.00	3,849,772.06
C206H	Vale of Leven Hospital (12/13)	Non-Clinical	139,349.34	746,769.54	699,128.74	60,742.02	0.00	1,645,989.64
C301B	Port Glasgow Health Centre (12/13)	Clinical	40,494.68	216,765.64	278,698.68	119,102.00	0.00	655,061.00
C302B	Gourock Health Centre (12/13)	Clinical	19,056.32	235,821.96	41,685.70	21,438.36	0.00	318,002.34
G014AC303B	NHS GGC Contact Centre/Hillington Laundry (14/15)	Non-Clinical	0.00	0.00	3,162.00	0.00	0.00	3,162.00
G01C	Brain Injuries Treatment Centre (14/15)	Clinical	2,108.00	2,108.00	0.00	0.00	0.00	4,216.00
G045A	Cowlairs (TSSU) (14/15)	Clinical	6,324.00	1,054.00	2,108.00	0.00	0.00	9,486.00
G058A	Westward House Computer Centre (14/15)	Non-Clinical	3,162.00	8,432.00	9,486.00	0.00	0.00	21,080.00
G067A	TSSU (Inverclyde) (12/13)	Clinical	52,404.88	161,978.72	77,416.30	17,865.30	0.00	309,665.20
G070A	NHS GGC Central Stores/Carnegie Road (14/15)	Non-Clinical	48,484.00	8,432.00	1,054.00	0.00	0.00	57,970.00
G072A	Pharmacy Distribution Centre (14/15)	Clinical	0.00	5,270.00	0.00	0.00	0.00	5,270.00
G101B	Bridgeton Health Centre (14/15)	Clinical	8,432.00	4,216.00	82,212.00	0.00	0.00	94,860.00
G103B	Baillieston Health Centre (12/13)	Clinical	17,865.30	32,157.54	194,136.26	71,461.20	0.00	315,620.30
G104B	Easterhouse Health Centre (13/14)	Clinical	5,955.10	7,146.12	35,730.60	0.00	0.00	48,831.82
G104B	Easterhouse Health Centre (13/14)	Non-Clinical	0.00	0.00	2,382.04	0.00	0.00	2,382.04
G105B	Parkhead Health Centre (12/13)	Clinical	2,382.04	19,056.32	77,416.30	71,461.20	0.00	170,315.86
G106B	Shettleston Health Centre (12/13)	Clinical	10,719.18	5,955.10	30,966.52	0.00	0.00	47,640.80
G106H	Glasgow Dental Hospital (12/13)	Clinical	34,539.58	1,572,146.40	1,476,864.80	444,786.42	0.00	3,528,337.20
G107H	Glasgow Royal Infirmary (12/13)	Clinical	2,794,607.22	7,262,942.98	10,540,537.54	2,447,546.10	0.00	23,045,633.84
G107H	Glasgow Royal Infirmary (12/13)	Non-Clinical	1,114,794.72	3,701,690.16	4,222,281.84	559,779.40	0.00	9,598,546.12
Site Code	Site Name	Use	Low	Moderate	Significant	High	Unreported	Total
G109H	Lightburn Hospital (12/13)	Clinical	464,497.80	1,143,379.20	875,399.70	696,746.70	0.00	3,180,023.40
G109H	Lightburn Hospital (12/13)	Non-Clinical	264,406.44	736,050.36	339,440.70	142,922.40	0.00	1,482,819.90
G110H	Acorn Street (14/15)	Clinical	26,350.00	18,972.00	4,216.00	0.00	0.00	49,538.00

G111H	Parkhead Hospital (13/14)	Clinical	41,685.70	7,146.12	127,439.14	47,640.80	0.00	223,911.76
G112H	Parkview Resource Centre (12/13)	Clinical	2,382.04	0.00	79,798.34	71,461.20	0.00	153,641.58
G113H	Auchinlea Resource Centre (13/14)	Clinical	0.00	13,101.22	60,742.02	5,955.10	0.00	79,798.34
G12A	Ciutha House (14/15)	Non-Clinical	11,594.00	0.00	16,864.00	0.00	0.00	28,458.00
G15A	Festival Business Centre (14/15)	Non-Clinical	2,108.00	0.00	0.00	0.00	0.00	2,108.00
G17A	Firhill Business Centre (14/15)	Non-Clinical	4,216.00	0.00	0.00	0.00	0.00	4,216.00
G196E	Carswell House (13/14)	Clinical	4,764.08	34,539.58	36,921.62	100,045.68	0.00	176,270.96
G201B	Woodside Park Grove (next to HC) (14/15)	Clinical	27,404.00	1,054.00	2,108.00	0.00	0.00	30,566.00
G202B	Maryhill Health Centre (11/12)	Clinical	5,955.10	135,776.28	96,472.62	209,619.52	0.00	447,823.52
G203B	Springburn Health Centre (13/14)	Clinical	3,573.06	10,719.18	33,348.56	232,248.90	0.00	279,889.70
G204B	Possilpark Health Centre (10/11)	Clinical	172,697.90	488,318.20	378,744.36	185,799.12	0.00	1,225,559.58
G205C	Callander Street Clinic (Woodside) (10/11)	Clinical	19,056.32	16,674.28	48,831.82	32,157.54	0.00	116,719.96
G207H	Stobhill Hospital (12/13)	Clinical	1,232,705.70	1,076,682.08	8,244,240.44	607,420.20	0.00	11,161,048.42
G207H	Stobhill Hospital (12/13)	Non-Clinical	1,293,447.72	346,586.82	4,962,980.34	0.00	0.00	6,603,014.88
G20C	Halley Street Workshop (Westmarc) (14/15)	Non-Clinical	3,162.00	4,216.00	4,216.00	0.00	0.00	11,594.00
G211C	Lennoxtown Clinic (13/14)	Clinical	0.00	13,101.22	32,157.54	83,371.40	0.00	128,630.16
G212H	Shawpark Resource Centre (10/11)	Clinical	7,146.12	44,067.74	109,573.84	0.00	0.00	160,787.70
G214H	Springpark Resource Centre (13/14)	Clinical	0.00	29,775.50	89,326.50	8,337.14	0.00	127,439.14
G22T	Hydepark Business Centre (14/15)	Non-Clinical	3,162.00	0.00	0.00	0.00	0.00	3,162.00
G302B	Gorbals Health Centre (12/13)	Clinical	9,528.16	2,382.04	55,977.94	7,146.12	0.00	75,034.26
G302H	Leverdale Hospital (11/12)	Clinical	63,124.06	71,461.20	1,191.02	0.00	0.00	135,776.28
G302H	Leverdale Hospital (11/12)	Non-Clinical	0.00	169,124.84	893,265.00	0.00	0.00	1,062,389.84
G303B	Govanhill Health Centre (12/13)	Clinical	16,674.28	2,382.04	58,359.98	7,146.12	0.00	84,562.42
G303C	Clarkston Clinic (12/13)	Clinical	1,191.02	2,382.04	1,205,312.24	3,573.06	0.00	1,212,458.36
G304B	Castlemilk Health Centre (12/13)	Clinical	0.00	2,382.04	173,888.92	7,146.12	0.00	183,417.08
G306H	Victoria Infirmary (SURPLUS)	Clinical	4,512,774.78	557,397.36	34,539.58	0.00	0.00	5,104,711.72
G306H	Victoria Infirmary (SURPLUS)	Non-Clinical	1,872,283.44	181,035.04	11,910.20	0.00	0.00	2,065,228.68
G307H	Mansionhouse Unit (10/11) (SURPLUS)	Clinical	886,118.88	458,542.70	0.00	0.00	0.00	1,344,661.58
G307H	Mansionhouse Unit (10/11) (SURPLUS)	Non-Clinical	109,990.70	14,703.14	0.00	0.00	0.00	124,693.84
G354B	Castlemilk Resource Centre (14/15)	Clinical	1,054.00	2,382.04	18,919.30	0.00	0.00	22,355.34
G401B	Govan Health Centre (12/13)	Clinical	2,382.04	58,359.98	175,079.94	7,146.12	0.00	242,968.08
Site Code	Site Name	Use	Low	Moderate	Significant	High	Unreported	Total
G401C	Elderpark Clinic (13/14)	Clinical	13,101.22	2,382.04	5,955.10	0.00	0.00	21,438.36

G402B	Thornliebank Health Centre (13/14)	Clinical	3,573.06	5,955.10	32,157.54	41,685.70	0.00	83,371.40
G403B	Pollok Health Centre (13/14)	Clinical	5,955.10	3,573.06	35,730.60	13,101.22	0.00	58,359.98
G405H	Queen Elizabeth University Hospital (11/12)	Clinical	6,813,825.42	6,343,372.52	5,359.59	0.00	0.00	13,162,557.53
G408H	Florence Street Clinic (13/14)	Clinical	0.00	2,382.04	5,955.10	5,955.10	0.00	14,292.24
G412C	Pollokshaws Clinic (13/14)	Clinical	35,730.60	16,674.28	33,348.56	16,674.28	0.00	102,427.72
G413C	Douglas Inch Centre (13/14)	Clinical	8,337.14	63,124.06	77,416.30	0.00	0.00	148,877.50
G42A	Westway (14/15)	Non-Clinical	5,270.00	0.00	0.00	0.00	0.00	5,270.00
G44B	Woodside Health Centre (14/15)	Clinical	23,188.00	20,026.00	0.00	0.00	0.00	43,214.00
G45C	Yarrow View Centre (14/15)	Clinical	2,108.00	0.00	0.00	0.00	0.00	2,108.00
G501B	Clydebank Health Centre (12/13)	Clinical	8,337.14	51,213.86	128,630.16	7,146.12	0.00	195,327.28
G503B	Drumchapel HC & Achamore RC (13/14)	Clinical	42,876.72	103,618.74	59,551.00	260,833.38	0.00	466,879.84
G503H	Drumchapel Hospital (12/13)	Clinical	535,959.00	840,860.12	223,911.76	298,946.02	0.00	1,899,676.90
G503H	Drumchapel Hospital (12/13)	Non-Clinical	8,337.14	15,483.26	163,169.74	11,910.20	0.00	198,900.34
G505H	Gartnavel Royal Hospital (11/12)	Clinical	23,820.40	145,304.44	17,865.30	0.00	0.00	186,990.14
G505H	Gartnavel Royal Hospital (11/12)	Non-Clinical	2,501.14	70,270.18	26,202.44	0.00	0.00	98,973.76
G507H	Homeopathic Hospital (13/14)	Clinical	0.00	0.00	40,494.68	0.00	0.00	40,494.68
G512C	Plean Street Clinic (13/14)	Clinical	1,191.02	11,910.20	7,146.12	0.00	0.00	20,247.34
G516H	Gartnavel General Hospital (12/13)	Clinical	3,947,040.28	3,565,913.88	8,115,664.03	12,221,227.50	0.00	27,849,845.69
G516H	Gartnavel General Hospital (12/13)	Non-Clinical	8,337.14	686,027.52	319,193.36	333,432.90	0.00	1,346,990.92
G517C	William St Clinic (13/14)	Clinical	8,337.14	1,191.02	0.00	11,910.20	0.00	21,438.36
G518C	Milngavie Clinic (13/14)	Clinical	7,146.12	4,764.08	9,528.16	21,438.36	0.00	42,876.72
G538C	Old Mill Studios (14/15)	Non-Clinical	4,216.00	2,108.00	3,162.00	0.00	0.00	9,486.00
G550C	Rossdale Resource Centre (13/14)	Clinical	1,191.02	2,382.04	2,382.04	0.00	0.00	5,955.10
G553C	Sandyford Initiative (13/14)	Clinical	44,544.15	38,112.64	134,585.26	53,595.90	0.00	270,837.95
G559C	Glenkirk Resource Centre (13/14)	Clinical	1,191.02	7,146.12	5,955.10	55,977.94	0.00	70,270.18
G579C	Templeton Business Centre (14/15)	Clinical	0.00	1,054.00	12,648.00	0.00	0.00	13,702.00
G581C	Goldenhill Resource Centre (13/14)	Clinical	4,764.08	3,573.06	8,337.14	0.00	0.00	16,674.28
G584C	Springfield House (14/15)	Clinical	1,054.00	0.00	1,054.00	0.00	0.00	2,108.00
G596H	Anvil Resource Centre (13/14)	Clinical	2,382.04	10,719.18	111,955.88	0.00	0.00	125,057.10
G597H	Goldenhill Clinic (13/14)	Clinical	2,382.04	27,393.46	27,393.46	0.00	0.00	57,168.96
G598H	Arran Resource Centre (13/14)	Clinical	1,191.02	3,573.06	11,910.20	0.00	0.00	16,674.28
G599H	Riverside CMHT (13/14)	Clinical	5,955.10	22,629.38	65,506.10	0.00	0.00	94,090.58
G602H	Eastwood Resource Centre (12/13)	Clinical	4,764.08	2,382.04	30,966.52	0.00	0.00	38,112.64
G603H	Arndale Resource Centre (13/14)	Clinical	23,820.40	4,764.08	13,101.22	8,337.14	0.00	50,022.84
G607H	Woodlands Day Hospital (Waverly Park) (13/14)	Clinical	2,382.04	0.00	1,191.02	54,786.92	0.00	58,359.98

Site Code	Site Name	Use	Low	Moderate	Significant	High	Unreported	Total
G610C	Renfrew Health & Social Work Centre (14/15)	Clinical	0.00	1,054.00	0.00	0.00	0.00	1,054.00
G678B	Fernbank St Clinic (13/14)	Clinical	3,573.06	8,932.65	92,899.56	0.00	0.00	105,405.27
G688B	Aranthruie Centre (12/13)	Clinical	9,528.16	0.00	17,865.30	23,820.40	0.00	51,213.86
G69C	Tannahill Centre (14/15)	Clinical	0.00	0.00	24,242.00	0.00	0.00	24,242.00
G704P	Waverley Park Resource Centre (12/13)	Clinical	0.00	7,146.12	64,315.08	14,292.24	0.00	85,753.44
G73C	Charleston Clinic (14/15)	Clinical	14,756.00	0.00	75,888.00	0.00	0.00	90,644.00
G74A	James Clark Building (14/15)	Non-Clinical	1,054.00	2,108.00	5,270.00	0.00	0.00	8,432.00
G75A	Mile End Mill (14/15)	Non-Clinical	2,108.00	0.00	17,918.00	0.00	0.00	20,026.00
TempG513H	Yorkhill Hospitals	Clinical	20,247.34	45,258.76	4,764.08	0.00	0.00	70,270.18
C305C	Wellpark Centre (14/15)	Clinical	1,054.00	0.00	0.00	0.00	0.00	1,054.00
C309C	Bogleston Clinic (13/14)	Clinical	5,955.10	9,528.16	4,764.08	11,910.20	0.00	32,157.54
C313H	Inverclyde Royal Hospital (12/13)	Clinical	12,267,031.70	13,529,302.10	26,034,432.40	4,963,022.50	0.00	56,793,788.70
C313H	Inverclyde Royal Hospital (12/13)	Non-Clinical	895,088.42	4,255,725.26	924,147.20	4,737,361.10	0.00	10,812,321.98
C316C	Larkfield Child and Family Unit (14/15)	Clinical	15,810.00	266,662.00	168,640.00	3,162.00	0.00	454,274.00
C401B	Linwood Health Centre (14/15)	Clinical	1,054.00	0.00	0.00	0.00	0.00	1,054.00
C403H	Dykebar Hospital (12/13)	Clinical	457,351.68	558,588.38	1,749,608.38	1,368,481.98	0.00	4,134,030.42
C403H	Dykebar Hospital (12/13)	Non-Clinical	129,821.18	770,589.94	1,005,220.88	257,260.32	0.00	2,162,892.32
C404B	Bishopton Health Centre (13/14)	Clinical	3,573.06	20,247.34	35,730.60	170,315.86	0.00	229,866.86
C404C	Old Johnstone Clinic (13/14)	Clinical	5,955.10	51,213.86	1,191.02	0.00	0.00	58,359.98
C405B	Erskine Health Centre (14/15)	Clinical	45,322.00	21,080.00	8,432.00	21,080.00	0.00	95,914.00
C406B	Johnstone Health Centre (13/14)	Clinical	64,315.08	8,337.14	170,315.86	0.00	0.00	242,968.08
C407C	Foxbar Clinic (13/14)	Clinical	8,337.14	25,011.42	25,011.42	17,865.30	0.00	76,225.28
C410C	New Sneddon Street Clinic (13/14)	Clinical	7,146.12	22,629.38	173,888.92	39,303.66	0.00	242,968.08
C418H	Royal Alexandra Hospital (12/13)	Clinical	5,682,684.21	11,111,889.86	37,672,552.84	8,928,634.26	0.00	63,395,761.17
C418H	Royal Alexandra Hospital (12/13)	Non-Clinical	309,633.58	951,941.18	1,941,431.11	621,206.52	0.00	3,824,212.39

Totals By Use	Low	Moderate	Significant	High	Unreported	Total
Clinical	41,287,259.54	52,064,264.43	104,170,054.28	34,827,344.13	0.00	232,348,922.39
Non-Clinical	6,282,976.74	12,749,900.56	15,750,538.59	6,730,569.96	0.00	41,513,985.85
TOTALS	47,570,236.28	64,814,164.99	119,920,592.87	41,557,914.09	0.00	273,862,908.24

Capital Plan 2016/17 to 2018/19

	<u>Allocation</u> <u>2016/2017</u> <u>£'000</u>	<u>Allocation</u> <u>2017/2018</u> <u>£'000</u>	<u>Indicative</u> <u>Allocation</u> <u>2018/19</u> <u>£'000</u>
Forecast Capital Resources	£85,652	£65,364	£46,744
<u>Expenditure</u>			
<u>Gartnavel Hospitals Campus</u>			
OPD Transfer from WIG to GGH	£0	tbc	tbc
Refurbishment of Laboratory at GGH	£400	£0	£0
GGH Theatres	£0	£2,700	£1,300
Level 7 - GGH	£1,010	£0	£0
Gartnavel Tower - Further Works	£180	£0	£0
Relocation of Drumchapel Hospital to GGH (Level 8)	£4,647	£0	£0
Ambulance Bay Works at GGH	£693	£1,500	£0
Improvements to Regeneration Kitchen at GGH	£2,780	£0	£0
Demolition of Shelley Court at GGH	£400	£0	£0
Demolition of Modular Unit at GGH	£50	£0	£0
Demolition of Water Tower at GGH	£130	£0	£0
Development of Masterplan at GGH	£200	£0	£0
Car Parking Provision at Gartnavel Hospitals	£600	£0	£0
Total Gartnavel Hospitals Campus	£11,090	£4,200	£1,300
<u>Glasgow Dental Hospital</u>			
Dental Hospital Phased upgrade	£1,364	£1,000	£500
Total Glasgow Dental Hospital	£1,364	£1,000	£500
<u>Glasgow Royal Infirmary</u>			
Demolition of Lister Building at GRI	£480	£475	£0
GRI Upgrade Wards 12a and 12	£1,500	£0	£0
GRI Upgrade Wards 20 and 21	£0	£2,441	£0
Further Phase of GRI Ward Upgrade Programme	£0	£0	£2,300
Total Glasgow Royal Infirmary	£1,980	£2,916	£2,300
<u>Inverclyde Royal Hospital</u>			
Infrastructure - IRH	£400	£2,000	£1,500
Total Inverclyde Royal Hospital	£400	£2,000	£1,500

Capital Plan 2016/17 to 2018/19

	<u>Allocation</u> <u>2016/2017</u> <u>£'000</u>	<u>Allocation</u> <u>2017/2018</u> <u>£'000</u>	<u>Indicative</u> <u>Allocation</u> <u>2018/19</u> <u>£'000</u>
<u>QEUH and RHC Campus</u>			
QEUH - Remaining Works, including S.75 Payments	£10,736	£0	£0
Remaining Car Parking Provision	£4,012	£0	£0
Demolition of SGH Buildings Post QEUH Migration & Landscaping	£2,192	£0	£0
QEUH Enabling Works - HV/LV Cable	£43	£0	£0
INS - Overcladding & Window Upgrade	£1,947	£0	£0
INS Theatres Suite Redevelopment	£300	£4,000	£2,600
INS Ward 62 Refurbishment	£100	£2,300	£0
INS Infrastructure	£2,520	£2,500	£3,000
INS/ Spinal Unit - Upgrade to Ground Floor Corridor	£200	£0	£0
Neurology Entrance	£100	£1,800	£0
Neurology Recladding	£750	£750	£250
Neurology Link Bridge	£150	£2,000	£0
AMB/ CMB - External Façade Upgrade	£1,000	£0	£0
AMB/ CMB - Internal Refurbishment	£0	£5,000	£2,000
NHSGGC Floor in ICE Building	£6,038	£0	£0
Increase Capacity at Langlands Unit	£1,600	£800	£0
Total QEUH and RHC Campus	£31,688	£19,150	£7,850
<u>Royal Alexandra Hospital</u>			
RAH - Refurbishments and Reconfiguration (Fees)	£350	£0	£0
RAH - ITU	£1,000	£3,200	£0
RAH Infrastructure	£600	£0	£0
Total Royal Alexandra Hospital	£1,950	£3,200	£0
<u>Stobhill Hospital</u>			
Enabling Works for Stobhill site Rationalisation	£264	£0	£0
Development of Rowanbank Clinic	£500	£5,000	£2,500
Total Stobhill Hospital	£764	£5,000	£2,500
<u>Yorkhill Hospital</u>			
Interim Office Accommodation at Yorkhill	£253	£0	£0
Relocation of CAMHS at Yorkhill	£650	£0	£0
Total Yorkhill Hospital	£903	£0	£0
<u>Diagnostics</u>			
Radiotherapy Equipment Replacement	£3,288	£5,681	£6,150
PET Scanner	£0	£0	£2,671
Total Diagnostics	£3,288	£5,681	£8,821

Capital Plan 2016/17 to 2018/19

	<u>Allocation</u> <u>2016/2017</u> £'000	<u>Allocation</u> <u>2017/2018</u> £'000	<u>Indicative</u> <u>Allocation</u> <u>2018/19</u> £'000
Corporate			
<u>Board Wide Formula Allocation for Works Schemes - covering</u>	£12,312	£8,000	£10,000
- Backlog Maintenance			
- Health & Safety			
- Service Developments			
- HAI			
Laundry Equipment	£1,800	£0	£0
Medical Equipment	£5,084	£3,500	£5,000
Carbon Emissions (Purchase of Carbon Credits)	£100	£100	£100
Energy Invest to Save Schemes	£2,382	£0	£0
eHealth Relocation - Leasehold Improvements	£220	£0	£0
Land Acquisition at Johnstone Hospital	£55	£0	£0
Brand Street - Leasehold Improvements	£200	£0	£0
Works in connection with Sandyford Services	£0	£2,000	£0
Total Corporate	£22,153	£13,600	£15,100
eHealth Schemes			
eHealth Formula	£2,250	£4,650	£2,000
TOTAL HI&T	£2,250	£4,650	£2,000
Mental Health			
<u>Adult Mental Health Programme</u>			
Stobhill Ward 43	£1,662	£0	£0
Stobhill Ward 44	£1,659	£0	£0
Stobhill Broadford	£46	£772	£0
Gartnavel Tate	£1,848	£1,752	£0
Gartnavel Clyde (Design)	£185	£0	£0
Total Mental Health	£5,400	£2,524	£0
Investment in Hub Schemes			
Enabling Costs re Hub Schemes (Land Acquisitions)	£360	£0	£0
Invnt of Subordinated Debt in respect of Potential Hub Schemes	£304	£484	£0
Equipping requirements of Hub Schemes	£1,392	£150	£1,549
Contribution to Hub Schemes	£0	£0	£2,400
Total Investment in Hub Schemes	£2,056	£634	£3,949
Total Spend	£85,286	£64,555	£45,820
Net Slippage/(Acceleration)/(Over-commitment) /Unallocated	£366	£809	£924

Summary of Forecast Disposals

Net Book Value

Site	2016-17					2017-18				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Lennox Castle Hospital (Ph 2)					£0		£350,000			£350,000
Cowglen Land Excess		£1,500,000			£1,500,000					£0
Lenzie					£0			£2,000,000		£2,000,000
Broomhill Surplus Land					£0			£4,250,000		£4,250,000
Mansionhouse Geriatric Hospital			£525,000		£525,000					£0
Merchiston Hospital		£6,000,000			£6,000,000					£0
Stoneyetts Surplus Land					£0				£3,000,000	£3,000,000
Victoria Infirmary					£0				£2,250,000	£2,250,000
Johnstone Hospital				£150,000	£150,000					£0
Irth - Gateside Laundry					£0	£300,000				£300,000
Maryhill Health Centre				£300,000	£300,000					£0
Ruchill				£1,250,000	£1,250,000					£0
Blawarthill	£1,500,000				£1,500,000					£0
Clarkston		£20,000			£20,000					£0
Elizabeth Martin Clinic			£50,000		£50,000					£0
Crail Street	£80,000				£80,000					£0
Drumchapel				£150,000	£150,000					£0
Carsewell House					£0				£90,000	£90,000
Acorn Street					£0				£20,000	£20,000
Total	£1,580,000	£7,520,000	£575,000	£1,850,000	£11,525,000	£300,000	£350,000	£6,250,000	£5,360,000	£12,260,000

Appendix 4

DEMOLITION PROPERTY	BUILDING Occ / Vac	REVENUE Cost £ K (FORECAST)				Spend Status	Retained / Disposal
		16/17	17/18	18/19	19/20		
Blawarthill Hospital (BB,CC,DD,EE,GG & HH)	Vac						Disposal
Ruchill Hospital (All Blocks)	Vac						Disposal
Broomhill Hospital (All Blocks)	Vac						Disposal
VOL Nurses Block and Link (Block 13)	Vac	25				G	Retained
Dykebar Ward 22 - Emergency Demolition	Vac	65				G	Retained
Ravenscraig, Greenock PH 1 (Listed Buildings)	Vac	250				R	Disposal
Lennoxtown Clinic	Vac		50			A	Disposal
Stobhill Block DB Emergency Demolition	Vac	50				G	Retained
Stobhill Demolition	Vac	500	600	600		A	Retained
Stobhill MH Strategy Enabling (AU [Alba House], AX, DI)	Occ	250	250			A	Retained
Stobhill MH Strategy Enabling (AW, AV)	Occ		200	200		A	Retained
Dykebar - Selective Demolitions	Vac	500	1000			A	Disposal
Maryhill Health Centre	Occ	500				A	Disposal
Possil Health Centre (now known as Glenfarg HC)	Occ	250	250			A	Disposal
Yorkhill - Low Level - CI, DC, CH, CK, CJ	Occ	200	523			G	Disposal
Yorkhill - QM & QM Tower -CL, DM, DV, CM (CL)	Occ	200	2458			R	Disposal
Yorkhill - Lab Blocks DH, CF, DB, CR & DL (CL)	Occ		1000	357		R	Disposal
Drumchapel Hospital (Selected Blocks)	Occ		100	500		R	Disposal
Florence Street Modular Unit	Vac		50				Retained
Parkhead Hospital (CHCP's to remain)	Occ		1000			A	Disposal
Ravenscraig, Greenock - Phase 2	Occ		500	500		A	Disposal
Stobhill House on the Hill (Block CL)	Vac		100			A	Retained
IRH Residency Block 5 (Blocks RC1-4)	Occ		100	100			Retained
Lennox Castle Hospital (Sewage Works Decom)	Vac				650	R	Disposal
Gorbals Health Centre	Occ			500			
Woodside Health Centre	Occ			500			
Greenock Health Centre	Occ			500			
Clydebank Health Centre	Occ			500			Disposal
		2790	8181	4257	650		

DEMOLITION PROPERTY	BUILDING Occ / Vac	CAPITAL Cost £ K (FORECAST)				Spend Status	Retained / Disposal
		16/17	17/18	18/19	19/20		
QEUH Acute Medical Block	Vac	546				G	Retained
QEUH Management Buidling	Vac	600				G	Retained
Stobhill Enabling Stage 1 (Blocks AP, AR & AO)	Occ	264				R	Retained
GRH West House Water Tower	Vac	130				A	Retained
GRI Lister Bdg - Enable & Demo. (Block AI)	Occ	480	475			R	Retained
GRH Modular Bdg (Block ZZ1)	Occ	50				A	Retained
GGH Cabins (Blocks BE 1 and 2)	Occ	103				A	Retained
GGH Residency Blocks (Blocks AB - AD)	Occ	400				A	Retained
		1427	475	0	0		