



ICW Executive Network

Join a community
committed to
collaborative working



April 2023

Introducing the ICW

The institute has over 30 years' experience in promoting collaborative working and supporting our members to harness the benefits, building up extensive experience, knowledge, and capability within its community. We are a purpose-driven not-for-profit institute, that brings together a range of businesses and organisations, across a variety of industries and sectors in the private, public and third sector, committed to promoting the benefits and proven methods of collaborative working. As a membership organisation we are committed to a broad diversity across our members that recognises the benefits and contribution that this brings to our collective capability.

Through our membership we share best practice and expertise on developing successful collaborative business relationships. Working with our academic partners and harnessing outputs from our special interest groups, we also access the knowledge and expertise of members for thought leadership, high quality research, training and development to underpin the value from better business relationships.

Our ambition is to see collaborative working recognised internationally as a professional business discipline that requires a structured methodology to support key relationships and deliver additional value through improved efficiency and effectiveness.

Our Background

Formerly known as PSL the Institute was established in 1990 by the then DTI (now BEIS) and the CBI to take forward the Government's partnering initiative within the public and private sectors. Over the years the Institute has developed into a focal point for expertise and advice on the successful development and management of collaborative business relationships.

Our knowledge and expertise was integral to the launch by the British Standards Institution (BSI) of BS 11000 – the world's first standard for the Management of Collaborative Business Relationships in December 2010. This has now been superseded in 2017 by ISO 44001 the International Standard for Collaborative Business Relationships.

Beyond Compliance

The impact of publishing the international standard is significant in focusing systems and processes however harnessing the benefits of collaborative working goes much further for our members. Based on the wealth of



practical experience within the institutes specialists, we provide as part of the membership, a tailored annual review which aims to target and support capability beyond the standard.

Our Vision

Promoting and encouraging collaborative working and its advantages, to address the 21st Century challenges facing all types of organisations, people and communities.

Our Team

The ICW is led and supported by an expert team with practical experience in collaborative working relationships and in developing valuable business networks. We are supported by our main board which is led by Chairman Lord Evans of Watford.

"Membership of ICW gives you instant access to a professional network as well as thought leadership knowledge"

EMCOR UK

Getting to know who we are

Frank Lee, Chief Executive

frank.lee@icw.uk.com

Frank took up the role of Chief Executive Officer of ICW at the start of 2023 following 32 years at BSI, during that time he held a number of roles including regional Director for the Northern European region, EMEA Compliance & Risk Director, and UK&I product Certification Director.

At BSI Frank developed the ISO 44001 Certification scheme, he has been a fellow of the institute since 2014 and was the Collaborative leader of the year in 2018.

Frank brings a wealth of knowledge to ICW and is a recognised expert in the field of Integrated management systems and in integrating the 8-stage model for collaboration into the ISO standard HLS structure.

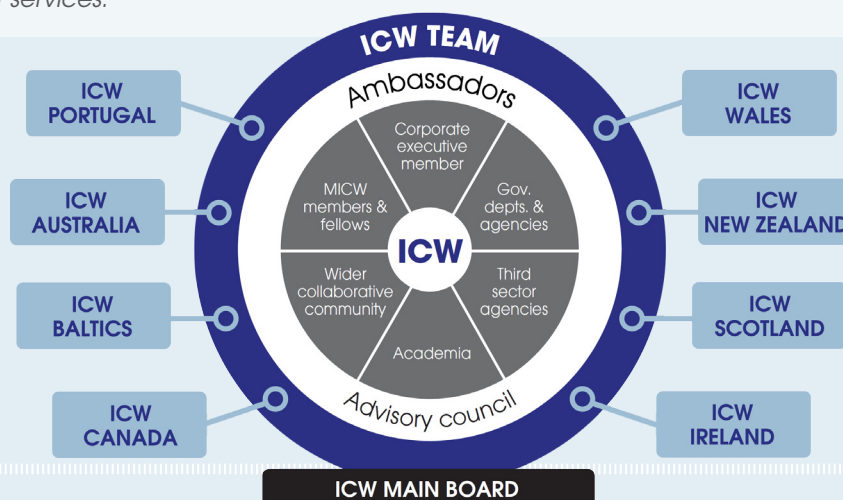


Adrian Miller BA(Hons), MBA, FICW, Membership Services Director

adrian.miller@icw.uk.com

30 years+ experience in the Air Traffic Management and Defence Sectors as a supply chain professional. Implemented the NATS partnering strategy and developed collaborative relationships with main supplier partners to support major strategic initiatives. Led team to achieve certification to Collaborative Business Relationship standards. Chairman of UK committee for the collaborative business relationship standard, ISO 44001 and UK representative on the international committee.

"My aim is to help evolve the Institute to be more membership-focused, ensuring we understand and represent the needs of our members, and helping them continue to build their collaborative capability, so they can respond to new challenges and remain at the leading edge of collaborative development and application. I intend maintaining regular contact with our Executive membership to ensure their priorities and interests are understood, so the Institute can respond and support these wherever possible. I aim to increase membership satisfaction, both corporate and individual, and help raise awareness of ICW activities, our knowledge, our network, our expertise and our services."



All sectors benefit from our executive network

Our executive network brings together industry leaders, government and public sector and academia. Corporate members are the back bone of this network whilst our public and third sector, academia provide enhanced opportunities to develop and promote our work.

Our corporate members come from a variety of sectors, with strong representation from defence, engineering, construction, infrastructure and facilities management.

Yet our reach goes far beyond these industries as we are increasingly recruiting new members from IT companies, finance and healthcare.

As a result of the introduction of the ISO 44001, our membership has continued to grow as more companies recognise the value of joining an institute which can enhance the opportunities to learn from others on a similar journey to gaining full accreditation for their collaborative working relationships.

Benefits of Executive Network Membership

The key business benefits of Executive Network membership:

Knowledge Sharing & Networking

The Institute runs regular knowledge sharing events, each one designed to provide an opportunity for our members to share and learn from others in the collaborative space. We are in the process of expanding our events programme to include Executive Network events and webinars. Attendance is free to members and their guests.

Typically these events involve presentations from industry experts followed by an open debate with ample opportunity, often held in high profile venues.

Executive Membership services To support our members in the development of their collaborative resources the ICW team of associates that spans over

500 years of hands-on experience and together with our specialist partners can offer an extensive range of capability, tools, training and coaching. This service provision is exclusive to our executive members and builds from the annual Collaborative Capability Health Check which is included within the members' fee.

Thought Leadership

Most Executive Network members are prepared to share their knowledge and experience using ICW as the conduit. ICW distills this knowledge, alongside curating knowledge from other sources, for the benefit of the wider business community by promulgating good practice, challenging conventional thinking and promoting collaborative working business relationship thought leadership. The executive network provides a forum to meet others developing their collaborative relationships and to share those experiences between sectors and through our special interest groups.

Research

We build relationships in academia to enhance the understanding of collaborative working and to underpin our methods with quality research. We have a number of papers available to our members and are continuing our commitment to research with new projects being commissioned, including with the University of Warwick, where we hold most of our training events. We recognise that our members' experience and expertise provides a further enrichment of that evidence and we encourage our members to participate in research.

"Working with ICW provides innovation, differentiation and customer value in our go to market and operations"

INDRA



A growing global presence

As the value of collaborative working and the recognition of the benefits of a structured approach, together with an increased awareness of ISO 44001. ICW is broadening its operational base to provide local access to our knowledge base and experience through a network of overseas branches across all five continents supported by our core UK team.

We work in collaboration with Warwick Business School, Cardiff University Business School and other academic institutions alongside our branches and network of certification bodies. Across the rest of Europe there has been considerable interest in ISO 44001 and opportunities to support clients, notably in Sweden, Italy and Portugal. We are working closely with others across the Baltic States including Latvia, Lithuania and Estonia and believe that there will be considerable opportunities for training and development.

More widely, we continue to support training and development activities in relation to the ISO 44001 and the promotion of collaborative working in New Zealand, Australia and Canada.



ICW Collaboration Awards

The annual ICW collaboration awards are held each December at the House of Lords, providing an opportunity for our members to celebrate excellence and outstanding achievements in collaboration. These awards cover a variety of specific categories offering the opportunity to recognise high performing organisations and individuals across Industry, the public sector, third sector as well international collaboration.

Special Interest Groups

Periodically we establish special interest groups to share and develop topics that are of key interest to our

members and are supported by webinars and share and learn sessions. Currently there are 12 in existence, some of which are focussed on driving internal changes to enhance members benefits, and others such as Behaviours & Challenges, which stems from the increased focus on people skills, and SME engagement - a keen topic for most major organisations.

Training & Skills Development

ICW continues to invest in a wide range of collaborative working training courses from 1 day awareness sessions to fully accredited ISO 44001 training courses. These courses are both generic to the subject and where appropriate tailored to support the specific and sector needs of a client.

Most of these training offerings are delivered in conjunction with Warwick University - one of ICW's important academic partners.

Our network members receive **preferential discounts of 20%** for our open-to-public training courses and programmes.

Individual Membership

In order to advance the professional status of collaborative working, ICW has established an individual membership designed to recognise those who have excelled in their understanding and practical application of collaborative working. We encourage our executive members to enhance the value and recognition MICW amongst those they employ and engage in collaborative working.

Delivering a wide range of benefits

Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to organisations of all sizes. The publication of the ISO 44001 is a landmark for business as the first International Standard in the world for collaborative business relationships.

Collaboration between organisations may take many forms from loose tactical approaches through to longer term alliances or joint ventures. The CRAFT methodology as does ISO 44001 does not enforce a single rigid approach but recognises that every relationship has its own unique considerations whilst harnessing a range of benefits. For those organisations with well established processes the framework provides a common language that can aid engagement whilst for those starting out on the framework creates a road map for the journey.

The Framework

The ISO 44001 Lifecycle model is successfully integrated with the international high level structure with the objective of creating a robust platform to maximise the benefits of collaborative working by supporting the culture and behaviours necessary to optimise integration.

The evolution to an International standard required the blending of the Life cycle with the harmonised High level structure for ISO management standards. The HLS was structured for individual organisations based on standard clauses 4 – 10. In developing a standard for

“The ICW enables channels of communication with like-minded individuals to facilitate improvement in culture between organisations”

BABCOCK INTERNATIONAL



collaborative business relationships the detailed specific requirements for establishing, developing and managing third party relationships utilising the 8 stage life cycle model have been address within Clause 8 (Operations) since in a collaborative relationship effective operation relies on specific mutually agreed joint interfaces, processes, roles and responsibilities and may require specific variations to in house processes. In creating the High Level Structure the International Standards Organisation aims to harmonise management systems through a series of key management requirements.

Context of the organisation (clause 4) seeks to set the overarching rationale for the adoption of a collaborative business relationship approach.

Leadership (clause 5) outlines the key requirements for the executive level and leadership to identify the objectives for collaboration, develop and implement policies and processes to ensure effective operations.

Planning (clause 6) focuses on ensuring that effective risk and opportunity management is in place aligned to its operational objectives and identify where these may be supported or enhanced through the adoption of collaborative working approaches.

Support (clause 7) establishes the platform to ensure the appropriate allocation of resources with the right competence and behaviours.

Operation (clause 8)

incorporates the 8 stage life cycle to address:

- **Operational Awareness** – How the cascading of management systems will be influenced by the impact of divisional and industry sectors where customer, regulatory, geography or operational requirements may introduce specific adaptations.
- **Knowledge** – Developing business strategies by establishing the influences that will stimulate success where collaborative working offers most benefit.
- **Internal Assessment** – A collaborative relationship is a two-way process requiring not just processes, procedures, systems but also leadership, skills and motivation, which will govern the behaviours that build trust between the parties.
- **Partner Selection** – Understanding the dynamics of a collaborative approach and assess the strengths and weaknesses, whatever the route to selection, to build confidence in the choice of the right partner(s).
- **Working Together** – Effective and sustainable collaboration requires a robust governance to establish a working platform on which collaboration can deliver the benefits of combining skills, resources and driving innovation.
- **Value Creation** – To harness added value means challenging the traditional thinking and creating new value. A structured approach to value creation encourages teams working together.
- **Staying Together** – It is also important to recognise that as relationships evolve they will undergo change, so to ensure the maximum benefit it is important to undertake regular validation to maintain focus and efficiency.
- **Exit Strategy Activation** – The lifespan of any business relationship will vary. Adapting to change is a crucial part of developing effective collaborative partnering arrangements. The development of effective integrated activities requires the building of trust. Being open about all opportunities allows the partners to focus on every aspect of integration.

Performance and Auditing (clauses 9-10) As with any management systems they must be effectively maintained and reviewed to ensure their continued appropriateness.



“Being part of the ICW gives us access and insight into collaborative thought leadership, combined with **the credibility of an international standard, and helps deliver tangible business improvement**”

NATS

Meet the ICW Members

ICW Ambassadors

Corporate Members

Government

 Department for Environment Food & Rural Affairs	 Department for Business, Energy & Industrial Strategy	 Department for Digital, Culture, Media & Sport	 Foreign, Commonwealth & Development Office
 NHS Dorset HealthCare University NHS Foundation Trust	 The Commonwealth	 NDA Nuclear Decommissioning Authority	
	 Ministry of Justice	 HM Revenue & Customs	 Ministry of Defence

Academics

 BIRMINGHAM City University	 UNIVERSITY OF SURREY	 MANCHESTER 1824 The University of Manchester Alliance Manchester Business School	 WMG THE UNIVERSITY OF WARWICK
 Cranfield School of Management	 UNIVERSITY OF LEEDS Leeds University Business School	 University of St Andrews	 wbs WARWICK BUSINESS SCHOOL THE UNIVERSITY OF WARWICK
 University of Hertfordshire Business School	 IfM MANAGEMENT TECHNOLOGY POLICY	 HERIOT WATT UNIVERSITY	 Cass Business School CITY UNIVERSITY LONDON

Institutes & Trade Associations

 UNIVERSITY OF ABERDEEN	 KAM The Association for Key Account Management	 BCRRE	 BRITISH RETAIL CONSORTIUM
 cfas Leaders in fraud prevention	 COMMONWEALTH BUSINESSWOMEN	 CBI	 CONSIDERATE CONSTRUCTORS
 INSTITUTE OF EXPORT & INTERNATIONAL TRADE	 irm	 Institute of Water	 lcrig Local Council Roads Innovation Group
 PSNC	 Railway Industry Association The voice of the UK rail supply community	 RESILIENCE FIRST SURVIVE & THRIVE	 SMMT DRIVING THE MOTOR INDUSTRY
 THE CHARTERED INSTITUTION FOR FURTHER EDUCATION			

Affiliates

 Affinitext MAKING DOCUMENTS INTELLIGENT	 New Information Paradigms	 policy connect	 SENATE PUBLISHING	 SVGC
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Advisory Council

The ICW Advisory Council of elected members encourages greater engagement of its members, both corporate and individual.

The aim of the council is to:

- establish collaborative working as a professional skill
- promote the adoption of collaborative working
- harness the experience and expertise of our members
- provide a focus for research and future development

Forum

Any ICW member wanting to raise an issue to be addressed by the council can use the Advisory Council Forum to post a request - either general or to a specific member - or alternatively by email to alan.maund@icw.uk.com, which will be routed accordingly.

Terms of Reference

1. To support and advise the ICW Executive in the promotion of the Institute's strategic aims and objectives
2. To advise the ICW Executive and the Main Board on best practice and industry developments in relation to collaborative working
3. To recommend to the Executive, any Special Interest Groups to be established to develop policy and practice in relation to key areas for the benefit of ICW members
4. In conjunction with the ICW Executive establish a sponsor for each Special Interest Group, ensure clearly defined objectives, provide oversight, monitor and report on progress
5. To provide advice and guidance on reports and publications to be commissioned by the ICW
6. To undertake any such tasks as requested by the ICW Executive or Main Board
7. To support the Executive in fostering links with other organisations with mutually beneficial aims.
8. To recommend events and activities of interest and benefit to members.

ICW Annual Working Reception

Once a year the ICW holds its Annual Collaborative Working Reception, (usually) at the House of Lords in London.

These receptions feature a warm welcome speech by ICW Chairman Lord Evans, notable guest speakers talking on pertinent issues, tantalising tasty nibbles, and offer an excellent opportunity to network with like-minded members.



Special Interest Groups

ICW currently has a number of Special Interest Groups to share and develop topics that are of key interest to its members.

The Groups are a way to be involved in the life of the Institute and help it move forward with thought leadership and practical experience drawn from its members.

Currently groups are focusing on driving internal changes to enhance members' benefits, increasing the focus on people skills, future of Collaboration and also how best to engage with the SME community.

- Collaborative Behaviours and Challenges
- Sustainability
- Small-Medium Enterprises
- Third Sector
- Collaborative Leadership
- Thought Leadership
- Public Procurement
- Defence & Security
- Construction and Infrastructure
- Structured Collaboration

"Being an ICW member means **we have a wide range of materials and support** at our fingertips"

KIER HIGHWAYS

"We're at the centre of collaborative thinking – **a great way to support our business strategy**"

LEONARDO

"The ICW provides **a great opportunity to share best practice and experience from across all industries** to help us develop the benefits of collaborative engagement"

BAM NUTTALL



Institute for Collaborative Working

CELEBRATING OVER 30 YEARS

AS A PROFESSIONAL COMMUNITY

An institute of organisations and individuals committed to promoting the benefits of collaborative working to create sustainable value in business relationships



Further information

For more information about the Institute, visit our website:

www.instituteforcollaborativeworking.com

and to find out more about joining the ICW contact us at **enquiries@icw.uk.com**