

HEALTH iNNOVATION DUDLEY

PROJECT FEEDBACK & LESSONS LEARNED REPORT

ISSUED APRIL 2026

IPInitiatives
Collaboration Without Barriers

ABOUT THE PROJECT **HiD**



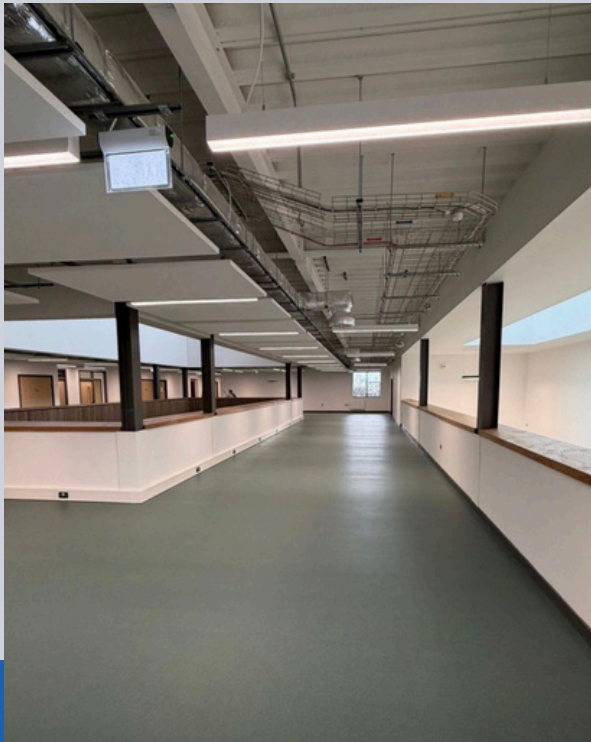
The Health Innovation Dudley (HiD) project was a major public sector infrastructure programme in Dudley, developed to support the integration and improvement of health, social care and community services through the creation of a new, modern health and wellbeing facility. Emerging through collaboration between Dudley Metropolitan Borough Council, Dudley College, Worcester University and wider stakeholders, the project adopted The IPI Model of Insurance Backed Alliancing as the procurement and delivery approach. Through IPI, the client, designers, contractors and key suppliers formed a single integrated alliance operating under shared objectives, collective governance and open-book commercial arrangements, with a shared risk-reward mechanism linked to overall project outcomes.

WHAT IS IN THE REPORT

The HiD Lessons Learned Report captures structured reflections from across the alliance and the extended supplier network on their experience of delivering the HiD project using the IPI model. Drawing on responses to targeted questionnaires, the report explores how individuals experienced collaboration, governance, decision-making and behavioural expectations within the alliancing environment. It draws out the key themes and benefits realised through the use of the model, alongside the practical challenges encountered.

In addition to these overarching thematic insights, the report provides specific feedback from different project roles, setting out what project members believe worked well, what could be improved, and what advice they would offer to future teams embarking on an IPI project. These role-based perspectives are complemented by consolidated commentary from the Lessons Learned workshops held in February, where participants collectively reflected on key moments across the project lifecycle. Together, these inputs create a practical evidence base grounded in lived experience, intended to inform continuous improvement and support more confident and effective delivery on subsequent IPI projects.

IPI TEAM SUMMARY



The Health Innovation Dudley (HiD) project has demonstrated that adopting the IPI model can deliver not only strong project outcomes, but also meaningful cultural and behavioural change across a complex delivery environment.

At the outset, many individuals and organisations involved in the project were deeply embedded in traditional construction industry processes, characterised by established hierarchies, defined authority structures, and conventional approaches to risk management. As a result, certain aspects of the IPI methodology, particularly its emphasis on shared accountability, transparency, and collaborative decision-making, presented initial challenges. In some instances, this led to inefficiencies in developing solutions and impacted the pace of progress on site during the early stages.

However, as the project evolved, teams increasingly adapted to the alliancing approach. Trust, openness, and collective ownership began to strengthen, enabling more effective collaboration and improved problem-solving. The shift away from adversarial behaviours towards a more integrated and supportive working culture became a defining feature of the project.

Despite early challenges, the overall outcome of the HiD project can be considered highly successful. The project was delivered on time, within the target cost and within the gain share threshold, demonstrating the commercial effectiveness of the IPI model. Equally important were the less tangible, but deeply significant, outcomes: many participants reported improved mental health and wellbeing, alongside a greater sense of shared purpose and professional fulfilment.

The experience has generated valuable learning for all parties involved. Future applications of the IPI model can build on these insights, particularly in supporting early-stage cultural transition and helping individuals adapt more quickly to new ways of working.

In summary, while the journey required adjustment and learning, the HiD project stands as a compelling example of how collaborative contracting models like IPI can deliver both high-performing project outcomes and healthier, more sustainable working environments.

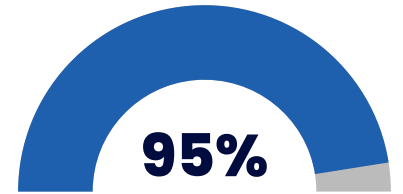
SITE OPERATIVES



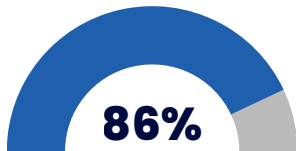
43 operatives interviewed

Key Themes

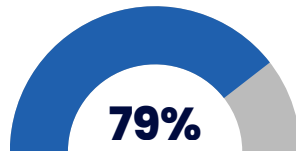
1. Strong Psychological Safety & Openness
2. High Levels of Collaboration
3. Strong Support & Clarity of Role
4. Positive Site Culture vs Traditional Models



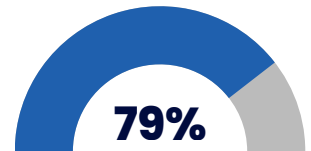
95%
95% felt they could speak up about site problems without worry



86%
86% said the job felt more collaborative than others they've worked on



79%
79% felt supported by the HiD site management team



79%
79% said this site was better than other large contractor sites



Quotes

"This is the best site I've ever worked on."

"The management team actually listen to us, they treat you like a person."

"I actually enjoy coming to work here, that's not the norm."

"My boss has been more chilled on this project than any other I've worked on. I've been able to focus and do a better job."

"Just being asked my opinion is a first, it's nice that someone wants to know how I'm getting on."

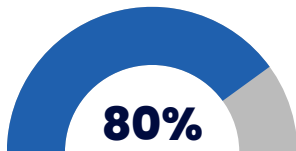
PROJECT FEEDBACK



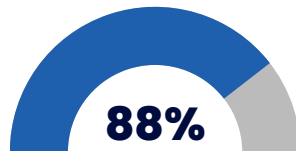
63 Questionnaire Responses

Key Themes

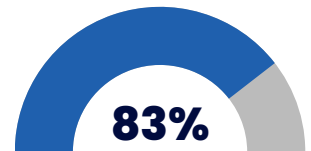
1. Strong Collaboration & Team Culture
2. Openness & Psychological Safety
3. Best for Project Outcomes



80% agreed or strongly agreed that communication was collaborative & efficient



88% agreed or strongly agreed that they was an environment that supported open challenge and expression of views



83% agreed or strongly agreed that the team were focussed on 'best for project' solutions



Other themes

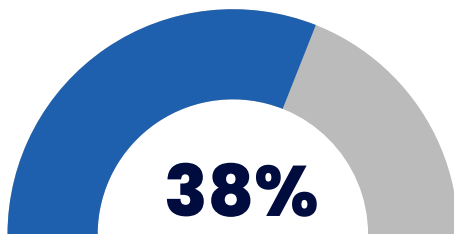
- Communication generally worked well
- Cost management and reporting was effective
- Design quality and coordination provided benefits
- The team experienced learning, growth, and confidence building
- Early engagement helped delivery
- Commitment to IPI principles in many areas

LESSONS LEARNED



Key Themes

1. Accountability was uneven in practice
2. Desire for collaboration sometimes diluted ownership and pace
3. IPI behaviours, understanding and contract mechanics were sometimes inconsistent
4. Sometimes leadership not visible enough or understood
5. On occasion, ways of working reverted back to type under pressure



“38% were either neutral, disagreed or strongly disagreed that there was clear understanding of roles, responsibilities, and accountability for actions across the HiD project.”

“Roles were clear in theory, but accountability sometimes dissolved in practice.”

“Sometimes our interpretation of a collaborative environment created a lack of clarity with regards to ownership.”

“The IPT strategic leadership team role wasn’t confirmed early enough which left the team a little too flat in structure.”

Specific Areas of Workshop Focus

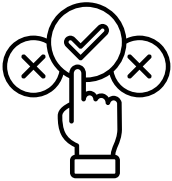
1. Decision Making
2. Inductions, onboarding & training
3. Roles, Responsibilities
4. Communication
5. Leadership & Accountability



OVERCOMING CHALLENGES



Decision Making



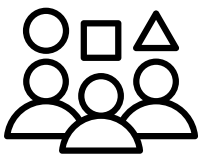
1. Empower individuals to conclude decisions
2. Bring in more IPI experience to guide teams
3. Improve tools (clear agendas, programme visibility)
4. Reinforce cost/time impact of delay
5. Introduce formal decision checkpoints
6. Use smaller focused groups for complex issues

Inductions, Onboarding & Training



1. Varied inductions with stronger behavioural focus
2. Engage site teams and wider trades earlier
3. Build trust early through open onboarding
4. Ensure key partners under contract in Phase 1
5. Share lessons learned sooner for new joiners
6. Clearer meeting minutes to track decisions
7. Include correct specialist contractors earlier

Roles & Responsibilities



1. Define roles and ownership earlier
2. Clarify supplier design responsibilities
3. Strengthen early engagement processes
4. Use smaller working groups to drive clarity
5. Align and ensure robustness in governance and leadership responsibilities across design and delivery.

Communication



1. Simplify communication channels
2. Improve clarity of leadership messaging
3. Increase visible leadership presence on site
4. Make discussions deadline-driven and outcome-focused
5. Clarify ownership of communication responsibilities

Leadership & Accountability



1. Appoint IPT design leads earlier
2. Strengthen Board-IPT interface
3. Balance collaboration with clear accountability
4. Improve supply chain engagement structures
5. Onboard leaders earlier to reduce disruption

ROLE REFLECTIONS



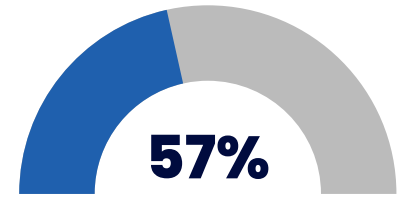
Role	What we did well	Where we could have been more effective
Alliance Board	<ul style="list-style-type: none"> • Provided challenge and influence in the right areas • Made decisions when required • Supported and respected the IPT 	<ul style="list-style-type: none"> • Earlier and more structured onboarding • Greater use of SME advice and technical opinion • Stronger focus on operations and practical delivery
Constructor	<ul style="list-style-type: none"> • Developed and maintained the cost plan • Drove programme performance • Responded well to adversity • Maintained focus on health and safety 	<ul style="list-style-type: none"> • Clearer accountability for pain/gain outcomes • Greater ownership of commitments without blame • Better shared understanding of collaboration expectations (including resourcing) • Faster and more decisive decision-making
Designer	<ul style="list-style-type: none"> • Demonstrated true collaboration to solve design, time and cost issues • Embraced supply chain input • Achieved planning submission with added quality and cost efficiency • Built strong relationships and networks 	<ul style="list-style-type: none"> • Set clearer deadlines for decisions • Use more targeted meetings and workshops with defined authority • Tailor digital and information management to IPI needs
Supplier	<ul style="list-style-type: none"> • Collaborated well on design and delivery challenges. • Early engagement improved buildability and planning. • Positive site culture enabled openness and no-blame working. • Worked across trades to resolve issues and support programme. • Open environments supported coordination. 	<ul style="list-style-type: none"> • Plan and commit sufficient resource from the outset to support delivery demands. • Improve early clarity on scope, logistics and overall delivery direction. • Strengthen understanding of target cost and pain/gain mechanisms across teams. • Maintain trust in the alliance process and avoid reverting to traditional behaviours. • Enhance coordination and communication across the supply chain.

ALLIANCE BOARD



Key Lessons Learned

1. Uneven understanding of the Alliance Contract
2. Need for targeted onboarding and role-specific training
3. Board effectiveness strengthened over time
4. Early engagement, continuity and proactive leadership are critical



57% felt neutral, disagreed or strongly disagreed with “My parent organisation representatives, including backroom staff not involved in day-to-day delivery, made decisions that were best for the project rather than best for the organisation.”

Advice Themes

- **Commit Time and Attention:** ensure you have the capacity to stay engaged and informed.
- **Understand the Contract:** learn how the Alliance model works and how it differs from traditional contracts.
- **Stay Close to Delivery:** maintain regular contact beyond your IPT link to understand real project conditions.
- **Ask and Challenge Constructively:** be curious, question assumptions, and challenge appropriately.
- **Adopt an Open, Low-Ego Mindset:** embrace the IPI approach and work as part of the team, not above it.

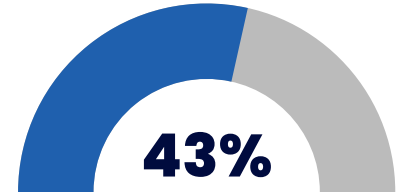


Workshop Additions

- Understand the time commitment required to remain fully engaged.
- Understand whole team deliverables – expand the RAG-type pro-forma to include all trades and roles.
- Work with client-side systems and constraints – understand their needs, processes and procedures
- Trust the process.

Key Lessons Learned

1. Strong site collaboration and integration
2. Open, solutions-focused communication
3. Collaborative planning seen as beneficial but inconsistent
4. Decision-making speed and design-construction coordination need improvement
5. Clearer roles, responsibilities and leadership structures required



43% felt neutral or disagreed that decision-making on site was timely and collaborative, enabling effective problem-solving."

Advice Themes

- **Adopt a One-Team IPI Mindset:** Stay collaborative, open-minded and prioritise Alliance outcomes over traditional behaviours.
- **Trust the Process and Stay Solutions-Focused:** Show patience, maintain collective problem-solving and avoid reverting to adversarial responses under pressure.
- **Communicate Early, Openly and Transparently:** Share risks, ideas and dependencies early, ensuring psychological safety and all voices are heard.
- **Establish Early Clarity on Roles and Supply Chain:** Define responsibilities and engage key trades early to support buildability and coordination.
- **Balance Collaboration with Delivery Discipline:** Maintain structured actions, clear outcomes and programme focus alongside collaborative working.

Understand the Contract, maintain regular contact with your team and the project in general. This will make board meetings and decisions more effective.

Workshop Additions

- Be confident in making decisions, but communicate them effectively to the wider team. Enable empowerment.
- Trust that decisions are made in the best interests of both the team and the project.
- Embrace and engage positively with the alliancing approach.
- Treat everyone as an IPT member: can you apply the same principles (e.g. risk share, pain/gain, costs).
- Hold more regular supply chain / IPT sessions: support market understanding and education.

DESIGNER



Key Lessons Learned

1. Collaboration and integration were strong, but accountability, decisiveness and deadline discipline were sometimes inconsistent.
2. Design intent needs to be clearly defined and collectively protected early to prevent erosion under cost and programme pressures.
3. Changes in personnel and unclear responsibility boundaries reduced ownership and slowed decision-making.
4. Digital coordination brought benefits, but inconsistent systems and processes created frustration.

“*Accountability and decisiveness remain some of the biggest issues. The team gets on too well at times and sometimes we need to be firmer with each other about fulfilling actions and deadlines.*”

Advice Themes

- **Adopt the IPI mindset: Accept non-linear delivery.** Trust the process. Work collaboratively.
- **Define and protect design intent:** Create early clarity and shared ownership of design value.
- **Engage early and build relationships:** Involve constructors and specialists from the outset.
- **Strengthen commercial and programme awareness:** Design with cost, sequencing and value realism in mind.
- **Maintain discipline and clear information flow:** Meet deadlines, own actions and establish one source of truth.

“*Invest time in building strong relationships across the Alliance. Work transparently and avoid silo thinking.*”

Workshop Additions

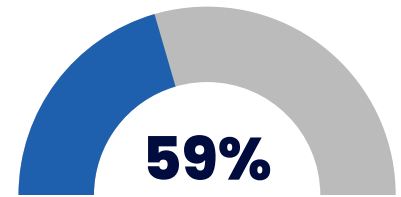
- Learn from previous IPI projects.
- Take time early to understand the non-linear IPI process and mindset.
- Define clear design intent early and secure whole-team ownership.
- Record and share data and decisions transparently.
- Seek support from the wider team and governance when needed.
- Allow time for collaborative decision-making.
- Agree digital processes early and clarify information management.
- Recognise the design lead role shifts from control to coordination and leadership.

SUPPLIER



Key Lessons Learned

1. Generally good engagement, with specialist input integrated into technical and package matters.
2. Uneven understanding and application of IPI principles across the supply chain.
3. Inconsistent role clarity and accountability, with some confusion over responsibility and decision ownership.
4. Traditional contract-led behaviours sometimes resurfaced under delivery pressure.



59% felt neutral, disagreed or strongly disagreed to... "All suppliers were equally committed to the principles of IPI during the project."

Advice Themes

- **Open, Honest Communication:** Clear, timely, and transparent communication across all parties is essential.
- **Trust and Integrity:** Act with honesty, consistency, and integrity; trust underpins the IPI model.
- **Embrace the IPI Way of Working:** Let go of traditional roles, behaviours, and contractual mindsets; be open to doing things differently.
- **Active Collaboration and Early Involvement:** Engage fully, contribute expertise confidently, and get involved as early as possible, ideally from design inception.
- **Adaptability and Presence:** Be present, open to change, and prepared for a different level of design involvement than in traditional projects.



We could have been better at making sure accountability for commitments were made (without blame), really being clear on what collaboration truly means, and our decision making process.



Workshop Additions

- Buy-in is needed at all levels, as operatives may not see the difference in delivery unless actively engaged.
- There is no catch! Be confident and find reassurance in the alliancing model.
- Sufficient commercial, design and operational resource must be committed to support effective delivery.
- Shared understanding of the programme and a sense of team inclusion will strengthen performance.
- A positive mindset and willingness to embrace the experience support stronger collaboration.

CLIENT

HiD



100%

100% felt the IPI model helped all parties to align on shared project outcomes rather than individual interests.



100%

100% felt confident that the completed project will meet long-term operational needs and deliver intended benefits.



100%

100% felt the IPI model enabled better value for money compared to traditional procurement approaches.

Advice Themes

- **Active Engagement:** Stay visible, responsive, and involved throughout the Alliance.
- **Clarity and Decisiveness:** Be clear on priorities, trade-offs, and constraints to enable timely decisions.
- **Managing System Tensions:** Anticipate and navigate misalignment between Alliance ways of working and existing organisational, political, and governance systems.
- **Early Commercial and Governance Clarity :** Understand PBA and governance implications early, with clear authority and mandates in place.

“ IPI projects are most effective when Clients remain actively engaged, make clear and timely decisions, consciously manage tensions with existing systems, and establish commercial and governance clarity from the outset. ”