

# Case Study

## Pendleton Gateway: Utilisation and Optimisation Study



**Client:** Community Health Partnerships

**Project:** Utilisation and Optimisation Study for Pendleton Gateway

**Services Provided:** Strategic Planning, Service Design, Locality Planning, Workplace Utilisation, Space Optimisation, Estates & Space Planning, Space Utilisation, Schedule of Accommodation, Programme & Project Management, Stakeholder Engagement & Management

**Timescales:** November 2021 – May 2022

**Pendleton Gateway in Salford is a large and significant NHS LIFT building. It is located in an area of high deprivation and is a key asset from which to serve the local community, providing easy access to a range of healthcare services in an out of hospital setting.**

In 2021, as part of its Optimisation Programme, Community Health Partnerships (CHP) commissioned gbp consult, via MaST LIFTCo, to deliver a utilisation and optimisation study at Pendleton Gateway. The study was designed to determine how the building is being used and whether there was additional capacity that could be used to increase activity.



The results of the study illustrated that there was capacity within Pendleton Gateway from which to provide additional services. The findings are also supporting the local health system to better understand future estate capacity requirements across Salford.



### Activities undertaken by gbp partnerships consult:

#### Phase 1 of the project:

- GEN2 OccupEye sensors were installed in all demised and bookable areas over a period of two months, with the data from the sensors highlighting the utilisation of a given area.
- The gbp consult team cross-referenced the sensor data with room booking data (where this was available) to understand if there was capacity to move more services into the building where rooms are not being fully utilised.
- Whilst the sensors were in place the gbp consult team also held meetings with the building manager to gain an understanding of what tenants and services were provided from which parts of the building.
- Once the full set of data was available, the data was analysed and interrogated by floor and the various demised and bookable areas of the building, to present how the various tenants and services were utilising their demise.
- The results of the utilisation study were then presented back to CHP, Salford CCG and the two trusts.

#### Phase 2 of the project:

- Working with Salford CCG and representatives from Salford Royal NHS FT and Manchester University NHS FT (as the significant tenants within the building) the gbp consult team developed a 'road map' highlighting a number of options to optimise the utilisation of Pendleton Gateway.
- The road map listed out the priority services to be accommodated within the building, where within the building these services should be provided, plus any services that may need to be relocated elsewhere within other local health estate.



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### Our Impact:

It is quite often the case that when utilisation studies have been undertaken the resulting reports simply become a record of how a building was utilised at a particular point in time. Whilst this data is extremely valuable, from our experience of utilisation and optimisation of buildings, real step change can only occur when stakeholders take accountability of the data for their demise area, and challenge services where utilisation is poor.

To this end, once the report and recommendations had been presented to CHP, Salford CCG, SRFT and MFT, a Utilisation Task and Finish Group was established, attended by all key stakeholders. At the Group's fortnightly meetings, focus is on driving forward the recommendations made within the report and stakeholders are held accountable by an ongoing action log.



### Outcomes and Benefits:

- There is now a real appetite from all stakeholders to take accountability for the utilisation of their demise areas of the building, this is as a result of the focus on driving forward the recommendations made within the report through the Task and Finish Group meetings.
- Both SRFT and MFT require more out of hospital accommodation located within the community, and the results of the report illustrated that there is capacity within Pendleton Gateway in which to provide additional services.
- Both SRFT and MFT (particularly CAMHS) have seen an increase in demand for services post pandemic, and Pendleton Gateway is seen as a key, core hub in which these services can be provided.



### The key deliverables for the project were:

- ✓ A defined overview of demised and bookable usage.
- Delivery of a detailed report containing:
- ✓ Clear, easy to understand graphics of how the various areas of the building were utilised throughout the two months of the study, defined by each demise and bookable area.
  - ✓ Analysis of the local demographics to understand what services are best placed to serve the local demography.
  - ✓ Emerging options and recommendations outlining how the utilisation of the building could be improved.
  - ✓ Quantification of the additional capacity that is available in Pendleton Gateway and translation of this capacity into number of appointments and notional cost savings / void cost reductions per annum.

*"gbp consult have a logical approach and are effective partners. They have provided clear feedback at SEG level and are able to provide detailed implementation proposals to key stakeholders. The results of this study and the subsequent implementation options, will in time lead to the development of a much needed methodology, to not only increase the efficient use of LIFT buildings, but also to identify options to repurpose underperforming space.*

Anthony Fitzgerald, NHS Greater Manchester Integrated Care, Estates Project Manager (Salford)

*"This is a really positive step towards maximising capacity and helping the local community to access services closer to home."* Andy Muir, CHP, Regional Director North West





## The Power of Partnership

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We develop and deliver partnerships with clients across health, local authorities and the wider public sector. Empowering people to change practices, processes and the use of physical assets, in order to embed long lasting organisational transformation.



Unlike other consultancy companies who only provide advisory services, gbpartnerships consult - as part of the gbpartnerships group - are able to apply the group's operational delivery experience in managed services, asset management, property development, and long-term partnerships with 14 local community and healthcare systems across England, to deliver grounded, end to end service transformation, change management and asset management services to clients.



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If you'd like to find out more or arrange an informal chat about our work contact:  
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