

# Case Study

Developing people-focused estates strategy  
“Smarter Spaces” and navigating a post-  
pandemic way of working.



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# Project Brief

- Livewell Southwest provides integrated community health and care services, currently operating out of 78 buildings, leased mainly from system partners.
- Their Smarter Spaces estates strategy went beyond factors such as the physical condition of buildings. A key driving force was bringing joy to the people who used and accessed them, recognising that people should be at the centre of everything.

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# How We Helped

- Analysing all 78 buildings, working alongside key operational and clinical stakeholders with good working knowledge of the spaces and focusing on physical condition, functional suitability, and quality.
- The impact on buildings of the new hybrid working approach and new ways of service delivery highlighted the need for an increased availability of informal space to collaborate and bookable desks and clinic rooms to support flexibility.



# How We Helped

- Most of the buildings were in a good state and met current needs, but there were real opportunities to look at more efficient usage.
- Inevitably, there were buildings that would never meet the needs. Our priority was to get agreement from the team to find better, more suitable, and cost-effective alternative spaces. Bringing this truth to the forefront was a key milestone in the development of the Smarter Spaces strategy.

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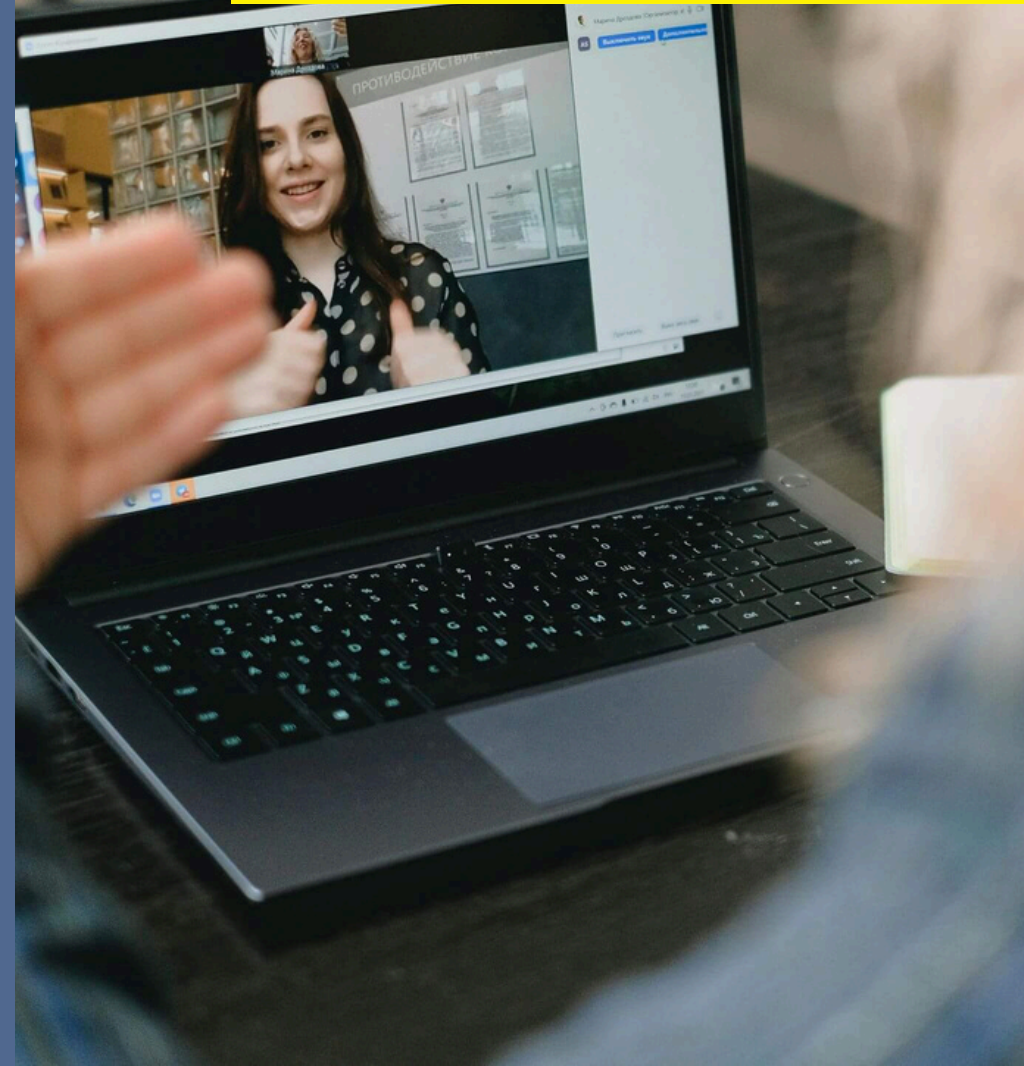


# How We Helped

We then developed an eight point vision with Livewell to guide all future estate decisions, a much needed framework to guide changes and relocations:

- Actively manage the estate portfolio to ensure that it meets the changing needs of the services that provided
- Provide safe, high-quality and well-maintained working environments, both clinical and administrative

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# How We Helped

- Continue to invest in buildings to ensure they are the best they can be, or if necessary, find more suitable buildings
- Provide excellent accommodation management, maintenance, and high-quality hotel services
- Proactively ensure that the estates' strategy is aligned with the aims of the wider health and care system
- Put the environment first when making choices about the estates and how they are managed, maintained and used

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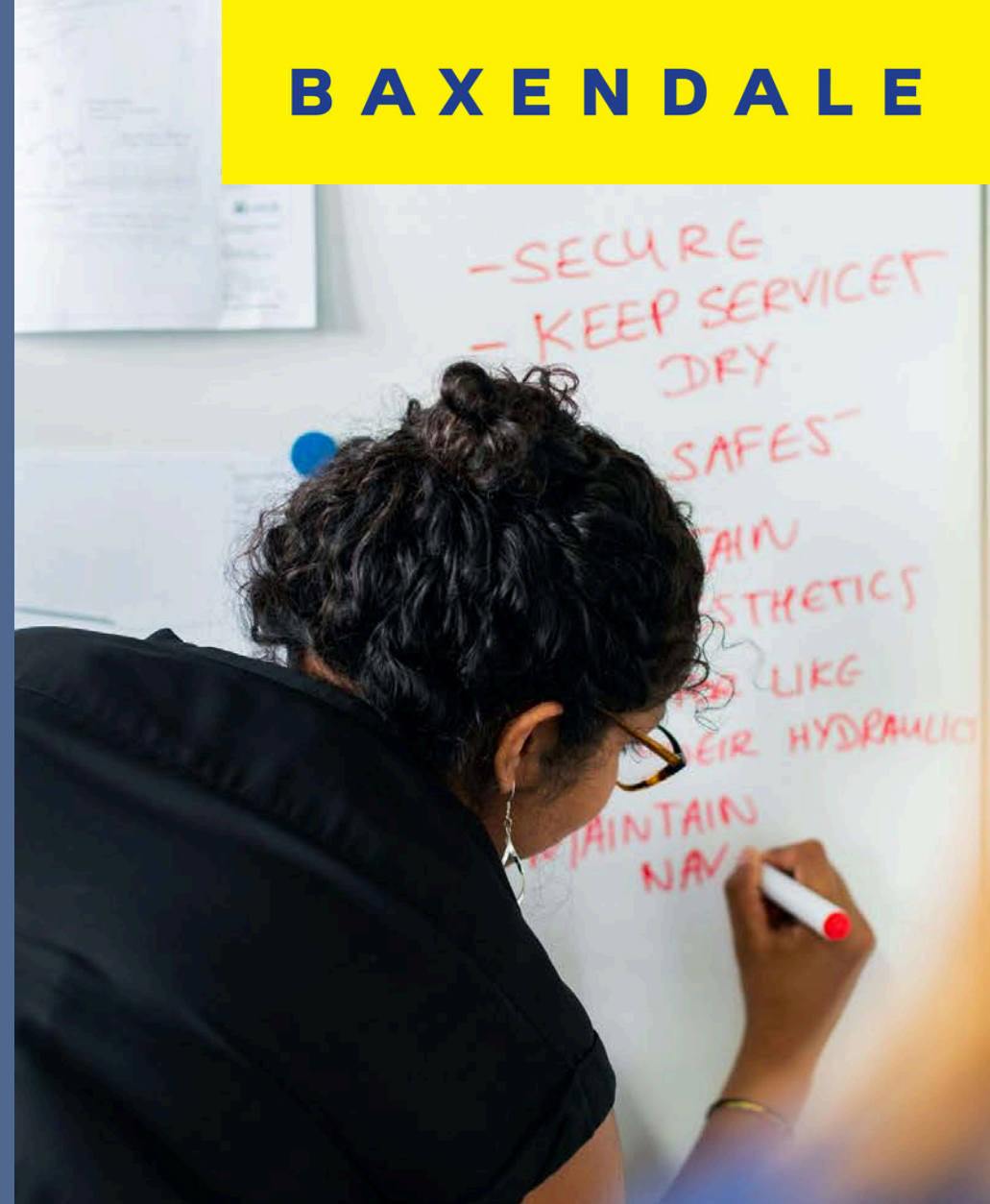


# How We Helped

- Support hybrid working by providing good quality spaces that fully meet the needs of all colleagues
- Support Livewell's financial sustainability by ensuring efficient management of spaces and operations.

We supported LSW to map out a detailed programme of investment, relocations and disinvestment that would ultimately lead to achieving the vision.

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# The Outcome

The Smarter Spaces estates strategy was warmly received by system partners.

We are developing a more detailed programme of interrelated projects which include the implementation of room booking and utilisation software and a series of relocations, disinvestment and investment.

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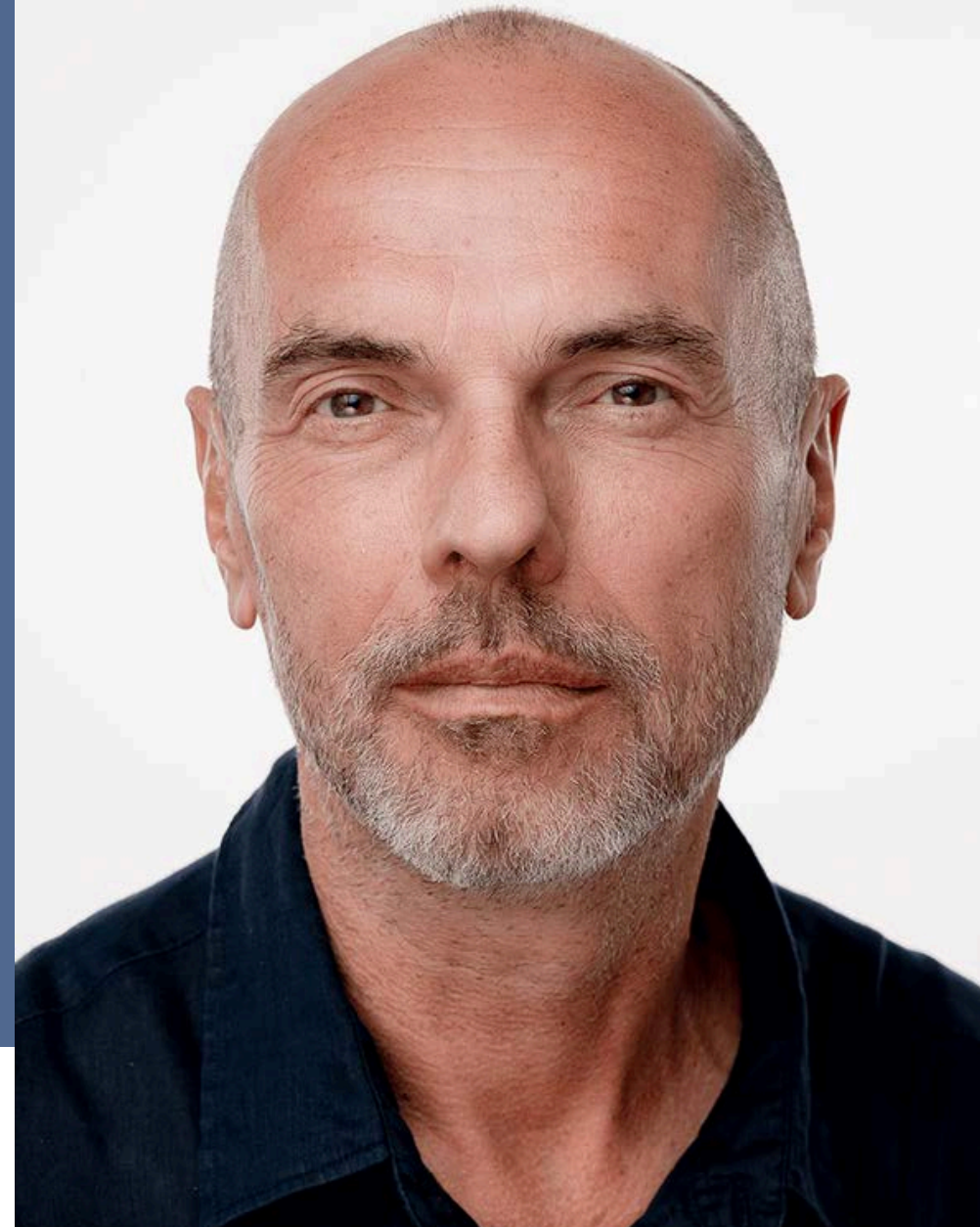




# Get in touch!

Our Director Jim Brooks leads on estates infrastructure and developing partnership solutions. He ensures that clients have the analysis and tools needed to develop effective, sustainable organisations and are able to prioritise and deliver complex change.

Central to Jim's work is leveraging the role that buildings can play in creating positive social, economic and environmental impact at an organisation and system level.



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