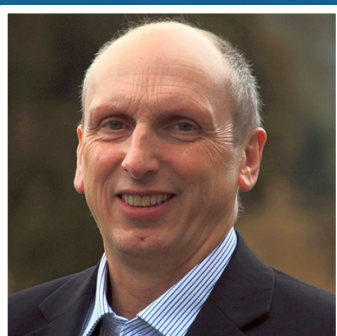


Issue 5 - January 2023



Frank Lee, ICW CEO

By the time this issue of 'Insight' lands on your virtual desks, I will formally have been CEO of ICW since 1 January 2023 and I want to wish you all a very happy and successful 2023.

I am looking forward to pursuing the role of CEO with renewed energy, working with you all to shape our Institute into a new more vibrant organisation.

There is no doubt that collaboration is and will continue to be the great enabler, playing a huge part in supporting the strategic business aims of our members. We need to ensure we bring our knowledge and expertise to the fore, to help contribute to your success.

Our Institute is a not-for-profit, purpose driven organisation promoting the benefits that collaborative working can bring, by generating value and underpinning values, particularly those which:

- Increase economic prosperity.
- Produce better social outcomes in our society.
- Result in a more sustainable world.

Being part of our Institute and network provides opportunities to underline YOUR collaborative credentials and commitment to all your key stakeholders, demonstrating your corporate capability to: work collaboratively, share good practice, and network with key thought leaders in order to promote your brand and values. It also says an enormous amount about the type of organisation that you are.

In 2023 we will face challenges as we have done in previous years, but we have strength and expertise and I am certain that, with you supporting me and the ICW leadership team, we can take our Institute to greater heights.

TRU West

As part of its commitment to collaboration, the TRU West Alliance - the largest classic rail upgrade in the UK - invited me to visit their Manchester HQ on the 29th November. My hosts were their Deputy Alliance Director Brian Walton, and Sarah Barnes, their Head of Collaboration, who demonstrated how they are embedding collaboration across their alliance to help them transform the Trans Pennine Route between Manchester and Leeds. Topics ranged from the collaborative training programme for every person working on the Alliance (currently 1500 and growing); to how they are harnessing new technology to support collaboration with external stakeholders and industry partners; to new ways of monitoring the collaborative maturity of their Alliance; to exciting initiatives to introduce their apprentices and graduates to ICW.

I was delighted that, commenting on the meeting afterwards, Brian said "it was an honour to have Frank visit us and I look forward to greater collaboration between TRU West and ICW in the future, and broadening the membership, particularly with younger staff and our supply chain partners".





The ICW Collaborative Working Awards 2022

Wednesday 14th December 2022 at the House of Lords
Sponsored by BSI

In spite of sub-zero temperatures, national rail strikes, and a minor logistical hitch that resulted in the name badges, pens, banners, certificates, and - most importantly - the awards failing, to arrive (we think it was due to King Charles being in the House of Lords and all the heightened security that accompanied that, although sadly he didn't poke his head round the door to see what was going on in the Cholmondeley Room), the ICW Collaborative Working Awards went ahead as scheduled and boasted a very impressive turnout. The Awards were once again sponsored by BSI and presented at the House of Lords on the evening of Wednesday 14th December 2022.

Lord Evans provided the warm welcome (much-needed on such a cold evening), and once again offered an amusing and pertinent poem of his own creation. Speakers included Pietro Foschi, BSI, Frank Lee, ICW CEO, David Lockwood, Babcock, and Monsieur Grégory Bartholoméus. The awards were announced by Simon Healey of BSI, and the awards themselves have since been forwarded to the winners.



Frank Lee thanked the awards sponsors **BSI** for their support and sponsorship of the event.

The ICW Collaboration Awards 2022 Winners

Industry Collaboration: HS2 Limited & JV Main Works Civil Contractors



HS2 is Europe's largest infrastructure project. Working collaboratively across the supply chain gave HS2 and its Joint venture partners into hundreds of critical suppliers and enabled the identification of risks and opportunities impacting efficient flows of plant, labour and materials to HS2 sites to support best value for the taxpayer.

Public Sector: Mott Macdonald & Conwy County Council



The project was to deliver new coastal protection safeguarding the town for the next 100 years and delivering regeneration initiatives to draw in new investment working alongside the local community. The focus was to foster collaboration with a wide and diverse community to inform design and delivery to ensure delivering benefits for the local future.

Public-Private Collaboration: OP Unify Team Babcock, DE&S & Field Army



Operation UNIFY is a unique collaboration for the British army, bringing together DE&S, Babcock and field army to create cross organisational team to drive innovation. was implemented to build on the government lead strategic partnering programmes to work collaboratively in supporting the SPTC enterprise to overcome barriers, facilitate problems solving and drive innovate and continuous improvement to improve service delivery.

Supply Chain: Sellafield Limited Project Partner



Programme

Focusing on providing value for money the Project Partner Programme and Project Delivery Directorate opted to step away from their traditional supply chain approaches to adopted a framework that was a more effective approach to major capital projects expenditure and outcomes. Benefits have included improved cost management, local employment, outcomes and workforce skills within a one team approach.

Innovation: East Coast Digital Programme



The East Coast Digital Programme is the first deployment of digital signalling on an intercity main railway in the UK fitting latest in-cab technology. The collaboration included Network rail, TOCs and FOCs, the supply chain and industry bodies. Their partnership based on people first, outcomes focus enabled by technology has transformed relationships delivering their path finder project in under two years and opening the way to further major investment.

Collaboration in Defence: F35 Beddown programme Mott Macdonald & Jacobs



In support of the Defence infrastructure Organisations request for a more integrated approach to support the USAF at Lakenheath to provide a more dynamic and proactive response to contractors and stakeholders as an innovative collaborative approach to providing best people and services to meet UK/US. Through their one team approach they have so far realised some £12 million of savings and reduced the programme delivery.

Social Impact: Transdev STDE & CUD Public Transport Agency



For over 30 years of collaboration to in supporting public transport for the Dunkerque community Transdev and CUD TA they created a high level of trust ,leadership, problems solving, innovation and value creation. Their collaboration the biggest 100% free network in Europe servicing 17.6 million passengers per year . Maintaining high levels of safety and performance during the covid pandemic whilst continuing to drive their programme GHG reduction.

Sustainability: Levenmouth Rail link Transport Scotland & Fife Council



The Levenmouth Rail Link enterprise was created to deliver a solution to benefit the rail industry, passengers and Scottish taxpayers. Focused on providing reduced risk, social mobility, health and economic recovery, the enterprise has generated savings of circa £3 million against the original business case, recycled 100% of track materials and engaged over 250 young people from local schools. It has also led to the creation of a £10.6 million fund for local projects between Transport Scotland and Fife Council

Collaboration for National Security: The Armour Centre, Babcock & DSG



The Armour Centre manages a fleet of circa 400 military mobile equipment from heavy tracked vehicles, protected platforms and support. Babcock TMASS provide instruction, planning and maintenance with Babcock DSG providing engineering capability. The collaborative programme was instigated to align fleet management to customer requirements and improve availability from 30% to reaching its current 60% today to enhance our defence capability.

Collaborative Leadership: East West Rail Alliance, Atkins, Laing O'Rourke, Network Rail & Volker Rail



The East West Rail Alliance was formed to reinstate a mothballed and complex rail route linking people with new jobs and homes. It required numerous disciplines and services to deliver as pone organisations building on existing successful partnerships to explore and deploy innovation and challenge existing ways of working to create cost, time and programme efficiencies.

Infrastructure: Tru West Alliance, Amey, ARUP, Bam, Siemens & Network Rail



The Tru West alliance is transforming the rail network between Manchester and Leeds as part of the Trans Pennine route upgrade a multi billion pounds long term infrastructure programme. The creation of a collaboration hub facilitates the the drawing on best people, technology , expertise and innovation together proven best practice to deliver real value for the Taxpayer.

Chairman's Award: Team Convergence, Babcock & BAE Systems



BAE Systems and Babcock formed Team convergence to support naval gunnery systems. The collaboration was set up to increase the scope and performance of new support contract bringing together in service support, manufacture and design authority to keep the systems in service up to 2039 and has now expanded to cover a range of stakeholders and contracts.

Photos from the event



For more photos visit: www.instituteforcollaborativeworking.com/ICW-Awards



Brian Walton, BAM Nuttall

Meet the Membership - introducing Brian Walton

Having been a member of the Institute for six years, I was thrilled to be elected as a Member of the Advisory Council, and to offer my support to the ICW Mentoring Programme.

By chance, my history with collaborative working is as old as the ICW itself. Back in 1990, when the ICW, then known as Partnership Sourcing Ltd, was being established, I was managing supply chain partners delivering major civil engineering works for British Rail. At that time, all works were delivered under adversarial forms of contract, a practice that was promoted and encouraged by all parties. Although I understood the terms and conditions of the contracts, I couldn't understand what anyone was gaining by this approach. So much time and energy was spent maintaining a dysfunctional status quo, when it seemed clear to me that a different behavioural approach could bring benefits to all parties and increase output for stakeholders, sponsors and the general public.

I was interested by the Latham and Egan reports, which presented a rethinking and reform of construction; promoting change in working practices and giving support and confidence to those of us who advocated a different contractual and behavioural approach.

I began my collaborative journey proper in 1997, when I was asked to lead a major programme of rail renewals and enhancements for Railtrack called the 'Extended Arm' programme. This gave me a greater level of autonomy to manage the supply chain partner, then 'Edmund Nuttall Ltd' but now known as BAM. On this programme, we created an environment of working together to jointly achieve the outputs; enhance safety and quality; and deliver a greater level of efficiency by removing red tape and addressing embedded behaviours that traditionally slowed down delivery. In all but name, we created a collaborative working framework or, indeed, an enterprise with open and embedded behaviours. Today, it would be recognisable as an Alliance or a Project 13 Enterprise. I like to think that my peers and I were early adopters and pioneers in doing things differently, and what we knew to be right.

The 'Extended Arm' contract became an Alliance in 2000 and continued until 2005 when Network Rail changed direction and decided to do things differently. Rather than end for me, it was just the beginning. I was offered

a role at BAM so that I could take the lessons learnt from those successful years and help the company to develop its collaboration skills both in the UK and in Holland. As a result, BAM achieved BS1100 and subsequently ISO44001 certification, and began to win collaborative infrastructure contracts across the UK.

When Network Rail mandated collaborative working to deliver major infrastructure programmes, I took a lead role to secure and successfully deliver the Northern Hub Alliance, building the Ordsall Chord in Manchester in 2013 under a Programme Alliance Agreement. Subsequently, I led the successful consortium bid for the Transpennine Route Upgrade (West) in 2017. This multi-billion pound transformation of the railway between Manchester and Leeds remains the UK's largest rail alliance upgrade programme. This is where I work today.

As you would expect, we have embedded a Charter on TRU West and written frameworks, particularly ISO44001, provide excellent guidance to us. However, if there's anything my decades of experience have taught me, it's that you cannot underestimate the importance of building personal foundations. This includes moderating self-interest and personally promoting a collaborative culture and behaviours in the working environment.

I actively encourage everyone on the TRU West alliance and BAM to support ICW. I hope that this will help grow its membership and sphere of influence. Together, we can build a greater community of likeminded people and organisations for the greater good.

So, reflecting back on my career, I can see that, despite it taking a huge amount of time, and although I had to navigate my way around many bumps in the road (or rails), it has been worth it. I have proven that, if you stick with your beliefs regarding collaborative working and work to embed culture and behaviours within yourself, your teams, your peers and your partners it is possible to bring benefit to your employers, sponsors and customers; to have an enjoyable and successful career; and no small amount of fun.

Don't forget about ICW's FREE Collaborative Relationship Health Check! ONLY for our Executive Network Members! Contact Alan Maund at: alan.mound@icw.uk.com.



Henry Pavey,
Collaborative Impact Ltd

Navigating Partnerships in a Post-COVID World - How to Create and Leverage Better Partnerships in a Shifting Landscape

There is no doubt that our experiences during the Covid-19 pandemic have reshaped the world and altered how we work and interact with others. The status quo has been challenged and previously unconsidered realities have begun to set in. In the strategic partnership working / collaboration space we find ourselves asking what all of this means and how do we move forward? Is our goal to go back to 'normal'? Did we ever have 'normal'? Is 'normal' even a good thing?

I work predominantly (but not exclusively) with local authority instigated partnerships seeking to improve their place and / or the lives of their communities. It is probably fair to say that their Covid-19 coping strategies – like many others - went through the phases of 'deer caught in the headlights'; 'crisis mode'; 'getting through today and keeping afloat'; to 'what next'? How do we actually move forward in this new world reality of even greater uncertainty and increasing complexity?

Well, we know that besides post-Covid legacies (such as high street / town centre economic performance) we also have other more recent challenges such as the cost-of-living crisis exacerbated by the war in Ukraine and Austerity 2.0. Strategic partnership working and collaboration is needed now even more than ever – no one can solve these challenges on their own!

Getting back to the impact of Covid-19, earlier this year I partnered with colleagues in the USA and together we ran a series of webinars with thought leaders from around the globe to consider the following questions:

1. What have we lost and gained related to partnerships and collaborations over the course of the pandemic?
2. What are senior leaders' partnership expectations of activities, issues, and outcomes?

3. What does the 'new normal' for partnerships look and feel like, and what parameters / values should guide them?
4. What kind of developers, managers and leaders are needed to make things happen in the new normal?

Our webinars and research revealed a wealth of insights around:

- **Gains** – attitude; strategy and relationship.
- **Losses** – relationship and outcomes.
- **The spoken issues** – the partnership issues that senior leaders talk about
- **The unspoken but known issues** – the partnership issues that senior leaders have and know they have – but don't talk about. A conflict avoidance strategy!
- **The unknown issues** – the important partnership issues that senior leaders may not recognise and therefore do not talk about.
- **The 'new normal' look and feel** for partnerships going forward.
- **Types of people needed** (developers, managers and senior leaders) and their roles and responsibilities in 'new normal' partnerships.

All these valuable insights were pulled together into a collaborative thought paper entitled: 'Navigating Partnerships in a Post-COVID World - How to Create and Leverage Better Partnerships in a Shifting Landscape' which can be downloaded at:

<https://www.collaborative-impact.uk/insights>.

The paper concludes that new models for strategic partnership working / collaboration will no doubt evolve and that circumstances are - maybe at long last – forcing senior leaders and partnerships to pay more attention to what actually works and what doesn't work, rather than continuing to conduct partnership business as we have always done – the status quo!

I hope that you enjoy reading the thought paper and please do contact me if you would like to discuss the research findings and recommendations in greater depth.

Henry Pavey MBA, CTArCF, FICW
Collaborative Impact Ltd
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E: henry@collaborative-impact.uk



A NEW 'Internal Collaboration' Assessment Tool from ICW

The desire for organisations to improve internal collaboration appears to be widespread. Our own investigation (ICW Thought Leadership team) indicates that even some of our long-standing members, with advanced collaborative capability, believe there is still room for improvement in their organisation's performance! The key question is - **where do you start?**

Our NEW online tool free to member organisations may be the answer. It provides you with feedback against our unique internal collaboration assessment framework shown below.

'Three E's' approach and 12 principles

Enact

1. **Collaborative culture**, desired ideals, customs & behaviours
2. The right **leadership style**
3. **Mission, Values & Vision**
4. **Context & Parameters**

Core Principles

Engage

5. Arrangements & interactions through **Structured Approach**
6. Clearly defined & understood **Strategic Objectives**
7. Organisational **Capability & Collaborative ability**
8. Personal **Behaviours that build trust**

Relationship building Principles

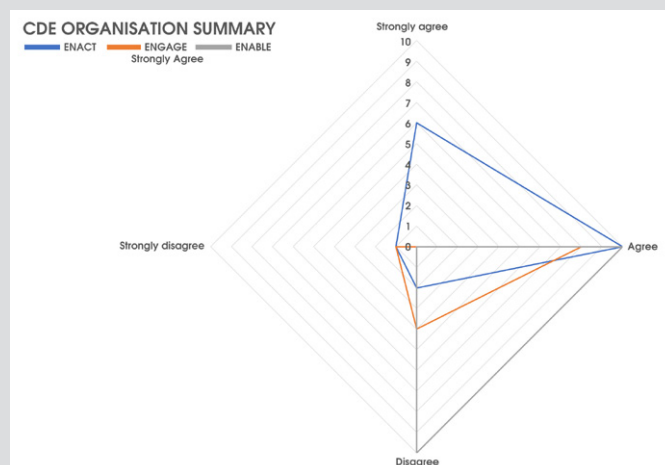
Enable

9. **Communication**
10. **Working Environment**, setting, features, conditions
11. Supporting **Tools & Assets**, including **People**
12. **Accommodating individuals'** styles & preferences in teams

Supporting Principles

Internal Collaboration Assessment - Engage Scores:

Our Organisation's Internal Collaboration Approach - High-Level Baseline Assessment					
(Consider each of the 12 best practice excellence statements below and place a cross in the box that reflects your response)					
	a) Strongly Agree	b) Agree	c) Disagree	d) Strongly Disagree	Number of comments
Internal Collaboration (Enact - Core Principles)	1) My organisation's culture creates the right conditions (customs and social behaviour) for positive internal collaboration to flourish.	-	60	53	19
	2) My organisation's senior management champion the shared value benefits of internal collaboration and are seen to be positively role-modelling it.	-	57	44	33
	3) The shared value my organisation seeks to realise through internal collaborative working is clearly aligned with our organisational vision, mission and values.	8	55	41	9
	4) We have a deep understanding of our organisational context and also our own individual / personal boundaries that underpin all our internal collaborative activities.	4	92	17	-
Internal Collaboration (Engage - Relationship Building Principles)	5) Our organisational commitment to internal collaboration is through a structured approach that is clearly aligned to our systems, processes and procedures.	-	31	73	72
	6) My organisation's internal collaboration strategic objectives are clearly defined, understood, aligned and implemented throughout the organisation.	-	55	51	7
	7) My organisation has equipped me with the personal skills and confidence to enable me to undertake internal collaboration effectively, efficiently and engagingly.	-	42	62	9
	8) We undertake internal collaboration well because we demonstrate personal behaviours that builds high levels of trust right across the organisation.	-	42	68	3
Internal Collaboration (Enable - Supporting Principles)	9) We always seek to ensure that we are adopting the correct medium, style and tone all our internal collaboration communications and that our key messages are consistent and fully understood by everyone.	24	52	37	-
	10) My working environment (social features and physical conditions) supports internal collaboration and does not create any barriers - intentionally or not - to creating shared value across my organisation.	28	61	24	9
	11) My organisation provides me with the necessary tools and templates to enable me to undertake internal collaboration effectively, efficiently and engagingly.	-	60	53	24
	12) Our approach to internal collaboration is flexible enough to consider and accommodate individual and team styles and preferences.	-	63	43	7



From Our Assessment Tool you will receive a **personalised confidential report prepared by ICW** using charts and tables it will provide a quick and easy baseline assessment of your internal collaboration 'current state', identifying strengths and areas for improvement in each of the 3 areas above.

As a web-based approach, it can be used to survey large numbers of participants and/or target discrete teams/departments.

The resulting data is exported by ICW into our analytical tool, for examination and to generate a summary report of findings and initial thoughts on moving forward.

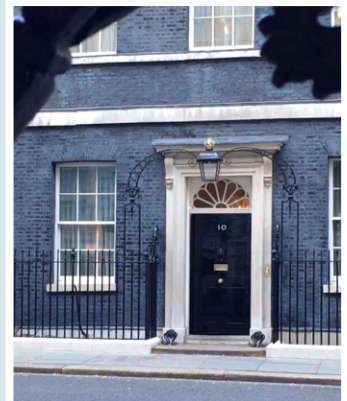
Interested? In the first instance contact Adrian Miller (adrian.miller@icw.uk.com), ICW's Membership Services Director, who will talk you through the next steps.



Tales of Two Adrians - Part Two: Adrian Miller

In the last edition of Insight, you heard from Adrian Wright, our photographer and 'web guy'. In this issue it's my turn, the second Adrian. In contrast to Adrian the first, who has worked for the Institute for some time now so deserves the title, I only arrived in 2021. However, before that I have been involved in the Institute as an individual member and as the Executive Network representative for NATS, spanning about seventeen years. So, many of you already know me, either professionally, personally or both. In my new role as Membership Services Director my aim is to get to know everyone associated with the Institute!

Let me tell you how I arrived at this current destination. My career started in the Ministry of Defence at Main Building, Whitehall. Our office was on the end corner of the building, so we could see directly across Downing Street and watch the Prime Minister arrive and depart – quite exciting in my first job! It was in fact possible right up to the late eighties to walk past No. 10 (no security barriers, just one lone Policeman outside the door). The MOD was a great place to start a career and 'learn the ropes'. It was a big organisation with a lot of variety, and they moved you around on a regular basis, so you could try different roles and work out where you wanted to specialise. When I was moved to the MOD Procurement Executive, it was in a role where I bought tanks and commissioned research and development for land vehicles (we were looking at unmanned vehicles back then – over thirty-five years ago!). I realised it was my niche, not because of what I was buying but because it was exciting to be involved in agreeing commercial deals, negotiating with suppliers and pursuing value for money. From my career perspective, it was the start of a long and enjoyable adventure which at the beginning revolved almost completely around the power of contracts and has over the years moved to the importance of relationships and the role of collaboration.



The NATS and Nav Canada team winning CIPS 2015 International Project of the Year for their North Atlantic Collaboration (Alexander Armstrong on the end was not part of the team - he presented the award)

With the imminent move by MOD Procurement to Bristol, I decided to leave MOD, so I joined the Civil Aviation Authority, contracts department based in London. This was during the nineties and the CAA had three primary roles in UK Aviation oversight – Safety Regulation, Economic Regulation and National Air Traffic Services (NATS). In a move to separate regulation from operation, NATS was spun off as an independent organisation in 1996, and then in 2001 privatised. During this time the contracts & purchasing function moved its emphasis to a broader supply chain approach with a greater focus on supplier relationship management. By 2005 we were introducing supplier collaboration into our thinking. We joined the ICW Executive Network and the PAS1100 pilot, achieving certification in

2006. We subsequently gained certification to BS11000 and then ISO44001 in 2017. I was responsible for leading the team that achieved these successes and was immensely satisfying for us. By this time, it goes with saying that I was well and truly hooked on collaborative working. I was lucky because I got fantastic support from my management, allowing me to be involved not only with the ISO 44001 International and UK committees but also to have a close association with ICW. It was a very proud day for me when I was awarded ICW Fellowship in May 2018 at the House of Lords.

Switching to a more personal perspective not long after NATS was privatisation we were relocated, meaning an exodus from London to the South Coast. I choose to move to Haslemere, which is a small town in the Surrey hills. My eldest daughter, Olivia was two when we moved and she was joined a few years later by a sister Carmen, so they have grown up in a lovely part of the country. The years do seem to fly by!

Choosing Haslemere was influenced by my wife Rachel's need to be accessible to London for work, as well as being convenient for our respective family ties. However, it also worked out well for me as the relative proximity to London means that I can make a regular trip to see Arsenal play. Football, along with Music and Travel are a few of my passions.

I try to attend live concerts when I can and post-covid there have been a lot of tours. This year I've seen the Eagles at Hyde Park, The Stylistics (still going – with some line up changes!) Sofie Ellis-Bextor, Beverly Craven & Judie Tzuke, Dan Friedman (remember Lucky Stars!), Abba (the virtual concert), Leo Sayer (still has a great voice) and Shirley Bassey & Lulu at the James Bond Anniversary Concert. I know that some of them are in the twilight of their careers (to say the least, but nothing wrong with that!). But while they still perform it's good to see them before they throw the towel in for good.



I also like a bit of travel and this year my highlights have been Bermuda and New York – quite a contrast but both fantastic destinations. I also took my family to some of the events at the Commonwealth Games in Birmingham this year. It is a city I love because I did an MBA there, and so it gave me an opportunity to take a trip down memory lane, as the

Hockey was hosted at the University. As well as seeing the England v India Women's Hockey match, we watched a weightlifting morning where the young English competitor won gold. We also saw some Boxing (not my first choice but sometimes you take what is available) and we spent a morning at the athletics.

As 'Adrian the first' mentioned his menagerie, I guess I should mention my pets. However, whereas in the past my family have had Peacocks, Goats, Shetland Ponies and a couple of Silver Pheasants, currently I have just one dog. His name is Ted and he is a three year old golden doodle.

I hope this little introduction means that next time you see me at any of the ICW events you will be happy to come up to me and say hello.



2023 New Year Resolutions

1. Are your CPD objectives up to date? [Check here »](#)
2. Have you been a Member for 5 years or more? If so, have you considered going for Fellowship? [Find out more...](#)
3. Do you know someone who would benefit from Membership of the ICW? [Find out more...](#)





Nicky Painter, ICW

Case Study - NHS Dorset

Introduction

This Case Study is about an innovative collaborative project led by NHS Dorset to deliver medical diagnostic services to patients in their day-to-day environment, rather than in their usual NHS settings.

It was prompted by the need to tackle long waiting lists, mainly caused by the Covid 19 pandemic and was based on:

- Providing a 'one-stop shop' delivery of key diagnostic services in a fast and targeted manner, based on swift throughput of patients involving no time spent waiting.
- Locating the delivery of these services in a dedicated 'Centre' in a central position near transport links and with easy access and parking.
- Ensuring effective infection control.
- Working with Third Sector as a key enabler to support clinical services and patient support

The project began in March 2021 when a suitable venue for the Centre was identified in the centrally-placed Dolphin Shopping Centre which is close to Poole Railway Station and the Bus Station and has plenty of parking. The proposition was shared with the public in an Exhibition Hall in Poole which resulted in their general approval and their status as a key stakeholder to inform design and improve outcomes.



Planning and Design

The concept began to become reality in April 2021 and over the next three months financial matters were addressed, architects and designers were engaged and a formal agreement was put in place with Beale's Department Store for the dedicated use of a large disused area of some 20,000 square feet (formerly their furniture showroom). Materials and equipment were sourced almost exclusively from a decommissioned Nightingale Centre, keeping costs to the bare minimum. In particular this included sufficient plaster-board for the construction of consulting rooms etc. The result that around 70 percent of the build was using extant material for the Nightingale Builds.

Fundamental to the design was the requirement for maintaining constant patient 'flow' supported by integrated digital and logistics to reduce the number of touch points that a patient had. But, in a more artistic vein, a collaboration was put in place with Arts University, Bournemouth to produce bespoke art works to enhance the area and help provide a suitably relaxing area for patients and staff, whilst supporting wayfinding to maintain flow.

The 'Dorset Health Village' up-and-running!

The diagnostic centre became operational in November 2021 - only 7 months after conception! This was an astonishing achievement, only possible because of effective and willing collaboration between all the various players involved - including medical staff, the public and the patients themselves. The facility has been named the 'Dorset Health Village'

Scope of the Centre. The diagnostic services which the Centre currently provides are: Ophthalmology, Mammography and Orthopaedics and Dermatology But the agility of the design allows for other specialties to be added in the future and as these are added the in-place team work with clinical leads and enabling staff to assist in the re-design of new pathways to improve flow and productivity. For the same reason it is currently possible to cater for a one-off diagnostic requirement in a different specialty if/when required. Further support for patients using the Centre is the provided by Livewell Dorset and Active Dorset whose health coaches support the Clinics as required, advising on healthy living choices supporting patient rehabilitation. The delivery of their holistic advice results from a collaborative initiative between them and the Centre.

How it works. All patients attending the Centre must have been referred for a scheduled appointment with a specified specialist. They are expected to arrive no earlier than 5 minutes before the time of their consultation and are shown direct to the relevant Consultant's room. Thus there is no need for waiting rooms, nor for a waiting area on entry. The Consulting Rooms are of standard design and therefore fully flexible in use. The only exception to this is when specific

equipment is required, such as that for mammograms or optometry. In effect the clinical specialties co-design and co-produce new pathways to improve productivity with all staff working at the top of their licence.

This precise arrival time has been easy to achieve because of the collaborative nature of the agreement with Beale's, who allow access to their WCs, café facilities and somewhere to sit while patients wait for their precise appointment time. There are also, of course, plenty of shops and cafes within the Dolphin Centre to prevent boredom!

Benefits

A survey of patients has indicated that a massive preference for attendance at the new centre rather than at a hospital clinic. Significant factors are the ease of access, specifically having plenty of on-site readily available parking. Also, knowing the precise time of arrival and departure from the Centre is greatly welcomed and much appreciated.

Wider benefits of the Centre are for the Shopping Centre itself who get more custom both on the days that patients are attending - but also more generally as a result of more people becoming familiar with the Dolphin Centre and using it more generally. Creating a community that has wider benefits that has created a health and wellbeing campus - supporting the healthy high street agenda and cements the NHS as an Anchor Institution to help level up and create inward investment.

The project is the brainchild of Ashleigh Boreham, NHS Dorset who remains as Project Manager.



Nicky Painter, ICW

NOTE BY THE EDITOR

Welcome to 2023 – and welcome to Issue 5 of 'Insight' – timed to arrive on your desks along with the challenge of a New Year!

I'm so sorry that I've not been around very much at this key time but unfortunately I ended up unexpectedly in hospital where I was stuck for nearly two weeks with no definite diagnosis! The main challenge was the availability of any sensible wi-fi while there; websites other than NHS were unavailable, or the wi-fi just stopped working in an unpredictable manner! Not only did this make the compiling of 'Insight' a considerable challenge, but neither could I spend my time usefully ordering Christmas presents!! I did eventually escape (no thanks to the NHS!) but am still pretty much

house-bound so I sadly missed all the ICW Christmas fun :-). But I do hope you all had a brilliant time!

I would like to say thanks to David Hawkins, who left his operational role in ICW at the end of 2022. Dave joined (then) PSL as a Steering Group member in 1995 – two years before I joined – so we have been long-term colleagues! He has always been kind and supportive with an innovative approach to work and a good sense of humour. I look forward to our paths crossing in the near future.

Thanks so much for all your contributions and for Alan and Adrian Wright for helping me to get things properly assembled from an array of random information - much only meaningful to myself!! Please don't hesitate to send comments and criticisms and I shall try to do better next time!

The next issue will be published at the end of February, so contributions to me by Valentine's Day please.

In the meanwhile the best I can do is to include a cartoon with a medical connection, and raise a glass to you all!

Happy New Year!

