



Welcome to the Autumn 2016 edition of **Collaborative Insight** from ICW featuring three recent events:

- Showcasing Effective Collaboration in Wales at Cardiff University
- Collaborative Working across the Emergency Services Value Chain sponsored by Bluelightworks at the Institution of Mechanical Engineers

Both these events involved a number of most interesting presentations and attracted a large number of delegates with considerable delegate participation.

The third event was aimed specifically at the ICW Individual Membership community. It too contained a number of most interesting presentations but we would have hoped for more members joining us. Growing the ICW Individual Membership community remains a key objective for ICW – we will persevere.

The next two months are very significant for ICW and Collaborative Working in general. Earlier this year the International Working group published the draft International standard for the National Standard BS 11000 to become the International Standard ISO 11000.

Early November will reveal the voting intentions from around the world - assuming a YES vote ISO Geneva is expected to publish ISO 11000 early in 2017. This will be the culmination of 15 years work for ICW (PSL previously) from the CRAFT concept in 2004, PAS 11000 launched in November 2006 and BS 11000 in December 2010. Whilst this feels like a long time I am told that in Standards terms this is quick!

Assuming a YES vote the future for ICW looks exciting given the expected International interest in ISO 11000 with three significant International developments to report:

- A recent series of Collaborative Working workshops in Portugal have resulted in the establishment of ICW Portugal led by Bruno Marques
- ICW has just delivered the first project in Australia which should evolve into a formal knowledge sharing arrangement “down under”
- The business relationship between the Royal Thai Government and ICW is being reinvigorated thanks to BCCT (British Chamber of Commerce Thailand)

The Royal Thai Government Minister of Commerce and I are meeting soon to agree an engagement plan – watch this space.

Back in the UK the second Collaborative Working Awards judging process is well under way. The judges decisions will be announced on 8th December at the Collaborative Working Awards event at the House of Lords.

On the people front ICW is pleased to welcome two Associates who have joined the central team:

- Mike Healy takes over as the focus for ICW in Scotland
- Paul Greenwood brings his experience of working in Asia to ICW the timing reflects Malaysia's involvement in ISO 11000 and the renewed interest from Thailand.

We live in interesting times!.

Les Pyle
Chief Executive

Collaboration Across the Emergency Services Value Chain

19th October 2016



The latest executive Network event took place on the 19th October and our thanks to Bluelightworks who sponsored the event at the Institution of Mechanical Engineers attended by over 100 members and guest. It provide a broad insight to the workings and challenges faced by the emergency services and how collaboration was key to providing front line services in a changing world. **(cont'd overleaf...)**



Collaborative Working across the Emergency Services Value Chain (cont'd)

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Bluelightworks Overview – Clive Morgan

Clive was appointed Bluelightworks Programme Director in June 2015. Clive has been involved with the defence and aerospace industry for nearly 40 years, Bluelightworks is now in its 3rd year; it has matured since its creation in 2013. The Home Office has recognised the potential in the BLW model to access industry's knowledge to better inform key transformation decisions.

The Partnership has over 120 organisations, including 70 SMEs and 3 Universities to provide an Evidence Based Exploration Community (EBEC) established to co-ordinate shared interests of multiple agencies.

Bluelightworks provides the evidence required to support strategic decision making and was created to act as enabler to transformation by providing Evidenced Based Decision Support” to help effective delivery of; organisation change, business process re-engineering, more effective engagement with industry and academia, better multi-agency collaboration, technology enablers

Working on a broad front Bluelightworks has successfully undertaken projects for a range of customers. Collaboration with Industry and its customers in other domains to tap into experience of analogous challenges and how to address them. By collaborating across individual initiatives BLW can bring consistency, mutual awareness and reuse of best practice.

Digital Transformation Perspective – Hacer Evans, Sussex Police

Hacer is currently the Director for the NPCC Digital Policing Programme; a critical national-level major project which will bring about significant changes in the way frontline police officers operate, as well as supporting transformation of the wider criminal justice system.

The Digital Portfolio is a single national owner of the policing vision for Digital Transformation.

It will ensure that all digital change initiatives conducted by police, or for police, adhere to agreed strategic principles. The portfolio, comprising three key digital programmes, will direct digital transformation initiatives to align to national strategic drivers and requirements and is a critical strand of transformation work and its final delivery will fundamentally shift the 'ways of working' across policing and with the Criminal Justice System.

The Digital Policing Portfolio is an integral part of the National delivery landscape where Collaboration across key national programmes is vital for successful delivery. A reformed policing model that is able to respond to the changing landscape proactively and with agility. Providing appropriate channels of communications and services for the public.





University Perspective – Professor David Allen, Leeds University

David is a Professor of Information Management in Leeds University Business School where he directs the AIMTech Research Centre. Over the last ten years David has led over 45 externally funded research projects into the use and deployment of information technologies in the public sector.

He presented his perspectives based on recent research on the current state and Challenges, issues and lesson learnt in blue light collaboration.



SME Perspective – Dr Andrew Dixon - SVGC

Andrew is now the Managing Director of SVGC – a leading consultancy which has established an international network of partner SME companies providing decision support and analytical services to the public sector. He outlined his learning from working in the defence sector and also the challenges for an SME entering new sectors.

Collaboration is a competency which improves with experience. There is much in Defence which is applicable to the Emergency Services. SVGC is collaborating with Bluelightworks to improve our understanding and network across the emergency services sector. In order to transfer solutions into a new domain and to develop new solutions for mutual benefit.



The Home Office Perspective – Steve Watson, ESMCP

Steve joined the Home Office in January 2014 as Deputy Director on the Emergency Services Mobile Communications Programme (ESMCP) in charge of the Technical Solutions area. Steve has recently changed roles within the ESMCP. He is now Head of User Engagement and Transition.

The Technical Solutions area is responsible for the delivery of the User Services and Mobile Services Lots in the main procurement, a number of related procurements (extended area services, handheld and vehicle devices, air to ground network and devices and control room upgrades) and dependent programmes such as Mobile Infrastructure Programme, Crossrail and London Underground.



The Emergency Services Network is a new innovative voice & data service that will provide enhanced 4G LTE Network. It will deliver critical voice & data for priority use by the police, fire and ambulance. Providing more capable broadband data as standard that will improve public safety through Nationwide coverage, reaching remote areas providing enhanced functionality.

Steve was supported by Mantas Bolys who has been focusing on the Cultural differences between public and private sector organisations that subtly underpin many behaviours. It is important to find safe ways to acknowledge these openly and to agree ways to work with them in order to make ESN work. Simple things matter (organisational charts, networking opportunities, access to information sharing systems, communication).



Fire – Jim Peddie, Kent Fire & Rescue Service

Following a career in the private sector, since 2007 Jim has been Head of Procurement and Fleet for Kent Fire & Rescue Service, based at service Headquarters in Maidstone. He also participated in the National Procurement Group for Fire for five years and is currently supporting the newly formed Fire National Procurement Hub, working with the Commercial team at the Home Office.

Jim provided us with some insight to the work he had done across the fire service in the development of firefighter personal protection equipment. A collaboration which started with 4 fire services in 2000 has now grown to 20 services and over 20,000 fire fighters. He highlighted the challenges of developing and collaborative approach but also the benefits that have been achieved.



Public and Private Sector Working Together – Alastair Morley, BAM Nuttall

Alastair has worked for Bam Nuttall since August 2015 and is currently Design Manager, and has been responsible for the design delivery of wide variety of Network Rail schemes throughout Western and Wales.

Many recognised the Dawlish Emergency following the storms in February 2014. Network Rail appointed BAM Nuttall as Principal Contractor for the entire remediation of the major storm damage to Dawlish Sea Wall in Devon. There had been several significant failures along a 2km stretch of one of the most scenic railway lines in the Country, with wash outs, landslips and various other storm damage. BAM Nuttall worked collaboratively with other contractors in the region to establish a course of action to deal with the multiple failures in the safest and most expeditious manner.



Police – Lee Tribe, Home Office

Following his successful tenure at the Metropolitan Police Lee joined the Home Office in May 2016 as Commercial Director of Police & Fire. To drive maximum value for the Home Office from all stages of the commercial lifecycle to invest in front line services.

Lee highlighted the challenging times and the need for Better value procurement to reduce pressure on other spending & allow more to be spent on frontline policing. He referenced the NAO reports on Police procurement point to significant room for improvement with 26 Different Procurement Teams in Policing, 43 Different Police Forces and Fire & Rescue Service transferred to Home Office – 1 April 2016.



The Collaborative Law Enforcement Procurement (CLEP) Programme supports the achievement of better value for money from expenditure on goods and services by the police and other law enforcement organisations in England and Wales. It will identify the costs, benefits and changes required to achieve: greater opportunities for collaborative purchasing at a strategic level, opportunities to leverage the CCS for common goods and services, increased standardisation of specifications, more effective contract and supplier management, improved procurement processes, including the full integration of procurement and the adoption of e-invoicing.

The presentations were followed by a panel session, which was one of the most interactive we have seen in recent years.



1. Academic Forum – October 2016

The Second Academic forum was held in October hosted by Warwick Business School and attended by representatives from Birmingham City University, Cranfield Business School, Cardiff University, Essex University, The Defence Academy – Shrivenham, University of Aveiro- Portugal and University of Pisa –Italy together with representatives from Highways England and ICW.

During the day Professor Alicia P. Melis provided insight to her research with monkeys and young children around their collaborative capabilities and Bruno Marques offered highlights of his research into collaboration in the Portuguese insurance industry. Mehmet Chakkol and Max Finne outline the findings from the latest ICW commissioned research on collaborative attributes; their report is to be issues later this year.

2. Portugal Welcomes ICW Approach to Collaborative Working

Our man in Lisbon, Bruno Marques, has started the process of introducing ICW to the Portuguese business community.

Business people and academics participated in two events organised at the end of September at Aveiro University (29th) and ISCTE Business School (30th) in Lisbon. Each event attracted over 70 attendees where ICW's David Hawkins joined with the former Portuguese Minister of Industry and Energy along with Bruno Marques, to share ideas on how Collaboration can help to build new links as Brexit takes hold and contribute to meeting the current economic challenges.



3. Members' Forum – 28 September 2016

We were delighted that ICW's Chairman, Lord David Evans, opened our Members' Forum with a lively and amusing talk. He reminded us of ICW's aim to establish global recognition of collaborative working as a professional business discipline and that a key ingredient of this was to build a global collaborative working-professional community of which the ICW Individual Membership Scheme is a key component. He then gave us his thoughts about Brexit and its implications for collaborative working.

Then Dave Hawkins, ICW's Operations Director gave a brief update on ISO 11000 which should be approved on 7 November this year and published early next year. In slower time Guidance Notes (based on BS 11000 Pt 2) will be published.



Four interesting presentation followed: Mehmet Chakkol and Max Finne from Warwick Business School told us about research they were doing to identify and rate the skills needed by successful collaborators; this was complemented by a presentation by Jane Grant, of WSP/Parsons Brinckerhoff who gave us a HR perspective on the importance of collaborative skills; next Margo Marsh of BAM Ritchies gave an interesting and frank insight about the challenges of embedding the principles of BS 11000 into her organisation; finally, Nigel Blundell of Pinsent Masons considered the importance of the drafting of collaborative contracts which are focussed on value rather than cost.



Last but by no means least there were two interactive sessions. First, an Open Forum aimed at eliciting Members' views about the Membership Scheme and how they would like to see it develop in the future. Then there was a Panel Session run by members of the new Membership Committee.

Topics discussed were the quality and consistency of external assessors; the need for ICW to develop more tools for internal and external auditors to use; the importance of excellent collaboration *within* organisations and, finally, the role of the Membership Committee particularly in driving up Membership numbers but also in taking a strategic view of the Individual Membership Scheme as a whole.

The day concluded with a networking lunch.

For more information about the **Individual Membership Scheme**, or if you'd like to become a MICW, please contact Nicky Painter at nicky.painter@icw.uk.com or on **01483 762 106 / 07785 506 349**. The more Members we have, the more value the Scheme will deliver!



4. 2016 Collaboration Awards Shortlist

The number of registrations for this year's Collaboration Awards far exceeded those of 2015, providing our judges with a real challenge in terms of shortlisting finalists. However the final listings are as follows:

Pathfinder Award

Kier Alliance | Network Rail Commercial Directors Forum | Indra/NATS | Siemens/Bam Nuttall.

Industry Award

Network Rail/CPMS | A1 Leeming to Barton Development | Keir Alliance.

Innovation Award

EMCOR/BAE Systems | WCA Engineering Data | United Utilities/EMCOR | Leeds City Council/Carillion.

Public/Private Collaboration

Leeds City Council/Carillion | Midland Highways Alliance/Aecom | Lancaster City Council/EMCOR.

Skills Award

EMCOR | DB Cargo | Network Rail/Amey.

The judges also decided this year that the **Individual Award** should be split creating a new award for the **Young Collaborator of the Year**.

The winners will be announced at the **Awards Ceremony** at the **House of Lords** on **8 December 2016**.





5. ISO 11000 Standard and TC

The final draft of the ISO 11000 standard is currently out for voting across 130 countries and closes on the 6th November which will clear the way for publication early 2017. At the same time BSI as the secretariat have submitted the application to established the international Project committee (PC286) to become a full technical committee which will be decide 13th December and open the way for a series of guidance standards.

6. Leidos Australia Adopts BS 11000

Following the transfer of Lockheed Martin IS&G to Leidos ICW was invited to Canberra, Australia to introduce their team to BS 11000. The two day workshops delivered by David Hawkins provided the opportunity to assess the value of a systemic approach to collaboration backed by the long term support of Leidos UK.



7. ICW Hosts RATA Study Tour of the United Kingdom (Road Asset Technical Accord – RATA)

The Centre of Excellence for Road Asset Planning in the Waikato Region of New Zealand
Wednesday 28 September 2016

In Attendance:

RATA: Don McLeod, Andrew McKillop, Dawn Inglis,
ICW: Chaired by John Osborne, with support from Mark Sewell

KIER: Matthew Sweeting, Service Director Keir Service Highways



Coming at the end of an intensive tour of the UK the discussion covered a variety of subjects including:

- How is the Institute supporting collaboration in the public infrastructure sector?
- What are being identified as the biggest barriers to collaboration in the public sector?
- What are the key “culture” changes needed for collaborations to be successful?
- Asset Management within the highways sector

The group were particularly interested in the experience of Matthew and hearing how collaboration has delivered benefits for Keir

The visit was set up by the new ICW Associate Director in New Zealand, Dave McDonald who is using his experience in contracting within New Zealand to spread the word about Collaboration and BS 11000.

In Andrews’s words “I wish to pass on how appreciative we all were of the trouble you took to arrange our meeting, the quality of the discussions, and the passion you all have in promoting collaboration. You have certainly sowed a few seeds for us.”

John Osborne, Associate Director



8. ICW Introduces its BS11000 Internal Audit Support Service

Objective evaluation and continual improvement enhances the value of the relationship and maintains the ongoing ability to collaborate. Internal audits are a key tool for facilitating continual improvement and identifying good practice. Internal audits provide practical information regarding the integrity of operating systems and processes, they support and validate of the outputs generated from within it. This can provide confidence to all stakeholders.

Additionally, they can reveal early warning signs of problems, supporting organizations in identifying potential problems and providing them with the opportunity to act at as early a stage as possible and avoiding more costly or disruptive actions later.

They also act as a method of monitoring progress and when performed well are a key tool in supporting the decision making process and in providing greater understanding of the interactions between the processes.

Feedback from our members indicates that many organisations are unable to carry out the requirements for Internal Audits of their management systems and collaborative relationships as required by BS11000. ICW has therefore introduced its Internal Audit Support Service, under the direction of our Associate Directors John Osborne and Bill Taylor.

ICW has access to highly skilled and accredited auditors who have been provided with the skills and training to undertake BS11000 audits. Currently ICW has 3 Internal Audit Programmes underway with major service providers including Abellio UK and ScotRail, the DIO and MODUS Services Ltd.

The Support Services provides the following:

- Development of the Internal Audit Schedule to cover the scope of the client BS11000 certification.
- The Internal Audits are phased to de-risk activities and link with key milestones for Bids, JRMP development, internal and SER Reviews, and certification external audits. Thereby ensuring the organisation is correctly positioned and current.
- Production of a Clause by Clause Audit Report defining Non-Conformance, Opportunities for Improvement and Observations. The report is structured to enable the contents to be extracted to the organisations quality management system for corrective action and close out activity.



In addition, to support those organisations wishing to develop their own internal audit capability, ICW have developed with BSI a 2 Day Auditors Course "Understanding the Requirements of BS11000". The course is designed for those organisations that already undertake internal audits on other

Standards (ISO 9001 etc) and have trained auditors and wish to include the BS11000 scope.

For further details contact **John Osborne** (john.osborne@icw.uk.com) or **Bill Taylor** (bill.taylor@icw.uk.com).





9. ICW Wales

Cardiff Business School hosted the **2nd Annual Event Showcasing Effective Collaboration** on Wednesday 14 September 2016. The event, opened by **Les Pyle** was organised by **Dr Jane Lynch**, Senior Associate of ICW Wales and Lecturer for Cardiff University. ICW (Wales) aims to support individuals and businesses in Wales to become leaders in effective collaborative working.

The **Well-Being of Future Generations Act (2015)** emphasises collaboration as an essential way of working and so procurement professionals and suppliers in Wales are keen to understand more about the many benefits and challenges. The Act is about improving the social, economic, environmental and cultural well-being of Wales. Delegates attending the collaboration event heard many valuable insights shared by speakers of organisations based in Wales and by ICW Executive Network Members. The topics ranged from designing consortia friendly procurement, using collaboration for improving the sustainable management of natural resources, understanding the process for achieving BS 11000 accreditation (**Abellio**), monitoring the impact of collaboration (**Highways**) and collaborating for managing a crisis (**BAM Nuttall**).

The 3rd Annual Event in Wales is planned for **November 2017**.



10. ICW Develops and Delivers DIO Collaborative Working & BS1 1000 Training and Supports the DIO BS1 1000 Certification Programme

The ICW have been heavily involved in supporting the DIO to establish the skills needed to support its collaboration programmes.

ICW Associate Director **Bill Taylor** completed 18 one-day specialist collaborative working and BS11000 training courses to over 280 Commercial, Service and Project Delivery personnel in the DIO. In addition, with the agreement of Carillion, where Bill originally developed an On-Line training module on collaborative working, Bill adapted the material to enable the development of the DIO On-Line Collaborative Working & BS1 1000 Awareness Training Module, which is now mandated for all personnel.



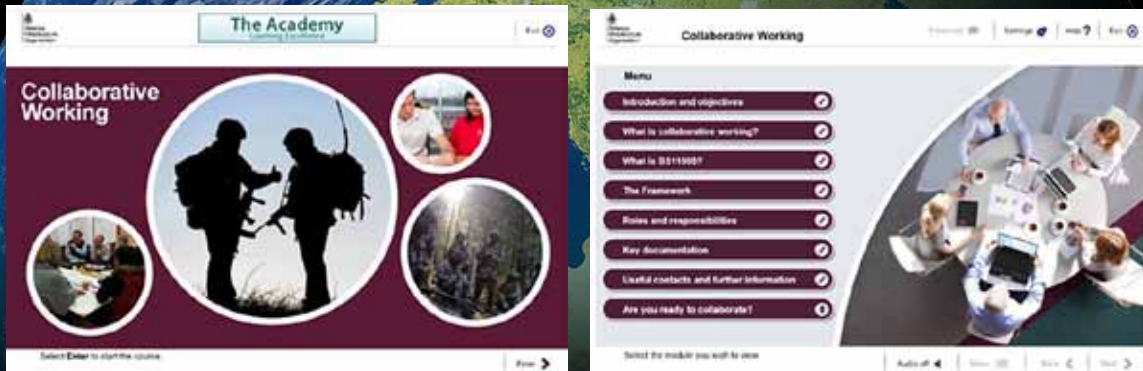
Interactive training underway in Glasgow

The On-Line Training and the one day courses were designed by Bill and the DIO Collaborative Working & BS11000 Programme Lead, **Tim Seabrook**, specifically to introduce the new DIO Collaborative Business Relationship Management System that is being introduced to support the DIO BS11000 certification programme. Bill delivered the one-day course in DIO Glasgow, DIO HQs Sutton Coldfield, HQs Land Command Andover, DIO Catterick and DIO Wyton with considerable success and great feedback.



“The whole day was very useful, giving a clear insight into what collaborative working really means. Really opened up what we need to apply to our organisation. Very good informative information”

“Gaining a clearer understanding of how it will affect my role and also the potential obstacles whilst gaining some skills to overcome them. Tufor was very knowledgeable on the subject and defence”



Screen Shots from the DIO On-Line CW & BS11000 Awareness Training Module

Since 2015 ICW has been working closely with the DIO to establish the collaboration management system and provide advice on the development of Joint Relationship Management Plans (JRMPs) for the NGENC and Hestia programmes and the MODUS PFI. Business collaboration in the DIO is now underpinned by a very comprehensive Collaborative Working Policy, Enterprise Relationship Management Plan (ERMP) with supporting Templates and Tools, which are used to establish the Key Management Information needed to develop the Strategic and Contract JRMPs. Moreover, the collaboration requirements are integrated in all aspects of the DIO governance, not least the DIO Business Case and Approval Process, the Risk Management Processes, the DIO Business and Procurement Plans, the Business Assurance & Risk for Internal Auditing, and the SRM Framework.

The DIO is expected to achieve certification in the first half of 2017 using the NGENC, Hestia and PFI relationships as collaboration evidence of compliance to its management system.

11. University of Cambridge, R&D Management Conference, 3- 6 July, 'From Science to Society: Innovation and Value Creation'

ICW was delighted to be invited by Executive Network Member David Probert, of the Cambridge Institute for Manufacturing, to run a Workshop at this important International Conference which was Chaired by David and held at Churchill College, Cambridge.

Our Workshop examined the importance of a structured approach to collaboration as a means of encouraging innovation in order to add value to outputs. This was an interactive Workshop throughout and was attended by nine delegates from a variety of different countries all of whom engaged enthusiastically in the proceedings, particularly enjoying the innovative 'Ice-breaker' exercise (based on the principles of BS 11000).

We were delighted to get excellent feedback. The Workshop was facilitated by ICW Associate Nicky Painter and Robert Shields (creator of the 'Ice-breaker'). For more information contact Nicky on nicky.painter@icw.uk.com.



12. New faces on the ICW Team

Mike Healy

We are pleased to announce the arrival of Mike Healy as our lead in Scotland. Mike is based in Aberdeen and has a long history of supporting the Oil and Gas Industry in the field of collaboration and arbitration. Mike takes over from Bill Mckechnie who has moved on.



Bruno Marques

Bruno joins the ICW Team based on Portugal where he is actively establishing ICW-Portugal through both his industry and academic network which has already created a lot of interest. Bruno also represents Portugal standard authority on the ISO 11000 committee.



Discussion Corner; Are Tomorrow Managers Being Developed for a Collaborative World?

Since the publication of BS 11000 many organisations have focused on achieving certification and a few have taken this as starting point to ensure that collaborative working becomes an integral aspect of their recruiting and people development programmes. Unfortunately many more have not choosing only to promote the concept of collaboration but failing to provide the understanding and skills necessary to fully benefit of the approach.

As the publication of ISO 11000 draws closer the question needs to be asked is are organisations focusing on collaborative skills. This critical area needs to be addressed as it was a unanimous consideration by the international committee in developing the standard that whilst requirements of BS 11000 were developed because of the impact on culture and behaviours in many cases this understanding was not being fully integrated.

Adopting a systemic approach to collaboration certainly provides a platform for collaboration but it can only be truly successful if the appropriate skills and capabilities are in place. As such the final draft of ISO 11000 has significantly increased the focus on competence and behaviours which will certainly challenge some organisations, even those that currently have certified to BS 11000.



Executive Network Members

