

ARGYLL AND BUTE HSCP ASSET MANAGEMENT PLAN 2018/19 – 2022/23

1.0 EXECUTIVE SUMMARY

- 1.1 The Argyll and Bute Health and Social Care Partnership (HSCP) is responsible for the delivery of both adult and children's social care services and criminal justice services in Argyll and Bute. There is no transfer of ownership of assets to the IJB and the Council will continue to support with capital expenditure and manage and deliver any such projects on behalf of the HSCP.
- 1.2 In line with other services areas the HSCP has a requirement to ensure the Council is making the best logistical and economic use of its assets. The asset management plan for 2018 – 23 supports the delivery of the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate and Service Objectives and specifically for the HSCP is aligned to the delivery of the HSCP's Strategic Plan.
- 1.3 The Health and Social Care Partnership Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in November 2017 using current data and follows regular assessments of the suitability and condition of the council's assets.
- 1.4 The SAMP for 2018 - 2023 lays out the requirements for the delivery of improvements to each of the council's capital assets and the delivery of safe, efficient fit for purpose public buildings which enhance service delivery in respect of the services the HSCP has delegated to the Council to deliver.
- 1.5 The 2018 to 2023 capital programme will continue to include works to address the condition issues of the council's assets informed by the surveys carried out by Facility Services. It will also take into account opportunities to drive out best value and make cost efficiencies via co-location in the areas identified enhancing service suitability. There are currently no service development projects proposed in the programme for 2018/19 and 2019/20 however it is anticipated that as business plans are developed and opportunities identified this position may change. There is likely to be significant capital investment required in the medium to longer term to address suitability issues of current assets and the transformation of services to accommodate increases in demand and changes in the delivery of social care services.
- 1.6 The plan will be further to subject development as new projects are identified following the ongoing work to establish the capacity and demand of services. The ongoing work with housing and other partners will inform capital projects and proposals for investment in HSCP care provision assets.
- 1.7 Work is ongoing to identify opportunities for co-location of health and social care partners and several specific projects have been included in the asset management plan, these will be beneficial to the Council and Health Board in terms of reducing the overall asset base for the delivery of health and social care services.

- 1.8 The HSCP is working to an indicative block allocation of £305k to be directed to address asset sustainability and condition issues, this funding is a reduction from previous year's funding and there are concerns that this may not be adequate to address all property issues and there may be a resulting impact on service delivery. In addition there is a significant concern that there is assumed to be no capital funding allocation for the HSCP in 2019/20, this assumption is likely to be unrealistic as there will be asset sustainability issues that will require to be addressed and the Council has a responsibility to ensure the IJB has access to sources of funding for capital expenditure.
- 1.9 Based on the estimated asset sustainability requirements of HSCP operated assets for the next two years, i.e. 2018-19 to 2019-20 the asset requirements exceed the funding available to maintain the properties to the required standard. The capital projects include those which the service and property services assess as being essential to maintain the assets to a standard which will ensure core service delivery standards and compliance with regulatory requirements. Capital expenditure requirements are estimated to total £715k for the next two years against an allocation of £305k. The service will require to keep the property standards and priorities under review if funding is not made available to address the property requirements in full.
- 1.10 There is an expectation that in the medium to longer term there will be a requirement for significant capital investment in HSCP delivered services to achieve the joint aspirations and outcomes of Health and Social Care Integration, to meet the demands of a growing ageing population and to transform the provision of services to meet modern day service delivery requirements and the requirements of regulatory bodies. The level of this investment and the mechanism for funding have not yet been finalised, proposals will be developed in due course.

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2.0 INTRODUCTION

2.1 The Argyll and Bute HSCP Asset Management Plan identifies the capital requirement for the delivery of and improvements to the Council's assets. Elected Members approved the capital allocation for 2018/19 at the Council meeting in February 2017. This report provides members with an update of the 2018/19 capital budget requirements and outlines existing Capital requirements for 2019/20 to 2022/23. For the latter years of the plan, detailed projects have yet to be identified.

2.2 The Argyll and Bute HSCP Asset Management Plan ensures the Council is making best logistical and economic use of its assets to achieve the outcomes in the Council's corporate plan and to support the delivery of the HSCP's Strategic Plan. As outlined in the Integration Scheme, the legal HSCP partnership agreement, there is no transfer of ownership of assets to the IJB and the Council will continue to support with funding for capital expenditure and manage and deliver any such projects on behalf of the IJB. From a Council perspective the asset management plan 2018 - 2023 supports the delivery of the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate and Service Objectives and for the HSCP supports the delivery of the HSCP's Strategic Plan. Investment in the HSCP managed assets will enable the HSCP to contribute to the Council's long term outcomes of:

Outcome 3 – Education, skills and training maximises opportunities for all

Long term objective:

- All children and young people are supported to realise their potential
- Adults are supported to realise their potential

Outcome 4 – Children and young people have the best possible start

Long term objective:

- We wholly embrace our Corporate Parenting responsibilities
- The support needs of children and their families are met
- Improved lifestyle choices are enabled

Outcome 5 – People live active, healthier and independent lives

Long term objective:

- The health of our people is protected through effective partnership working
- Information and support are available for everyone

Outcome 6 – People live in safer and stronger communities

Long term objective:

- The third sector has increased capacity to support sustainable communities
- Our assets are safe, efficient and fit for purpose

- Quality of life is improved by managing risk
- High standards of public health and health protection are promoted

2.3 In addition investment in the HSCP managed assets will support the HSCP in the delivery of the shared partnership objectives, outcomes and vision as outlined in the Strategic Plan. The HSCP vision is to ensure people lead long, healthy and independent lives supported by health and social care services when they need them. The HSCP work within the six principles of integration which are that health and social care:

1. Is integrated from the point of view of recipients
2. Takes account of the particular needs of different recipients
3. Takes accounts of the particular needs of recipients in different parts of the area in which the services is being provided
4. Is planned and led locally in a way which is engaged with the community and local professionals
5. Best anticipates needs and prevents them arising
6. Makes the best use of the available facilities, people and other resources.

2.4 The HSCP Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in November 2017 using current data and follows regular assessments of the suitability and condition of the HSCP managed assets.

2.5 The SAMP for 2018/19 to 2022/23 lays out the requirements for the delivery of improvements to capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and allow us to provide a quality services to our customers. The capital plan focuses on projects of 3 particular types, namely:

'Asset sustainability' – with a focus on maintaining or investing in the physical fabric of the building. These projects ensure existing assets are fit for purpose/continue to be fit for purpose based on existing use.

'Service development' – with a focus on enhancing the current asset to improve its fitness for purpose or its efficiency and effectiveness. Service development covers construction/acquisition of new assets to replace existing assets on a like for like basis or investment in assets to enhance service delivery based on existing use. The requirement for this investment would be driven by service, area and corporate priorities. Projects in this category are typically under £1,000,000 in capital costs.

'Strategic change' – with a focus on a significant investment across the service asset portfolio to support fundamental service development. Projects classified as Strategic Change would be where the new asset replaces a number of different existing assets including bringing a range of different services in to the same asset or a structurally significant investment in terms of the corporate plan. The requirement for this investment would be driven by corporate priorities. Projects in this category would typically be at least £1,000,000 in capital costs.

3.0 DETAIL

- 3.1 The Council's building assets which are managed by the Argyll and Bute HSCP provide the base from which adult and children's social work services and criminal justice services are delivered. The detailed overview of these service areas are appended to this report.
- 3.2 The integration of health and social care saw the transfer of both adult and children's social work services to the Health and Social Care Partnership from 1 April 2016. The adoption of the Body Corporate model of integration by the Council and NHS board means that the assets of both organisations remain in the ownership of the parent body who manage and deliver any capital expenditure on behalf of the IJB, therefore social work services are included in this asset management plan. The Chief Officer for the Health and Social Care Partnership will oversee and develop plans for future capital investment by the HSCP.
- 3.3 The HSCP are responsible for operating the Council's social work offices, children's homes, school hostels, day and residential care services for older people and resource centres. To support the provision of all of these services, the objective is to provide attractive, safe and secure buildings which are in good order in terms of condition and are fit for purpose in terms of suitability. The properties are required to meet the various statutory regulatory authorities' requirements, including those of the Care Inspectorate for registered care services.
- 3.4 The HSCP operate and commission services from a complex asset base with a mixed economy of service provision. Not all social work services are provided in-house directly by the HSCP and a number of services are provided from the third and independent sectors which operate from their own buildings. The HSCP take assurance from the various regulatory authorities, including the Care Inspectorate, that these facilities are also maintained to the required standard. Due to this mixed economy of service provision there is not the assumption that the Council hosted HSCP asset base for social work services will be static in the future.
- 3.5 Within the HSCP there are a number of historical arrangements where staff and services are either shared or hosted in either NHS Highland or Council facilities, for example the Learning Disability Service, Addictions Team, Mental Health, Occupational Therapy and the Integrated Equipment Store. There are historic arrangements in place between the NHS and Council in relation to shared premises, with the integration of health and social care services the number of these arrangements is likely to increase in the future.
- 3.6 Currently, as a result of limited capital and revenue budgets, expenditure is targeted at property condition issues with a view to ensuring compliance with all regulatory and legislative requirements. Projects will then be prioritised to align with the Strategic Plan and integration objectives. The SAMP is currently focused on projects for asset sustainability in the short term, recognising that longer term strategic change projects will be required. However short term investment will continue to be required for all assets to ensure the appropriate property and care standards can continue to be met.
- 3.7 There should be an awareness of the impact of poor suitability ratings, particularly if they result in any non-compliance with regulatory authority requirements. This is particularly challenging as many of the social care properties were inherited at the time

of local government re-organisation and were not designed with current and emerging approaches to service delivery in mind nor do they have the flexibility in terms of their construction to be easily modified to suit current service provision requirements. Work to address suitability issues can only be properly addressed with due regard to the strategic plan objectives of the HSCP and any legislative requirements for the provision of social care services, for example the Children and Young Person's Act.

- 3.8 In addition to property assets, the HSCP manage a number of assets in relation to Aids and Adaptations and Technology Enabled Care, ongoing maintenance and investment in this equipment will be key to achieving the objective of shifting the balance of care and keeping people in their own homes for longer.
- 3.9 Facility services provide a support service to the HSCP by managing the Council property assets including energy and carbon management and provide an estates service in relation to acquisition, disposal and leasing of property. The overall aim is to make the most efficient and effective use of the available assets, and to minimise the requirement to use leased assets. In addition where properties become surplus they are quickly identified for possible transfer to partner agencies, or alternatively marketed for disposal. Facility services also support opportunities to work with NHS Highland to reduce the overall HSCP asset base.

4.0 STATUTORY REQUIREMENTS

- 4.1 The following acts and regulations provide the legislative framework for the delivery of the services:
- Children and Young Persons (Scotland) Act 2014
 - Public Bodies (Joint Working) (Scotland) Act 2014
 - Social Work (Scotland) Act 1968
 - Adult Support and Protection (Scotland) Act 2007
 - Social Care (self-directed Support)(Scotland) Act 2013
 - Protection of Children (Scotland) Act 2003
 - Regulation of Care (Scotland) Act 2001
 - Care Inspectorate Requirements
 - National Assistance Act 1948
 - Disabled Persons (Employment) Act 1958
 - Local Government and Planning (Scotland) Act 1982
 - Disabled Persons (Services, Consultation and Representation) Act 1986
 - Adults with Incapacity (Scotland) Act 2000
 - Housing (Scotland) Act 2006
 - Community Care and Health (Scotland) Act 2002
 - Mental Health (Care and Treatment)(Scotland) Act 2003
 - Criminal Procedure (Scotland) Act 1995
 - Fire Scotland Act 2012
 - Health and Safety At Work Act 1974
 - Electricity at Work Regulations
 - Legionella - Approved Code of Practice
 - Control of Substances Hazardous to Health Regulations
 - Equalities Act 2010
 - Asbestos Management Regulations
 - Land Reform Act 2003.

4.2 The functions that the IJB direct Argyll and Bute Council and NHS Highland to perform also require to be performed with regard to:

- a) The Integration Delivery Principles;
- b) The National Health and Wellbeing Outcomes;
- c) The Integration Scheme; and
- d) The Argyll and Bute HSCP Strategic Plan 2016/17 to 2018/19.

5.0 ANTICIPATED DEVELOPMENTS WITHIN THE NEXT FIVE YEARS

5.1 The HSCP are responsible for managing an integrated asset base between the Council and NHS Highland. Development opportunities are being identified and the HSCP will pro-actively seek to support asset management activity by leveraging in additional funding. The HSCP will develop Business Cases in collaboration with the Council and NHS Highland to ensure a collaborative and co-ordinated approach to enhancing, maintaining and transforming our services.

5.2 The HSCP has a strategic direction set by the Scottish Government integration principles and performance expectations and the HSCP Strategic Plan. There are a number of these which influence the future asset requirements of the HSCP. Including the below:

- Scottish Government Integration Principle - making the best use of the available facilities and resources;
- HSCP Strategic Plan area of focus – Operate as a single service and single health and care team at locality level by integrating services;
- HSCP Strategic Plan area of focus – Efficiently and effectively manage all resources to deliver Best Value;
- Scottish Government MSG target – the balance of spend across institutional and community services by 2021 will have the majority of the health budget being spent in the community.

5.3 These performance and service delivery expectations will require the following from the HSCP:

- Overall reduction in asset footprint across HSCP operated buildings, i.e. Council and Health to ensure maximisation of usage and facilitating integration of teams and co-location;
- Disinvestment from institutional services delivered from buildings being transferred into the community, supported with the further development of integrated teams and investment in aids and adaptations and technology enabled care;
- Developing alternative care models in the community, working with partners such as Housing to develop core and cluster models and shared tenancies;
- Developing the mixed economy of service provision with no assumption that the current HSCP asset base for social work services will be static in the future and an expectation that different partnership models of funding and service provision will be explored.

- 5.4 Locality Plans are being developed to inform the future development and investment in HSCP assets. For care services the most dominant challenge is the changing demographics, it is estimated that between 2010 and 2035 the population of Argyll and Bute will reduce by 7% overall but the number of people aged 75+ will increase by 75%. Work is underway to model the future demographic profiles in localities, linking this with the capacity and future demand requirements against current service provision to identify the need for service development and strategic change investment in the future.
- 5.5 During 2017/18 the HSCP have been developing a new model of care in Kintyre at Lorn Campbell Court, this is being developed in response to the closure of the Auchinlee Care Home and the desire to work with the third sector to ensure residents are not moved out of their local area. This provision is being developed in partnership with Cairn Housing and will see housing units being developed to build resilience and capacity in Kintyre for supported accommodation. The fragility and challenges in the care sector together with the ambitions of integration will see the HSCP developing new models of care across localities.
- 5.6 There is no assumption that the HSCP will require to own, develop and invest in assets in isolation, future investment will very much be joint with our partners, including the Council, Health Board, Housing and Third and Independent Sector providers. We will look to new models of care and new ways of funding these together with our partners. There is also the Council's shared objective with NHS Highland to make the Health and Social Care Partnership a success and the HSCP has to consider the totality of the asset base when planning for future service delivery.
- 5.7 The HSCP are developing a housing needs assessment which links public health and housing information, the outcome of this assessment in 2018 will identify the care in the community housing stock availability and requirements. In addition a care home modelling tool is being developed with support from NHS National Services Scotland Information Services Division (ISD) to support the ongoing work to review care home provision and requirements, the first iteration of this tool is expected to be available for trial soon. This ongoing work will together inform capital projects and proposals for investment in HSCP social care services.
- 5.8 The HSCP had previously identified the need to progress business case development for specific larger capital projects over the course of the next 3 years, these included:
- New health and care campus on Bute.
 - New GP practice premises in Dunoon.
 - Tیره options to be developed to support the future progressive health/care model to deliver a package of service improvements.
 - Relocation of Salen Surgery to Craignure.
 - Review of adult residential care home provision in the West of Argyll.
 - Review of council provided residential care home provision in Dunoon at Struan Lodge.
- 5.9 Work is ongoing to develop these and the wider review of asset requirements across the HSCP. It is unlikely that these will require capital investment in 2018/19 with larger projects expected to incur fees in 2019/20 and more significant investment required from 2020/21 onwards. The level of this investment and the funding mechanisms are not known as this stage.

- 5.10 In addition to property assets, the HSCP manage a number of assets in relation to Aids and Adaptations and Technology Enabled Care, ongoing maintenance and investment in this equipment will be key to achieving the objective of shifting the balance of care and keeping people in their own homes for longer. The requirement for investment in capital equipment is also being established as part of a review of the Integrated Equipment Store and the ongoing provision of Technology Enabled Care given the imminent ending of Scottish Government funding for this project.
- 5.11 The 3 year strategic plan provides a road map describing the future shape of service provision for Health and Social Care which in essence is a single health and care team and workforce. Co-location and mobile and agile working is a key priority of the HSCP. This directly supports person centred care, reducing the burden of work on staff, enhancing best value, asset utilisation and efficiency thereby delivering financial savings, improving working practice and integration.
- 5.12 Work started in 2017/18 to develop plans to disinvest in some HSCP buildings, not only to reduce the overall asset base but also to facilitate the integration of teams. Opportunities have been identified in localities for co-location to maximise the benefits of a single health and social care service and accelerate the transformation of service required. There are HSCP savings identified which are required to be delivered through co-location and the HSCP set aside some funding to accommodate the one-off costs of relocation.
- 5.13 Opportunities for co-location were identified to be taken forward during 2017-18 but mainly due to capacity and funding issues these have not progressed as planned. There will require to be a focus and momentum behind the moves to ensure they are managed during 2018-19. The areas identified for co-location are detailed in the table below:

Site	Relocation
Ellis Lodge (Council)	Cowal Community Hospital
Old Quay Head and Hazel Burn (Council)	Campbeltown Hospital
Union Street (Social Work team)	Rothesay Annexe
Argyll and Bute Hospital	Mid Argyll Hospital and Integrated Care Centre
Aros (NHS)	Kilmory, Whitegates and other sites in Lochgilphead

- 5.14 The relocations are at different stages of development as plans are progressed locally and the local arrangements require to be agreed and progressed, however there are HSCP savings targets which are reliant on the co-location of staff and the HSCP also set aside funding to facilitate the one-off costs of relocation. There are clearly benefits to the Council and Health Board of reducing the overall asset base for the delivery of health and social care services.
- 5.15 In addition the HSCP intends to develop mobile and agile working for health services replicating the success that the council has achieved and together with co-location is exploring opportunities for investment in technology, including Skype for Business.

5.16 Overall the condition of the social care asset base is adequate with short term asset sustainability investment required to main standards and ensure these are compliant with regulations. In light of reducing available capital funding there are concerns that in the short term there will not be sufficient funding to maintain and improve the property standards. In the medium to longer term the suitability, condition and capacity issues will require to be addressed to transform service provision to support the new models of care required, this may require significant capital investment to support this future transformation.

6.0 FINANCIAL PLANNING FOR CAPITAL NEEDS

6.1 The HSCP are aware that for 2018/19 and 2019/20 that there is limited capital funding available for investment. Within this context of restricted capital funding availability the HSCP is looking to progress capital projects in response to asset sustainability issues, legislative requirements and planning for future service demands.

6.2 The HSCP are working on the basis of an indicative block allocation of approximately £305k per annum, as this is the previously agreed level of funding available for 2018/19. Based on historic capital allocations allocated on the Council total asset base a total of £670k would have been the level of historic allocation for the HSCP and was the level of asset sustainability funding available in 2017/18. In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction in funding will result in the requirement to prioritise asset sustainability projects and will result in an increased risk of building failure and the likelihood of impact on service delivery. There is a significant concern that there is assumed to be no capital funding allocation for the HSCP in 2019/20, this assumption is likely to be unrealistic as there will be asset sustainability issues that will require to be addressed and the Council has a responsibly to ensure the IJB has access to sources of funding for capital expenditure.

6.3 The current capital programme is based on the allocations for the period 2017/18 and 2018/19 agreed by Council in February 2017. Circa 13 individual projects are forecast to be either underway or completed by 31 March 2018. With the exception of the service development for the new Dunclutha Children's Home the remainder of the projects are asset sustainability projects addressing condition issues.

6.4 For 2018/19 projects being put forward in the asset sustainability category reflect the work necessary to prevent further deterioration to the fabric of the buildings and priority is given to ensuring that the service are compliant with regulatory body requirements. Particular emphasis is being placed on keeping facilities safe, wind and water tight. The absence of adequate funding means buildings are deteriorating at a rate which may not be able to be addressed by the current level of capital and revenue (maintenance) funding and this is beginning to impact on the our inspection grades for registered care services. The deterioration will continue unless the number of properties is rationalised or further investment is made available.

6.5 Projects will be proposed to address suitability issues in HSCP buildings to ensure we have an environment which supports the future care delivery requirements, these suitability issues may not be addressed by further investment in existing assets and may require the service to explore re-provision of assets. However, investment will

continue to be required in these assets in the short term to ensure property and care standards can be maintained while alternatives are developed.

- 6.6 The HSCP has considered the proposed funding allocation of £305k alongside the asset condition assessment provided by the council's property team with the emphasis on wind and water tight. In addition there may be a requirement to direct any available capital funding to push forward the co-location opportunities to realise the service advantages and cost efficiency gains, this may require some investment from the Council and NHS and some new funding arrangements and operational agreements put in place.
- 6.7 Based on the estimated asset sustainability requirements of HSCP operated assets for the next two years, i.e. 2018-19 to 2019-20 the asset requirements exceed the funding available to maintain the properties to the required standard. The capital projects include those which the service and property services assess as being essential to maintain the assets to a standard which will ensure core service delivery standards and compliance with regulatory requirements. Capital expenditure requirements are estimated to total £715k for the next two years against an allocation of £305k. The service will require to keep the property standards and priorities under review if funding is not made available to address the property requirements in full.
- 6.8 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples include upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts, this work will improve our carbon management.
- 6.9 The Climate Change (Scotland) Act 2009 places duties on public bodies with respect to climate change and in particular to contribute to carbon emissions reduction targets; contribute to climate change adaptation; and to act sustainably. The Act includes a national emissions target, set for the year 2050, for a reduction of at least 80% from the baseline year (1990). A Statutory Order under section 46 of the Act requires public bodies to annually report on compliance with the climate change duties. The Integration Joint Board, as a public body, also has the requirement to report separately on compliance, this is enabled with support from the council's property team.
- 6.10 Argyll and Bute Council's Renewable Sourcing Strategy included an evaluation of the most appropriate renewable technologies to implement and a strategic overview of all property assets to determine where these preferred renewable technologies might be best installed. The most viable projects have now either been implemented or are planned for installation. These projects have largely been funded on a spend-to-save basis with supportive income from the governments Feed-in-Tariff (FIT) and Renewable Heat Incentive schemes (RHI). Opportunity to access FIT and RHI income is now much reduced given a significant uptake in the scheme and resulting depression of the available income rates. Income support for renewable project deployment in future therefore is subject to considerable uncertainty and this may impact on the Council's ability to deliver renewables projects on a value for money basis. The HSCP has a responsibility to ensure efficient use of energy resources and will continue to explore and support opportunities for efficiencies.
- 6.11 Renewables are however only one way of reducing carbon emissions and costs. The next 2-3 years will see resource allocated to a range of lower cost, best practice

programmes to improve carbon management and reduce costs. Key considerations for the next delivery period include:

- Water Management/Efficiency
- Waste Water Asset Reviews
- Refreshed Programme of Energy Audits
- Energy Efficiency Training
- Behavioural Change Initiatives
- Energy Efficiency Projects (Small Scale)
- Building Management System (BMS) Improvements
- Further integration of energy/water/carbon best practice into capital projects
- Utility Meter Read Programme
- Improved Reporting of Energy/Water Use.
- Review of District Heating Opportunities
- Exploration of Community Partnering Opportunity

6.12 In summary, the 2018 to 2023 capital programme will continue to include works to address the condition issues of the HSCPs assets informed by the surveys carried out by Facility Services. It will also take into account opportunities to drive out best value and make cost efficiencies via co-location in the areas identified enhancing service suitability. There are currently no service development projects proposed in the programme for 2018/19 and 2019/20 however it is anticipated that as business plans are developed and opportunities identified this position will change. There is likely to be significant capital investment required in the medium to longer term to address suitability issues of current assets, the transformation of services to accommodate increases in demand and new service delivery models and ultimately to meet the aspirations and outcomes from the integration of Health and Social Care services.

7.0 RISKS

7.1 The 2018 to 2023 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of Argyll and Bute HSCP properties in a wind and weather-tight condition, with mechanical and electrical services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities will be met. Projects are being taken forward to address the emerging suitability requirements to ensure social work services can meet legislative requirements and service improvements are progressed to support the integration of health and social care.

7.2 In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction will result in increased risk of building and building component failure and hence the likelihood of interruption to service delivery will increase. All available options will be pursued to identify alternate funding options including prudential borrowing and the speedy disposal of surplus assets. Additionally all necessary steps require to be taken to reduce revenue costs and to ensure that the cost of leasing properties is reduced.

7.3 Infrastructure and assets has been identified as a Strategic Risk for the HSCP. The risk being that assets remain under the ownership of the Council and Health Board and

there is a risk that these do not meet the current and future service requirements. The Integration Joint Board does not have full control and flexibility over the assets which may result in them not being aligned to supporting the HSCP strategic outcomes. This risk is partly mitigated by the following:

- Engagement with asset management and capital planning processes and arrangements of the Council and Health Board.
- Ensure changes to service delivery are communicated to partners to allow informed decisions around asset investment/disinvestment.
- Explore different ways of accessing assets for the IJB to have a joined up approach to service delivery.

7.4 The biggest risk to service delivery and to the effective management of building assets is the uncertainty over the amount of future capital budgets and the direct impact this will have on the affected properties. The current level of capital investment allied to inadequate revenue funding when applied to the existing asset base is insufficient to allow for all of the necessary improvements to asset condition and suitability. The reduction to funding without a reduction in the number of assets or more efficient use of assets may lead to a more rapid decline in condition and suitability hence an increase in the risk of disruption to service delivery. There is particular concern that there is assumed to be no capital funding allocation for the HSCP in 2019/20 and that the overall estimated capital investment requirement exceeds the current capital allocation.

7.5 The condition and suitability of HSCP assets is being reflected in the inspection grades provided by the Care Inspectorate, this not only is demoralising for staff and service users but also has a reputational risk for the Council and HSCP.

7.6 It is recognised that the Council does not have an infinite level of capital funding and any available funding is subject to competing priorities. There is therefore a risk that the Council will be unable to financially support the future capital investment required to facilitate the transformation of social care services. The HSCP will continue to keep assets under review to ensure as far as possible that these are maintained and serviceable and will also continue to pursue opportunities for efficiencies through reducing the overall HSCP asset base, together these actions will allow shared objectives to be met.

9.0 IMPLICATIONS

9.1 Policy: Prepared in line with the Council's Corporate Asset Management Strategy and Policies

9.2 Financial: Outlines the proposed capital budget for the HSCP for 2018/19 to 2022/23

9.3 Legal: None.

9.4 HR: None.

9.5 Equalities: None.

- 9.6 Risk: Failure to invest in the HSCP assets will lead to a rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery and a failure to meet the statutory requirements.
- 9.7 Customer Services: Improving the condition and suitability of our assets will lead to increased customer satisfaction.

Christina West

Chief Officer

January 2018

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Appendices – Detailed Service Information

Appendix 1 – HSCP Asset Overview

Appendix 2 – HSCP Asset Performance Data (will be made available on request)

Appendix 3 – HSCP Proposed Capital Projects

APPENDIX 1 – HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP)

Chief Officer – Christina West

The HSCP is responsible for the delivery of both adult and children's social care services and criminal justice services in Argyll and Bute. The HSCP are responsible for operating the Council's social work offices, children's homes, school hostels, day and residential care services for older people and resource centres.

CHILDREN AND FAMILIES

Head of Service: Alex Taylor

Service Functions

The Children and Families Social Work Service provides the following services:

- Children and Families MAKI
- Children and Families Oban
- Children and Families Helensburgh
- Children and Families Cowal and Bute
- Criminal Justice

The Children and Families Service shares 10 office bases with Adult Care, and operate 3 children's care homes and 2 school hostels. The service also manages through service level agreements a respite provision for children with a disability and has a response centre in Kintyre.

Children and Families Localities

This service provides assessment and case management to children in need of support, care and protection (including children with a disability). The service is locality based and operates from four area based service centres which correspond to the Council's four administrative areas. Services are also delivered from Rothesay, Lochgilphead (Mid Argyll Community Hospital) and Islay.

Children and Families Looked After Children

This service directly provides, arranges and commissions residential services, care and support to children and young people who are looked after or who are leaving care. The service is responsible for the provision of an adoption and fostering service, through and after care services and residential care which is delivered through 3 children's care homes (Oban, Dunoon and Helensburgh). It also commissions external residential and community based Support Services for children and young people both from within and out with the Argyll and Bute area.

The new Dunclutha children's home opened during 2017. The old building was deemed unfit for purpose by the Care Inspectorate and the investment of £1.2m has seen the provision of a new purpose built facility which will allow the service to appropriately meet the needs of looked after children.

The service is also responsible for school accommodation which is provided through two school hostels (Oban and Dunoon).

Criminal Justice

Criminal justice services are provided through small teams in Oban, Campbeltown, Ardrishaig, Helensburgh, Rothesay and Dunoon, usually sited within the local social work teams, and overseen by a service manager and two team leaders in an East/West split. The local criminal justice team is part of the broader Children and Families service and provides all adult offender related interventions from within the Health and Social Care Partnership. This includes advice to Courts and Parole Board in respect of risk assessment, sentencing and custodial release; supervision of offenders on orders or release licenses in the community; providing Throughcare support during a custodial sentence and planning release; and providing an Unpaid Work scheme in the community.

The Management of Offenders (Scotland) Act 2005 established Community Justice Authorities (CJA) with the intention of co-ordinating and improving the delivery of services to offenders across eight CJA areas. The Act requires Local Authorities, the Scottish Prison Service (SPS) and other key partners (Police, Health, COPFS and major voluntary organisations) to co-operate and co-ordinate their efforts to reduce reoffending. The CJA have now been replaced via the Community Justice (Scotland) Act 2016 by Community Justice Scotland and work has progressed to establish joint working arrangements under the framework of the Community Planning Partnerships.

The 2005 Act also placed a statutory obligation on Local Authorities, the Scottish Prison Service, Police and Health Service to co-operate in respect of certain categories of offender. These Multi-Agency Public Protection Arrangements (MAPPA) are supported by national guidance and relate to Registered Sex Offenders, Serious Violent Offenders and Restricted Patients. The principle of predicating the nature and level of intervention on risk, supported by formal arrangements for the sharing of relevant information extends beyond MAPPA to the supervision of offenders in general.

Statutory implications affecting service assets include:-

- Social Work (Scotland) Act 1968
- Children (Scotland) Act 1995
- Regulation of Care (Scotland) Act 2001
- Protection of Children (Scotland) Act 2003
- Management of Offenders (Scotland) Act 2005
- Public Reform (Scotland) Act 2010
- Equality Act 2010
- Children's Hearings (Scotland) Act 2011
- Public Bodies (Joint Working) (Scotland) Act 2014
- Care Inspectorate Requirements
- Children and Young Person (Scotland) Act 2014
- Community Justice (Scotland) Act 2016

- Carers (Scotland) Act 2016

The implications of the Children and Young People's (Scotland) Act 2014 for Children and Families are the enshrining of the Getting it Right for Every Child (GIRFEC) approach in law, the introduction of new children's rights and children's service planning, increasing the provision of support to those in care and care leavers. There are no estimated capital costs in respect of the Act for the Children and Families Service. However continuing care will place a statutory responsibility on the local authority to deliver support to care leavers including appropriate accommodation to support them day to day before 26th birthday.

Future Planning – Anticipated developments within next five years

The Children and Families service operate from a relatively small exclusive asset base, however staff are also based in a number of shared social work offices. There continue to be improvements required to Social Work offices targeting properties in the worst condition, and building elements which are currently rated as Bad or Poor. There are emerging opportunities within the Health and Social Care Partnership for the co-location of staff with Health colleagues and the potential to reduce the overall asset footprint.

ADULT CARE

Head of Service: Lorraine Paterson

Service Functions

The Adult Care Social Work service covers professional Social Work and Care Management to a range of people with a disability or vulnerability, the service is for older people, learning disability, mental health, substance misuse, physical disability and sensory impairment across Argyll and Bute. Professional Social Work and Care Management service includes the functions of Assessment, Care Management, and also Adult Support and Protection. This means that Social Worker teams (and the management and support services) provide community interventions from local office bases to give support for adults and their carers across the aforementioned vulnerability and care groups.

Adult Care Social Work is furthermore a direct provider of homecare, day and residential services and also commission suitable services from the independent and third sector. The service also has a number of shared responsibilities with the NHS met through partnership arrangements where staff and other resources are either shared or hosted in either organisation to deliver joint services and targets, for example; Learning Disability Service, Addictions Team, Mental Health, Occupational Therapy and Equipment Store.

The commencement of the IJB in April 2016 has resulted in a range of service model reviews and changes which will have an impact on the buildings used by the single health and care teams, This includes co-location, change of use and rationalisation and future planning for integrated health campuses.

Service Asset Overview

Accommodation for adult services and Social Work staff (including; professional Social Workers and assistants, administrative support, leadership, management, workforce and service development) is provided from a number of sites in council based offices and buildings throughout Argyll and Bute, including from;

- Social Work Offices
- Management and administrative offices, including space for Social Work Service Development Team and Adult Support and Protection
- Homecare, led and managed from the Social Work main offices
- OT and equipment stores are now a single service provided in an NHS owned building.
- Day Care for Older people
- Day Care specialist support for people with Dementia
- Day Care for people with a Learning Disability
- Residential Care Homes for Older people
- Supported living home for people with a Learning Disability

Social Workers, Care Management and Operations are provided from Social Work office centres in the main towns and some islands, offices are shared with the children and families service. Where there is no local Social Work office then visiting Social Workers and assisting staff access local council offices or utilise NHS office bases where necessary. There are 7 council residential units for older people, 3 day centres for older people, 5 resource centres for service users with a learning disability and a supported living site (Greenwood, Campbeltown - previously known as a learning disability hostel) where residents with a learning disability have tenancies. Most Mental health social work teams are now co-located with their NHS colleagues on NHS sites.

The HSCP has identified co-location as a priority in each locality to maximise the benefits of a single health and care service and accelerate the transformation of service required and crucially drive out efficiencies to meet its cost savings target. In addition the HSCP expects to develop mobile and agile working in a form the council has successfully implemented and is looking at accelerating co-location opportunities with the council and other partners for other corporate support services in Lochgilphead.

Social work service provision can include transport particularly in day and residential care. This requires an accessible fleet of varying sizes of vehicle from cars to specially adapted minibuses to be maintained. This supports people to access the service as well as their local community and planned day activities from their day service or residential setting. Community based social work and support staff rely on covering many miles in the carrying out of their duties and require to access pool cars and other transport options. The scale and use of this transport resource is also being examined by the HSCP following the flexibility for staff to use without restriction the NHS and Council fleet.

Statutory implications affecting service assets include:-

- Adult Support and Protection (Scotland) Act 2007
- Social Work (Scotland) Act 1968
- Regulation of Care (Scotland) Act 2001
- Care Inspectorate Requirements
- Social Care (Self-directed Support) (Scotland) Act 2013
- Public Bodies (Joint Working) (Scotland) Act 2014

New legislative duties will impact on the potential use of Council assets e.g. Self-Directed Support (SDS) and also in following the principles and outcomes required from Health and Social Care Integration.

The Social Care (Self-directed Support) (Scotland) Act 2013 offers more choice, control and flexibility to service users and may result in more people choosing non-traditional options for their social work care and support. If major changes transpire there may be a reduced use of current council buildings where the service delivery is buildings based particularly in Older People and Learning Disability services eg. building based Day Care. The Act came into effect from April 2014 but has not had an immediate effect on activity however it is expected changes and the HSCP strategic direction will accelerate these changes.

Future Planning – Anticipated developments within next five years

The Council continues to be the direct provider of residential care for the older people's service. Currently this includes:

- Eadar Glinn
- Tigh A Rhuda
- Thomson Court
- Struan Lodge
- Gortanvogie
- Ardfenaig

The condition of the buildings is satisfactory with ongoing asset sustainability programmes in place to ensure this continues, however issues remain with suitability ratings. These are being reflected in inspection grades, suitability issues may not be addressed by further investment in existing assets and may require the service to explore the re-provision of assets.

The HSCP operate and commission services from a complex asset based with a mixed economy of service provision, not all adult social work services are provided in-house directly by the HSCP and a number of services are provided by the Third and Independent Sectors which operate from their own buildings.

The challenges of continuing to be a direct provider of residential care are significant. As well as the considerable and well established cost variation between internal provision and external purchasing of the same, there is also:

- The age of the buildings
- The lack of a well-established market of provision in certain areas
- Our contradiction of expectation in what we provide as opposed to purchase for instance in relation to en-suite facilities and room size
- The considerable annual draw on revenue resources to invest in ongoing maintenance/ health and safety/ adaptation and upgrade
- The future direction of residential provision in the context of the IJB strategic plan and the future service models for older people, with nursing and care home beds being used for those who need a higher level of care.
- The changing preferences of older people to be supported for as long as possible in their own homes
- The lack of capital investment opportunities to realise a replacement programme for our own stock
- An increasing emphasis on locality planning developing and support local community for local solutions
- The increasing trend and likelihood that the Care Inspectorate will look for clarity on future proposals in respect of our own provision allied to our mixed performance on inspections in relation to the care environment

The strategic plan of the IJB has enabled a review of care across all areas with ongoing engagement and dialogue with local elected members on provision in their area. A care home modelling tool is being developed to support the ongoing work to review care home provision and requirements, the first iteration of this tool is expected to be available for trial soon. In addition the HSCP are developing a housing needs assessment linking public health and housing information, the outcome of this assessment in 2018 will identify the care in the community housing stock availability and requirements. It is likely that in the medium to longer term significant investment may be required to facilitate the transformation of adult social care services.

The Learning Disability review is focusing on developing community based services and moving away from the resource centre model, but some clients will continue to require a building based service. This will create capacity in some buildings and review and collocation options will be progressed to shrink the footprint. A priority for the integrated Learning Disability service is to co-locate all health and social care staff on single locality sites where possible so that service become more accessible to the vulnerable client group.

Improvements continue to Social Work offices targeting properties in the worst condition, and building elements which are currently rated as Bad or Poor.

The implementation of work to address suitability issues has been identified by the HSCP with regard to planning single service provision and is seen as a priority at strategic and locality level. The focus is therefore on co-location of health and social care teams within NHS and council properties. Work started in 2017/18 to develop plans to disinvest in some HSCP buildings, not only to reduce the overall asset base but also to facilitate the integration of teams. Opportunities have been identified in localities for co-location to maximise the benefits of a single health and social care service and accelerate the transformation of service required. There are HSCP savings identified which are required to be delivered through co-location and the HSCP set aside some funding to accommodate the one-off costs of relocation.

INTEGRATION JOINT BOARD

Proj. No.	Project Description	Year 1	Year 2	Unallocated	Overall Capital cost	Property Services Notes
		18/19	19/20	Future Years		
		New Work Total	New Work Total	New Work Total		
	Ardfenaig Home for the Elderly	£0	£30,000	£0	£30,000	
	Ramp needed to exit back door safely in event of a fire.		£30,000			Allowance only. Full survey required to establish full scope of works required.
	Eader Glinn Home for the Elerly	£105,000	£60,000	£160,000	£325,000	
	Individual bathrooms / section of sitting area to be divided to create dining area			£TBC		Suitability Needs - will not be addressed in short term.
	Suitability	£50,000				Allowance for forming 2nr accessible shower rooms. Full design options required.
	Window Upgrade - Phased	£55,000		£160,000		Phase 1 - Bedroom areas. / Phase 2 - remainder of windows to villa and modern building. Full survey required.
	Boiler/Heating Works		£60,000			
	East King Street Children's Home	£30,000	£0	£0	£30,000	
	Sprinkler Installation	£30,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.
	Glencruitten Hostel	£0	£0	£40,000	£40,000	
	Fire Alarm wireless to modern wireless			£40,000		
	Greenwood/Woodlands	£100,000	£0	£10,000	£110,000	
	Sprinkler Installation	£100,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.
	Minor Heating Improvements			£10,000		
	Lochgilphead Resource Centre	£0	£0	£0	£0	
	Thomson Court Home for the Elderly	£115,000	£30,000	£0	£145,000	
	Rewire - Additional Funding to complete rewiring	£100,000				
	Fire Alarm - visual fire alarm required for building.	£15,000				Allowance only to replace detectors. Full survey required to establish full scope of works required.
	DDA Compliance - Fire Exits - ramps required at all fire exits, survey require to establish the full scope of the works.		£30,000			Allowance only. Full survey required to establish full scope of works required.
	Shellachview	£30,000	£0	£0	£30,000	
	Sprinkler Installation	£30,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.
	Struan Lodge	£0	£0	£290,000	£290,000	
	Rewire - phased			£200,000		
	Boilers/Boilerhouse Upgrade including switch from oil to gas			£90,000		
	Tigh An Rudha Home for the Elderly	£75,000	£40,000	£0	£115,000	
	Sprinkler Installation	£75,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.

Proj. No.	Project Description	Year 1	Year 2	Unallocated	Overall Capital cost	Property Services Notes
		18/19	19/20	Future Years		
		New Work Total	New Work Total	New Work Total		
	DDA Compliance		£40,000			Allowance only. Full survey required to establish full scope of works required.
	Church Street Office	£0	£40,000	£0	£40,000	
	Suitability					Church St Office to be considered as part of the overall Dunoon Office Rationalisation. IJB will not address suitability needs in the short term.
	DDA Compliance		£40,000			Church St Office to be considered as part of the overall Dunoon Office Rationalisation. Allowance for accessible Toilet / new entrance door. Full survey required.
		£0	£0	£0	£0	
	General	£30,000	£30,000	£30,000	£90,000	
	Contingency Fund	£30,000	£30,000	£30,000		
		£0	£0	£0	£0	

Year 1	Year 2	Unallocated	
18/19	19/20	Future Years	
New Work Total	New Work Total	New Work Total	Total
£ 485,000	£ 230,000	£ 530,000	£ 1,245,000