

Case Study:

Redesign and relocation change management programme



Pennine Care
NHS Foundation Trust



Client: Pennine Care Foundation Trust

Project: Relocation Programme and Corporate Office Rationalisation

Services Provided: Stakeholder engagement, spatial layouts, space planning, programme & project management, move management, change management, guidance & support on the implementation of hybrid working.

Timescales: November 2022 – August 2023

Pennine Care Foundation Trust covers 5 boroughs in Greater Manchester and was formed in 2002 as a mental health trust. The trust employs approximately 3,600 staff and delivers services from 263 sites.

Utilisation studies carried out in the trust post the COVID-19 pandemic indicated Trust Headquarters had surplus capacity. Additionally, it was identified that some buildings delivering clinical services in the Trust were not particularly suitable due to their location and condition. Therefore, a relocation of staff across numerous buildings and a redesign of Trust Headquarters was carried out. The redesign and relocation programme was built around the current hybrid working policy developed by the Trust because of the pandemic.

The gbp consult team was chosen to carry out this work because of our stakeholder engagement, change management and programme and project management expertise. We worked closely with the client to develop spatial layouts that maximise the Trusts current portfolio and supports patient care and staff with new ways of working.

“Engagement work across all departments was exceptional - it was a well worthwhile, important piece of work for us”.

Steve Jameson, Director of Capital, Estates and Facilities



Activities undertaken by gbp partnerships:

The gbp consult team worked to carry out stakeholder engagement and analyse the estate and associated logistics to deliver a report and spatial layout proposal options. Approval of the preferred option then considered different funding options, impact assessments and relocation programme to produce a business case.



Project Objectives:

The overarching aim of the project was to increase utilisation of Trust Headquarters whilst improving patient experience and care by offering services in a more suitable and clinically appropriate building. Additionally, the aim of the redesign was to enable employees to work in a more collaborative and open-plan setting.



Outcomes and Benefits:

The business case and detailed layout proposals include site disposals and space reconciliation reducing the estate by over 2,000m², benefiting the Trust from the associated capital receipts and operational cost savings. The solutions met the complicated sensitivities and requirements of over 30 different teams with unique ways of working, while maintaining a key focus on improving staff well-being and collaboration and proposed relocation of patient services to a more secure and accessible building of a higher quality environment.

Key benefits delivered included:

- ✓ **Improved patient experience;** patients are receiving care in ameliorated conditions.
- ✓ **Reduced costs and more efficient use of space;** employers have greater control over the working environment and space aligned to the teams' requirements.
- ✓ **Enhanced collaboration and communication** within teams in light of the reconfiguration of the working environment.
- ✓ **Improved utilisation;** a reduction in property costs which can be invested back into more patient facing activities within the Trust;
- ✓ **Delivering a Net Zero NHS;** creating a more sustainable working environment by reducing the Trust's carbon footprint





The Power of Partnership



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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