



Welcome to this the summer of 2017 edition of Collaborative Insight, which features the annual ICW House of Lords Collaborative Working reception, as well as the most recent Collaborative Working themed event addressing Utilities sponsored by EMCOR at the Crystal in London Docklands.

Since the publication of ISO 44001 in March this year the level of interest in Collaborative Working has grown significantly globally.

This interest manifest itself in the general increasing level of contact and specifically Executive Network membership and demand for training.

ICW is delighted to welcome five new Executive Network members:-

- **Ayesa** from Spain - focused on Engineering and ICT
- **Aberdeen University**
- **Bouygues UK**, - in Construction and Engineering Services, part of the huge French enterprise
- **LRQA** - a major certification assessment organisation
- **SVGC** – a professional services organisation

Featured in this publication are details of the delivery of ISO 44001 Collaborative Leaders courses in New Zealand and Australia – more expected.

Demand for places on the Warwick ISO 44001 Collaborative Leaders course continues to be strong with the next course in September.

ICW is in the process of establishing a number of Collaborative Special Interest Groups to drive specific actions in a number of key areas. The first will address Collaborative Working for Smaller Businesses and will be led by Dr Andrew Dixon from SVGC. The next will address Attitudes & Behaviours building on the 2016 Warwick Business School research project addressing the Psychology of Collaboration.

Other Collaborative Special Interest Groups will be established to drill down into detailed issues for specific key collaborative topics. ICW will communicate the outcomes from these groups as they mature.

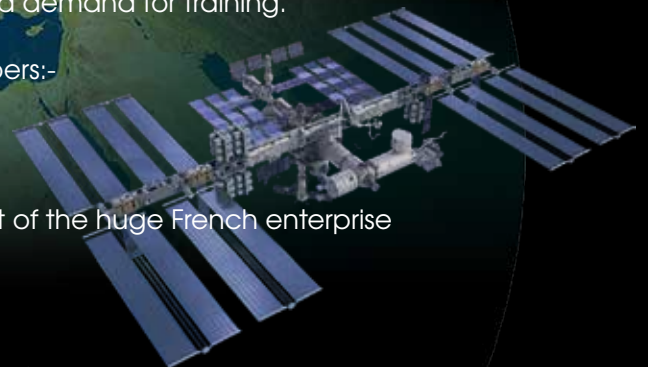
Finally please ensure you have the next two ICW 2017 events in your diaries:

- **Collaborative Working in Aerospace** on 12 October at the RAF Museum, Hendon, sponsored by **LRQA**.
- The **Annual Collaborative Working Awards** on 12 December at the House of Lords, sponsored by **BSI**.

Suggestions for themes to address in 2018 are most welcome.

**Les Pyle**

Chief Executive, ICW



## Annual Collaborative Working Reception

House of Lords, London  
10th May 2017



The sun shone again this year for the ICW 15th Annual reception at the House of Lords where over 200 guests gathered to celebrate another successful year for the Institute culminating in the publication of ISO 44001. **(cont'd overleaf...)**



## House of Lords Reception (cont'd)

Our chairman opened the event with his usual upbeat style heralding yet another year of achievements for ICW. He clearly identified the challenges ahead for the UK with Brexit but saw in this an even greater needs to build collaborative business both with Europe and beyond.



Les Pyle, Chief Executive, ICW

**Les Pyle** briefed the gathering on the key events of the year with a focus on the publication of ISO 44001 now the International Standard for collaborative Business relationships being a significant milestone for the Institute. Congratulations to David Hawkins ICW Knowledge architect that led the development work and now who takes over the chairmanship of the new ISO committee that will oversee future developments. Thanks for all those involved and congratulations to the six ICW members who were the first to transition to the new standard through the BSI pilot EMCOR, Leidos, Costain, Kier, NATS and Network Rail.



Lord Evans of Watford, ICW Chairman

The Institute welcomed **Geoff Robson** from DIO who gave his perspective on the implementation of the new standard supported by ICW and the importance of collaboration as a fundamental pillar of the DIO's supply chain strategy. He acknowledged the efforts of his team in being one of the early adopters of the standard following its publication and the first government depart to fully embrace the standard through to certification.



Geoff Robson, Chief Operating Officer, Defence Infrastructure Organisation



Minna Skyman, Business Development Director, Skanska, Sweden

Adding to the International flavour for this year's reception **Minna Skyman** few in from Sweden to offer the Skanska perspective where they have recently joined the Swedish mirror committee to support the further developments of the standard. She profiled the importance to Skanska both at home and overseas of collaboration and commended the UK operations on their achieving certification to the new standard. It was now high on the agenda for their other operations to mirror that success as it complemented the nature and style of the Skanska ethos.

We were delighted that **Michael Chiam** was able to join us. As the Malaysian representative on the ISO committee his views had been invaluable in the development of the standard and he was actively working with ICW to promote and develop its application in the ASEAN region region. He



Michael Chiam, Vice President, Malaysian Employers Federation



introduced an amusing slant on collaboration and its importance to building east and west relationships.

Finally we appreciated BSI Marketing Director **Toni Allen** for joining us to award the latest ISO 44001 certificates achieved since the initial pilot.



Toni Allen, BSI UK



DIO



Skanska UK



Eurovia

## Collaborative Working in Utilities



### 11 July 2017 - The Crystal, London E16

Opening the event **Lord Evans** made reference to World population day and the significance of resources globally to support an ever growing population. He also drew the focus closer to home where the utilities sector provides complex services to the public.



Les Pyle, Chief Executive, ICW

ICW Chief Executive **Les Pyle** thanked EMCOR UK for sponsoring the event and outlined the range of speakers for the day. He also introduced the new executive network members: Altran, Ayesa, DNV, Gattica, LRQA, SVGC and the university of Aberdeen.



Lord Evans of Watford, ICW Chairman

In his opening address, **Christopher Kehoe** outlined his perspectives on the critical role of collaboration in building effective engagement with customers. Since integrating the approach EMCOR UK had seen how



**Christopher Kehoe**, Group Executive Director, EMCOR UK/ Non-Executive Director, ICW

collaborative approaches in complex and critical environments had grown their customer base. They had adopted a key focus on the water industry and had seen marked success in this complex arena. He presented the EMCOR white paper 'Achieving Productivity Gains Through Collaboration in the Utilities Sector' and how workplace productivity could deliver £20bn to the UK economy.

**Jeremy Campbell** posed the question "WHY?" and offering his view that collaboration was a great way to do business by harnessing knowledge, process, people and systems in a changing world. Environmental change and increased urbanisation demanded

innovation and where collaboration was fundamental to meet future challenges.



**Jeremy Campbell**, Operations Director, FMS

**Jonathan Roberts**, Principal Consultant & Research Director at Frost & Sullivan, provided insight to the mega trends that were shaping the future under a political spotlight and the conflicts between efficiency, revenue and investment that needed more robust partnerships to deliver innovation. He outlined his research towards cross sector interaction, new customer strategies, restructuring and product innovation, together with a future view on the impacts of smaller companies and technology.



**Jonathan Roberts**, Research Director, Frost & Sullivan

The future of customer service as technology made customers more empowered. **Anne-Marie Forsyth**, Chief Executive at CCA,

highlighted where customer service was being let down by a lack of internal collaboration referencing examples from other sectors which had focused on the voice of the customer.



**Anne-Marie Forsyth**, Chief Executive, CCA

With a key focus on water quality, Siemens's Water & Water Waste UK Business Manager **Steve Hanslow's** primary responsibility is for the management of Siemens UK sales and business development activities into the UK water industry. He referenced examples of where developing a collaborative platform by linking multiple parties and products delivers greater value through the whole process.



**Steve Hanslow**, UK Business Manager - Water and Waste Water, Siemens

Institute of Water's **Robin Price**, who is also responsible for water quality at Anglian Water gave us some background to the Institute of Water, founded in 1945, is the only professional body that exclusively supports the



careers of anyone working in the UK water industry. He provide a visual background on the challenges of taking water from origin to consumer and back round through waste management where what seems simple becomes very complex.



**Martin Gee, Commercial Director, United Utilities**

United Utilities' **Martin Gee** shared his vision of collaborative working embracing innovation to support investment and economic growth and how capital project alliances had been enhanced to deliver new and innovative strategies and outcomes for the company through effective management of our supply chain.



**Robin Price, Institute of Water**

**Aaron Smith**, BAM Nuttall, and **Imogen Young**, HED Ltd, offered joint example of how construction and the environment can work

together to support development activities in Site of special scientific interest (SSIs). Highlighting how successful projects can be completed whilst ensuring the minimum impact on the environment and local communities.



**Aaron Smith BSc MAPM, BAM Nuttall, & Imogen Young BSc DipSE (Out Ed) ACIEEM, Director and Senior Ecologist, HED Ltd**



**Bill Gemell, Head of Professional Services for Leidos, PS and E UK**

IT as a Utility was the focus for Leidos' Head of Professional Services **Bill Gemell's** presentation looking towards a future where organisations would draw on capabilities and scalable services for IT in the same ways as we do energy and water to day, by harnessing efficiencies, growth and success by exploiting the business benefits that can be attained though digital transformation and application of 21st century technologies.

We were pleased at this event to recognise the achievements of BAM Nuttall in gaining certification via LRQA to ISO 44001.





## First Leaders Course Outside the UK

ICWNZ held the first Collaborative Leaders course outside of the UK. This was in Wellington from 22 to 25 May 2017 and was facilitated by Neill Carruthers. There were 10 attendees, from both the Public and Private sector including one from Arup's in Australia, who all passed the exam and assignment with excellent passes.

Neill's facilitation of the course was of immense value, especially his ability to use learnt experiences to demonstrate the aspects of the course and their value in real relationships. There was very positive feedback from those who attended and an expectation that the benefits of a structured approach will now be introduced within relationships in this part of the world. Three attendees at the course are potential associates of ICW and will look to assist Dave in bringing to life the framework within ISO 44001.



## ICW Supports Lideos Australia

After their NZ course Neill and Dave moved onto Canberra to run an in house course for Lideos Australia. They are seeing with a number of their clients a wish to move to a more collaborative approach with their suppliers. With the Lideos UK experience of BS 11000 they were keen to introduce that model and in this case with ISO 44001 as the basis. We ran a 5 day course in Canberra from 29 May to 2 July which incorporated the Collaborative Leaders course, a gap analysis and the development of an action plan for introducing ISO 44001 into their business model and to support a collaborative culture to fit one of their values.



The week's course was attended by 12 of the Lideos team from across the business which provided a great opportunity for them to learn from each other and to understand where the seeds of collaboration exist within a number of their relationships. The outcome of the week was success by all in passing the exam and presentation along with a team being established to develop for Executive support a way forward with ISO 44001 as the corner stone. Positive discussions occurred with Lideos executive who supported the running of the course and the potential way forward. We expect to learn of their decision on the next steps by August.



## **G4C (Generation for Construction)**

ICW was pleased to be involved in the recent G4C event at the Shard alongside Warwick Business School and Don Ward from constructing excellence. G4C is the young engineers programme within CE and is a self-managed network for the next generation within the construction sector.



## **Collaborative Business Relationships - Masterclass**

ISCTE Business School (Lisbon) hosted a Masterclass "Collaborative Business Relationships" on 26th April delivered by ICW David Hawkins. The programme presented to some 40 attendees from across academia and industry provided an opportunity to gain insight to the new ISO standard and interactive session to discuss the benefits and challenges of harnessing collaboration particularly in the light of the turbulent environment created by BREXIT.

## **UNE Spain Launch ISO 44001**

ICW and Indra joined UNE for their launch of ISO 44001 in Madrid the event organised by UNE (Asociación Española de Normalización Spanish Association for Standardization). 40 + representatives from across industry participated in a number of presentations supporting the implementation and future development of the standard.



## **Collaboration in Water**

The Institute of Water annual conference this year ( 16th June) focused on the need to harness collaborative working and ICW (David Hawkins) was pleased to be invited to contribute provide some insight to the new ISO standard.

**Institute  
of Water**



## APM

ICW (Dave Hawkins) presented at the APM Benefits conference in London. The theme for the day included Collaborative working and the focus from ICW was centred on the behaviours that underpin effective engagement which in turn fosters the environment to deliver a broad spectrum of benefits when looking at major projects.



## Decom 2017

On the 4th July 2017 ICW was invited by Total Decom, to be a guest speaker at one of their strategic events held for the benefit of the decommissioning industry, at Haydock Park. Mike Pollard was asked to talk about how collaboration can help supply chain efficiency in cross sector decommissioning projects. Decommissioning is one of the UK's few growth sectors and activity is gaining rapid momentum as life expired assets require attention, particularly in oil and gas asset disposal and complex nuclear decommissioning projects. Success will be heavily reliant in international collaboration, cross sectors to develop and drive the technical innovation and know how to succeed. There was a lot of interest in the new ISO44001 standard and how to develop collaborative business relationship management systems to help meet the challenges.



## BSI Birmingham

ICW participated in the recent BSI Resilience event in Birmingham where collaboration was recognised as one of the key elements to future resilience in the supply chain.



## AIA Conference California – Acquisition Reform

The Annual AIA product support conference this year focused on the need for greater collaboration between DOD and Industry to meet the demands of the US armed forces. High on the agenda was the recent call from Capitol Hill for the DOD to focus on Acquisition Reform to improve the linkage between equipment purchase and long term sustainment of platforms. The AIA inputs are being chaired by John Johns who is well known to many in the ICW community. ICW has already made a contribution to this debate by recommending the use of ISO 44001 as basis for improved Public Private Partnering.

## WMG Reputation and Relationships

Building on the ICW relationship with Warwick University –WMG we have been contributing not only to the joint Collaborative Leadership MSc but also supporting their Reputation and relationship course which is delivered to both full time and part time students.





## Insight London and Warwick (June)

The success of the ISO 44001 Insight one day events in March and April has prompted us to run more programme in June both in London and Warwick. The growing interest in the standard and those seeking to understand the transition from BS 11000 has been encouraging. We have also been sharing our latest publication covering the principles behind ISO 44001.



## Future Development of ISO 44001 Collaborative Working Committee

With the publication of ISO 44001 the existing PC 286 committee was automatically disbanded. A new Technical committee has been formed TC 286 and ICW is pleased that our David Hawkins has been appointed as Chairman for the next 5 years. The membership has increased since the start of PC 286 and is growing. A provisional work programme is under consideration for discussion at the first meeting in September, including:

- Adapting BS 11000-2 –ISO 44001 to be published as ISO guidance
- Publish 'Principles' as a technical report
- Develop a guidance standard for SME's (Italy)
- Evaluate Assessor guidance (UK/Austria)
- Services sector guidance (Portugal)
- Collaboration & Communities (Australia)
- Relational contracting (Canada)
- Alliances/PPP (USA)

## Adrian Miller Chair of UK Mirror Committee

As a result of David Hawkins appointment to the international committee we are pleased to congratulate Adrian Miller from NATS who takes over the UK committee chair. Adrian has been involved both with BS 11000 and the migration to ISO so provides continuity going forward.

## Revised BS 11000 Part 2

We are pleased to announce the approval of the revised BS 11000 Part 2 Guidance Standard, which has been updated to reflect and support ISO 44001. Thanks to BSI standards this document will be available shortly and will then be handed to the International committee for any further development. The commitment of BSI Standards to this interim development ensures some guidance is immediately available for the international standard.





## DIO First Government Department to Fully Embrace ISO 44001

Following on from our annual House of Lords event key note address given by Geoff Robson, the COO for the MOD Defence Infrastructure Organisation (DIO), in response for the presentation to the DIO of its ISO 44001 certification, ICW commenced its tailored training programme on Collaborative Business Relationships and the Application of ISO 44001 in the DIO. The series of 25 one day courses and 3 special courses for Joint Management Teams (JMTs) started on the 13th June, with the JMT at MOD Corsham comprising the MOD ISS, HCP, Interserve (IDL) and the DIO. The training is being undertaken by our Associate Director Bill Taylor and will be carried out throughout the UK, Scotland and Germany at the DIO and Military establishments.

## Rail Operators Adopt ISO 44001

ICW has commenced support to 3 Training Operating Company franchises: Great Anglia, Northern, and Arriva Rail London. Our Associate Director Bill Taylor will be supporting the TOCs through training and special executive and JMT briefings on the application ISO 44001 to support the collaborations with Network Rail and the various supplier partners. ICW also provides ISO 44001 Internal Audit service to Abellio UK and ScotRail, and will also be supporting Northern.

## John Osborne Retirement

It is with regret that we have to announce that our John Osborne has decided to go into retirement. As many of you will know that following his departure from BSI John has been managing and developing our training capability and Internal auditing support activities. It is a great loss to ICW but we wish John the very best.

I am pleased to announce that Mike Pollard will be taking on the role of managing our activities related to auditing support and for oversight of our relationships with the certification bodies. Paul Greenwood will be managing and developing our training operations supported by Alan Maund.



## ICW Awards 2017

It's that time of year again and we opened the registration on 11 May for submission to the 2017 ICW Collaboration Awards. If you have a good story to tell then the categories for this year's Awards are:

- **Collaborative Pathfinder Award** - For an organisation that showed both leadership and innovation in promoting and harnessing collaborative working approaches within its sector.
- **Public/Private Sector** - For an outstanding public/private partnership relationship that has demonstrated exceptional performance and benefits realisation, through the effective use of collaboration.
- **Industry-to-Industry Collaboration** - For collaboration between two or





more industry partners representing an outstanding relationship that demonstrably highlighted the benefits of collaboration.

- **Collaborative Skills Development** - For an organisation that implemented development and training to build collaborative skills as part of its people development.
- **Innovative Collaboration** - Recognising innovative approaches to collaborative working, within public/private sectors or academia, demonstrated by either an individual or organisation.
- **Supply Chain** - Recognising where supply chain partners have engaged with and contributed to enhanced ways of working.
- **Collaborative Individual** - For an individual that showed leadership and innovation in the development of collaborative working approaches.
- **Emerging Collaborative Leader** - Recognising future talent that will provide the next generation of leadership.
- **The Chairman's Special Recognition Award** - This award is presented by the ICW Chairman for a submission that warranted recognition out with the existing categories.

The awards will take place on 12 December 2017, in The House of Lords, London, and will again this year be sponsored by BSI.



We are pleased to confirm the programme for the 2017 Awards:

- **11 May** - Open registration and submission
- **31 July** - Close of submissions
- **31 August** - Short list
- **September** - Judging days
- **12 December** - Awards ceremony at the House of Lords

## Self-Assessment Updated

The Online self-assessment programme has now been re-aligned to reflect the introduction of ISO 44001, our thanks to the team at NIP who worked hard to bring this out in time for the recent launch of the standard. This on-line tool provides a valuable introduction to the standard particularly of smaller companies who may initially be daunted by the standard.



## ISO 44001 Now Available on the G-Cloud

Managing complex contracts which incorporate collaborative working can be a significant challenge. ICW has been working with Affinix to build on their intelligent document management system to provide Collaborative Contract Management and ISO 44001 compliance as an integrated approach. This joint offering is now validated and available on the Government G-Cloud, making it available to all government departments and operations.



HM Government  
**G-Cloud**  
Supplier





## Discussion Corner: Collaboration and Combating Bias



A couple of reports from Mckinsey recently prompted some thought about the challenge of introducing collaborative working. So when you ask any one does collaboration make sense the response is generally 'of course' but frequently that's where it stops. People will pay lip service if it's the CEO ideas but in reality it has limited effect on the day to day operations.

One company giving some back ground on their approach to introducing a more collaborative approach indicated that they eventually had to replace a significant number of middle management before the penny dropped. They are today one of the benchmarks for harnessing collaboration. Similarly at a recent conference the perennial question was asked 'how much will I save if go the collaborative working route'. I have to say my answer was I don't know because I have no idea how much you are wasting or risking right now'. A while back a high flying corporate lawyer argued for some two hours about the risks involved in collaborative alliances but when challenged on the success rate for their traditional contracting models they admitted it was low. So what was the bigger risk doing nothing or trying something new.

Bias is something that pervades all our lives in multiple ways but in terms of adopting collaborative working it seems to undermine many organisational initiatives. One can of course understand the CFO view 'what does it cost and what we get back' any investment needs a sanity check. The problem is perhaps however more ingrained within the structure and traditions of an organisation. Despite how rigorous our systems and meticulous our evaluation processes the results are frequently interpreted by inbuilt historical biases.

Changing the rules of the game is not easy when dealing with engrained perceptions and fear of failure. This becomes acute when you start to consider changing the nature of relationships with clients and suppliers. It is not uncommon for long past issues to influence how organisations engage differently today even though in some case the owners and people have changed over time.

There is equally an issue that traditional thinking clouds the evaluation of potential collaborative benefits justified by an assumption that it's 'soft and fluffy' which could not be further from the reality. Collaborative working can deliver significant value whether directly or indirectly but it should not mean throwing out commercial common sense and accountability. It is in the main just a better way of developing successful strategies and handling issues when they arise.

For CEO's who see strategic advantage in collaboration the challenge is not simply to authorise policies and systems changes but to focus in on ensuring that people understand the game plan, putting the right personnel on the bus with the right guidance and support. But most importantly combating historical bias through clearly defined objectives and reasoning.

Bias prompts caution in many cases and tradition is not a bad thing but as voiced by Einstein "the definition of insanity is doing the same thing and expecting a different outcome". It's all about balance.

David Hawkins.



Institute for Collaborative Working

### Executive Network Members

# Collaborative INSIGHT

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