Welcome to the final 2014 edition of Collaborative Insight featuring the very successful, high profile event – Collaborative Working in Financial Services – Performance & Risk - sponsored by Xchanging at Banking Hall in the City of London.

This edition gives an opportunity to look back on a most important year for the Institute, a year that strengthened our position at the forefront of collaborative working thought leadership. The Executive Network continues to grow representing the premier collaborative working knowledge sharing community. The Institute Foundation Management Board provides directional guidance on collaborative working as we collectively pursue our mission to establish collaborative working as a professional business discipline. This is built on the widespread and growing adoption of BS 11000 driven by BSI now joined by two other major assessment organisations – SGS and LRQA. This provides a broadly based assessment capability as BS 11000 evolves into ISO 11000 -currently at the committee stage leading towards formal launch at the end of 2016.

Next year the Institute reaches the grand old age of 25 - we will celebrate this at the annual House of Lords Collaborative Working reception in May sponsored by one of our longest serving supporters – NATS.

This reception is sandwiched between a series of collaborative working events addressing Smart Cities in April, the Digital Economy in July and Cultural Differences in October. We will round off 2015 with the first Collaborative Working Awards event – 2015 should be another “interesting” year.

The ICW Main Board, Management Board and team take this opportunity to offer our seasons greetings to all readers - we look forward to working together for a prosperous collaborative new year.

Les Pyle
Chief Executive
Collaboration in Financial Services

The Banking Hall in the City of London, across the way from the Bank of England, provided an apt setting for the ICW event Collaboration in Financial Services: Risk and Performance, our thanks to Xchanging for hosting the event.

ICW’s Chairman Lord Evans welcomed the 120 guests and opened the event by focusing on the past challenges of the financial sector and the growing focus across the sector to integrate relationship management and collaboration across a spectrum of financial activities whether investment, mergers and acquisition, infrastructure insurance and the like.

Institute of Risk Management Chairman Richard Anderson’s keynote address set the scene looking at the broader implications of risk management through the development of IRM’s recent publication on the Extended Enterprise, which ICW was pleased to contribute to.

The paper Extended Enterprise: Managing Risk in Complex 21st Century Organisations looking at joint endeavours within multiple economies in diverse societies which are full of interconnections. Richard reflected on the IRM definition of an extended enterprise “a structure where a number of organisations come together in a joint endeavour in order to achieve outcomes that none of them could have achieved on their own”. He expanded this by highlighting:

- A complex system is one in which even knowing everything there is to know about the system is not sufficient to predict precisely what will happen.
- Complex systems cannot be controlled – only influenced.
- Simple systems behave more like complex systems when under stress.

The key feature that underpins these challenges is the link between tasks & Ideas and Relationships & behaviours.

Sandra Paeston, Deputy Head of Financial Crime and Strategic Intelligence, CIFAS, outlined the role of CIFAS as a Not-for-profit membership association where organisations share information on confirmed frauds to prevent the same identities and addresses from being re-used for fraud. Fraud data is non-competitive promoting cooperation and communication in the interests of crime prevention for industry and consumer protection.

CIFAS promotes an environment where Larger sectors able to support smaller ones by understanding of other sectors’ issues helps identify potential impact on your own. The presentation highlighted that recognition that often control of risk will lie outside of an organisation’s domain. Not just about being collaborative, but also being seen to be collaborative to provide reassurance and deference recognising “that fraudsters collaborate - so should their targets!”
Guy Vincent, Bircham Dyson Bell, offered a perspective risk from the legal standpoint outlining the many statues and regulations which organisations encounter where the lawyers are often required to support when relationships break down. He promoted the perspective that the starting point was always to understand ones appetite for risk. Clearly the role of BS 11000 and collaborative working provided a platform on which to develop mutually agreed approaches. Guy pinpointed the 3 Defences in risk management:

- Allocate responsibility for risk and control of that risk
- Oversight of the first line of defence
- Independent assurance of the first and second lines of defence

Tahir Adam, Executive, Xchanging, provided an overview of the role that Xchanging played in the financial sector and its backroom support for many differing technology solutions covering business systems, technology applications and procurement. He reinforced the position that from Xchanging’s perspective that success was driven by building strong relationships highlighted by the example of SMMT;

“We were impressed that Xchanging offered a new approach to relationship management and collaborative working; it has set Xchanging apart from the competition and enabled both sides enthusiasm around the bid to continue to grow into a high quality relationship management process to execute the project.” Seftton Samuels, Operations Director, SMMT

Jackie Jenks: Lloyds Banking Group Small Business Mentoring, presented the work of the Enterprise Mentoring programme which commenced in 2011 following joint commitments made by the main banks, the British Bankers’ Association and Government under the Business Finance Taskforce initiative to support SME. Lloyds agreed to act as lead bank for this work which has led to: Recruitment and training of enterprise mentors through the accredited scheme which then offers sponsored business support to new and established SMEs, charities and social enterprises. Partnerships creation with a number of key charities, not for profit organisations and government agencies and creation of the UK’s Corporate Mentoring Network with open sourced toolkits developed with partners including BIS.

As part of the collaborative taskforce we all support Mentorsme which is the UK’s first online gateway for small and medium-sized enterprises looking for mentoring services. Providing access for SMEs to a list of quality-assured mentoring organisations across the UK

The Enterprise and Diversity Alliance (EDA) is an innovative network dedicated to the promotion of minority entrepreneurship. Their goal is to ‘make diversity and enterprise everyone’s business’. A partnership that is transforming diversity, enterprise and community engagement by working with academics, corporates, third sector, public sector and diversity community entrepreneurs. Being a responsible business means
building trusted and lasting relationships with the households, businesses and communities that we serve. Our Helping Britain Prosper plan shows how we engage with SMEs in local communities across the UK.

**Katie Kiss, DST**, provided insight to the collaborative partnership between Xchanging and DST a subsidiary of DST Systems Inc., who are a leading provider of technology and processing solutions. How these two organisations combine expertise to provide and comprehensive service to the investment industry wishing to lower costs by outsourcing non-core activities continues to grow.

**Adam Shaw, ACE Funding**, introduced the presentations from **Naz Craft, Hypa Management**, and **Mike Buhl-Nielsen, Jupiter**, with the theme “There is no expertise without collaboration” and this is a significant factor in the arena of fund management and venture capital investment.

**Nigel McGimpsey, BSI** Business Development Director, offered an introduction to BSI and the links between Collaborative working and Financial Services and the work lead by BSI for Simple Financial Products. Mark Hoburn, financial secretary to The Treasury asked Carol Sergeant to chair an independent steering group to develop a suite of simple, transparent and easy to understand financial products.

Over a period of 15 months, more than 50 organisations worked together and contributed to the development of the recommendations contained in the review published in March 2013. As a result there was a recommendation that The British Standards Institution (BSI) should take on responsibility for the Simple Financial Product principles, for developing specific product standards and for the accreditation process.

BSI needed to engage widely to produce this. An industry pilot was developed to ensure it was fit for purpose. Working together to ensure the audit and test principles were both robust and practical. The challenges included:

- Differing cultures of the organisations involved.
- The Financial services are heavily regulated that can on occasion affect the views held.
- Standards and Third part certification historically not really taken up by this industry.
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- Reliance on codes of practice as opposed to requirements standards.
- Common language and terminology.

The panel session which followed the presentation raised a number of issues and the speakers responded with a variety of perspective but all recognise that collaborative working was a principle constituent for more effective risk management.

Certificate Awards

The formal event concluded with the presentation by Frank Lee, BSI, of three new certificates for BS 11000 these where the first certificates to be issued under the new ICW national certification scheme and carry the ICW logo alongside the BSI Kitemark.
Individual Membership

The Individual Membership Scheme, launched at the House of Lords on 14 May, has now settled down well. To date we have four Fellows (FICW), 27 Members (MICW) and 6 Associate Members. We will shortly be issuing everyone with a Membership pack – including, for the Fellows and Members, their Certificates. An event for Members will be arranged early in the New Year. Any comments or suggestions from Members as to the shape or content of this would be appreciated. It will be YOUR event and we want YOU to benefit from it.

The Individual Membership Scheme was set up to give national recognition of demonstrated personal collaborative skills. For more information please consult the Institute Website: www.instituteforcollaborativeworking.com or email Nicky Painter at nicky.painter@virgin.net or Clive Winkler at cwinkler@regentsmead.com.

BSI Assessors Workshop

As part of the ICW programme to support the deployment of BS 11000 ICW joined the BSI assessors in a lesson learned workshop. The focus being to understand the challenges that organisations faced in implementing the standard and where assessors could draw on the experience from the ICW community.

Network Rail invites ICW team to support their programme of internal assurance and development as they progress the deployment of the standard. The initial success of deploying BS 11000 as part of the changes within Network has promoted the need to consider refining the approaches across the Network IP estate of programmes. ICW will be working with Network rail Collaborative working academy under Mike Pollard to help refine their processes and readiness for re assessment in 2015, taking into account lessons learned to date.

IACCM Webinar

David Hawkins presented a webinar for the International Association of Commercial Contract Management. The session focused on the complementary nature of collaborative working with recognised contract management. In particular it featured the benefits of BS 11000 as support for developing relationship based contracting.

IAPM Gower Handbook for 2015

ICW invited to contribute to the revised edition of the Gower Handbook of Programme Management to be published in 2015 to incorporate a specific chapter on collaborative working as this has now become and key aspect of major projects.
Collaborative Leaders Course in Demand

Since the last issue of collaborative insight we have held two more Collaborative leaders courses with some 14 new passes adding to the growing number of internal leaders within organisations seeking to exploit BS 11000. At the same time this course is a stepping stone to ICW membership with the first year’s membership fee being free.

The course has become so popular that in conjunction with our partner Pera Training we will be increasing the number of planned course for 2015 to one every other month. For details of this unique course contact: bobbie.mardle@peratraining.com.

BSI, SGS and LRQA sign up to ICW certification Scheme

At our House of Lords reception in May this year we announced that ICW would establish a national scheme for certification bodies with the aim of ensuring a consistent and robust approach that would protect the integrity of the standard and provide confidence to the market. Following a review of the approaches we are pleased to announce that BSI, SGS and LRQA have all agreed to the scheme that the Institute have established and will be working with ICW to ensure that clients using their services can do so with confidence that assessments and subsequent certification will provide value and integrity. The drive for harnessing the value of collaborative working increases in the public and private sector both in the UK and overseas so we are delighted to have on board organisations of the highest calibre to support the standard and the aims of the Institute.

BS 11000 for Internal Auditors

BS 11000 presents new challenges for auditors, with its requirements to audit behaviours, trust, innovation and the relationship performance.

The 2 day course is designed for experienced internal auditors who now need to review the compliance and performance of the management system for collaborative relationships. Its focus is not on auditing skills but on, understanding the requirements of the standard, planning audits and integrating them with existing programmes. Consistently achieving high scores from delegates the course is appreciated for its interactive nature and focus on where to look for evidence. The course is run in conjunction with PERA at their Middle Aston training centre in the beautiful Oxfordshire countryside.

FBE Newcastle

ICW presents BS 11000 to North East branch in Newcastle for the Forum for the Built Environment in conjunction with Construction Excellence. The vent drew some 40 attendees from local companies and local government involved with a variety of building and infrastructure programmes.
ICW contributes to Institute for Risk Management; Extended Enterprise Publication

ICW has over the past year been building its relationship with IRM recognising that one of the benefits of collaborative working is the ability to enhance risk management. We were pleased to be asked to contribute to their most recent publication “Extended Enterprise: managing risk in complex 21st century organisations”. Both the executive summary and full publication are now available to executive network members on the ICW website by permission of IRM.

USA and Spain Join ISO 11000 Development

The pace increases behind the development of ISO 11000 with the second meeting of the International Standards Organisation (ISO) committee met 30th September /1st October in London at which ICWs David Hawkins was elected convener. We are delighted that both USA and Spain have come forward to join the working group and add their experience to taking BS 11000 onto the International stage. We also understand that both Finland and Sweden will shortly be joining the Working Group. In addition there are 18 other countries who are currently observing the development along with a number of other standards committees that want to liaise on the development. We remain on track for publication 2016.

ICW in Milan

Clive Winkler represented ICW at the Annual Conference of the European Construction Institute (ECI), which was held earlier this year in Milan in conjunction with the Italian Association of Industrial Plant Engineering (ANIMP).

ECI is a pan-European organisation with member companies throughout the supply chain in construction and engineering construction mainly from the Energy, Oil and Gas and Process Engineering sector. Its aim is to improve project delivery and performance by developing and sharing enhanced practice with heavy emphasis on collaboration.

Presentations covered a wide range of technical and managerial topics most of which highlighted the importance of combined teams and collaboration. A particularly fascinating presentation from a member company showed the uniquely innovative technique they had developed to re-float the Costa Concordia. Future opportunities for ICW were created as a result of the interest shown in our stand and the progress of BS11000 towards the full ISO.
BQF –Bam

ICW invited to contribute to BQF day on the benefits of Collaborative working and the value of working with BS 11000 frameworks. 40 plus members of BQF attended the event in Farnborough hosted by BAM, one of ICW foundation Members. The ICW presentation by David Hawkins closed the event capturing the links between a wide variety of case studies where collaboration had brought benefits to both customers and contractors.

Washington PPS

Partnerships for Public Service is a Washington based Not-for profit organisations that seeks to provide support and insight to US government departments . The event in November was hosted by Lockheed Martin I&CS who asked bit NATS to provide insight to their approaches to strategic collaborations and ICW’s David Hawkins to reflect on the perceptions and challenges facing Government procurement sharing knowledge from experience both in UK and USA.

NDA commercial managers conference

The Nuclear Decommissioning Agency is a member of ICW Executive Network and have progressively been looking at how Collaborative working could support their Shared Services Alliance. EMCORS Jeremy Campbell provided insight as to how they have integrated BS 11000 and the value delivered to customers and David Hawkins gave an overview of the standard and facilitated some interactive breakout sessions.

DOD Symposium Birmingham Alabama

ICW presented to the Annual Department of Defence Symposium on Maintenance Awards in Birmingham Alabama. The vent drew some 900 delegates from across the DOD and armed forces as well as industry. The request to David Hawkins was to challenge the traditional thinking of Public Private Partnerships. The visit also offer the opportunity to visit the Anniston Army Base to look at the work being done on refurbishment of Military equipment mainly returning from Afghanistan and being done in partnership with Industry.

EMCOR hosts BFM conference

BAE Systems Warton, home of the Eurofighter, provided the background for a conference on collaboration in the field of facilities management. The event provided the opportunity for ICW to share it perspective on the value of collaboration and BS 11000 with members of the BFM community.
Promoting Collaborative Working in South East Asia

Late November provided the opportunity to raise awareness of the drive for collaborative working in the UK with audiences from representatives across South East Asia.

The Institute was invited to provide a speaker for the Smart Rail Asia Congress and Expo held at the Bangkok International Trade & Exhibition Centre (BITEC) from 26-28 November 2014. Neill Carruthers, one of our Associate Directors attended the conference to speak on the subject of ‘Learning from the Use of a Structured Approach to Collaboration in UK Rail’.

With over $200 billion worth of current and live tenders for rail projects this provided an excellent opportunity to share knowledge of ICW’s experience of collaboration in the UK infrastructure sector and to make an influential audience aware of the implementation of BS 11000 and the journey towards ISO 11000. Among the conference attendees were representatives from key clients, suppliers and universities from Thailand, Malaysia, Singapore, China, Hong Kong, Cambodia and India amongst other countries.

Whilst in Thailand Neill was also invited to give a presentation to the British Chamber of Commerce Thailand (BCCT) Property & Infrastructure Group under the title of Partnering/Alliancing in Procurement: Developing a Collaborative Working Culture in Delivering Major Rail and Infrastructure Programmes.

Implementing BS 11000

A 2 day senior management workshop designed for those who need to understand the requirements of BS 11000 and identify the gaps that they have with their current approach.

This workshop is usually run on an “in company” basis for up to 10 people. This enables the organisation to both train the collaborative management team, use the collective expertise to identify current practices that meet the requirements of the standard and create an action plan to achieve certification.

Run by BSI in collaboration with the Institute of Collaborative Working (ICW) its two tutors provide a breadth of practical experience in achieving BS 11000 and creating standards based management systems. Course content is always modified to meet the requirements of delegates. Below are typical comments from delegates:

“Both tutors were able to provide great clarity in the implementation and adoption of BS11000, which will enable me to engage with our customers and suggest the benefits that can be achieved.”

“... very interesting 2 days. Cemented my understanding of the standard and really helped and reassured us that we are on the right track.”
Discussion Corner: Management Standards

The initial focus in creating the CRAFT methodology was the belief that for collaborative working to be successful it needed to be embedded in the business processes of organisations. From the foundation of CRAFT - PAS 11000 and BS 11000 was developed and in the next couple of years we shall be seeing ISO 11000 take the concepts global. The benefit of collaborative concepts becoming a national management standard is the reach and availability it brings. The disadvantage in some organisations is that by focusing on compliance they are perhaps losing the value of integration.

The concept of Management Systems is not new as the need to provide guidance to individuals or groups of workers to ensure quality and performance dates back to ancient times, though perhaps in those eras the instructions and controls emanated from master craftsmen providing instruction, supervision and quality control. In essence a management system is no more than a framework of processes and procedures to facilitate consistent and effective execution of tasks to meet objectives.

Each of these standards based on the principles of Plan, Do, Act, check, of which ISO 9000 is perhaps the best known but have been developed largely in isolation include. Alongside these standards also came the development of certification schemes which enabled organisations to seek external validation of their processes and operations both to maintain compliance and provide confidence to third parties.

One of the key factors when considering the utilisation of any or the entire current portfolio of management standards is that their value in creating a consistent and repeatable approach rests on the way they are interpreted and deployed both at individual or organisational level. Having robust defined processes only defines the way things should be done but their successful contribution only comes if they are used appropriately. An organisation being assessed for compliance does not in guarantee total compliance nor does it assure operational and performance objectives are realised. The most valuable asset in most organisations and by definition the most vulnerable aspect of any operational activity is the people charged with execution of the requirements. Most in the business community would recognise and validate that relationships are a crucial aspect of any business and that poor behaviours can quickly damage even the most established long term relationships. Yet management standards until very recently have relied solely on documented rules supported by compliance mechanisms.

The success of any integrated management system and combinations processes across organisational boundaries whether internal divisions, functional departments or representative bodies (such as unions) relies on the people involved but too often the isolated adoption of standards actually creates barriers.

The development of these specialised management standards in isolation and on differing timescales poses one challenge in terms of synchronising operations within a single company is made even more complex in a business world where increasingly one or more organisations are working together. Thus external accreditation can be compromised by conflicting requirements within each entity.

One of the more recent additions to the range of management system standards has been the introduction of BS 11000. Thus enhancing the way organisations can exploit the potential of collaborative working with one or more external parties to increase performance and deliver objectives. During the development of this standard it highlighted the overlap and importance of relationships in the successful application of the range of Management Standards whether ensuring internal or external alignment of activities.
Cabinet Office Collaborates with ICW

Cabinet Office Project and Commercial Delivery Week – 24th to 28th November 2014

As part of the ongoing reform agenda in the Cabinet Office, ICW and BSI were invited by Dr Peter Walmsley to participate in a focussed week of events which highlight the importance of project skills in delivering policy objectives. This was to support the internal improvement and development of skills in project delivery. Cabinet Office joined together with their commercial colleagues in Crown Commercial Services in recognition of the fact that successfully delivery is a 3-legged-stool of project, commercial and policy skills.

This was a great opportunity for us to get across the critical importance of collaborative working as a key ingredient to successful project delivery and how BS11000 Collaborative Business Relationships can help support their objectives.

This was followed up on the 27th December where ICW’s David Hawkins was invited to give a talk at the Cabinet Office to representatives of their Policy team, Programme management, HR and the Next Generation Shared Services Team. The aim was to broaden the awareness of BS 11000, its development towards ISO 11000 and the countries involved as well as providing examples from MoD, US Department of Defense and Network Rail on how adoption of the frame work helps to put a robust approach behind Collaboration.

Mark Sewell (ICW & Chair ISO11000 Panel) and Carla Whyte (BSI) set up a joint stand on 24th November at 1 Horse Guards Road (HM Treasury Building) and engaged with many of the internal government agencies and bodies that develop policy. We were able to share some of our experiences from major project management in practice and how the structured approach of BS11000 can deliver real tangible benefits. We had some interesting discussions so watch this space!
NDA Supply Chain Event 2014

ICW was delighted to be offered a Stand at the NDA Supply Chain Event 2014, held at Event City Manchester on 6 November. The event was aimed at suppliers working in the nuclear decommissioning supply chain – mostly SMEs. There were around 1500 delegates.

Following introductory speeches and the presentation of Supply Chain Awards, the exhibition opened for the rest of the day. During the afternoon there were also a number of collaborative presentations.

Our Stand was manned by two ICW Associates, Nicky Painter and Robert Shields and we were very pleased to be joined by Mark Gouldstone of BSI who gave us much appreciated support.

To attract people to the stand we invited pairs of visitors to take a ‘trust challenge’ for prizes. Most were quite enthusiastic! They were required independently to answer the same questions on a card about themselves and their partner: the results were compared and they were then rated as to ‘How well do you know your partner?’ and ‘How well might you collaborate?’ According to their results they were then entered for a draw for one of three prizes:

Dave Hawkins’ latest book ‘Raising the Standard for Collaboration’; a BS 11000 Awareness Workshop for up to eight people and an on-line Self-assessment Test.

The whole challenge and analysis took only 5 minutes – and while people were waiting for their results there was an opportunity to tell them more about ICW and BS 11000 and give them relevant hand-outs.

During the day we were honoured to have a visit from the two key speakers at the Event; Baroness Verma (Parliamentary Under Secretary of State for the Department of Energy) and Rear Admiral Mike Wareham (Director of Submarines).

It was a long day and hard work but we all felt it was well worth while: contacts were made through the ‘trust challenge’ and other visitors left their cards. Of these four expressed an interest in BS 11000 Certification and another (already Certified) wanted help rolling it out to Suppliers.