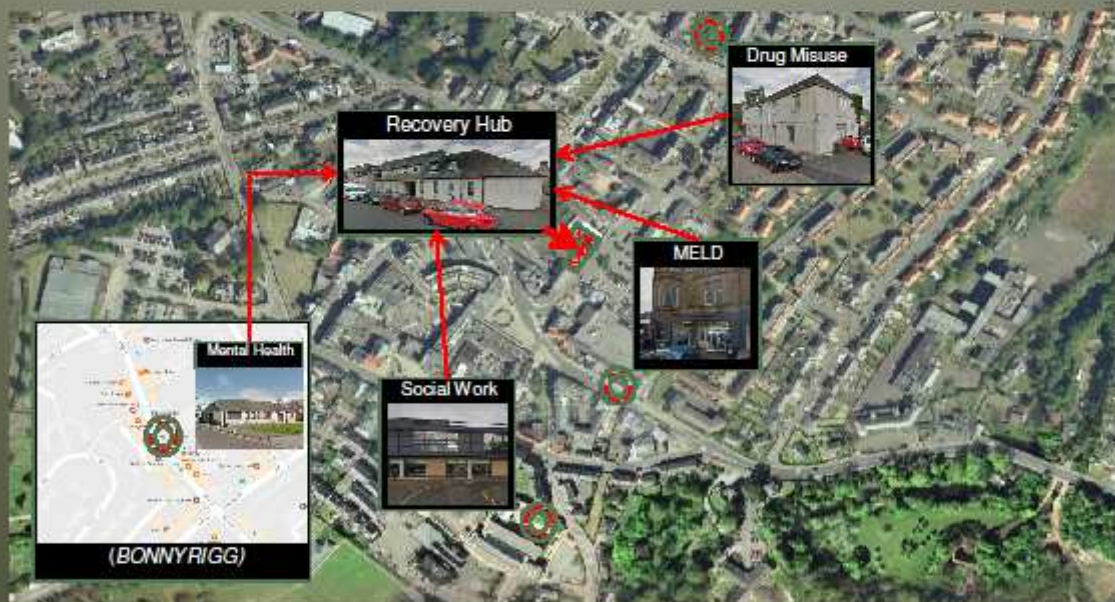


Feasibility Report to Form New Integration Joint Board Recovery Hub



Midlothian



Integrated Joint Board; Recovery Hub- feasibility report

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Introduction

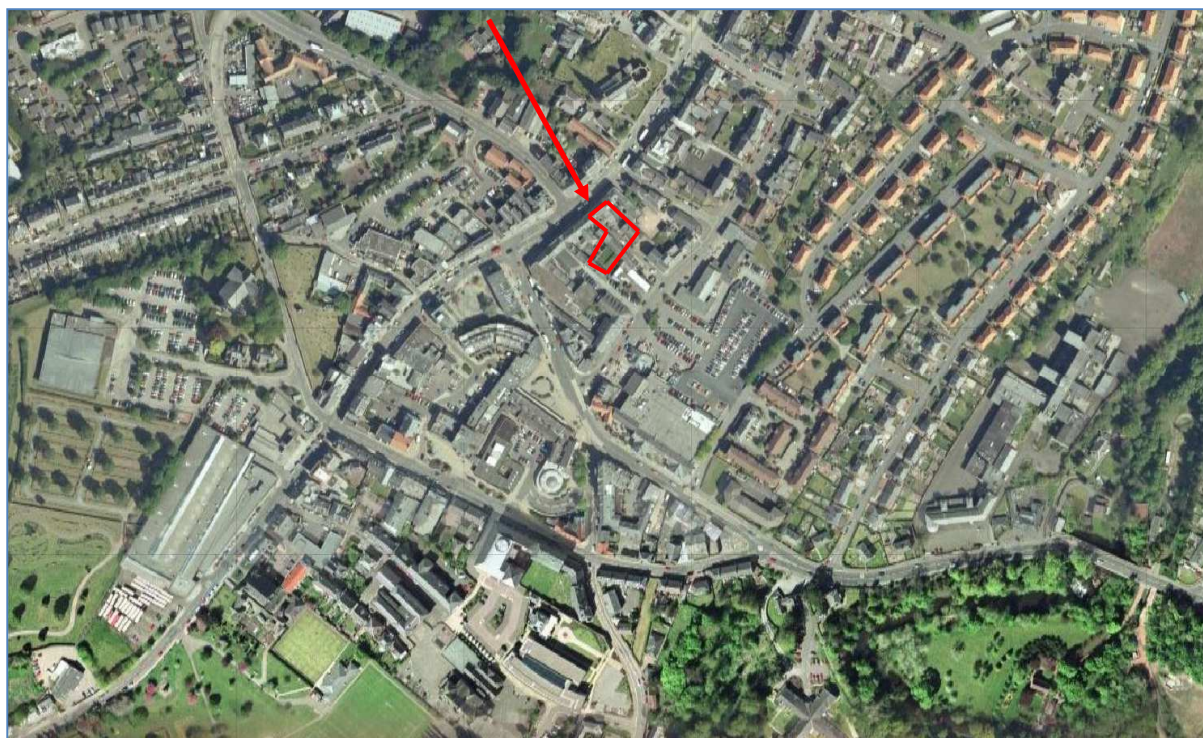
- **Background**

Property and Facilities Management (P&FM) section of Midlothian Council (MLC), specifically Building Services were commissioned by Integrated Joint Board (IJB) to carry out a feasibility study for the potential to provide a Recovery Hub for substance misuse in the centre of Dalkeith.

The Recovery Hub initiative is an innovative solution aimed at providing a single point of contact location for clients who currently receive services from a variety but disjointed locations within Dalkeith and Bonnyrigg. The proposal would involve the integration of the following Council, NHS and third sector run services:-

- Mental Health- NHS
- Drug Misuse- NHS
- Criminal Justice- MLC
- Social Work- MLC
- 3rd sector support groups
 - MELD
- Others effected by the initiative
 - Women's Aid
 - Health and Mind

The proposed IJB Recovery Hub would be located at what was the previously referred to as Dalkeith Social Work building located in St Andrews Street.



The proposed co-location of these services is subject to a number of dependencies which must be addressed in order to transfer current service delivery from existing assets. All of the existing assets from which the services are currently delivered are deemed not fit for purpose, and there are areas

of duplication arising from the current patterns of property occupancy. All these issues were considered and appraised as part of this study.

In order to develop the co-location proposals a high level strategy was drafted and issued to the IJB for agreement attached within Appendix 1. The instruction to proceed was subsequently provided which allowed the project delivery team to be established and confirm the project scope, determine the extent of potentially effected services/ assets and develop a project delivery programme for the feasibility study.

Initial Project Scope

The initial project brief from the IJB was as follows:-

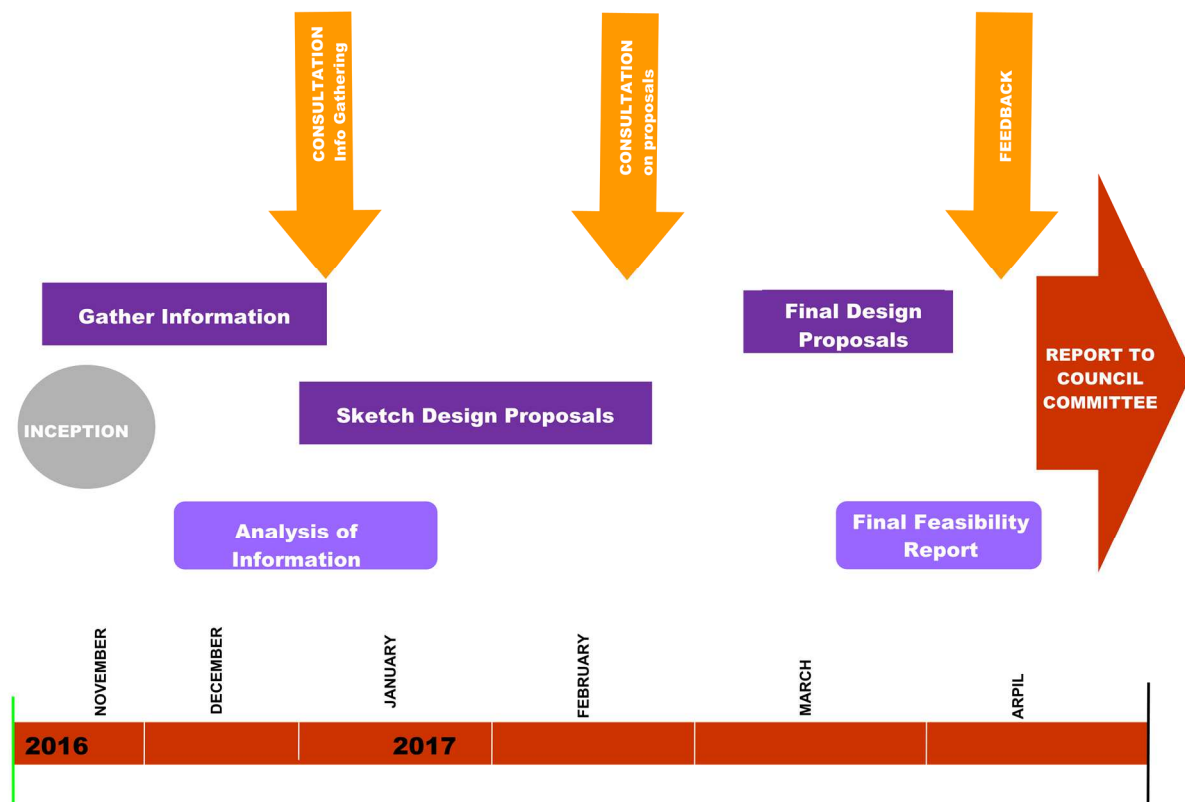
- Review the use of an existing building (St Andrews Street) for the co location of the services listed above
- Review the service delivery models for each of the effected departments
- Review the services resource requirements
- Provide design options associated for the potential proposals
- Review the financial impact/ business case of the proposals

Purpose of Study

The purpose of the study was to explore the following opportunities:-

- Collocation of several service providers across NHS, MLC and 3rd sector partners
- 1st, 2nd and 3rd stage information gathering
- Engage effected services
- Compatibility of the effected services
- Commonality/ adjacencies between the services
- Establish current service delivery for each of the services and their respective challenges
- Develop a client brief for the effected services as a result of understanding service delivery models
- Appraise the ability to employ New Ways of Working (EWiM style) within the office space
- The reuse of existing built assets to deliver an alternative service model
- Provide design options for the effected assets
- Develop a business case for the proposals

THE STUDY PROCESS TIMELINE



Methodology

There have been four main stages of the study:-

- Information gathering
- Client engagement
- Preparation of design proposals
- Cost and financial appraisal

The methodology of the process was imperative to obtaining the detail to support the outline objectives, develop a brief and also provide the key stakeholders with the opportunity to provide service specific observations to inform the overall design rationale and process.

Location and Context

The proposed Recovery Hub will look to utilise the former Dalkeith Social Work office, located on St Andrews Street. Located in the centre of Dalkeith, the building has good communication routes to Edinburgh and the Borders by both bus and car. The building can be easily accessed by foot from the centre of Dalkeith. It is also located adjacent to the newly completed St Andrews Street Medical Centre.

The Process

Introduction

The process to understand and obtain a brief had several stages. The base information was gathered remotely where managers were asked to complete templates to give the project delivery team an initial steer on how the services currently operate but with a look to the future service delivery models and challenges associated with the clients overall vision.

Information Gathering

- Obtain existing building information for the effected assets
 - St Andrews Street, Dalkeith
 - Old Bonnyrigg Health Centre, Bonnyrigg
 - Orchard Centre, Bonnyrigg
 - Glenesk Health Centre, Dalkeith
 - 6 Newmills Road, Dalkeith
 - 29a Eskbank Road, Dalkeith
- Visual surveys of each of the effected buildings
- Obtain building ownership status
- Obtain existing building running/ operational costs
- The initial meeting with the effected services highlighted that there were differing needs of varying complexities, reaffirming the need for a feasibility study would be required to establish a brief
- A template was issued to the effected services to capture the following information;
 - Staff type and numbers
 - Mental Health- NHS- 51nr
 - Drug Misuse- NHS- 13nr
 - Criminal Justice- MLC-16nr
 - Social Work- MLC- 4nr
 - MELD- 3rd sector- 3nr
 - Womens Aid- 3rd sector- 12nr
 - Health & Mind- 3rd sector- 18nr
 - Visitor footfall
 - Meeting room resource and frequency of use
 - Indication of work styles

Engagement Strategy

- IJB provided vision for the Recovery Hub initiative at first meeting
- Establish the key stakeholder contacts
- Meeting with Directorate and key stakeholders to reaffirm the projects vision, business drivers and goals
- Information gathering
- Engage the services on one to one basis
- Engage Midlothian Councils Digital Services, NHS Property, NHS ICT and MLC/ IJB Finance

- Translate information provided from the information gathering template which included timetabling
- Present initial design interpretation as a result of engagement
- Refine initial designs; incorporating comments
- Present optimum/ preferred option to key stakeholders

Existing Building Appraisal

- Former Dalkeith Social Work, St Andrews Street, Dalkeith
 - Currently owned by Midlothian Council and operates as a Social Work Centre over an area of GIFA of 1,120m². The office is over two and a half floors with one main entrance with four routes to escape, accommodation includes main reception, three- one to one meeting spaces, group meeting spaces, cellular offices, groups offices, public/ private toilets, disabled access/ facilities to ground floor, welfare facilities, workshop (for unpaid work) and outside space. There is parking provision for 10nr cars.
 - Fit for potential reuse following internal alterations/ refit
- Old Bonnyrigg Health Centre, Bonnyrigg
 - Currently owned by NHS, this building has been split into two sections, one section which operates as a dental practice and with one section operating to deliver joint mental health service to the community on a single storey arrangement. The section of the building that houses joint mental health has one main entrance but a number of alternative but controlled entrances/ points of egress. The accommodation includes reception, open plan office space, cellular offices, one to one meeting spaces, group meeting spaces, public/ private toilets, disabled access to all building, welfare facilities and parking provision for cars.
 - Fit for potential reuse following internal alterations/ refit
- Glenesk Health Centre, Dalkeith
 - Currently leased by NHS with the full repairing lease this is currently on a rolling year on year agreement- expiring June 2017 (due to be extended to 2018) and houses Drug Misuse Team. The facility provides office/ clinical accommodation over two levels providing reception/ waiting space, clinical space, one to one meeting space/ therapy rooms, group meeting rooms, open plan office space, cellular offices, public/ private toilets and staff welfare facilities. No provision for parking. The building does not provide disabled access
- Orchard Centre, Bonnyrigg
 - Currently owned by Midlothian Council, and leased to Health and Mind. The accommodation over two levels partly within a listed Victorian former Bonnyrigg, Town hall, with single storey prefabricated units to the rear. The accommodation includes large public/ breakout space, dining area, working kitchen, public/ staff toilets, large activity rooms and cellular offices. The building does not provide disabled access
- 29a Eskbank Road, Dalkeith
 - Currently leased by Women's Aid. The accommodation over three levels provides a variety of cellular space which ranges from office, crisis rooms, arts, administration,

and welfare/ toilet provision. All areas are shared with the public with security limited to CCTV. The building does not provide disabled access

- 6 Newmills Road, Dalkeith
 - Currently leased by MELD. The accommodation is accessed directly off Newmills Road and provided on first floor level. The converted flat provides office, meeting space, toilets and welfare facilities. The building does not provide disabled access

Development of Client Brief

The initial brief from the client groups and key stakeholders required significant development. The view was taken that in addition to the first pass information provided by the effected teams, one to one engagement was required to further understand the needs of the clients groups, the needs of the user groups, specification considerations and consider the challenges around the technology to support such an initiative.

Engagement

Introduction

This section provides a description of each of the engagement session with the varying client groups.

- 2nd stage engagement was a follow on from the initial information gathering process. At our first meetings we jointly validated information provided, which specifically in relation to staff numbers, working styles, client footfall and working hours for each of the teams. These one to one sessions allowed the project/ client team to review the process of each department existing service delivery models from first point of contact. Service specific issues were also tabled and discussed along with the prospect of sharing a facility with services listed. Part of the engagement sessions included obtaining records for meeting room resources for the groups. Common theme's throughout the organisations were staff security both static/ mobile, access to meeting resources, booked/ non-booked spaces, office space with resources to support alternative working/ staff development and provide an improved staff welfare facilities. The information provided is detailed in Appendix 2.
- 3rd stage engagement involved the operational and support elements of the services. The challenges around ICT and sharing information across different government agencies are still a challenge to any project integrating services across Local Government, NHS, Scottish Police Service and 3rd sector organisations. As we proceeded further through the dialogue process it became apparent that the solutions for these issues may be some time away but quick solutions/ understanding is essential to ensure that the groups work collectively, cohesively and efficiently. The design information was shared with our NHS property colleagues as the process continued
- The translation of all the information gathered throughout all the engagement processes took several steps but the focus of the all the engagement session was to provide an integrated service delivery hub within an existing built structure.

Engagement Summary

- 2nd stage; engage the services on one to one basis
- 3rd stage; engage Midlothian Councils Digital Services, NHS Property Services, NHS ICT, MLC & IJB Finance
- Translate information provided to information gathering template which included timetabling
- 4th stage; present optimum/ preferred option to key stakeholders

Design Proposals

Introduction

The challenge with co-locating so many diverse services was always going to be the functionality and providing a fit for purpose public space. How this would function on a day to day in full operation was the overwhelming concern from the services. Over a seven day working week there will be a variety of differing service users, alternative service needs, resulting in a significant increase in footfall and user numbers at this focused location. The information provided by the services allowed the project team to assess whether the initial aspirations of the client groups could be achievable.

The information gathering process followed by subsequent service engagement sessions proved invaluable in developing a baseline brief. The baseline brief(s) would be applied to both St Andrews Street and Old Bonnyrigg Health Centre as they were identified as the primary/ secondary areas of the study.

Design Options

The design options along with the brief were developed over a series of engagement sessions with the service groups. The service groups were presented with a strategy of 'Public, Invited and Private Spaces' which encourage the building users to think how their service delivery model could fit within these design parameters.

- St Andrews Street
 - Developing the required brief from the various stages of engagement and providing the best solution within an existing building was always going to be extremely challenging. There have been several sessions where the design was reviewed the proposed end user client team, allowing the design to be refined and represented to the group managers. The designs were shared with the wider teams ranging from team leaders to administrative staff
- Old Bonnyrigg Health Centre
 - The brief obtained from the groups ensured that the project delivery team manage the design expectations and what was deliverable. The largest of the challenges will be to facilitate the request for a drop in 'cafe', similar to the Orchard Centre for Health & Mind. A further design challenge was facilitating private, secure spaces was important for service delivery requirements of Women's Aid proved

The proposals have been presented to client groups over several sessions. The final presentation is contained within Appendix 3.

Project Delivery Costs

The project delivery costs encompass final engagement with the services, include procurement of consultant team to obtain design freeze, statutory consents, procurement of the works and finally the refurbishment of St Andrews Street/ Bonnyrigg Health Centre to accommodate the client's requirements.

The costs, which include capital and revenue implications, have been passed to MLC Finance for incorporation to the Adult Care Report on Mental Health and Substance Misuse.

Project Delivery Programme

The project delivery programme is contained within Appendix 4.

Conclusion

This feasibility study with its supporting documentation will be incorporated into the Adult Care Report on Substance Misuse to Midlothian Council.

APPENDIX 1

APPENDIX 2

APPENDIX 3

