

# The Partner

May 2022



## Building collaborative capability



# CONTENTS



1

4 **ICW Board Members**

2

## Forewords

- 5 **Lord David Evans of Watford**  
Chairman
- 6 **Tim Mowat**  
Chief Executive Officer
- 9 **David E Hawkins**  
Chief Knowledge Officer

3

## Ambassadors

- 10 **Babcock/RSAS** Alex Sharkey;  
Steve Abrahams
- 14 **Bam Nuttall** Gillian Peters;  
Ian Steele
- 18 **EMCOR UK** Jeremy Campbell
- 22 **Leidos** Lois Love; Tim Crofts
- 26 **Leonardo** Anita Broadhead
- 30 **Kier** James Birch
- 33 **NATS** Thomas Clough;  
Clare MacDonald
- 36 **Network Rail** Kevin Tozer;  
Stephen Blakey
- 39 **Skanska** Andrew Hopper;  
Tyrone Fletcher
- 42 **BSI** Matt Page; Frank Lee



30



68

4

## Case Studies

- 46 **ESS** Mark Webster
- 49 **Gattaca** Matthew Wragg
- 52 **Indra** Jo Potter; Mario Cano Diaz
- 55 **Mott MacDonald** Michelle Mortlock;  
Nicholas Hives-Condon
- 58 **Vercity** Mark Cade
- 61 **Raytheon UK** Gillian Dowds
- 65 **Sellafield Ltd** Simon Martin
- 68 **QinetiQ** Richard Holm; Simon Galt
- 70 **B2B PPM Ltd** John Doyle
- 75 **Thales / Incremental** David Taylor;  
Dan Lee-Burnsall



46



## 5

### Special Features

- 78 **Special Interest Group: Collaborative Behaviours and Challenges**  
Sarah Vanderheide, Leonardo
- 81 **Structured collaboration online training course**  
Adrian Miller, ICW
- 82 **Special Interest Group: Professional Development**  
Lois Love, Leidos
- 84 **Water industry: Understanding the blocks and flows of collaborative innovation**  
Professor Kamal Birdi;  
Professor Tony Conway, Sheffield University



## 6

### ICW in Action

- 88 **Thought Leadership**  
**Collaboration: beyond compliance and focusing on value!**  
David E Hawkins, ICW
- 90 **Robust reputation and relationship management: essential first step**  
Dr Paul Connor, WMG, University of Warwick / Mycon Marketing Services Ltd
- 91 **WBS Collaborative Environment and Behaviours tool**  
Jonathan Canoni, Warwick Business School
- 94 **Shareholders' ethical values may shape the future of collaboration**  
Richard Holm, Qinetiq
- 97 **The links between the EFQM model and ISO 44001**  
Denis Leonard, GRAHAM
- 100 **Special Interest Groups**  
**Thought Leadership**  
Adrian Miller, ICW
- 101 **ISO 44001**  
Richard Smith, Babcock
- 102 **Sustainability**  
Andy Green, Element
- 103 **Marketing and Communications**  
John Osborne, ICW
- 104 **Collaborative Leadership**  
Stephen Blakey, Network Rail
- 106 **Third Sector**  
Humraaj Singh, Caudwell Children
- 108 **ISO 44004**  
Adrian Miller, ICW
- 109 **ISO 44001**  
Paul Greenwood, ICW
- 110 **ISO update**  
David E Hawkins, ICW
- 112 **International branches**
- 116 **ICW Collaborative Awards 2021**
- 122 **Executive Network Members**

## 7



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# ICW Board Members



Lord David Evans of Watford  
**CHAIRMAN**



Tim Mowat  
**CHIEF EXECUTIVE OFFICER**



Claire Ward



Christopher Kehoe



Douglas McCormick



Tim Bullock



Steve Abrahams



David Hawkins  
**CHIEF KNOWLEDGE OFFICER**

# Progress going well on proposals for membership benefits and support



Lord David Evans of Watford  
**CHAIRMAN**

Since the last issue of *The Partner* we have endured lockdowns with Covid variants, high inflation, a squeeze on our costs of living and seen the horrendous effects of an illegal invasion of Ukraine by Russia. I am an honorary Ambassador for UkraineInvest and, like you I'm sure, I have been heartbroken to see the wilful destruction of Ukrainian cities and the indiscriminate loss of life. Absolute power does indeed corrupt absolutely.

The best collaborative leader that I ever met was Nelson Mandela, when my company Centurion Press helped sponsor his first official visit to London. We were so proud to organise a reception at the Dorchester Hotel in London, where Nelson was a "one man PR machine" – so friendly, intelligent, respectful to all, with a magnetism that made him such a revered world leader. His ability to heal the severe damage of apartheid and bring the two sides together was, of course, absolutely remarkable.

Turning to more recent events, as chairman of the Institute for Collaborative Working, I am very pleased to report that we have had a very good year. Steve Sinclair worked closely with our members to produce his extremely useful research report, which was adopted by

the board unanimously. Our new CEO Tim Mowat, supported by Dave Hawkins and the whole management team are making good progress with implementing the proposals, which will certainly improve ICW membership benefits and support. Well done to Steve, Tim, Dave, Alan and all involved.

Claire Ward has kindly agreed to stay on our board with special responsibility for BSI and expanding our influence with government departments, where she is making significant progress. We have also increased our HQ staffing and Iwona Karcz has vastly improved our social media coverage.

Finally, I thank Adrian Miller for taking on the editorship of *The Partner*, along with providing his collaborative expertise in developing relations with our close partners. ■

"The whole management team is making good progress with implementing the Sinclair proposals, which will certainly improve ICW membership benefits and support"

# Greater value for members now central to new era for ICW



**Tim Mowat**  
**CHIEF EXECUTIVE OFFICER**  
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**I was delighted to be asked to take on the role of ICW's Chief Executive Officer at the end of last year. I have worked with the Institute for many years, and it is an organisation for which I have long had a strong affection. It is also an organisation that I am confident is entering a new era as collaborative working is becoming ever more central to government and commercial ways of working.**



I joined the Institute some ten years ago as the lead for Collaborative Working within Leonardo UK. This followed 40 years in the defence and security sector, largely in commercial and supply chain roles, but with some minor detours into sales and business development. With that experience

in industry, I have a strong operational focus and I intend to bring that experience to help modernise how the Institute manages itself as a business. I hope I will also bring with me my hands-on collaborative experience of working in some key project relationships, both with government departments

and with commercial organisations.

The Institute's current strategy period was defined back in January 2019 and runs until the end of 2022. The principal focus of the strategy was to develop the operation of the organisation looking at the Institute's reach and influence; standards, training and development; thought leadership and knowledge sharing, and the adoption and integrity of ISO 44001. Since 2019, the team has progressed in many areas, and indeed, some objectives have already been achieved. However, our progress has undoubtedly been adversely impacted by Covid-19, and realistically and despite our best endeavours, the Institute will not meet all the objectives we set three years go.

## **Opportunities**

Some of you will be aware that toward the end of 2019 the Institute commissioned the Sinclair Report, which was intended primarily to cast light on what motivated individuals and corporates to join the Institute, and where they thought the organisation could improve. In fact, the reflections Steve

Sinclair shared provided quite a detailed picture of those areas of our operation where the Institute still needs to improve its performance. The identification of these opportunities will help us prioritise what we need to tackle in the coming months and will also inform our preparation for the next strategy period that we will be addressing towards the close of this year.

Looking ahead at the themes which will feature in the coming months, I see developing more engaging communications and delivering greater value as critical for the Institute and our members going forward, and a number of initiatives are already underway to deliver against this objective for both our Executive Network and Individual Members. To support this, the Communications and Marketing Special Interest Group has launched its Communications Strategy, and we are now able to accelerate our progress in this vital aspect of our work. In the last year we have concentrated on making more of our use of social media, and I am delighted to say that Iwona Karzc has joined the team with specific responsibility for this important aspect of our communications strategy. I hope you will have already noticed the increase in ICW traffic on Twitter and LinkedIn, and I would encourage you individually to participate in the online debates. The sharing of ideas and knowledge is a key pillar of the operation of the Institute. We will, of course, continue to update and refresh our website to reflect the latest developments in the Institute.

The social restrictions imposed over the last couple of years obviously impacted our ability to

run our much-valued member events. I'm sure you will be pleased to hear that we are working towards a safe return to face-to-face Executive Network events, share and learn sessions and our prestigious Annual Reception and Awards. Please check the website and follow our social media channels to find out the date and theme of our next in-person Executive Network event.

As the Institute continues to develop, there will be greater emphasis on evaluating new collaborative models, and there will be increased interest in developing the scope and application of alternative methodologies, together with the critical supporting mechanisms, such as collaborative competencies and behaviours. To provide a focus for this, many of you will have seen the announcement of a new role for David Hawkins, Chief Knowledge Officer. In his new role, Dave is responsible for knowledge management, which includes the development of new collaborative tools, training courses and methodologies. To support Dave in this role, we have changed the emphasis of the Advisory Council to provide a greater technical input by exploring wider fields of collaborative experience and learning and to bring that broader innovative thinking into our understanding of collaboration.

#### **Accountability**

I will also be introducing a number of changes in the way the Institute operates internally. Although many of these changes may not be readily apparent to those outside the Institute's

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"I see developing more engaging communications and delivering greater value as critical for the Institute and our members"

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core team, they are designed to provide greater accountability and more structure to the definition and reporting of the initiatives we undertake. We will also be implementing tighter financial control to ensure our precious resources are allocated for the greatest effect. These changes are necessary to provide a more robust internal governance structure and management of information to support the roll out of additional services to be provided by the Institute for its members.

We have already begun the initiative of increasing the engagement and participation of our Associates in the operation of the Institute, who in many ways are its lifeblood. The Associates are assuming wider responsibilities, such



“The Institute is developing a range of support services that it will offer to its Executive Network members”

as mentoring each of the Special Interest Groups (SIGs) to improve the consistency of approach and to provide a direct link into ICW’s core team. This means we will be able to gain ever greater value from the vital work the SIGs deliver. Similarly, we have expanded the role of our Ambassadors to establish “buddy groups” of Executive Network companies. Each Corporate Executive Network member should by now have been contacted by an Ambassador to join a small group of other corporate members, in which knowledge sharing of developments in collaborative working, challenges that have to

be overcome or additional value opportunities from your membership can be discussed.

I have placed a greater emphasis on transparency, diversity and inclusion, as I believe it is essential that we reflect the diversity of our membership and meet the expectations our members have for a thought leadership organisation in the twenty-first century.

In response to feedback from our membership, the Institute is developing a range of support services that it will offer to its Executive Network members. I am very pleased to say our members are now able exclusively to access more than 500 collective years of real-world collaborative expertise which can support their emerging needs as they continue their journey to becoming highly effective partnering

organisations. The range of services offered by the Institute now includes coaching and mentoring to help our members to accelerate their collaborative maturity irrespective of where they are on that journey. Whatever the challenge – certification to ISO 44001, improving collaborative effectiveness with SMEs, accelerating their corporate collaborative maturity, or simply supporting on-going collaborations – our members can benefit from Institute’s team of experts. We have already invested in refreshing our professional toolsets and developing new methodologies to enable the effective deployment

of our Associates to provide experienced and expert support to our members.

#### Training portfolio

At the Institute, we are rightly proud of the high-quality training we delivered for many years, and our courses are highly regarded by our members and organisations outside our Executive Network. To ensure our training materials remain current and of the highest quality, we have commenced a review of our training portfolio to address any emerging training needs which are not covered by our current courses. We have also started the process of refreshing our training material to ensure it continues to be regarded as best in class. We have learned from the challenges of the pandemic and we are also reviewing our course material to assess whether the means of course delivery best meets the needs of our members, and we are looking to increase the volume of training materials that can be accessed remotely.

As an organisation, we are undergoing a period of change which is intended to make the Institute more accessible to its members, more diverse and inclusive, and able to provide its members with greater value. My personal ask is that our members reflect on what we are trying to achieve and provide feedback and assistance where they can to support the changes we’re seeking to deliver.

Finally, I am very much looking forward to my new role and, in the spirit of collaboration, I welcome feedback, comments and suggestions from all readers to ensure that the Institute continues to innovate, develop and deliver excellence. ■

# Extending our reach while maintaining our strengths



**David E Hawkins** FICW  
**CHIEF KNOWLEDGE OFFICER**  
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**Like many organisations, we emerge from the challenges of the past two years into a future that is likely to be novel in many respects. What is certain is that we can expect change and challenge in a world where collaborative working will be a key factor for many. Indeed, the Institute is undertaking many changes which are focused on underpinning a more sustainable future under the leadership of our new CEO.**

This year opens an exciting and challenging new era for the Institute as we look to build on past successes and adapt to the changing environment. For this, we are taking our lead from the Steve Sinclair paper that highlighted the need to focus on growing our membership and enhancing our capacity to support them in a world where collaborative working will become a source of competitive advantage.

As the public sector seeks to build more collaborative relationships with industry, the role of the Institute can be a catalyst for change across a spectrum of applications for integrated solutions. These include defence, security, and health alongside the more traditional sectors such as transport, infrastructure, and construction. At the same time, the initiatives we

have undertaken to enhance collaborative working through the micro, small and medium enterprises, are receiving great attention both in the UK and overseas. These initiatives are part of a growing interest

“This year opens an exciting and challenging new era for the Institute as we look to build on past successes and adapt to the changing environment”

on the international scene where collaborative working and the reputation of ICW are increasing through our thought leadership and influence on the work of the International

Standards Organisation.

As we extend our reach and spread our message and we push our boundaries, we need to refocus capabilities, increasing our resources whilst ensuring that we maintain our independence, reputation, and the integrity of our brand. To this end there is much to be done on maximising the engagement of our core team and the invaluable support of our membership through our Ambassadors, Advisory Council and the vital role of our Special Interest Groups, who contribute

to the Institute’s ever increasing knowledge base.

In expanding our aspirations, we have to recognise that the more diverse we are, the more important it becomes to ensure we maintain assurance of our messaging and

services, so the new role of Chief Knowledge Officer has been introduced to provide support and oversight across the multiple activities of the Institute in the UK and internationally. ■



# Structured collaboration: the key to effective results



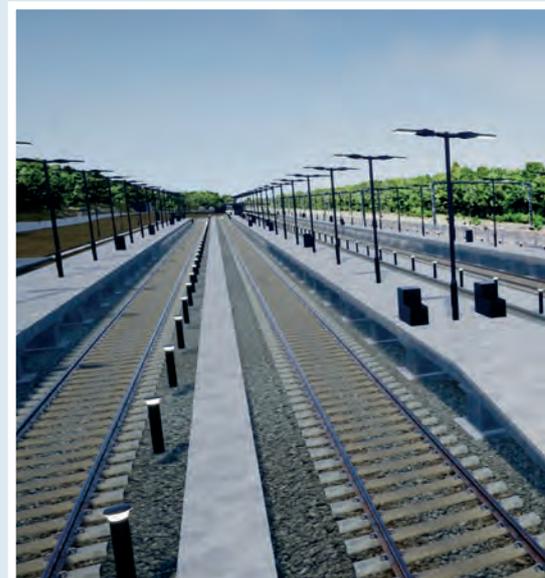
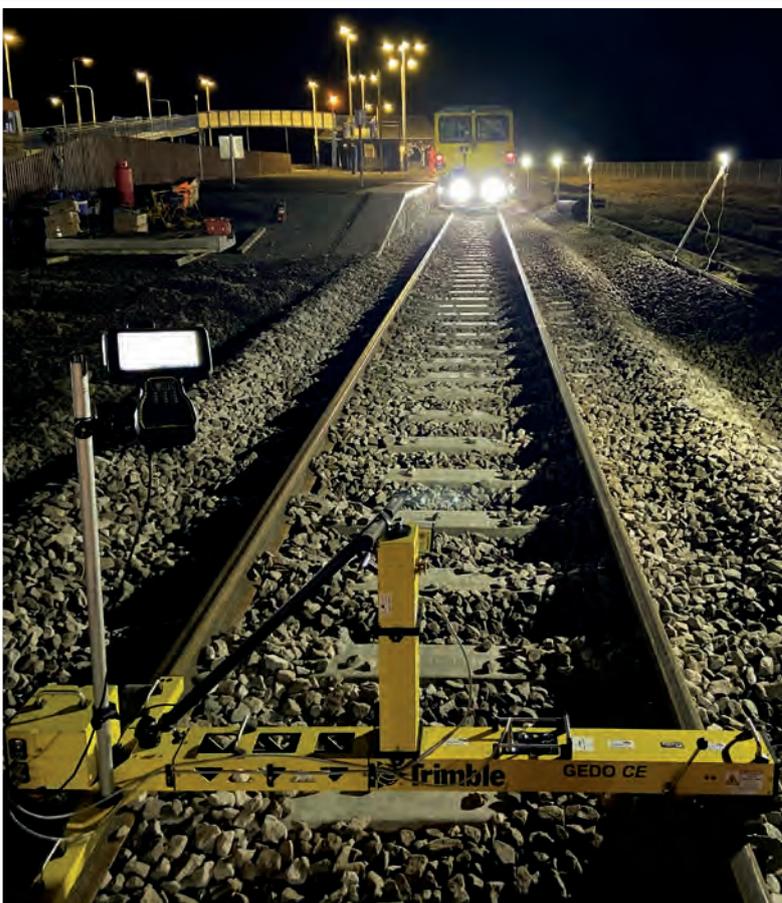
**Alex Sharkey**  
**RAIL SYSTEMS ALLIANCE  
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The Rail Systems Alliance Scotland (RSAS) comprising Network Rail, Babcock Rail and Arcadis, took up post in August 2019 to deliver track renewals and enhancement project works across Scotland's railway. We have delivered on average between 90-100 renewals each year as well as major enhancement and recovery works. Our client, Network Rail (client participant) recognised the success of securing more value than traditional procurement arrangements with an alliancing approach and sought this for CP6 (the strategic business plan that outlines all rail projects, works and improvements to be delivered between 2019 and 2024).

Following a careful selection process, we were aware of the challenges ahead of three companies striving to work as one team. We set out early our visions and values to inspire our people to perform to the best of their abilities through innovation and increasing value to our customers.

We were committed to establishing a schedule of technical commitments based on our alliance charter and acting in a manner that was consistent with a best for programme approach. This was coupled with our objectives to develop and deliver safely the workbanks for CP6 and beyond to our customers' satisfaction at the right cost,



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AMBASSADORS

quality and reliability, and on time for Scotland.

### **The need for clear objectives and communicated vision and values**

Underpinning these objectives was our charter, providing a realistic, structured and sustainable framework for how all parties would act and collaborate during the term of the contract. It set out key behavioural principles including:

- Safety of our people and of the railway's users is our priority
- Create a positive environment of enthusiasm, openness and honesty
- Trust to challenge each other and be challenged, while supporting each member of the team
- Give our people clear accountabilities and they will be empowered to take their own decisions
- Listen to our people, to our customers, and to our suppliers, and provide honest feedback
- Encourage creativity and

innovation with our people and suppliers to provide sustainable solutions.

These aligned with the principles of ISO 44001 for driving collaboration, competence and behaviours, supporting effective engagement and integration across our team. We have unified and clear goals set out in delivering our service, innovation and value for money. As a team we have evolved to better overcome challenges associated with collaborating in a complex environment. Clearly communicating our expectations of what each team member's part plays in our overall plan has removed any uncertainty that comes with collaborating in a new way. Skills are defined against key competency requirements supported by a programme of formal skills development and training that includes collaborative working.

This has fostered a sense of unity amongst colleagues, allowing them to make effective business decisions quickly, set and maintain the organisation's core values, and strategically address issues as a single, cohesive team.

### **Structured strategy, process and governance**

Working in a heavily regulated industry – rail – we understand the challenges in ensuring our teams do not work in silos using legacy or parent company management systems. We recognised the need for a deeper, more structured collaboration among our people that was not just desirable but necessary.

Lacking structure can lead to duplication of efforts, time loss, lack of change control, lost or no context for decisions and missed

opportunities for innovation. We have developed an integrated management system which includes a common data environment for collaborative working. Our working processes are in place, known and available to all.

Governance is key in any organisation; this is monitored through our quality management system which is underpinned by our continuous improvement framework, which is visible and effective in demonstrating the drive for innovation; efficiencies and value add as well as managing non-conformities. We have regular performance reviews including joint risk management reviews which include monitoring our relationships and that the expected benefits are realised.

### **Partners**

Our business strategy is underpinned by the guidance within the Standard for Collaborative Business Relationship Management. This is evident throughout our careful approach to partner selection, which follows a rigorous behavioural vetting process, ensuring the right capabilities and in consideration with existing partners. This has allowed for engaged leadership partners with strategies aligned, optimising mutual procurement and growth opportunities. Our contracts reinforce partnership and equity supported by fair and transparent processes, reinforcing RSAS's strong reputation in the industry.

### **Results and next steps**

This sharing of expertise has resulted in increased innovation and development opportunities, planning and design efficiencies.





Our reputation has grown and been recognised as a team to rely on, that delivers in line and on time with programme with increasing assurance and capacity to deliver. Through our collaboration with local partners and SMEs, we have been able to increase our engagement with local stakeholders and increase overall satisfaction scores. We no longer compete with each

other but strive to secure the same results for the greater benefit of all.

Documenting our goals, maintaining and tracking collaboration each step of the way has seen an increase in the right behaviours driving an engaged workforce to deliver successfully

on our best for programme.

- Our team members are engaged and understand their role in the Alliance and how they support our strategy and deliver results.
- Our team and partners trust us and share, knowing that we are invested in their success and development.

All this resulted in strong operational performances delivered safely, whilst realising efficiencies shared with client and partners; celebrating the strength of our collaboration and supporting our aspiration for being the contractor of choice for track renewals in Scotland. ■

See page 120 for RSAS, winner of Industry category, ICW Awards 2021.



## Building collaborative capability

**Steve Abrahams**  
**BABCOCK**

In our increasingly interconnected world, organisational leaders and key staff must effectively collaborate and negotiate internally and externally to advance the priorities, objectives and strategies across an organisation.

Uniting your people is critical to ensuring that everyone understands why they are working together and what the particular objective is that is critical to your business success. It's about assembling agreement, using teamwork and it's about collaboration. However, it is not just about social, relational thinking and leadership. The key ingredients to a successful collaboration are organisation and structure.

As organisations grow and transform, aligning and working to objectives gets increasingly more difficult. With so many different teams and people doing so many different things, organisation and structure sets collaborative organisations apart.

How do you achieve this? The answer is start with simple things; leaders to have meetings weekly with their teams. Make them part of everyone's schedule and send an agenda with objectives. Use the meeting as a time to re-align and re-focus.

Hand in hand with this is collaborative capability. Collaborative capabilities are traits, motives, attitudes, and self-concept, combined with the behaviours, skills and knowledge

beneficial to predict the ability to contribute to an effective collaboration. It strengthens an organisation's ability to negotiate and collaborate.

Internal structures and processes are important factors in determining whether, when and how collaboration can successfully be developed. Collaborative capability describes the capacity and readiness of an organisation to collaborate. Organisations with strong collaborative capability are identified to have better knowledge and achieve higher business performance.

In Babcock we have introduced an internal collaborative structure and way of working. We are ensuring that the correct attitudes and behaviours are in place and being measured. Also, we are ensuring our processes are in line with the ISO 44001 framework.

This has helped us through the last difficult trading period and has set us up for an even more collaborative future.

# Rail Systems Alliance Scotland

Engineering Your Journey



## Engineering your journey

Collaboration is at the heart of what we do. Having the right partners through Design to Construction, sharing that vision allows us to drive results, efficiencies and innovation.





# Realising sustainable benefits through collaboration



**Gillian Peters**  
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**BAM NUTTALL**

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series of online “collaborative conversations”. Shared with all SMD members, the conversations provided an excellent chance for people across the framework from all organisations to discuss the meaning of collaboration, its benefits, lessons and value.

**Since 2018, BAM has been at the heart of a collaborative partnership delivering Network Rail’s CP6 Southern Multi-Discipline (SMD) Framework across the South East route. Throughout SMD, we have championed and supported opportunities to collaborate with our client and partners to promote greater sustainability and efficiency in designing and delivering railway infrastructure renewals.**

**C**ollaborative leadership  
From the outset, we were conscious of the need to establish a collaborative culture that was built into everything we do, not bolted on.

During the mobilisation period, we established a “one team” vision to “think differently to deliver better” for customers, passengers and stakeholders. This meant collaboration would be an everyday topic for the whole SMD team – from the joint programme board, through to our project teams and supply chain.

With more than 400 people engaged directly in the framework from Network Rail and BAM, and with far more including our broad supply chain, an SMD-onboarding process establishes and reinforces the partnership’s behaviours and common values, such as listening to others’ contributions, constructive challenge and sharing innovation and improvement. A framework handbook provides everyone with a guide to our client, Network Rail, how we represent SMD, and how we deliver better for

our ultimate customers, passengers and communities.

The handbook signposts where different skills, expertise and interfaces reside, offering a useful guide to all new starters and supporting those early steps in our shared journey toward greater collaboration.

The Covid-19 pandemic challenged how we would sustain effective collaboration and avoid the risk of turning to bad habits. Visible collaborative leadership was vital through this period. Supporting this, the SMD collaboration lead hosted a

## Information and knowledge sharing

Rising to the challenge of driving greater efficiency, we are maturing from *project* to *portfolio* management. Investigating the packaging of schemes by line of route, we identified efficiency opportunities, including combined access, shared facilities and optimised resource profiles.

We shared a business case with Network Rail indicating a 4-6% improvement in programme level efficiency from the packaging of schemes, with further opportunities in procurement through better pipeline visibility for our supply chain, improved value through the packaging of works and reduced access costs.

Working collaboratively across our client, framework and supply chain using a single source of truth has been at the heart of our portfolio management. Smartsheet



is a cloud-based platform that enables the planning, capture, management, automation, analysis and reporting of business information into one system. Smartsheet has helped our teams to capture and manage data logically. Live data is consolidated in one space, which is then available to the Network Rail and BAM SMD team at the click of a button in user-friendly, personalised dashboards.

**Trust and mutual benefit for sustainable outcomes**

Investment in collaboration is to realise benefits and achieve outcomes for the portfolio. This is demonstrated best in BAM and Network Rail’s joint enterprise to meet decarbonisation objectives, which are important to both organisations and wider society.

Two innovative products brought into the rail industry and approved by Network Rail have had a big impact on our carbon footprint in 2021.

In May 2021, the BAM SMD team successfully completed the UK’s largest single pour of an innovative new cement-free concrete at Network Rail’s Chatham Station in Kent. The 300



“Working collaboratively across our client, framework and supply chain using a single source of truth has been at the heart of our portfolio management”

cubic-metre continuous pour, which supports the foundation for a new step-free access at Chatham Station, was the first use of the product, Cemfree, on the UK rail network. Production of Cemfree reduces carbon emissions by up to 80% in comparison to traditional cement-based concrete. Approximately 62 tonnes of carbon was saved – the

equivalent of 230,000 miles in an average-sized diesel car.

In June of the same year, the SMD team piloted the use of hydrotreated vegetable oil (HVO), an advanced renewable fuel derived from waste products. Together with other measures such as phasing out diesel generators and increasing use of alternative solutions such as photovoltaic cells to generate power at sites, and the rollout of electric vehicles to all levels of the employee fleet, HVO is an important stepping-stone to a net zero carbon position.

While reducing the net CO<sub>2</sub> emissions by as much as 90%, the change to HVO required an initial investment. Trust and transparency aided the joint business case approach to enable the fuel changes to be made by focussing on the sustainable outcome and carbon value being generated. The benefits continue to grow, with HVO rolled out widely across BAM sites and with many peer organisations now adopting the product. ■

## Shetland: Overcoming the elements, together

**The Shetland Islands are one of the UK’s most remote regions with long, very cold, wet and extremely windy winters and little respite in the short summer months.**

**W**e faced these conditions head-on at Scottish and Southern Electricity Networks (SSEN) Transmission’s Shetland HVDC (high voltage direct current) link project.

**Building and maintaining relationships**

BAM is playing a leading role in coordinating this massive project, involving numerous stakeholders and complex logistics, to connect Shetland to the mainland via a

270km subsea cable system.

HVDC’s other main contractors are Hitachi Energy and NKT, a global marine cable solution provider. Each partner brings distinctive skills and expertise, whether in civil engineering and construction, HVDC technology or cable manufacture and installation.

Across multiple sites and projects, we carefully manage



“Wherever we are and whatever the challenge, **collaboration is our answer** to achieving engineering feats, challenging logistics and driving innovation”

has been developed to deliver digital functionality and access to the latest information and resources, including onboarding, activity plans and point of work risk assessments. Shetland Hub is also used to make observation reports, complete online forms and promote our people’s positive community.

QR codes link people to a system of paperless briefing record sheets so that no physical document needs signing. Records are digitised so they can be surfaced for reporting purposes.

**Innovating together**

Partnering with SSEN has allowed us to transform Shetland into a testbed for innovative technologies that could transform the construction industry.

As part of a government trial, we are piloting a private 5G network across Shetland. Once complete, this will provide us with a plug-in super high speed connected network, without the need to involve outside telecommunications parties. SSEN has allowed us to test 5G, and this is not only down to

these relationships – as well as our relationships with the client, suppliers, and numerous stakeholders. Our focus hasn’t just been on getting the required skills and resources. We continually engage with *all* project members to ensure everyone is fit and focused on driving forward toward our shared success.

An initial challenge was the huge amount of coordination required to get people and equipment to Shetland. To overcome the sheer geographical complexity of this, and after identifying what we and our partners needed to send, we chartered special flights with

Logan Air to transport teams up north.

Since the project meant having our people in harsh conditions, far from home, and for long stretches, we ensured support was on hand. Up-front planning was important, with many of the team living together as a community while on site. Wellbeing and mental health support is provided, including counselling and a 24/7 helpline, available to everyone throughout our supply chain.

We knew coordinating between project partners and suppliers in Shetland’s remoteness would be tricky. “Shetland Hub”



## Building a sustainable tomorrow

**Gillian Peters**  
**BAM NUTTALL**

the relationship and trust built over many years, but because of the profound impact this technology may have on how we *both* do work. In remote locations where even cellular reception is precarious, we proposed that testing 5G could improve efficiency *and* sustainability. It may open the way for greater inter-site communication, project oversight and, crucially for places like Shetland, remote working.

Our progress with 5G is directly tied to other mutually beneficial innovations. For example, "Spot", a four-legged robot. Developed by Boston Dynamics, Spot can be remotely controlled by an operative to perform numerous tasks. With 5G, Spot will be able to carry out his missions *autonomously*. This will include accessing areas too dangerous for humans, or even taking on repetitive tasks such as data collection or surveying.

So, wherever we are and whatever the challenge, collaboration is our answer to achieving engineering feats, challenging logistics and driving innovation. ■

Last year, I reflected on the impacts and influences of the global pandemic and the benefits realised from broad collaboration across multiple organisations. This year, my thoughts have turned to the value created *through* internal collaboration: "Checking in" that we collaborate effectively *within* our organisation as well as outside.

In 2021, BAM grew, bringing opportunity to harness fresh thinking and ideas from over 700 new recruits. But how do we avoid the pitfall of not losing what made us unique in the first place? How do we sustain what makes BAM a great place to work? Beyond capability and quality, how do we provide our clients and stakeholders with the agile service and proactive culture that lives up to our promise of 'thinking differently to deliver better'?

This African proverb captures the essence of why internal collaboration is essential: "If you want to go fast, go alone. If you want to go far, go with others."

Along with challenges, the pandemic created opportunity: to explore new ways of working and collaborating, bringing diverse teams together through embracing different technologies. What started as a temporary solution has enabled more engagement, with a wider audience and interactive

communication. Using these tools strengthens the way we bring people into our business and sustains our *open collaboration* value.

Internal collaboration goes beyond people's everyday roles. We are focused on inclusive people support and positive connections, building personal networks through internal, cross-company and reverse mentoring programmes. We recorded almost 4,000 wellbeing days booked by our people for personal, positive activity. We've created a diverse network of over 240 wellbeing champions, delivering 28 mental health and resilience webinars in 2021 with over 5,600 attendees, strengthening our culture and drive for collective support. We actively sponsored and participated in the 2021 Rail Wellbeing Live event, reaching 16,000 people.

Our sustainable tomorrow is in sight, being created by connected people and collaboration.



# Collaboration for success: we are better together



**Jeremy Campbell**  
**EMCOR UK**

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**Achieving ISO 44001 certification is the hallmark of effective business-to-business collaboration. Structured collaboration provides us with a framework to achieve goals and deliver real impact. It is holistic and takes a whole-life, strategic long-term approach, focused on unlocking smarter ways of working and investment, co-creating value and driving win-win outcomes.**

In following this framework, companies can build trust through governance and insight, deliver sustainable outcomes and get the best out of each other while improving wellbeing, social value and environmental impact.

### **Disruptive synergy**

In our business sector – facilities management – we see a need to disrupt the way clients and service providers work together in order to reach true collaboration.

Disruptive thinking is about challenging the status quo to create synergy. In the facilities management sector, we have been asking the same questions about service models and pricing strategies for more than 20 years. It is time to reconsider the starting point and focus on how to deliver better solutions to many of the big challenges of our times: from sustainability and social value to employee wellbeing and positive workplace experiences.

This requires disruption of old methods – to rethink what win-win looks like, build relationship bridges and change key performance indicator statements

to focus on people, communities and the broader sustainability agenda in line with the UN Sustainable Development Goals.

In our experience as an ISO 44001 certified business, building collaboration goals into contract terms builds business, stakeholder and investor confidence and, in turn, employee engagement and trust.

### **Collaboration in practice**

EMCOR UK has seen the value of true collaboration across our business activities, including customer relationships and with a variety of organisations, local communities and supply chains. A good example is our relationship with Business in the Community, The Prince of Wales's Responsible Business Network.

Our CEO, Keith Chanter, sits on the BITC global goals leadership team which sets strategies, and Jonathan Gawthrop, our Executive Director for Wellbeing, Sustainability and Assurance, sits on the BITC wellbeing leadership team which closely links to two of EMCOR UK'S's core goals, creating a better world of work and

enhancing individual wellbeing.

Building on this connection, we collaborated with BITC and other senior business leaders and national stakeholders to produce a report identifying how employers can take action to transform wellbeing at work. Entitled *What if Your Job Was Good for You?*, the report sets out ways of working that involve a collaborative approach to job roles, focusing on relationships between employees and managers that encourage open dialogue. It sets out two calls to action for employers that build on lessons learnt from the pandemic:

- Treat mental health and safety with the same importance as physical health and safety, and
- Collaborate with colleagues to enable employees to create their own "good jobs" within organisational parameters.

Speaking about this report, Louise Aston, BITC Wellbeing Director, said: "During this period of transition into this new era, Business in the Community is convening a collaborative movement which enables businesses to take a 'test and learn' approach, where businesses can learn together, build knowledge and share insights to help everyone navigate the journey ahead, recognising that we can't achieve change on our own."

We came away from the experience confident that EMCOR UK, along with other organisations committed to collaboration, can bring expertise that helps to deliver outcomes that are both genuine and valuable.

We saw this again when working with BITC on the development of the Sustainability

Dashboard. The Dashboard, aimed specifically at helping organisations achieve their net zero emission targets, requires supply partners to provide data around environmental management policies and programmes, materials, carbon, biodiversity, waste, health and safety, and social value. A simple traffic light model (red, amber, green) provides an effective way for each supplier to see where they are performing well and where they need to improve. Working with our suppliers, within the framework, enables us to understand our position, set targets, share information and collaborate on the actions needed to meet the critical sustainability challenges that face us all.

In another example of the collaborative framework at work, we also work closely with the built environment support organisation, the Supply Chain Sustainability School, where our CEO, Keith

Chanter, sits on the board. EMCOR UK provides market knowledge and understanding, with a specific focus on facilities management, which complements the input from businesses in other disciplines, in turn underpinning the broad view essential to both the appeal and effectiveness of the School's

“Structured collaboration provides us with a framework to achieve goals and deliver real impact”

offerings. The collaborative approach in place here is truly crucial to success.

Elsewhere, Marcia Ore, Head of Equality, Diversity and Inclusion for EMCOR UK, is a member of the Institute of Workplace and Facilities Management Equalities, Diversity and Inclusion focus group. This is another good example of collaboration with other organisations to support the

positive work being done in this important business management area. Collaboration here benefits both the wider community and EMCOR UK itself. In our case, it provides the context for working with customers to ensure that workplaces, both our own and others where we work, are inclusive. It also helps us to ensure

that we are recruiting from diverse groups and then providing places of work that are inclusive for new starters as they arrive.

Within this same collaborative setting, Marcia also works with

MyGWork, a global networking hub and job board for LGBT+ graduates and professionals. In addition, EMCOR UK works with Remploy, the UK's leading disability specialist, to ensure sustainable employment opportunities. All of this contributes towards meeting our company mission of creating a better world at work.

Also, EMCOR UK has been able to carry the collaboration





framework into work with academia, including the University of East Anglia and Kingston University, on such subjects as social value, health and wellbeing, the changing nature of work and the workplace – all resulting in positive outcomes and in some cases in specific reports widely distributed for information and application.

In each of these cases we have benefitted directly through the opportunities to bring the experience and knowledge gained into our own business and extend this to our supply chain partners.

**We are better together**

Dylan Wickenden, Executive Director, HR says: “We know from direct experience that true collaboration unlocks economic advantage and opens the door to progress on the sustainability agenda in its broadest context. True collaboration helps organisations share knowledge and develop their people, resulting in real and beneficial people engagement.”

For EMCOR UK, as a company committed to authentic collaboration, staff turnover is lower and engagement across the spectrum of people involved is significantly higher. We’ve seen more innovation in terms of new ideas, volume of ideas and implemented ideas that deliver a real bottom-line benefit. That is the measure of a successful business strategy. ■



The evolution of collaboration

**Jeremy Campbell  
EMCOR UK**

As our world constantly evolves, so does our understanding of the need for high levels of collaboration between organisations to create and develop lasting positive impacts. We’ve travelled together through the most extraordinary of times, a period which has made us all think about our lives and the way we work, with many re-setting goals and objectives.

This is the decisive decade, and *The Partner’s* theme for this edition of *building collaborative capability* is of critical significance. Our collective challenge must be to support local society and the global goals to decarbonise our world, end poverty, ensure decent work and economic prosperity, end all inequalities, safeguard all life, and secure access to clean water and basic sanitation for all. Only through deep, purposeful, and structured collaboration will we create a better, fairer, and more sustainable world and pass on to future generations a natural environment protected and enhanced for all.

At EMCOR UK our purpose is to create a better world at

work. We are a facilities and workplace solutions business committed to delivering people-centric solutions and cultures. We are re-imagining how we enable work and generate sustainable value for the greater good of our core audiences, people, customers, supply chains and local communities. Our philosophy is simple: together we are better. Structured collaboration drives our business to success. Building on our highly successful collaborative B2B customer relationships, we are using structured collaborative methodologies with organisations which align with our purpose.

Members of ICW, from Ambassadors to Affiliates, have proved that structured collaboration – underpinned by ISO 44001, the lifecycle framework, and collaborative leadership excellence – delivers impact, and significantly better outcomes across every measurable dimension.

It’s time to have those critical conversations on how collaboration will enable social value and the transformation needed to create a sustainable future.



we make the future  
possible through  
collaborative  
workplace solutions

**People Matter, Buildings Matter**



Find out how your organisation can benefit from working with EMCOR UK by visiting: [emcoruk.com](http://emcoruk.com)



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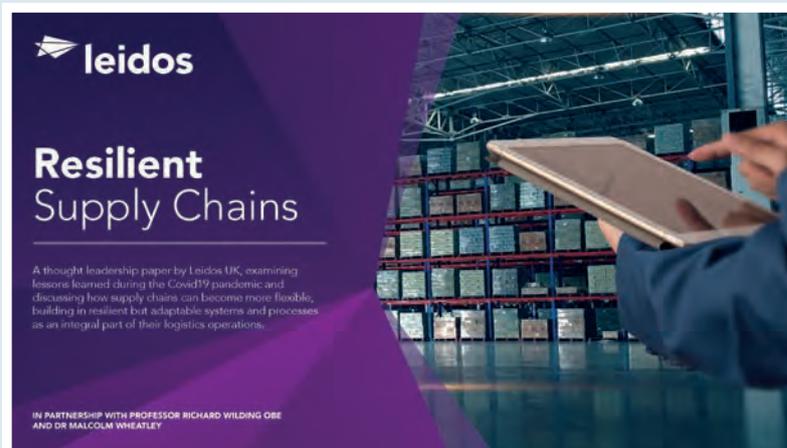


# Building collaborative capability and resilience



**Lois Love** FICW  
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The Covid-19 pandemic presented unprecedented challenges for all companies across different sectors, including Leidos.



Given that several of our customers are government agencies on the frontline of the response to the crisis, it was imperative that Leidos acted decisively and collaboratively to ensure that they were able to rely on a seamless and uninterrupted service so that they could carry out their vital work at this challenging time.

Two years on from the start of the pandemic, it is clear that Leidos and our subcontractors reacted speedily and decisively so that we could continue to support our customers. Specifically, in the

## Team Leidos Covid-19 response – key milestones



Procured 46,000 packs of **Vitamin D**, c7 million tablets



Established **a unique stock control system** for uncodified PPE items and trained the relevant teams to use it



**c90** Covid-related tasks were commissioned



With less than a week's notice, moved to a **24/7 operation at the Defence Fulfilment Centre** to manage the receipt, integration and storage of ventilators and their associated ancillaries



**Created additional logistics capacity** at the Defence Fulfilment Centre for the receipt, integration, storage and distribution of large quantities of PPE



**80 suppliers** were identified to supply PPE of which 45 are newly registered



**c3,000 NSNs (NATO Stock Numbers)** were purchased for Covid-19 commissioned tasks



Collected **ventilators and ancillary equipment** from multiple locations and delivered them to hospitals in need across the country, without impacting normal support chain support

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United Kingdom, Leidos worked tirelessly to ensure that the Ministry of Defence (MOD) was able to rise to the broad range of challenges it was facing as the nation responded to Covid-19. How did we achieve this?

Since 2015, Leidos has supported the flagship £6.5bn Logistics Commodities and Services (LCST) programme – helping to deliver cutting edge logistics solutions for the MOD. This programme has resulted in the delivery of new, technologically advanced systems for one of the world’s foremost military operations.

This critical effort to enhance and improve the MOD’s supply chain – facilitating the storage and seamless distribution of materiel, a global freight service and the procurement and inventory management of a diverse range of items – has been the result of collaboration between Leidos and the MOD, allied to Leidos’ commitment to innovation.

#### Reliable and responsive

Thanks to Leidos’ delivery of transformative technology, the MOD can now depend upon on a resilient, modern supply chain which is reliable and responsive to the demands which face a military operation with global reach and obligations. The introduction of this innovative Supply Chain Integration Platform (SCIP) effectively means that the MOD now has access to an effective system, similar to those utilised by large retailers. To date, the LCST programme has delivered well over £1bn of products to the UK’s armed forces.

The suite of services we provide for the MOD in normal circumstances is broad and varied,

such as the movement of general freight, vehicles and equipment and dangerous goods. The scale and shock of the pandemic and the demands being placed upon governments for the rapid movement of items such as PPE and ventilators meant priorities needed to be recalibrated and reoriented at pace.

tests – and eventually vaccines – reached their destination in a timely and safe fashion.

All of our personnel feel immensely proud of their role in supporting the national effort against Covid-19. At Leidos, we feel it was our work over many years on the LCST programme which meant that the MOD was

“Our experience has illustrated firstly, that collaboration is critical”

The groundwork meant that, as a result of Leidos’ efforts and commitment to delivering a robust supply chain, the MOD was able to rise to the challenge. In fewer than seven days, we were able to create additional logistics capacity at the Defence Fulfilment Centre in Donnington, pivoting to a 24/7 operation to manage the receipt, integration and storage of essential materials such as PPE and ventilators.

These ventilators and associated ancillary equipment were then delivered to hospitals across the country, without impacting on normal supply chain support which still had to operate alongside the response to the pandemic. As the pandemic progressed, this new logistical framework played a key role in ensuring Covid-19

able to cope with the level of strain it faced in those uncertain first few weeks and months of the pandemic.

Our experience has illustrated firstly, that collaboration is critical. We worked tirelessly with the MOD to ensure that our systems were able to readjust to these fraught circumstances – this was only possible as a result of us working over the years with the MOD to establish ways of working which prioritised flexibility, and Leidos genuinely understanding the operational needs of the MOD.

However, the most important learning which can be taken from our experience is that robust, resilient supply chains are critical. Leidos could only respond in the way it did as a result of a dedication to ensuring that our systems and solutions could cope



Defence Fulfilment Centre, Donnington

PPE and ventilators were among the items sent to hospitals in need

with unprecedented scenarios and that our people were skilled enough to respond, exhibiting collaborative competencies and behaviours throughout. Resilience simply does not occur overnight, and at Leidos we feel that our focus on embedding resilience in everything we do on behalf of a customer has been vindicated.

As we seek to move on and rebuild from the pandemic, it is clear from our experience that only robust and strong supply chains are fit for purpose. At Leidos we are seeking to improve continuously and build further our collaborative capability; with supply chains set to face an



interlinked series of geopolitical, economic and environmental challenges in the years ahead, it is time to have a discussion about

how we can all benefit from better, more robust supply chains and what needs to be done to drive that essential change. ■

The Leidos thought leadership e-book *Resilient Supply Chains* is at [leidos.com/supply-chain-ebook](https://leidos.com/supply-chain-ebook)



## Building durable relationships

**Tim Crofts**  
**LEIDOS**

It goes without saying that collaboration is integral to the delivery of effective outcomes. At Leidos, we believe that success can only be achieved when you prioritise partnership and collaboration to drive innovation and deliver commitments at the same time as remaining agile to changing circumstances.

We focus on building relationships that are durable. As a long-term partner to various arms and agencies of the US and UK governments respectively, they rely on us to help them deliver services which improve citizens' lives and keep their nations secure.

Throughout the course of the Covid-19 pandemic, the importance of collaboration has come to the fore more than ever before. As governments faced unprecedented strain, they needed to rely on their partners – Leidos included – stepping up to deliver on their commitments.

As is set out in our case study in this year's issue of *The Partner* Leidos rose to the challenge and helped our partners in the UK Ministry of Defence respond to the complex and challenging logistical issues they faced. We managed to rise to that challenge because of our longstanding guiding principle;

embedding resilience throughout our supply chains.

Establishing resilience in supply chains and operational frameworks has, in the long run, allowed us to build our collaborative capability and be able to react to the challenges of the day.

What we have learned from the past two years, however, is that we need to be more resilient to protect supply chain systems against the unpredictable sway of geopolitical and economic changes.

As we move forward, there is now a clear need for government and businesses to reflect on their preparedness – resilience is increasingly the theme and focus of the future and a failure to make necessary adjustments cannot be allowed to happen.

At Leidos, we stand ready to work with everyone to deliver that meaningful and transformative change.



# Collaborating to solve the world's most complex problems

Today's uncertain and evolving world demands a company that works in collaboration with its customers, suppliers and partners to deliver resilient solutions.

Leidos is that company. With a track record of implementing resilient and cutting-edge systems for our customers, we embrace and solve some of the world's toughest problems.

**LEARN MORE AT [LEIDOS.COM/UK](https://www.leidos.com/uk)**



# Why having a collaborative capability is important



**Anita Broadhead**  
**LEONARDO**

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**As Head of Commercial, Cyber Security Division, I know that the decision whether or not to work collaboratively in a managed relationship is an important one that should be taken early in the lifecycle of any project. Having decided to work collaboratively, Leonardo's alignment with the principles of ISO 44001, as part of normal business operations, fully supports building sustainable relationships against a structured framework that considers everyone's needs.**

Choosing a collaborative working approach is not always appropriate to all relationships, as the benefits gained must outweigh the incremental costs of managing a partnering strategy. Delivering collaborative working against a set of guidelines – and enabling, developing and mentoring individuals to develop their collaborative competencies and behaviours – enhances their projects and the business in collaborative pursuits.

Through its extensive work with ICW and dedicated collaborative leader training, Leonardo has been able to mature collaborative leaders that are deployed across, and embedded within, the business and major integrated project teams to share knowledge and expertise. These leaders also support a number of external organisations with their certification pursuits, and lead collaboration in partnership bid responses and project delivery.

Having a collaborative capability, aligned to a recognised standard that is embedded across

the business, empowers the skills to manage critical relationships and deliver powerful outcomes.

All of the tenets of successful collaborative working are demonstrated across Leonardo on a daily basis and those considered key can vary, depending on the project particulars and its place in the collaborative working lifecycle. Below, I consider three principles that have been critical to driving the successful delivery of three significant programmes: vision and values; collaborative competence and behaviours; and information and knowledge sharing.

### **What do you consider to be of most importance to stay focused for building a collaborative capability?**

Identifying and agreeing vision and values from the outset provides the best opportunity for maximum benefit for all involved by engendering a sense of teamwork and setting clear direction. Leonardo's higher performing collaborative teams are those where all partners' visions and values have an element of

commonality and are understood by all. Agility and flexibility are maximised on these projects, and as a result, accommodate changing, emerging or more complex customer needs – often against a backdrop of urgent operations and operational environments. The teams are enabled to flex the project direction together, with fewer distractions as they have joint vision and objectives in mind.

Some of Leonardo's significant government contracts with responsibility for a number of critical national capabilities have benefitted from such an approach, with teams having jointly worked hard to build commitment and a sustainable relationship. These teams have lowered costs, successfully managed and mitigated risks and developed other opportunities that have been enabled by the successful, transparent and well-managed relationships. At all times the teams remain focused on the respective programmes' key objectives,



## Leonardo Cyber Security Product Portfolio



the vision and values and the commitment to be reminded of what we have jointly signed up to.

### How do you maintain and grow this collaborative capability?

One of the challenges Leonardo must address head-on is that collaboration is easy to do badly but hard to do well. However, it is repeatedly demonstrated that it is worth the effort for the multiple benefits it brings to individuals and organisations. Collaborative competence and behaviours have been a focus for Leonardo for a number of years; its training

prospectus is regularly reviewed, and project management and commercial staff are encouraged to undertake and refresh their collaborative skills. Leonardo often extends the opportunity to enhance or refresh training and learning opportunities to all parties engaged on our collaborative programmes, thereby improving the entire joint teams' collaborative skills.

Leonardo is very familiar with the importance of collaborative behaviours and the impact this has on the success of large, complex multi-stakeholder programmes delivered both in

the UK and internationally; engaging all members of its collaborative programmes on the same journey to enhance the programme success. Leonardo is enabled through developing and enhancing individual and collective capabilities and providing routes to put new skills and knowledge into practice. Since the start of 2021 Leonardo, has led and established collaborative arrangements with three large UK defence companies to build a strong foundation, shared processes and a coherent team and SME eco system to address skills and enhance project delivery in anticipation of a major IT professional services procurement. Our commitment is further demonstrated through chairmanship of the Collaborative Behaviours and Challenges Special Interest Group.

### What do you see as the main challenges going forward?

Information and knowledge sharing will always be a challenge in collaborative arrangements, and the tensions this can cause are real and have the potential to de-rail what would otherwise be a very successful programme. Communicating an open and transparent approach with clear boundaries around what is to be shared, alongside an effective confidentiality regime, is key to reducing and mitigating the risks in this area, and is best when agreed up front.

Leonardo is currently participating in a long term, high value transportation management tender that requires a great deal of design, procurement and installation. The success of this opportunity will be impacted by Leonardo's ability to adapt and on-board new developments supporting automation of the



“Having a collaborative capability, aligned to a recognised standard that is embedded across the business, empowers the skills to manage critical relationships and deliver powerful outcomes”



## A critical differentiator in a successful bid submission

**Anita Broadhead**  
**LEONARDO**

Taking a collaborative approach to how we work needs to become more of the norm in order for organisations to retain their competitive advantage in the post pandemic world.

An increasing number of competitive opportunities are putting collaborative working expertise as a prominent feature in evaluation and outcomes. Collaborative working has long since moved away from being an after-thought. Working with our peers and business partners to develop mechanisms, structures, processes, innovative solutions and skills for bridging organisational and interpersonal differences is proving to be a critical differentiator in a successful bid submission.

My opportunity within Leonardo is to understand and innovate, to build Leonardo's collaborative capability continuously in such a way that the very principles of collaboration and transparency are retained, whilst ensuring Leonardo preserves its competitive edge.

One of the positive outcomes of the Covid-19 pandemic has

been the accelerated and ubiquitous use of technologies to support remote working on a global scale. The use of technology to support online meetings, screen sharing across multiple organisations and webinars, has driven great benefits in terms of speed of action and openness of information sharing. Indeed, on a personal level, the flexibility accorded to remote working through the use of effective technology has been extremely beneficial and Leonardo has adapted wholeheartedly to ensure a custom working approach that supports both the individual and the business. However, the benefits available from such an approach are at the risk of fracturing poorly managed relationships that cannot keep pace with communications in the virtual world.

Leonardo's challenge now is to ensure the benefits gained from this custom working are maintained, whilst continuing to build its collaborative capability-creating opportunities for face-to-face collaboration rather than regressing to workplace silos.

transportation system well into the future. We have agreed that an approach for timely, accurate and coordinated information sharing at the start of a project enables the collaborative team to balance the benefits of data access and sharing information without anxiety, and mitigates the risks of sharing information with organisations that ordinarily are competitors outside of the opportunity. Establishing this clear understanding of data ownership alongside establishing the importance of identification, privacy and management of intellectual property is key.

Leonardo continues to assign dedicated collaborative working experience to this opportunity, creating a unified approach within its entire supply chain whilst establishing a safe environment to facilitate necessary information and knowledge sharing throughout the programme. We have a strong foundation on which to build. ■

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# For the highest protection against digital threats.

## A Cyber Advantage in our digital world

Effective cyber security and resilience is your silent mission partner. Enabling the UK to maximise potential from the very latest digital technologies and enabling the multi-geographical sharing of critical information so you can make decisions without hesitation.

As a world leading aerospace, defence and security solutions provider, Leonardo develops next generation concepts in cyber security and resilience. Protecting central government and critical national infrastructure from advanced cyber threats. Giving you a cyber advantage in a digital world.

**Inspired by the vision, curiosity and creativity of the great master inventor - Leonardo is designing the technology of tomorrow.**



# Discovering our true potential, and how to reach it together



**James Birch**  
**KIER**

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**For 99 years, Kier Highways Solutions (KHS) has been serving the highways and construction industry with quality bituminous material. Formerly known as Ayton Products with a manufacturing plant based in Wymondham, Norfolk, the business has spent the last year overhauling its operations to become capable of servicing customers of all sizes.**

Established in 1923, KHS manufactures bituminous road emulsions for use in the highways industry, as well as bespoke bituminous products and roofing products for the construction market. In 2011, the Surface Treatments Business arm was created, and the company began using its own product to deliver surface treatments works via its own contracts. Over 17,000 tonnes of bituminous material are produced annually and transported to various highways and construction sites nationally for internal and external customers, including West Sussex, Bristol City Council and Derbyshire County Council.

### What is the art of the possible?

In 2021, Ayton was rebranded to Kier Highways Solutions, which sits under Kier Highways, a business stream of Kier Group. The name change was the culmination of a three-month long transformational project with operational improvement specialists, Managementors (MM).

MM were presented with a challenge: what is the art of the possible? Taking a facilitative

approach, MM launched Project Reseal and worked with Kier Highways to improve processes and management controls, as well as establishing improved interfaces to form a more resilient, efficient, and collaborative operation.

The MM team helped Kier Highways to provide clarity around targets and improve performance visibility for all employees, ultimately helping to set clear expectations. Through close coaching and mentoring, Kier Highways teams were upskilled, roles and responsibilities were defined, and accountability was created at all levels of the operation. Alongside this, a new management operating system

was implemented, and planning guidelines were developed.

The engagement with MM was not driven by a need to fix problems; it was driven by wanting to take the business unit to the next level and test areas for betterment. Kier Highways aim was to see what the productivity capability of the business was and what investment would be needed to achieve and sustain those levels of productivity. This presented the opportunity to bring the manufacturing arm and the surface treatment arm together to collaboratively achieve maximum productivity.

For a number of years, we have delivered within our capabilities. We have been fortunate to be awarded work by local government clients within our core market and have seen consistent results but knew we could offer more to our clients and customers. Last year, we stopped and looked at everything else we have to offer to ensure we can continue to push the boundaries as an end-to-end integrator and delivery party. We brought in Managementors to help us to holistically look at the business and assess where we can streamline our processes, improve sustainability, and offer a better, more efficient service to our customers.





# Keeping the country moving



The innovative partner of choice to provide safe, reliable and sustainable highways infrastructure for the future.



**Want to know more? Please contact:**

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[www.kier.co.uk](http://www.kier.co.uk)

Follow us: The LinkedIn logo, a white square with a lowercase "in" inside.



we got their buy-in to change. We hosted a series of workshops from the very beginning of Project Reseal and MM helped us with some close coaching.

Over £1m seasonalised financial benefits have been realised through a 38 per cent increase on gang productivity, a management team restructure and modelling of manufacturing product utilisation and capacity, all aimed at delivering better value for money to our clients and customers. Analysing and understanding how much product was being manufactured and how much more could be produced to increase bulk orders now gives Kier Highways Solutions the ability to plan better.

Of course, none of this would have been achievable had Kier Highways started the journey without the backing of the workforce. Using delivery

“We’re a tight-knit team, with several long-standing employees. **They are local people who care for their local business.** It was imperative we got their buy-in to change”

partner Cleartrack, Kier Highways piloted a behavioural change programme among the operational teams that focused on human and organisational factors. Effective communication, empowerment and autonomy, and improved safety

performance were all experienced as a result of the programme.

We’re a tight-knit team, with several long-standing employees. They are local people who care for their local business. It was imperative

While we may have changed some things operationally, the one thing that has remained is the loyalty of our people. They care about each one of our customers, regardless of their size or spend.

A traffic management

design service was borne out of the improvement project. Based out of the area office in Retford, Nottinghamshire, a team of CAD designers produce traffic management drawings for both internal and external clients nationally. This additional service bolsters the current design capability of in-house surface treatment designs.

The new one-stop-shop offering now sees Kier Highway Solutions providing TM Design Solutions, road emulsion manufacture, on-site temporary traffic management and surface treatments installation. The end-to-end service gives Kier Highways Solutions greater control over delivery and ensures a more reliable service. ■



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# Collaborative principles achieve goals too large to accomplish alone



**Thomas Clough**  
**NATS**

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**NATS has long recognised the need for and importance of collaboration in an industry that crosses national borders. Not only do we collaborate with other Air Navigation Service Providers (ANSPs), customers, and regulatory bodies, but also across all levels of our supplier base. We are always seeking to develop not only our own collaborative capability but also that of the organisations we work with, learning from each other to build our relationships.**

Given the complex and inherently long-term nature of Air Traffic Control (ATC), supplier collaboration is central to the supply chain strategy. Suppliers are chosen based not only on their performance and capability, but also on their ability to embody collaborative principles and their willingness to pursue avenues for mutually beneficial value creation.

NATS' approach to ISO 44001 adoption is based on its supplier relationship management process, with the standard's requirements applied to the most important relationships, where NATS seeks to develop and work as true strategic partners. In addition, we apply collaborative principles to developing our other critical and beneficial supply chain relationships, where outcomes can be enhanced through collaborative working. NATS has been able to consistently transform and improve its delivery of a safe and efficient service to airlines and airports because of this collaboration.

Recently, NATS has been working with one of its MSMEs through the five-stage ICW MSME pilot scheme, which is designed to assist micro, small, and medium-sized enterprises in developing and harnessing collaborative working. NATS collaborated on this with Thinking Space (TSS), a 33-person firm that specialises in designing solutions for 24/7 environments in the air traffic, security, transportation, audio visual, and plant and process markets. A well-designed and effective working environment for air traffic controllers is extremely important to their efficiency, comfort, morale, and wellbeing.

The scheme has assisted in identifying both organisations' strategic objectives and visions, which are compatible. This pilot scheme has already identified potential benefits of pursuing a more strategic and collaborative relationship, which



ICW's John Osborne presented the first ICW Certificate of Competence to NATS and Thinking Space, represented respectively by Darren Rowlands, left, and Paul Roberts, centre

"NATS has been able to consistently transform and improve its delivery of a safe and efficient service to airlines and airports because of this collaboration"



has increased both parties' willingness to invest time and resources to increase engagement and create greater value. TSS exemplify a high level of collaboration and adherence to the key principles. This pilot scheme has proven to be a valuable activity, prompting both organisations to want to move beyond a tactical relationship and into one with greater strategic and collaborative intent.

To illustrate this point, TSS's business objectives have historically been primarily an internal matter, and there is clear evidence that TSS employees understand their personal and business objectives. It is recognised through this pilot scheme that sharing company objectives with NATS could benefit both organisations and lead to joint opportunities. It is only by exploring the business objectives on both sides that such opportunities may be identified.

TSS Commercial Director, Paul Roberts summed up this aspect by commenting: "The ICW scheme created time and conversation around more effective, collaborative, and strategic working in the future that we trust will bring benefits on both sides." ■

## Target zero

**Collaboration within our supply base is critical in developing, implementing, and managing supply chain solutions that support the achievement of our business objectives while also supporting our purpose and values. We collaborate with suppliers who share our values and can help us achieve our business goals; we can't do everything on our own, so we need to collaborate with others to benefit from their expertise and capability.**

To achieve Target Zero, we are changing the way we work in the supply chain team. We are aware that every decision we make, as well as every product or service we purchase, contributes to our carbon footprint. For us, the opportunity to make a genuine difference is enormous – and we are already well on our way to implementing several steps that support Target Zero.

It should go without saying that supplier relationships and collaboration are critical to

achieving net zero carbon emissions. Where we have long-term relationships with suppliers, we meet with them on a regular basis and are increasingly including carbon emissions in our discussions. If a company is unwilling to improve its own environmental impact, we will look to replace them with other suppliers who are, as it is critical that we work with partners and suppliers whose values and priorities align with our own.

We recognise that our suppliers can also teach us a

"It should go without saying that supplier relationships and collaboration are critical to achieving net zero carbon emissions"

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lot. Collaboration with suppliers who are further along the path to carbon net zero than NATS are extremely valuable because we can learn from their experience and expertise.

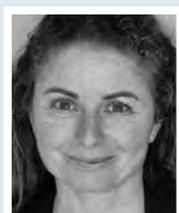
Target Zero is critical to the supply chain team, and we take our responsibilities very seriously. We are increasing the number of conversations we have with suppliers about this topic, and we are further embedding the use of carbon measures as a selection criterion when making procurement decisions. We expect suppliers to create, implement, and engage in environmentally responsible business practices, and we will always support suppliers who seek ISO 14001 certification for an effective environmental management system.

### Moving Forward

NATS must continue to develop a more efficient air traffic system that can meet future demand, improve efficiency, and reduce environmental impact. Our partners will be required to work within a collaborative framework that adheres to international standards while incorporating ground-breaking technologies to support this programme.

NATS has always placed a high

value on its ability to build strong relationships. Our collaborative business relationships are critical to NATS' future success in facilitating the recovery of the aviation industry. Our CEO and the rest of the executive team continue to support our strategy. It is created to satisfy a structured approach to collaboration, is aligned with business goals, and establishes a knowledge base to guide how we collaborate. ■



Suppliers and partners are critical to our business plan

**Clare MacDonald**  
**NATS**

[clare.macdonald@nats.co.uk](mailto:clare.macdonald@nats.co.uk)



In 2021 and following a period of consultation with our customers and airlines, the regulated part of the NATS business NERL submitted its business plan to the UK regulator, the CAA, for the period 2023-2027.

The UK aviation industry continues to face uncertainty which has hindered the scale and pace of the sector recovery and our ability to plan for the future. However, we must continue to deliver a safe day to day operation, as well as our investment plan which delivers benefits to our customers. Our plan is highly integrated, as required for critical national infrastructure, with target outcomes dependent on inputs across many areas. Alongside good service quality, it increases resilience and enables us to progress our technology

and airspace transformation programmes.

The reason for sharing this with you is that without our suppliers and partnerships we would not be able to deliver the commitments we are making in the plan. Take our Target Zero ambition: we will need to work with many of our suppliers across a number of areas to make sure we are all pulling in the same direction. This includes working closely with MSMEs and leading the way on the ICW pilot showed us that there was value to be explored for both organisations, something we would not have otherwise seen.

For us, Target Zero is more than just reducing our CO2, it is changing the way we think and do business, which means for us and our suppliers there is work to do. Without a collaborative approach and the right levels of engagement there is risk of failure. Never has working together been so critical.



# Integration and devolution: a structured solution for rail's future



**Kevin Tozer** FCIPS, MICW, MIACCM,  
DIP. PS, DIP MGMT (OPEN)  
**NETWORK RAIL**  
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**The economic challenge for the rail industry is huge. Prior to the pandemic, rail customers generated more than £10bn of passenger revenue every year. The restrictions introduced in response to the pandemic saw revenue fall overnight to a low point of just five per cent during the first lockdown in 2020. While over the last year revenue has steadily recovered, with colleagues across the industry working hard to win passengers back, revenue is still substantially down due to changes in working patterns. This change is in addition to the transformation of Britain's railways through the recommendations of the *Plan for Rail White Paper* (May 2021). The biggest reform to the rail industry in over 30 years commits to delivering a rail system that is the backbone of cleaner, greener public transport, offers passengers and customers a better deal, and provides greater value for money for taxpayers.**

The rail industry is an ecosystem where all will feel the effects of these changes; building collaborative capabilities is essential to meeting these challenges head on and succeeding together. The *Plan for Rail White Paper* references: collaboration, collaborative, one team and working together in the context of the industry 40 times and enshrines these principles within its reform commitments to the industry, customers, and taxpayers. The goal, of course, is not collaboration itself, but the greater results this will bring. In response to this considerable transformational reform and the economic challenges, initiatives across the industry are building collaborative capability as a key enabler for delivering the rail industry commitments.

Connected Leaders was launched by Andrew Haines in

May 2020 and brings together managing directors and senior directors from across the industry in a collective and collaborative programme with a purpose: to make the railways work better as a system for everyone. They work together to build a trusted peer network, raise collective understanding of the whole system and tackle shared challenges. So far, leaders from 43 organisations

ranging from Network Rail, train operators, government, the supply chain, and industry bodies (including the Great British Railways Transition Team) have been involved to co-develop solutions to critical industry problems. Building collaborative leadership capability across the sector will be essential to jointly address future issues.

Alliancing has been used by Network Rail over the previous decade to deliver capital projects more effectively, using a contract co-developed with Rail supply partners which includes a focus on integration and collaborative working. Building on this firm foundation, many of the current procurement strategies are adopting the principles of the infrastructure industry collaboration Project 13 in part or in full. This enterprise model approach takes integration to the next level where the clients and public money investors are brought closer to or into the alliance. This has made it essential for collaborative capability to be built between the customer organisation and funder, as well as with the supply chain partners.

## Integrated team

One example of a more integrated approach is the relationship between Liverpool City Region





Combined Authority and Network Rail, where the principles of ISO 44001 have been used as a road map to develop a “one team” ethos between both organisations. This isn’t driven by a contractual alliance but by both organisations’ passion to deliver better outcomes for the people of Liverpool. This has resulted in the integrated team creating a mutual vision, establishing a relationship baseline, and undertaking behavioural training, which has enabled open and honest conversations on how best to work together. The team have co-developed new and effective joint governance and an integrated approach to risk and change which is documented in a joint programme operating manual.

Devolution within Network Rail has enabled the organisation to get much closer to its partners and customers and it is now structurally aligned to provide an improved service for passengers and freights users. This is critical as the industry in the current economic climate is working hard to attract traditional and new users to rail as an effective and sustainable method of transport which also drives regional economic growth. Devolution allows each region to set their own strategy and approach for most areas including organisation, innovation, and procurement strategy. This has enabled improvements to be rolled out more quickly and to be more targeted at the local route rail user experience. However,

Morten T. Hansen in his book *Collaboration* identifies four barriers to collaboration in a devolved organisation of which we must be conscious: not invented here; hoarding; search, and transfer.

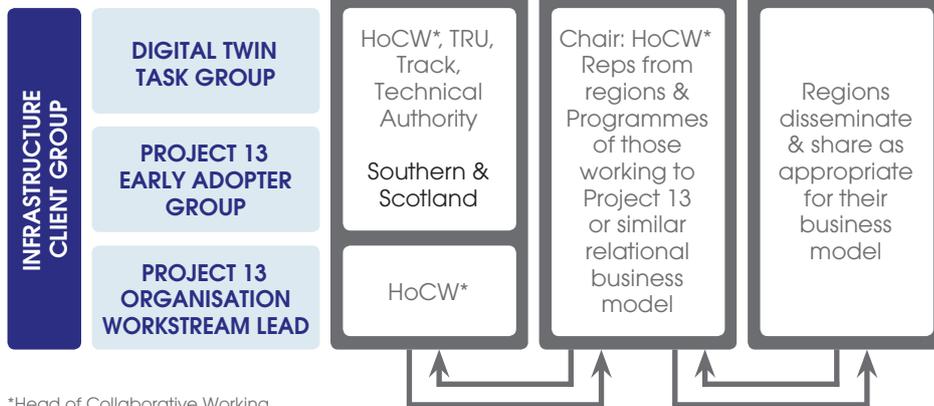
To help address a potential search barrier, the Project 13 Rail Hub has been established for those adopting the principles where learnings achieved in one part of the organisation can be easily shared more widely, and where like-minded people can solve common problems together. This collaborative approach has helped reduce the duplication of time and resource when searching for a solution as the Hub is the first port of call to establish what is already available. In a structured approach to collaboration, such information and knowledge sharing are critical to joint learning and improvement. The Hub is a safe learning environment which allows those within the Rail industry to come together and build knowledge and capability through sharing

their successes and their pain. As the Project 13 principles move from the procurement strategy through to delivery, this community will grow so that organisations within different parts of the eco system can jointly learn.

These initiatives and many more are building the collaborative capabilities needed to change the industry to meet the Great British Railway commitments. ■

## Project 13 Rail Hub

Reducing the search for knowledge, experience and solutions



\*Head of Collaborative Working

Agile knowledge transfer from other industries & rail



## Building capability through collaborative leadership

**Stephen Blakey** FRICS, FCInstCES, MICW  
**NETWORK RAIL**

In times of crisis people naturally coalesce, pull together, collaborate; and much has been written about how collaborative working emerged as a key component in the fight against Covid-19. The term is being used across many sectors and in almost every walk of life to describe collective endeavour between organisations and individuals. However, research suggests that it means different things to different people and one of the challenges to building collaborative capability is to establish consistency of what collaborative working is and a framework that sustains such an approach in the absence of a crisis.

So, is collaboration a behaviour, value, culture, process or system? Is it a profession and if so, can you outsource it? How important are the competencies of individuals? What are the key enablers for a business to build collaborative capability? What is Collaborative Leadership and what are the skills required of a collaborative leader? And where do I get answers to these questions?

Of course, collaboration is the integration of all of these things and draws on defined terminology, competencies and levels of maturity from a framework, the custodian of which is the Institute for Collaborative Working. And these are all hallmarks of an emerging profession. For any business or enterprise looking to build collaborative capability it needs to understand these defined terms and recognise that their journey will encompass change across people, process, systems and culture.

Network Rail built its collaborative working capability through seven workstreams:

- 1 Leadership:** Committing to and role modelling collaborative behaviours and expectations.
- 2 Stewardship:** Appointing a professional head to set the framework and standards for collaborative working and the assurance of our people, process and systems.
- 3 People:** Targeted collaborative leadership and practitioner training to build capability, establish subject matter experts and create “communities of practice” across the business.
- 4 Process:** Deploying processes, procedures, templates and toolkits to establish consistency.
- 5 Systems:** Deploying an integrated system to demonstrate value creation, promote consistent reporting and facilitate corporate learning.
- 6 Assurance:** Developing a self-assurance regime to assess corporate maturity, capability, examples of excellence and areas for improvement. Aligning this with external assessments to secure independent accreditation and certification.
- 7 Communicate and engage:** Promote awareness, adoption and advocacy of collaborative working across the business, recognising expertise and celebrating success.

In the latest thinking, Collaborative Leadership is coming to the fore, highlighting its importance in building a collaborative capability and the skills, competencies and techniques required of a

collaborative leader. Indeed, this is the subject of an ICW Special Interest Group.

The ‘SIG’ has been quick to emphasise two things that Collaborative Leadership is not: It isn’t an eighth leadership style and the seven established styles don’t need to be revisited. Nor is Collaborative Leadership the preserve of executive leaders. Every-day, graduates, practitioners and managers (as well as their executives) have the opportunity to role model collaborative leadership by applying emotional intelligence, behavioural and communication skills to embed collaborative working.

For rail, collaborative working is a key facet in our pursuit of safe, timely, efficient and dispute-free delivery that is value for money to our tax paying passengers. Hence the ongoing deployment of progressive models and forms of contract such as Project 13 and NEC4. And as the tectonic plates of our industry move into place, in addition to promoting a structured approach to building collaborative working capability, Collaborative Leadership from all tiers will be an important catalyst for transforming our way of working to a new “norm”.

And speaking of new ways of working; whilst remote and virtual working is here to stay, collaborative working will strengthen rail patronage. People will commute to collaborate, for being together in person will always be the best way to build trust and develop lasting and rewarding relationships, which is key to an organisation’s collaborative working capability.

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# Collaborate to innovate



**Andrew Hopper** FICW  
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**At the 2021 ICW Awards, Skanska were presented with the Innovation Award for the implementation of an innovation management system. The following article explains how we used collaborative working in both the development and implementation of this system and how we ensured that we had the required capabilities to achieve this.**

In December 2020, the Government launched *The Construction Playbook* to provide guidance for the delivery of publicly funded building and infrastructure projects.

One of the aims of the *Playbook* is to “drive innovation and modern methods of construction, through standardisation and aggregation of demand, increased client capability and setting clear requirements of suppliers.”

To achieve this, there is a need for all parties to collaborate. But how do we use collaborative working for innovation and the use of modern construction methods?

Whilst Skanska operates a Collaborative Business Relationship Management System, it was agreed that we would need to implement further controls that could manage the innovation requirements of *The Construction Playbook* as well as collaboration.

During 2020, Skanska held discussions with BSI to consider the benefits of taking part in the pilot scheme for ISO 56002: Innovation Management Systems Kitemark.

Adopting this system would enable us to meet this requirement for innovation, and those required by *The Construction Playbook* whilst building on our collaborative capabilities identified through ISO 44001.

Firstly, top management needed to show commitment to an innovation management system.

“We now have a system in place to meet the requirements of ISO 44001, ISO 56002, and *The Construction Playbook* requirements for innovation...”

Innovation had already been identified as a key priority for the business strategy, and the use of collaborative working techniques for innovation projects had the support of the management team.

Additionally, our customers have told us that sharing expertise

and lessons learnt from previous projects is valued highly. Through improved knowledge sharing we can harness the whole of Skanska’s experience and expertise, helping our customers to achieve their outcomes.

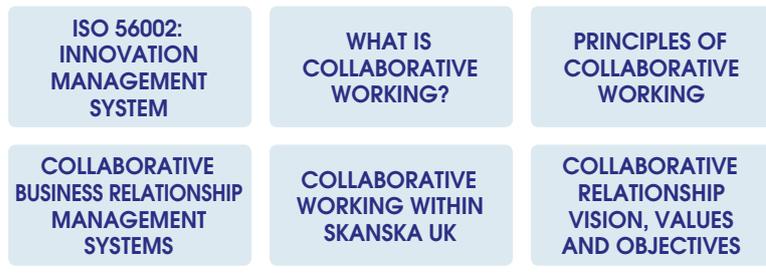
Once top management agreed to support the development of this, an internal collaboration between the digitalisation, infrastructure, quality and collaborative working functions to review the requirements of the kitemark was formed.

Discussions were held, and it was agreed that we could use our experience of collaborative working, through our ISO 44001 collaborative business relationship management system, to produce a system that would benefit both Skanska and the innovation partners.

It was determined that:

- Collaboration would be key in implementing this system. In fact, clause 4.4.3 of ISO 56002 states that collaborative working needed to be implemented to meet the requirements as it enables effective partnering.
- Our collaboration style needed to be comprehensive to cover working with both existing and new partners.
- Our plan for innovation management would be linked to that for collaborative

## Innovation and collaborative working awareness presentations



business relationship management, thus ensuring that we did not create conflicting information.

- The system would help us identify collaborative partners.
- Partners would be advised of the collaborative requirements at the start of an innovation project. As a minimum, ISO 44000 Principles would be employed.
- The needs of interested parties would be considered as part of the process, thus leading to more inclusive projects.

Implementing the requirements of the kitemark would enable us to create a collaborative approach to innovation that could benefit all partners by implementing a framework that identifies the processes and procedures to be applied to innovation projects; both internal and external.

In December 2020, Skanska became one of the first organisations globally to be kitemarked to ISO 56002.

We now have a system in place to meet the requirements of ISO 44001, ISO 56002, and *The Construction Playbook* requirements for innovation, but how can we ensure that we have the capability to deliver them?

Competency requirements for both innovation and collaborative working have been identified and have been incorporated into the business strategy.

A series of innovation and collaborative working awareness presentations have been developed and, in addition to being a requirement for key members of innovation teams, have been made available across Skanska UK.

To increase our internal capability to collaborate on innovations, the Skanska Productivity Hub has been refreshed to transform it from a Covid response tool to one that could support innovation.

This Hub enables all employees to access information on, and contribute to, innovations

that had been implemented along with those that were currently being advanced or considered. This also allows for contributions from across Skanska, thus developing fully collaborative relationships for innovation.

If we look at collaborative working specifically, our innovation management system mirrors both our ISO 44001 management system (for processes within Skanska) and the ISO 44000 principles for specific projects with external parties. This enables us to build upon the capabilities that we have already identified and incorporate them into the requirements for our innovation partnerships.

This ensures that others can benefit from our experience and increase their own collaborative capability.

Whilst this is a relatively new management system, we are starting to see the benefits of collaborative working within our innovation projects and with our innovation partners. For example:

At the A428 and M42 projects, we have used digital rehearsal techniques with our design partner that have resulted in:

- Cost savings
- Reduction in plant movements
- Improved site safety



The innovative approach to the supply of HVO fuels (hydrotreated vegetable oil) to all parties working on a Skanska project and the use of SMART storage tanks has seen:

- Diesel replaced by HVO fuels in all site vehicles irrespective of the owner
- Reduction in CO2 emissions
- Reduction in particulates and NOx
- Resources shared with our delivery partners



The success of this innovative approach to the shared supply of HVO fuels saw Skanska and Green Biofuels collect the ICW Sustainability Award in 2021.

The development of The Collaborative On-Site Construction Robot (COSCR) has seen:

- Improved site safety
- Improved productivity
- Improved quality and reduced rework

In conclusion, this kitemark has enabled us to create a system that both meets the requirements of our ISO 44001 certification and those for innovation, specified within *The Construction Playbook*.

As an early adopter of the kitemark, we are promoting its use on our innovation projects with external partners. It has given us the opportunity to promote collaborative systems with our innovation partners and enhanced our capability to collaborate and generate innovative solutions that will benefit the construction industry.

Skanska leads the ICW Construction and Infrastructure Special Interest Group, and as such, will be reviewing the requirements of *The Construction Playbook* further through this channel. ■



## Care for life

**Tyrone Fletcher**  
**SKANSKA**

Today most of us find ourselves collaborating with each other a lot more online. In some cases, we are yet to meet people in real life. Online collaboration has many benefits, however, in the “virtual space” we need to ensure people feel and remain included.

At Skanska our values express who we are, how we behave and what we believe in. These core values are:

- Care for life
- Act ethically and transparently
- Be better together
- Commit to customers

Whilst collaborative working is a key part of the “be better together” value, its implementation, through a structured management system, has had a positive impact on the other values.

Over the past couple of years, this has been most evident in our “care for life” value, which

ensures that the health, safety and wellbeing of people remains an absolute priority. Some examples of caring for life have been through the introduction of flexible working, providing our people with home office equipment, regular feedback via pulse surveys or simply encouraging regular line manager contact, to name a few.

We care for the lives of people, and we foster an inclusive culture where we can be open and fair, showing trust and respect for each other.

I believe we all care. Whether it be for the success of a colleague, a customer, or project.

At the beginning of my career someone once told me that people don’t care how much you know until they know how much you care. A little care will go a long way to creating a more inclusive culture, leading to better collaboration.

See page 120 for Skanska, winner of Sustainability and Innovation categories, ICW Awards 2021



# Collaborating to enable a sustainable, resilient future



**Matt Page**  
**BSI**

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The events of the past few years have caused organisations to look at all aspects of their businesses with a fresh perspective. Activities and priorities that were taken for granted or sacrosanct for years have been challenged during this incredible period of change.

Every year, we survey and interview business leaders from hundreds of organisations to form our annual *Organisational Resilience Report*. Reviewing our more recent survey, it is clear two areas are becoming fundamental to almost every organisation.

Firstly, the importance of their people's wellbeing and psychological safety for long-term success and performance. In other words, how happy the team is.

The difficulty in recruiting, training and retaining high-quality colleagues is challenging across all sectors. It's no longer enough



to think of, or treat, our people as assets. We have an obligation and a duty to look after the mental and physical wellbeing of our people. Providing a safe and accommodating environment for the people we work with is imperative to success. If we wish to survive and prosper, then we need to put our people first, ensuring their needs are met, but also allowing and supporting them to grow and maximise their own potential.

Last year, we were proud to launch our Prioritizing People model to support companies with creating an engaged, committed,



and productive workforce. The model takes the wide variety of people-based standards already in existence and shows how they can be used to create a culture of trust between organisation and employee.

#### **Relationships**

As supporters of collaboration, you will already know how vital the creation of trust is to relationships. Trust is the foundation that allows adaptation, understanding and innovation to thrive.

One of the key standards in this model is the newly launched ISO 45003, the first international standard on psychological health, safety and well-being at work. The focus of the standard is on understanding the sources of harm that an organisation can control. It provides guidance on how to involve employees in decision making to ensure meaningful participation and consultation.

#### **Sustainability**

The Organisational Resilience Report also highlighted an ever-growing awareness of the criticality of managing the environmental impact of what

companies do and how it contributes to our changing climate. Developing a business strategy to become more sustainable is no longer just a competitive advantage; it is becoming essential for a business to thrive.

As we look to develop a more sustainable net-zero world, standards provide a valuable set of tools to help shape solutions to meet this unprecedented challenge. We know the pivotal role that standards play in reducing consumption through good energy management, supporting carbon neutrality, and improving the environment. We in BSI have been leading the way since 1992 when we introduced the first environmental management system standard. This standard has evolved into ISO 14001 to which BSI, along with many other organisations, are certified.

#### **Framework**

Climate change is one of the most pressing challenges confronting us, and it will only result in a successful outcome if we collaborate to share best practices, build trust-based



relationships and make the most efficient use of the resources and skills we have. Structured collaboration and the ISO 44001 family of standards provide the framework and guidance for doing just that.

“Developing a business strategy to become more sustainable is no longer just a competitive advantage; it is becoming essential for a business to thrive”

We continue our mission to collaboratively develop new standards and implement new certification and verification schemes as an investment in our futures and that of the generations to come. Our objective is to leave

our children and grandchildren a greener, more sustainable carbon-free world, underpinned by Standards; a byword for good practice and a way to share it.

**Climate change**

We in BSI were enormously proud to certify the COP 26 event in Glasgow to the sustainable events standard ISO 20121. This event alone showed how important it was to ensure that the multitude of organisations involved pulled together to achieve their common goal. Just prior to COP 26, we also certified the G7 Cornwall Summit in Carbis Bay as being carbon neutral. Again, this required a great collaborative effort with internal and external partners

working together to deliver their aligned objectives within the local community. These are, of course, relatively small examples, but they highlight the huge task our society faces in addressing climate change and how important formal collaborative working is to meeting this challenge.

The above examples are supported by the framework of standards. The standards development process has collaboration at its heart. Key thought leaders from a broad range of stakeholders pool their expertise and knowledge to generate consensus on best practice, which is embedded in standards. These standards drive forward improvements to outcomes, supporting organisations to raise their performance and capability to address the challenges they face.

BSI, working with the International Organization for Standardization (ISO), led the signing of the London Declaration, a game-changing moment for international standards, which will enable a real acceleration in government and industry tackling climate change and their transition to net zero. The signing of this declaration took global collaboration across ISO. The London Declaration is a commitment to ensure global standards will support climate action and advance international initiatives to achieve our global climate goals. The declaration commits signatories to consider key climate science in every ISO standard, a change requiring collaboration on an unparalleled scale. This has never been needed more than it is today. ■



## Collaboration, the future of innovation

**Frank Lee**  
**BSI**

It's a year since we in BSI last had the opportunity to speak to you via *The Partner*, and what a year it's been in so many ways. When I look back on the past 12 months, I realise how much we have achieved both here at BSI and as a society. It is clear to me collaboration has played a fundamental and invaluable role in enabling many organisations to meet the challenges they faced, and to succeed. As I look forward to the many significant challenges that lie ahead in an evermore volatile and uncertain world, I am certain these challenges will only be addressed successfully, through people and organisations working together collaboratively.

At BSI, we are trying to lead by example by introducing an ambitious pipeline of innovation. These are being developed in collaboration with our partners,

whether they be customers, specifiers, government, partner organisations or consumers, aiming to address the challenges we all face. A great example of this is our Kitemark Home initiative which is built on the foundation that everybody deserves a home that is safe, secure and sustainable. It is on these principles we have built this solution, which is so vital in this environment of rising energy prices. It is collaboration that has allowed us to be successful in our interactions with stakeholders from all parts of the construction industry. This collaboration has shaped the product solution and the trust and assurance it will bring to homeowners, developers, insurers and government. It is an important sustainability and social value initiative that we are proud to champion, and we are working with ICW to raise awareness of

its virtues and those of collaboration generally.

So, reflect for a moment on how much more difficult it would be to meet the challenge of climate change without the framework that structured collaboration brings. Structured collaboration aligns objectives and processes, defines and shares competencies, manages risk and builds enduring trust-based relationships. That is the foundation that ISO 44001 provides, as an enabler of innovation and a model for good sustainable business practice, that can help deliver environmental sustainability goals.

Those organisations and individuals who are members of ICW or certified to the ISO 44001 with BSI are the thought leaders in this area, at the vanguard of driving and improving structured collaboration to achieve better outcomes for their organisations, their stakeholders and wider society.



# Improving the lived experience for service personnel, together



**Mark Webster**  
**ESS**

**ESS and the Defence Infrastructure Organisation (DIO) work closely together in the delivery of three large regional defence soft facilities management contracts in the East, South West and Wales and West Midlands, covering 240 sites and 100-plus services. The two organisations operate with a “one team” approach to achieving a shared objective – improving the lived experience for service personnel in the establishments where they live and work.**

The business was awarded under the MOD’s Hestia programme which consolidated 100-plus separate contracts into seven regional ones, bringing together many ESS, DIO and military stakeholders who hadn’t worked together previously. A structured approach to collaborative working was needed at the highest level to develop and instil shared objectives, benefits, ways of working and behaviours that would filter through the contracts.

The value of ISO 44001 (Collaborative Business Relationships) was recognised at tender stage and both parties put plans in place, with DIO including

the relationship in their existing scope of certification in January 2019 and ESS reaching certification in July 2020. The systems, processes and documents required by the standard facilitate a consistent approach across the organisations which is key to successful collaboration. The assurance provided by formalising the relationship and its management system within ISO 44001 certification ensured the focus was maintained at all levels to realise the potential and benefits.

The regional management teams from each organisation meet monthly to discuss operational delivery and the relationship underpinning it, supported by regular partnering meetings with representation from all three regions. This is in addition to daily interactions between ESS and DIO colleagues at site level.

ISO 44001 training is completed by all individuals responsible for driving the collaboration culture and e-learning is completed by colleagues in ESS and DIO to instil wider awareness. Joint training is also undertaken with team members from both organisations.

Establishing a focus, culture and discipline around collaborative working enables us to sustain the relationship against the changing environment and customer needs, and identify and realise the mutual benefits.

The ESS-DIO one team approach has delivered benefits to our military customers. This is illustrated by the following case studies of RAF Cosford and RNAS Yeovilton. ■

“A structured approach to collaborative working was needed at the highest level to develop and instil shared objectives, benefits, ways of working and behaviours that would filter through the contracts”

## Introducing multiple new outlets at RAF Cosford

ESS has collaborated with DIO and the RAF Cosford client to make substantial improvements to the retail and leisure provision on the base, with the objective of providing contemporary, enticing areas where customers can meet and socialise with friends and colleagues.

A new Greggs outlet was opened, the first on the UK Defence estate, accompanied by a large, modern seating area jointly funded by ESS and RAF charities to encourage social cohesion among service personnel. The project was managed by ESS, DIO and the local site team.

The establishment's retail store has benefitted from two refurbishments and the

introduction of new ranges. In line with customer requirements, the offer now includes more grab and go food and drinks, Costa coffee, a juice station, milkshakes a yoghurt bar and a wide range of healthy snacks, plant-forward, free-from and halal items.

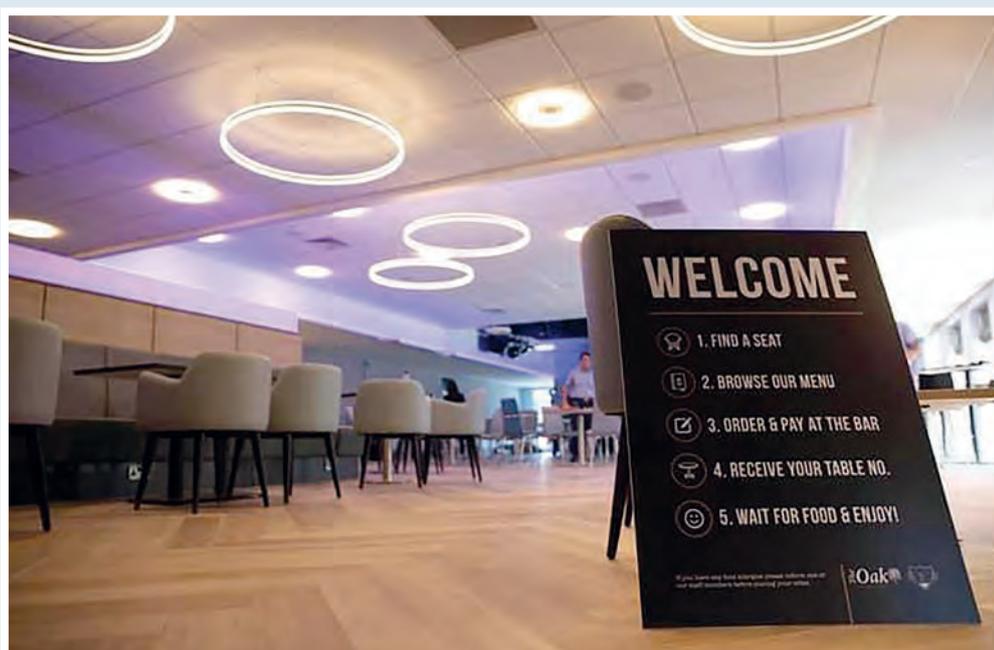
ESS and DIO worked with the site, RAF Benevolent Fund and Nuffield Trust to introduce a new food-led facility to replace an old-fashioned underused bar area. Walls were demolished and flooring, lighting and furniture replaced to create a light, bright, modern facility with a high street style food offer for trainees to enjoy during the day and evening.

The Radio School Café, located on the outskirts of the site, has also been renovated then refreshed

for a second time to reflect the fast-evolving retail landscape. Recently, self-service technology and customer hosts have been introduced, with the outlet now offering faster service times, extended opening hours and a substantially increased range.

### **Air Vice Marshal Warren 'Bunny' James commented in 2019:**

*"I have just completed my annual formal inspection at RAF Cosford, and can report more than green shoots and progress in the partnership that is developing with ESS on the base; the reporting and physical evidence showed all parties working collaboratively at the local level. Potentially exemplar, this may help in understanding what better looks like."*



The Oak and Apprentice Facility at RAF Cosford

## Opening a self-service store at RNAS Yeovilton

ESS worked closely with DIO and the RNAS Yeovilton client to create the Community Store, developed specifically to meet the shopping needs of the station population.

The store provides fresh food made in-house to grab and go, alongside major names such as Starbucks, Co-op, F'real and Chicago Town pizzas. It also meets the food for later needs of customers with a carefully selected range of ambient, chilled and frozen products, as well as non-food items. Multiple self-service cashless tills reduce queuing and enable the ESS team to host customers on the shop floor.

The store replaces an old shop that was in poor condition and no longer fit for purpose. Significant investment from ESS and the site has delivered a modern new facility which is double the previous size, with the addition



The Community Store at RNAS Yeovilton

of full kitchen facilities to allow a greatly enhanced food offer.

Most of the planning and building was delivered during the pandemic, meaning the team had to navigate regularly changing Covid-19 restrictions, as well as building materials supply chain issues.

**Cdr Kara Chadwick MBE RN, Commander Logistics, RNAS Yeovilton, commented:**

*"The new Yeovilton Community Store is a great facility to have on station for those who work here, but particularly for those who also live here. It has a greatly improved range of products, which I know the ESS team will keep under review so that the products sold are the products people want to buy. The layout also makes for a much better shopping experience; the team who set it up have done a great job."*

## The importance of ISO 44001

**In the examples described, ESS and DIO worked with the sites and a variety of stakeholders. Collaborative working principles were deployed throughout, including:**

- Ensuring the projects aligned with clearly defined **business objectives** and the relationship's **visions and values** for improving the lives of service personnel
- **Trust and commitment** from ESS, DIO and military stakeholders to adopt new approaches, applying learnings from other sectors and wider industry
- Implementing structured **governance and process** in

all decision-making prior to and during project delivery

- Ongoing **relationship management** across multiple stakeholders, including ESS, DIO and military colleagues, as well as design and build contractors, site safety teams, supply chain partners and, crucially, customers
- **Information and knowledge sharing** with relevant parties throughout the planning, design and build phases and following the opening of outlets to review the outcomes
- Comprehensive **risk management** to ensure projects were delivered safely and to scope, time and budget.

The performance of each project is measured using metrics including footfall, sales and customer feedback to ensure that benefits are delivered for all parties. All outlets have seen significant sales increases, demonstrating that customers are getting the offers and service that they want.

ESS and DIO have delivered equivalent projects across the East, South West and Wales and West Midlands regions, drawing on the structured systems and processes developed for collaborative working to ensure successful outcomes that align with the overarching objective of the contracts and the relationship: a positive lived experience for our service personnel.

# Communications and collaborative leadership



**Matthew Wragg**  
**GATTACA**

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**Matthew Wragg is the CEO of Gattaca Plc a Staffing and Service business that focuses on STEM skilled markets. Matthew has been with the business for 20 years starting as a trainee recruitment consultant and recently appointed to CEO of the AIM listed business. Gattaca helps over 10,000 people a year to find new career opportunities, delivers a range of outsourced workforce programmes and delivers statement of work across the UK, Europe and North America.**

**What would your recommended leadership style be to create a collaborative environment?**

I'll start by saying that by no means do I think we've nailed

this, collaboration and collaborative leadership is a constant work in progress.

Leadership has many dynamics to it and there are many different styles of leadership. For me, the most important thing about leadership

is to be authentic. You cannot fake your leadership style; "the win" is to be comfortable and clear (with yourself) what that style is, and to double down on your strengths. Any type, if focused on, can create collaboration, so it's open to all.



**What is your leadership style?**

I'm a very open individual, I strive to lead rather than manage, and to create a team mentality. I'd like to think I inspire those teams and our customers. I also believe I provide a safe environment for people to be as successful as they possibly can be.

I was raised in a family business and we would spend weekends from a very young age helping my father, be it; fixing broken toilets, doing the filling, sweeping up swarf, getting deliveries out and basically doing whatever it took to make the business work; yet I'd also see him during the week suited and booted doing his best to drive the business forward as its CEO. For me this was great leadership, it made for a very interactive working environment, with a strong work ethic, but also displayed real care and humility.

**Why is collaboration so important to your business?**

We work with thousands of hiring managers and business leaders around the world to find great STEM talent. As such, we are a people business in every sense of the description; our people, help people to work with people... and people are complex and, as such, exciting.

To make that all work we must work well with all parties. We need to consult clients, consult candidates and make sure everyone is not misunderstanding each other, which can happen when new people meet.

We also work with customers



who have needs across a broad variety of skills and services. For many we run their entire recruitment function, which means this requires a huge amount of collaboration across a broad variety of stakeholders at both the client and Gattaca's side.

our customers, we have invested in real time feedback and customer engagement platforms. So, we have engagement levels or net promoter scores. We have the key themes of improvement. Net promoter scores (NPS) only give you a view at a time, from some of

the audience and on what you've asked, not necessarily what they would like to tell you.

We have a mission to deliver a service which is so trusted that our clients, candidates, colleagues and

suppliers recommend us without hesitation. There is a lot to unpack within this, but in its simplest form "would you recommend us, yes or no?" is the most important question in business. Be that to our staff or to our clients and candidates.

I like to use social media channels too. It's key with these that you have slightly different versions

.....  
"One key lesson is that you can't just dip in and dip out and expect any stakeholder to feel engaged"  
.....

**How do you communicate with your stakeholders?**

I enjoy nothing more than in-person communications, but naturally, over the last few years, we've all developed our communications skills. So now I try to communicate on many levels and in a variety of media.

For our staff, and more recently



.....

“For our customers, the communication needs to be something of value...”

Much of my communications focus on the insight we have of the tips and tricks to give a competitive advantage”

.....

of yourself and are clear on which audiences you are trying to reach and to what end. On LinkedIn I post multiple posts per week. In these I share insights on the STEM skills market but also demonstrating how we are delivering our purpose, vision and mission, as well as giving vocal external shout outs to our staff and customers for the good work they do.

I’ve found recently that external platforms have become my biggest internal communication platform. This also gives me visible opportunities to articulate what good looks like. Many companies focus on words on office walls with their goals and values. In my experience these just don’t work. Humans love stories and, as such, the living and breathing examples of positive behaviour and actions are far more important. For me it is essential that leadership puts a spotlight on these.

Naturally, with clients I try to

keep them informed on updates around our business, I join formal reviews and make sure I spend time with the account teams to understand what is going on at that moment of time. This is via a range of internal, external meetings and analysis of data. However, nothing is as important as frank conversations that bring value.

#### **Value**

One key lesson is that you can’t just dip in and dip out and expect any stakeholder to feel engaged. For our customers, the communication needs to be something of value. That is naturally a little easier right now. With a market like the one we are in at the moment, with the highest staff attrition of my 20-year career and all businesses fighting for talent, there is an obvious need. As such, much of my communications focus on the insight we have of the tips and tricks to give a competitive

advantage; as is the data around what is actually happening in the wider market. Most companies have a good handle on what is happening in their business, but limited visibility of the broader market. This can help leaders make more informed decisions. Also, I like interviewing leaders of our clients and sharing findings from those sessions in webinars. Most leaders and businesses have similar challenges, and knowing you are not alone and hearing how others are addressing it can be hugely empowering.

If you want to stay connected and present with your team (and customers), communicate and be authentic. Methods and platforms to achieve this will vary from business to business, but you will soon find your platform that works for your organisation. Listen to your workforce and reflect on what they have to say. Be the leader you would follow. ■

# Collaboration at the core of digital transformation



**Jo Potter**  
**Mario Cano Diaz**  
**INDRA**

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**Indra's approach to collaboration has led us to become the strategic partner of our customers in markets involving critical operations. We are at the core of our customers' businesses, and we rely on collaboration with our partners to deliver complex projects, enhance efficiency, build capabilities and deliver the current and future needs of our customers.**

In 2021, Indra was selected as the main technology provider for the digital transformation of air traffic management for the European Organisation for the Safety of Air Navigation (EUROCONTROL), which is the culmination of our growth process in the air traffic sector over the last 25 years.

Indra is developing cutting-edge digital solutions for EUROCONTROL's integrated Network Manager (iNM) programme, which will boost EUROCONTROL's air traffic flight and flow management services. The digital solutions will also increase the level of collaboration and automation of the iNM's operations and airlines, airports and control centres through innovative technologies including virtualisation, cloud computing, artificial intelligence, data analytics and machine learning, within a cyber-secure ecosystem. Furthermore, iNM is a central element in building the European Digital Sky, which is the collaborative ecosystem that will make the EU the world's most efficient place to fly.

iNM requires strong collaboration of multiple European

companies partnering to develop and maintain the applications, and to provide the required platform and infrastructure. EUROCONTROL is reinforcing the way it manages relationships with its iNM contractors, and is utilising the experience of Indra accumulated from our successful cooperations in the same business domain.

For the iNM programme, collaboration relies on five fundamental pillars:

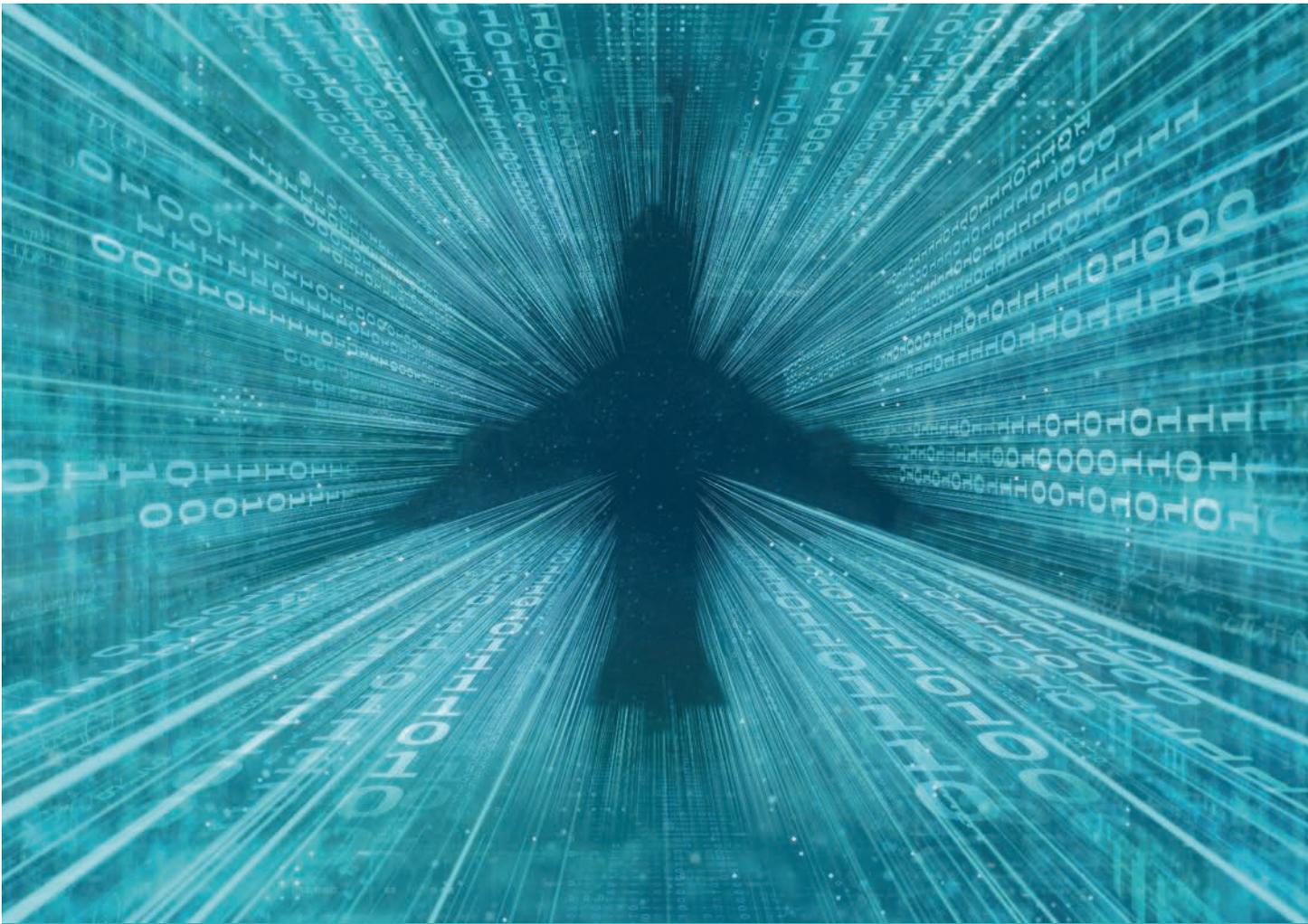
- The iNM Partnership Charter, which gathers the collaboration principles, behaviours and common objectives
- The joint iNM governance model, which ensures transparency and representation of all partners in the decision-making process of the programme
- The Integrated Roadmap, which sets a joint and integrated delivery pipeline for the programme, thus, partners deliver together at the right time
- The contract, where all partners are reflected and their responsibilities and interactions are well-defined

- The working practices, which establish how our teams interact regardless of the company they belong to, provide the best solution for the programme, including joint programme management

## **Ecosystem**

Achieving collaboration is not just a matter of will. The ecosystem needs to work to design the collaboration. Our iNM partners are working together with a variety of work styles, values and cultures, where different thoughts and issues are presented from various angles. The collaboration framework fosters mutual trust and respect, and enables mutual understanding of the partners and their skills, competencies and characters, which is crucial for the European iNM programme to be a success. The iNM programme enables cultural issues to become opportunities where the combination of knowledge and practices lead to novel and high-quality innovations.

The iNM Partnership Charter sets out common objectives as well as behavioural and collaboration principles,



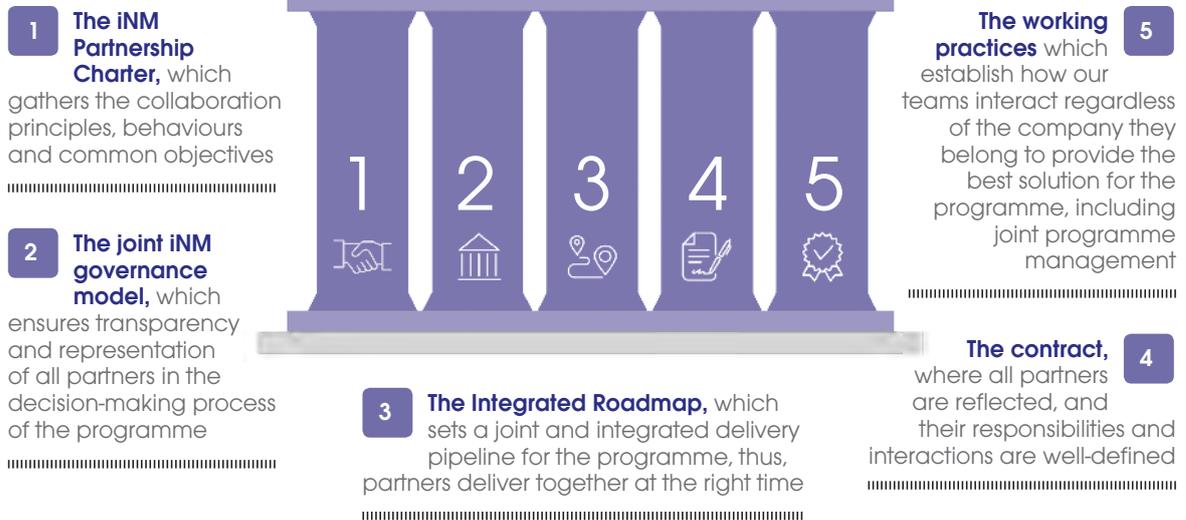
# Creating Skies Together

In ATM we connect people, places and skies, making everything work. We partner with our clients, building the future together.

[indracompany.com](http://indracompany.com)

**indra**

## For the iNM programme, collaboration relies on five fundamental pillars



supporting cooperation between the partners and strengthening their relationships. The Charter encourages forward thinking by driving awareness of the strategic context and vision of the programme for all iNM ecosystem stakeholders, enabling the partners to leverage their capabilities and engage without organisational barriers, to approach their work as necessary to reach the long-term goals of the iNM programme. Within the programme, Indra also manages our inter-company relationships, spread across multiple geographies and technical backgrounds.

### Solutions

The iNM programme employs collaboration to ensure the successful delivery of solutions. For example, the European aeronautical information services database (EAD) is planned to enter operations in 2024. EAD is the world's largest aeronautical information management, enabling users to retrieve and download automatic identification system data in real time.

In conclusion, Indra's strategy for collaboration, ability to adapt even in the most complicated circumstances such as those generated by the coronavirus pandemic, and our internal

dynamic capabilities, enable innovation and constant development of our in-house technologies that are key ingredients for the success of the iNM programme. Universally, Indra's behaviours represent a can-do attitude, focused on resolving first and settling later. Our role as responsible for the digitalisation of EUROCONTROL's iNM is utilising Indra's existing capabilities as the basis to further develop and strengthen our competencies through continuous, collaborative learning together with our peers, which is imperative to be able to meet the needs of our customers. ■

See page 117, winner of Chairman's Award, ICW Awards 2021

Indra ([www.indracompany.com](http://www.indracompany.com)) is one of the leading global technology and consulting companies and the technological partner for core business operations of its customers world-wide. It is a world-leader in providing proprietary solutions in specific segments in transport and defence markets, and a leading firm in digital transformation and information technologies in Spain and Latin America through its affiliate Minsait. Its business model is based on a comprehensive range of proprietary products, with a high-value focus and with a high innovation component. In the 2021 financial year, Indra achieved revenue of €3.39bn, more than 52,000 employees, a local presence in 46 countries and business operations in over 140 countries.

# Supply chain collaboration: transforming the construction industry



**Michelle Mortlock**  
**Nicholas Hives-Condon**  
**MOTT MACDONALD**

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**Supply chain engagement and collaboration during the earliest stages of procurement strategy development can have a significant positive impact on the eventual procurement and project outcomes. Our experience, particularly across major or complex programmes, has demonstrated that this early collaboration can be vital in realising the most value from the procurement process, contributing to the development of a more informed and intelligent sourcing strategy and setting the tone for an inclusive, collaborative supply chain community. A collaborative and planned approach will also help bring diversity and SMEs into the supply chain, which will promote more innovative thinking and increase community benefit.**

In September 2021, the Infrastructure and Projects Authority published the *National Infrastructure and Construction Pipeline 2021*, setting out projected investment of nearly £650bn in the UK's social and economic infrastructure. To deliver all these projects and programmes, the UK construction industry will need to upskill its workforce, invest in new technology, find innovative ways of overcoming any resource scarcity, and be more consistent in delivering major assets on time and within budget.

*Modernise or Die: The Farmer Review of the UK Construction Labour Model (2016)*, commissioned by the UK Government, made several recommendations that are considered necessary to transform the industry and its ways of working. One recommendation is for contractors, clients, consultants and government to improve relationships and collaboration

across the supply chain. At Mott MacDonald, our procurement specialists have been assisting clients to create an environment for a more collaborative supply chain, developing this capability early within the procurement process to help reduce project risk and realise the opportunities that a collaborative approach can bring.

#### **Traditional versus collaborative approaches**

Based on our own experience, the reasons why procurement organisations may fail to engage with the supply chain during the earliest phases of the procurement strategy process include:

- a lack of resource bandwidth to facilitate this process properly
- a failure from project stakeholders to engage procurement teams early enough, which does not allow for sufficient time to deliver well-

structured early engagement

- concerns that early supply-side engagement could undermine the objective of a truly compliant and equitable procurement process.

“Our procurement specialists have been assisting clients to create an environment for a more collaborative supply chain”

In such instances, there has been a tendency to apply a more transactional model to procurement involving a rigid approach driven by a “minimise risk at all costs” mindset, and often not engaging collaboratively with the supply chain until the procurement is about to be formally launched.

There is a perception that this “off the shelf” approach is easier and perhaps faster to implement. Such an approach may be appropriate for projects where the project scope and delivery are relatively simple. For major or complex projects, however, it is our experience that there is considerable benefit in engaging and collaborating with the supply chain earlier to capture valuable technical insight and supply market intelligence, and identify the collaborative capabilities needed.

Investing in a collaborative approach early in the process, underpinned by the collaborative principles of ISO 44000, can save time and reduce potential risk later in the project which may otherwise result in considerable consequences for project delivery. Applying collaborative principles – such as relationship management, business objectives, information and knowledge sharing, and value creation – can help enable

development of this collaborative environment early, prior to commencing formal procurement, and in doing so, set the tone for a more collaborative working approach for eventual contract delivery.

Our experience in this area has identified key lessons for successful early supply chain engagement and collaboration (see graphic, below).

**Collaboration across the supply chain**

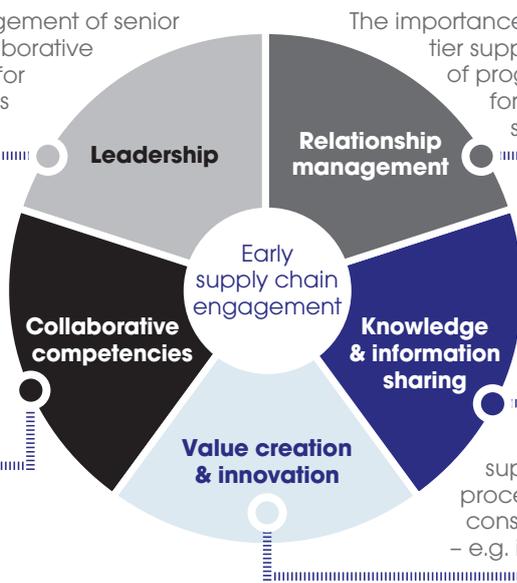
Engagement with members of a potential supply market prior to commencing the procurement process, if not conducted properly, could undermine a fair and equitable procurement process. This risk can be sufficiently mitigated by applying a structured and carefully managed engagement approach.

Working with our clients, we conduct a series of internal stakeholder workshops to capture and prioritise programme objectives

**Lessons learnt: early supply chain collaboration**

The commitment and engagement of senior stakeholders to a more collaborative engagement methodology for supply chain management is a key success factor

The use of a structured approach to early contractor engagement utilising a multifunctional programme team can be a substantial enabler in the development of this collaborative capability and realising the associated benefits



The importance of both 2nd and possibly 3rd tier suppliers to the successful delivery of programmes. This drives the need for effective, collaborative cross-supply chain relationships and engagement

There is often a genuine appetite within the supply chain for a more inclusive way of working that facilitates the sharing of ideas, suggestions and lessons learned

Encouraging supplier-to-supplier collaboration during this process has the potential to deliver considerable benefits to all parties – e.g. identification of geographical or technical synergies

“Pre-procurement engagement can deliver substantial benefits to all parties involved and inform the development of a more sustainable, collaborative supply chain community”

formally. These priorities are likely to include technical, commercial, timeline and sustainability aspects. By building this collective and prioritised picture, the foundation for a suitable procurement strategy can be developed. Only after this stage is a structured supplier market engagement commenced.

Subsequently, a blended team of programme, technical and procurement specialists is established to plan, develop and conduct this early engagement. Supported by desktop research, typically this stage will comprise supplier meetings, industry day events, high-level design reviews and site visits.

#### Informing the supply chain architecture

If we ensure the principles of collaboration are embedded within this early supply chain engagement process, an inclusive and collaborative environment can be created. This will inform the supply chain architecture and provide a rich insight into the supply market, be it at local, UK and/or international level, from which a suitable and best fit supply chain can then be developed.

The outputs of this collaborative working generally include:

- development of a supply chain map across all key spend categories associated

#### Large UK public sector organisation

Early supply chain engagement was conducted to inform a client’s procurement strategy. This collaboration helped not only to identify a potentially significant logistical risk to construction but also provided an opportunity for the supply chain partners to bring innovation (deployment of Modern Methods of Construction – MMC) which supported the development of a suitable solution to mitigate this risk. The use of MMC will enable this client to achieve a very challenging build programme within a compressed time schedule. This information was key in the development of a suitable procurement strategy and helped demonstrate to those involved the value of a more collaborative way of working.

with the programme and identification of supply chain risks or potential bottlenecks

- identification of critical technologies and capabilities across the supply chain
- identification of emerging technologies that could potentially be included in any longer-term procurement strategy
- an initial assessment of overall supply chain capacity to deliver the programme
- a view of construction risks and potential mitigations.

Adopting a structured and more collaborative approach to supply chain planning and the development of long-term supplier relationships provides an exciting opportunity to support

the transformation of the UK construction industry. In this way, we can capture important market intelligence to inform the procurement strategy earlier and start developing the collaborative capability needed within and across supply chain communities to deliver the infrastructure pipeline effectively.

Pre-procurement engagement can deliver substantial benefits to all parties involved and inform the development of a more sustainable, collaborative supply chain community that will successfully support programme delivery and achieve greater value for our clients, our customers, and the communities in which we live. ■

[mottmac.com](http://mottmac.com)

[instituteforcollaborativeworking.com](http://instituteforcollaborativeworking.com)

# Meeting the challenges of net zero in multi-sector contracts



**Mark Cade**  
**VERCITY**

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**Vercity is working with the ICW to develop its collaborative capability to offer the optimum solutions to its stakeholders in managing the effects of climate change and the effective handover of the built estate managed under PFI/PPP arrangements.**

In many large estates in the United Kingdom there will be multi-stakeholder contractual structures. PFI, PPP and prime contracting are typical examples of these, and the long-term contracts established in the late 1990s and the 2000s do not easily lend themselves to flexibility. Structured collaboration underpinned by an evolved collaborative capability is an important resource for helping the various stakeholders working together to effectively operate these estates during their lives and as they approach their final years.

This is particularly relevant given the legal targets set for the attainment of net zero carbon emissions, relative to 1990 levels, by 2050, through the Climate Change Act 2008, as amended in 2019.

Within the built environment it is often not possible to fully assign full emission responsibility to a single party, with asset owners often having limited control over occupant energy usage and subsequent carbon emissions and occupants often having limited control of the systems installed.

A rapidly developing legislative environment means the onus to set and ultimately achieve net-zero targets often falls upon

the occupant. The contracting authority, particularly in the public sector, is often the body which needs to account for their emissions footprint and set realistic decarbonisation goals. At the other end of the building chain, the owners are often also required to capture and calculate their emissions and footprint for reporting upstream to investors and lenders. This dual responsibility for the same asset can lead to double (or triple) counting where the

emissions of one party are counted as the emissions of the other when it comes to the built assets themselves and their scope 1 and 2 emissions.

There are some existing methodologies which can give quick data to allow assessments to be made, including existing reporting such as display energy certificates (DECs). However, these are a blunt tool when it comes to determining energy consumption and subsequent emissions as they capture data as a whole, base load, and operational use. To separate owner and occupier responsibilities, it is essential that effective dialogue is established between asset owner and asset user so that accurate data can be captured, accurate figures can be reported, realistic targets set, and effective decarbonisation strategies developed. The process is not straightforward but with effective collaboration the emissions can be apportioned correctly, which is especially important when emissions offsetting





# Vercity

intelligent  
management  
of assets

## Establishing your Route to Net Zero

There is no one-size-fits-all solution. We all have different challenges, funds and resources available to us – and you may feel pressure to meet targets which seem out of reach.

From a single project, to a whole real estate portfolio, Vercity will help you to understand what Net Zero really means for your assets and facilities.

Vercity is an ICW Service Sector award-winning organisation, building collaborative capability with strategic partners in both public and private sectors.

Our experience in working with diverse stakeholders and transitioning complex contracts to new phases has supported achievement of Net Zero objectives.

Vercity's collaborative capability facilitates successful strategic change, supporting government contracts, before and after the point of expiry, the removal of facilities from ongoing projects and the effective repositioning of services on operational contracts to better deliver strategic objectives.

# Vercity

[vercitygroup.com](https://vercitygroup.com)



is being considered to avoid undue cost to the occupants.

If parties try individually to approach the decarbonisation strategy for the asset and its systems, the situation becomes equally complicated. A typical example is where a public sector body establishes what it determines as realistic targets for decarbonisation, achieving which requires changes to systems outside of its control. In many contractual and lease arrangements there is no clear obligation for the building owner to engage to reduce the emissions of the facility, the liability seemingly sitting solely with the occupier, with base-load equipment data being part of the users' consumption. Often the occupier will establish surveys and investigations and bid for funding, whether budgetary or grant funding, to deliver interventions into the systems to reduce energy and emissions.

There are opportunities where, working together, the route to decarbonising an asset can deliver mutual benefit by feeding into equipment replacement cycles and programmes to replace equipment with more efficient, less carbon intensive equipment. The equipment replacements will generally be modelled into the long-term budgets on a percentage replacement and like-for-like basis. This means that,

if the equipment requires replacement, there is no obligation to replace with the least carbon emitting technology (noting that improvements in energy efficiency do not necessarily map directly to corresponding carbon emission reductions). A collaboration between

owner and occupier can map against the equipment replacement points to keep emissions reductions at the core of the thinking; this allows for both parties to contribute to achieve lower carbon solutions through contributions by the asset owner in line with expected expenditure and contributions by the occupant to help bridge the technology gap. The technology gap can be significant in certain systems, including heating, where lower carbon technology may require substantial alterations to existing systems to facilitate.

#### Early engagement

Alignment to equipment replacement cycles may have a detrimental impact on aspirational decarbonisation target dates, with system decarbonisation being performed over many phases rather than a single intervention. However, this is likely to be the most realistic and cost-effective route. The potential risk to decarbonisation targets highlights the need for early engagement and joint working so that integrated measures can be programmed, risks mitigated, and opportunities exploited, and a clear understanding of the benefits and needs of each party are understood. Seeking this alignment requires collaborative leadership implementing a structured

approach to the collaboration, identifying and addressing the causes of friction and inertia.

Effective collaboration between parties allows for these replacement decisions to be approached to achieve mutual benefit where the owner may benefit from their own emission reductions and potentially through more efficient equipment, which then may require lower maintenance or have longer life.

#### Line-of-sight

When assessing decarbonisation targets and pathways, it is essential that collaboration is established at the core of the strategy so that the all-decision making is performed with a clear line-of-sight to these strategic aims, and all interventions on equipment or the asset as a whole are performed with the strategic goals at the heart.

Achieving this collaboration within the UK's extensive PFI and PPP landscape is not always straightforward. As these long-term contracts move towards their expiry there will be a renewed need for all parties to collaborate on how best to position the managed assets for the next phase of their life. Meeting the challenges of net zero will be a significant component of that, which no one party will achieve in isolation.

When looking to progress decarbonisation plans in complex assets and estates it is not efficient or even feasible to approach the process as a lone entity. The origins of climate change were derived from a collaborative effort and therefore the mitigation of climate change should be equally collaborative. Establishing the right collaborative models and capability needs careful and experienced planning. ■

# A structured approach to collaboration leads to innovation



**Gillian Dowds**  
**RAYTHEON UK**

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**The link between collaboration and innovation is well established. When different partners with different strengths come together, it can lead to new ideas and innovative solutions. But successful collaboration requires structure, frameworks and processes.**

At Raytheon UK, our wide-reaching supply chains support thousands of careers across industry. These partnerships form the backbone of our business.

From recent contract wins in business areas such as training transformation, where we are working collaboratively with a consortium of partners to modernise Royal Navy training – to long-standing relationships with cybersecurity start-ups in places like Gloucester and Manchester – we are continuously seeking to collaborate with a broad team of partners to deliver innovative solutions to our customers. Even long-term programmes like our work to upgrade and increase the Royal Air Force’s fleet of Shadow surveillance aircraft involves an ecosystem of UK suppliers that ensures that the programme benefits from the latest technology.

Small and medium sized businesses (SMEs) are a crucial element to this. They are a vital part of the UK aerospace and defence ecosystem, bringing innovation and agility to the sector, and it is no surprise that the UK government aspires to

improve access to the defence sector for small businesses. This will help build a sustainable and competitive aerospace and defence industry fit for the future and ensure that there is a thriving ecosystem of SMEs driving innovation in defence.

“When organisations collaborate using unified goals, mutually agreed frameworks and shared processes, it can help to **reduce wasted time and allow more space for creative discussions and innovation**”

This is incredibly important for us because more than a quarter of our partners are small businesses. It is the reason why, for example, we have invested more than £1.5m in SMEs and universities since 2015, furthering innovation projects across the UK through our SPARK initiative (small to medium sized enterprise partnerships advancing Raytheon UK knowledge).

### Creative discussions

The ability to foster and strengthen mutually beneficial relationships with innovative SMEs is therefore an important part of how Raytheon UK operates. Structure, however, is needed for these relationships to prosper. When organisations collaborate using unified goals, mutually agreed frameworks and shared processes, it can help to reduce wasted time and allow more space for creative discussions and innovation.

Our structured approach to collaborating with SMEs has, for example, enabled us to make our two UK cyber centres in Gloucester and Manchester spaces where we can partner with SMEs and start-ups to develop the latest in network defence technologies and provide software, integration and test services across the defence and national security community in support of critical national infrastructure. This helps protect the most sophisticated

our business relationships. It has had a real impact on improving our approach to collaboration, both internally and externally. For example, it has helped enable successful collaboration with our strategic partners Capita, Elbit Systems UK and Fujitsu, as well as several smaller British suppliers. This has provided us with the foundation to begin transforming the Royal Navy's training and learning solutions, modernising and transforming the way training is delivered across the Armed Forces.



“A collaboration built on industry standards means that when a project hits any issues, you can work through them”

### Relationships

The recent publication of ISO 44004, which provides a high-level overview of how larger businesses can effectively work with SMEs, suppliers and institutions – such as universities and start-ups – is also helping us structure

**Above:** A new flight deck training simulator at the Royal Naval Air Station Culdrose, to train crews for the new HMS Queen Elizabeth class aircraft carriers

computer networks against cyberattacks.

In Manchester, a fifth of the engineering area at the centre is a dedicated space for the local tech SMEs with which we work, whilst the Cyber Innovation Centre in Gloucester also has a workspace for SMEs.

International industry standards are another way of shaping this. For example, we see ISO 44001 as an essential tool to aid our collaborative relationships. Developed by the Institute for Collaborative Working, of which Raytheon UK is a founding member, ISO 44001 helps us identify, develop, and manage

our approach to collaboration with SMEs. It will prove useful in helping us grow these relationships too.

We have already begun to put many of the principles of both standards into action. Last year, along with our partners Sopra Steria, KBR and Leonardo, we held a supplier event that saw more than 70 suppliers attend, network and build partnerships with like-minded firms. The intention behind this was to introduce our own suppliers to other SMEs in a formalised manner, highlighting how our supply chains do not operate in isolation. The idea is that if we are happy to work with

Broughton  
North Wales  
United Kingdom  
16:09



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Global expertise. Local collaboration. We are working with industry partners and universities in England, Scotland, Wales and Northern Ireland, because at Raytheon Technologies we believe that working together to lift local industries in turn lifts us all.

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one company, others will trust our decision and be more likely to work with them, too.

Through adopting standards like ISO 44001 and ISO 44004, we are not only aligning ourselves with international and widely recognised industry standards for the sake of it. A collaboration built on industry standards means that when a project hits any issues, you can work through them. That comes with being open and honest, and reiterating that collaboration is for the benefit of both our suppliers and our customers.

For our suppliers, it offers reassurance that we follow

collaborative working principles and practices. And for our customers, it shows that we are putting our money where our mouth is with a relationship management plan for every firm we collaborate with. This formalised, structured approach cuts through the jargon and transparently shows how we will work practically with another company throughout a business opportunity.

An additional benefit of this approach to collaboration is that we and the SMEs get to understand how each other works. As a large company, we can

sometimes forget how important individual items, like IP, can be to an SME. And conversely, SMEs may not experience the risk appetite and approach that larger companies might adopt until they work closely with them.

Building relationships using the two ISO standards can help bridge these gaps. However, once we have done this, it is then up to us to ensure that the partnership is healthy and non-transactional. That could be a spontaneous ten-minute chat, a check-in to make sure everything is OK or just remembering the human side of collaboration. ■

# Collaboration is at the heart of our delivery



**Simon Martin**  
**SELLAFIELD LTD**

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**Sellafield is the UK's most complex nuclear site. Our mission is to safely and securely reduce the hazards of the nation's nuclear legacy.**

**B**oth SL and our partners, Decommissioning Delivery Partnership (DDP) are equally proud of winning the 2021 ICW Award for supply chain collaboration. As we stated in our entry: Our framework

provides an essential route to enhance skills knowledge and capability, from within our local community to deliver accelerated schedule and high hazard risk reduction efficiencies that are not possible by solely utilising the

resources within Sellafield Ltd.

This award demonstrates that Sellafield Ltd and its aligned partners (DDP) are trusted organisations capable of delivering efficiently and effectively in the most difficult of circumstances. It is sometimes difficult to express the level of conventional construction hazards and risks our workforce face on a daily basis, but when we include radiological elements of working in a highly constrained and regulated environment, it really does take our ability to safely deliver into another sphere, beyond the comprehension of most. This is demonstrated by our excellent conventional safety performance: we have now passed a landmark nine million hours worked accident-free.

### Community

Sellafield Ltd's primary mission is to mitigate and ultimately remove the intolerable radiological and environmental risks posed by the site's facilities. The nature of the DDP partners is to drive acceleration of critical hazard reduction schedules, with added benefits of schedule and cost savings, whilst supporting community development and growth.

## We are Sellafield Ltd

**We are creating a clean and safe environment for future generations**

<b>WE VALUE EACH OTHER</b>	<b>WE ARE ONE TEAM</b>	<b>WE MAKE A DIFFERENCE</b>
<b>WE ARE KIND AND RESPECTFUL</b>	<b>WE PERFORM WITH PASSION, PRIDE AND PACE</b>	<b>WE ARE CLEAR ON WHAT WE ARE HERE TO DO</b>
<b>WE CARE ABOUT OUR COMMUNITY AND ENVIRONMENT</b>	<b>WE TRUST AND HOLD TO ACCOUNT</b>	<b>WE APPRECIATE AND CELEBRATE ACHIEVEMENTS</b>

**We are nuclear professionals in everything we do**

“Our partnering arrangements have enabled us to safely accelerate delivery of high-risk decommissioning activities and security enhancements”

The strategic benefits being derived through partnering fully align to Sellafield Ltd strategic objectives, by drawing on a consistently reliable developing skills pool, creating opportunity for local diverse economic growth. With strong collaborative leadership being the foundation to creating a sustainable collaborative culture to engage, integrate and empower at all levels.

#### Priority

Delivering the schedule at an accelerated pace is a national priority. Our partnering

arrangements have enabled us to safely accelerate delivery of high-risk decommissioning activities and security enhancements. Mature risk-share practices have been collaboratively developed to drive efficiencies and introduce innovation. It's a great reflection on the passion and professionalism of everyone in the teams

that every day we are working with such total focus on safely decommissioning one of the most complex nuclear sites.

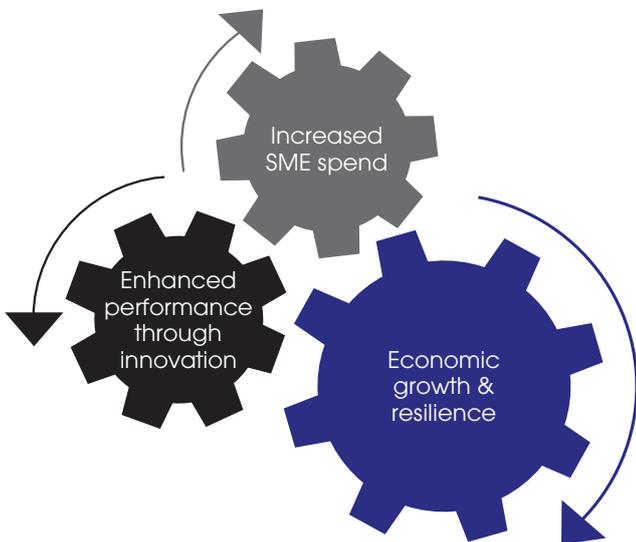
Our partnering arrangement and the innovative solutions it brings goes to the heart of Sellafield's Manifesto theme of

“one team making a difference”. Having access to early engagement with our partners through integrated working and delivering innovative and effective solutions is demonstrably accelerating our risk and hazard reduction mission across the Sellafield site. Collaboration has grown and is now embedded in how we do things with everyone working towards our goals in the complex environment of legacy nuclear facilities.

Simon Martin, Programme Manager said: “Collaborative working is at the heart of how we manage all our site activities, and the results speak for themselves. The DDP framework is a beacon of success; integration and innovation aligned with respectful leadership are key enablers that allow us to explore the mutual benefits creating the drive and enthusiasm to succeed as one team”.

#### Introducing collaboration and integrated team working across our framework

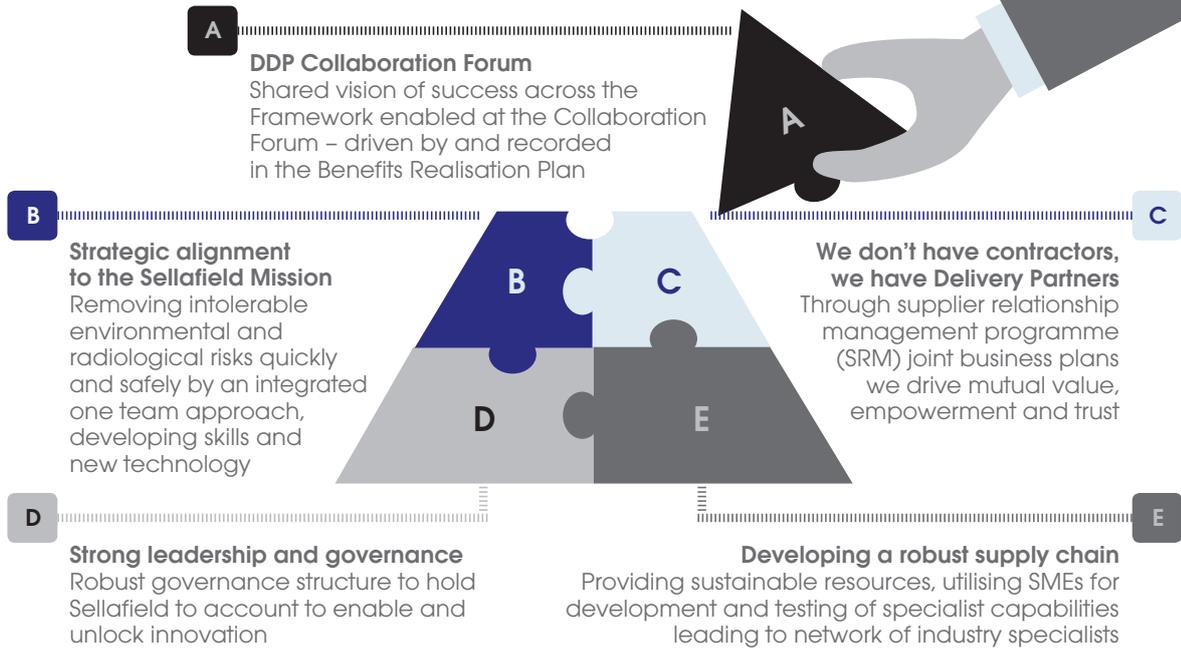
Not only do the teams carry the “one team” ethos through daily interactions with the stakeholders and organisations involved, but more significantly, the teams have been set up and structured in such a way that it would be hard not to work as one unified entity. Cross-framework arrangements are also being utilised by our partners. Any organisational gaps within the programmes are filled with the best individual for the job, regardless of whether they work for the primary contractor for that area of work, or not. ■



4

CASE STUDY

## How our approach to collaboration enables innovative working

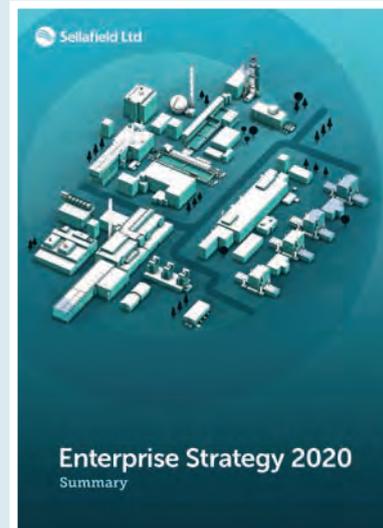


“Collaborative working is at the heart of how we manage all our site activities, and the results speak for themselves”

### One team collaboration

- Allignment to Cabinet Office model for supplier relationship management programme (SRM) and ISO 44001 certification for collaborative working
- Enterprise support and sponsorship for our SRM and ISO 44001 mission and drivers
- ISO 44001 is a “golden thread” within our nine behavioural themes – one team approach; “we are clear on what we need to do”
- Joint business plan amd relationship management plan(s) development
- Decommissioning Delivery Partnership (DDP) Framework and Benefits Realisation Plan to target improvements and share best practice, maintained by the six lot delivery partners

All DDP Partners are Level 1 suppliers and are part of the Sellafield Supplier Relationship Management Programme. DDP was and continues to be a front runner across Sellafield Ltd and was one among various supply chain relationships that played an integral role in participating and supporting Sellafield Ltd achieve ISO 44001.



# The Aurora Partnership moves into the future



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**Simon Galt**  
**AURORA ENGINEERING PARTNERSHIP**

**Richard Holm, Group Collaborative Working Lead QinetiQ interviews  
Simon Galt, MD Aurora Engineering Partnership.**

QinetiQ, Atkins and BMT originally joined forces to form the Aurora Engineering Partnership to support the Defence Equipment and Support (DE&S) change agenda and drive benefits through the delivery of engineering services as the Engineering Delivery Partnership (EDP). This Partnership intended to achieve two things:

- To bring together proven defence sector experience, and pull on a broader technological, engineering and safety expertise – they specifically recognised that no single partner organisation could cover both the breadth and depth of front line capability support.
- To create a provider network – an array of supporting organisations of varying scales and sizes, which would enable and encourage innovation through the inclusion of academia and SMEs, and the creation of equitable teams to deliver engineering services.



specialist providers. The partners, supported by this network, have the ability to help the MOD resolve the most challenging technical issues faced in developing and delivering world-leading defence capability.

Simon Galt is the MD for this partnership and is leading the team in a unique dynamic amongst commercial businesses.

I explored with Simon some of the challenges and issues he faced, how that led to the creation of the “Futures Lab” – showcasing the power that creating collaborative partners can achieve – and how you need to create the right environment to overcome some of the challenges.

We discussed how the partnership has managed to not only succeed, but to look to the future, as well as understanding what we have learned along the way. He said: “Building a

relationship is as much like any other relationship, you only get out what you put in. You have to invest time and effort in engaging with people, in order to explore where mutual benefit can be found.”

Simon added that he spends much of his time creating the right environment for collaboration to succeed: “I have worked with the blended partner teams to create the right ‘high-trust, high-support’ necessary to enable corporate alignment, knowing that when the opportunities to work on complex engineering tasks arrive, the desire will be there from the partners and the provider network to collaborate for the successful outcomes needed by the customer. We are often working at pace in newly created blended teams who may not have worked together before.”

## **Addressing behaviours**

This is recognised as difficult sometimes in an industry, where companies will work together on particular projects, and will compete on others. Creating a number of “competi-friends” organisations across the industry, and given the association with the different front line commands (FLCs), it has been tribal at times in the past, based upon historical ways of working. This dynamic is managed through a clear set of behaviours and a very simple point of principle: “no one organisation has any right to deliver set work,

Together these three long-term DE&S suppliers are harmonising ways of working to deliver the EDP requirements, and have assembled a provider network of niche and

the three partners may choose to create their own teams to bid to deliver the outputs coming through EDP. And this must happen for the customers' benefit".

In doing this the Aurora partnership has been able to overcome some of the historical, unspoken non-collaborative protectionist instincts, by establishing and maintaining this point of principles, upholding the value of the partner network as much as, if not more so than the three partners' own capabilities. It is simple to say that they adopt a "customer first, best athlete" approach, but putting into practice requires a relentless focus on "what is best for customer", before any other corporate or short-term commercial objective.

It was this ability to both create and maintain that type of environment which led to the Aurora Partners looking to provide an even more forward thinking construct, Futures Lab.

"The Futures Lab ostensibly exists to create an additional bridge between the future front line command needs, which even today is filled with uncertainty in lots of domains. In doing so it recognises that they may wish to draw

on insight and input from an array of commercial stakeholders, from small businesses, to academia, to teams from large primes and original equipment manufacturers (OEMs). It is intended to be supplier agnostic, early intervention programmes, enabling the customer to evolve their needs by joint shaping and scoping of the problem in the first instance, without tying the FLC into a single OEM too

early in the process.

In order to do this we had to set the right environment first, with the right commercial wrapper to protect the interests of all parties, whilst enabling all involved to come together."

Futures Lab is a route to market for contracting engineering services focused on delivering cutting edge military capabilities. Seeking to harness the benefits of cognitive diversity that power high performing teams, Futures Lab will draw together a broad spectrum of knowledge and specialist expertise from industry and academia. These "rainbow teams" will assist the FLC through provision of evidence-based decision support that is tailored to their needs

"Together these three long-term defence equipment and support suppliers are harmonising ways of working to deliver the Engineering Delivery Partnership requirements, and have assembled a provider network of niche and specialist providers"

and aligned with the Futures Lab service categories.

Simon continued: "Creating the right environment and conditions for people to come together was a tricky balance, as in effect you're asking people to 'get married on the first date', and then act as though you are married and committed, whilst you build up the trust needed to sustain the working relationship in the long term".



### Exploring future test and evaluation

Simon and his team have demonstrated that they have been able to strike that balance, creating an open discussion about the future of test and evaluation, bringing together stakeholders to explore the art of the possible, by focussing on the mission first. As part of Future Capability Group (FCG) within DE&S, the Futures Lab Team contributes directly to the FCG mission "to improve the delivery of military capability through innovation, exploitation of technology and provision of impartial advice."

Futures Lab, powered by EDP, is a responsive new service dedicated to exploiting the knowledge and experience of industry and academia to provide constructive challenge and to inform the decision making process, in response to the ever-changing and complex-threat defence environment.

Collaborative by nature, the Futures Lab team have in essence created a new customer focussed capability, providing knowledgeable, trusted and reliable interface to stakeholders across the FLCs through the journey from ideation to exploitation. ■

# Focussing investment in collaborative relationships



**John Doyle**  
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## Focussing investment in collaborative relationships: Summary of a trial decision-making tool for investment in supply chain partner selection and relationship management development

**Abstract**  
This article is a summary of a joint B2B and client presentation given to ICW in 2021. It shares an approach to improve business case decisions to assess collaboration capabilities in procurement and provides a good practice example of ensuring the assessment is matched to the unique collaborative challenges within a contract. It summarises an approach to targeting collaborative relationship development undertaken with partners post contract award.

### Not all relationships need to be collaborative

A collaborative business relationship can be a critical

success factor for contract delivery, but in many cases it may be less critical or even unimportant. When collaboration is critical, the behaviours of all parties, and the quality of their joint organisational processes and structures to support the relationship, has been recognised for over 30 years as fundamental for effective delivery. Assessing a potential partner's ability to collaborate has been a UK procurement practice for over 20 years (Fig 1).

### Behavioural and collaboration assessment in procurement

"Behavioural assessment", can involve a range of assessment methods to test not only behaviours but also to

include assessment of relevant understanding and knowledge of key players, and the quality of organisational approaches to facilitate collaboration; and, in some examples, to assess the collaborative culture within a tenderer's organisation and/or at their operational sites (Fig 1). Despite widespread use, a B2B review of assessment practices across several sectors in the UK suggests that business-case decisions and assessment design are not always informed by a sufficiently robust and evidence-led process (Fig 2). Ensuring effort and resource is targeted is a key business decision.

### The case study

The client, (a public-body responsible for rail infrastructure delivery), has been a significant user of behavioural assessment since 2015 and has a programme of assessments already scheduled across 2022. Already having a well-structured method for decisions in this area, B2B were asked by the client to support the development of their existing approach. Trialled with several future contracts where potential partners had yet to be procured, the trial outputs informed client decisions and insights on several key decision-making areas (Fig 3).

Fig 1 Assessment methods

#### TEAM BASED

- Team assessments of behaviours only
- Structured dialogue with client team
- Team assessments of behaviours *and* scored written outputs

#### INDIVIDUAL BASED

- Structured interviews – Board and/or operational level
- Structured interviews – Site or Office
- Scored personality/behavioural profile
- Behavioural CV/biography

#### ORGANISATION BASED

- Tenderer culture assessment survey
- Existing collaborative working practices audit
- Site-based validations
- Main office validations
- Written tender submissions/commitments

## Fig 2 Issues in behavioural assessment

- Over-use – using assessment when not warranted
- Under-use – not including assessment when it is warranted
- Generic assessment criteria not aligned to the unique contract risks and challenges
- Not matching methods (Fig 1) to the behavioural or collaboration risks at hand
- Delivering assessments when not feasible
- Failing to assure those personnel targeted for assessment would be instrumental in contract delivery should the tenderer be successful

### Guiding principles for the trial approach

The B2B principles that informed the trial model were:

- Assessment in procurement and subsequent relationship development should only be used if there is **objective evidence that behaviours and structured relationship management are proven critical success factors** for contract delivery
- Assessment should **not be undertaken unless it is**

**feasible to do it well**

- The assessment criteria, and assessment model should be objectively **matched to the unique risks and opportunities** in the specific contract
- In awarding contracts, assessment results should be **weighted proportionately to the importance of collaboration to contract delivery**
- Where an assessment is **a proven to be a need in procurement**, it follows that collaborative relationship

**development in the post award phase is also required**

### The approach

The approach engaged several client stakeholders with functional expertise and detailed knowledge of the contract and its operating environment. A questionnaire was used to evaluate the future contract based on 12 decision-making factors (Table 1). Following analysis, B2B developed a report which reported on several key areas (see Fig 3 on next page).

Table 1 **12 Segmentation factors**

#### 1 Risk profile

Extent of risks to delivery inherent in this contract?

#### 2 Collaborative risk management

Extent that risk management is dependent upon collaborative risk management?

#### 3 Complexity in delivery of contract

Degree of complexity in creating the contract deliverables?

#### 4 Interdependence

Extent of interdependence between the future supplier and others in co-creating the service of outputs?

#### 5 Cost/spend

Comparative to existing in the wider programme, characterisation of the cost/spend level?

#### 6 Duration of relationship

Intended length of the contracted supplier relationship?

#### 7 Value opportunity

Potential for additional value-adding opportunities, or innovations in the future relationship?

#### 8 Supplier scope and footprint

Extent contract outcomes/outputs would have positive or negative influence or impact across the wider programme

#### 9 Alignment

Degree of importance in there being strong alignment of contract delivery objectives, benefits and ways of working between the supplier for this contract and those with whom they will need to work with?

#### 10 Behaviours

How critical will the quality of supplier personnel behaviours be (towards themselves and others) to the delivery of the contract requirements and/or dealing with challenges, issues and uncertainties?

#### 11 Trusted partner

Extent this type of supply-chain partner needs to be trusted (acting unsupervised) to deal sensitively and constructively with client stakeholders and/or the wider supply chain?

#### 12 Integrated and joint management

Extent that process management to assure delivery is dependent upon high degrees of collaborative joint management

## Graphs 1a, 1b, 1c Output: a range of segmentation patterns

**IMPORTANCE** The contribution of the contract to the wider organisational programme and the level of risk it poses  
**RELATIONSHIP** The level of collaboration and integration needed to successfully deliver the programme

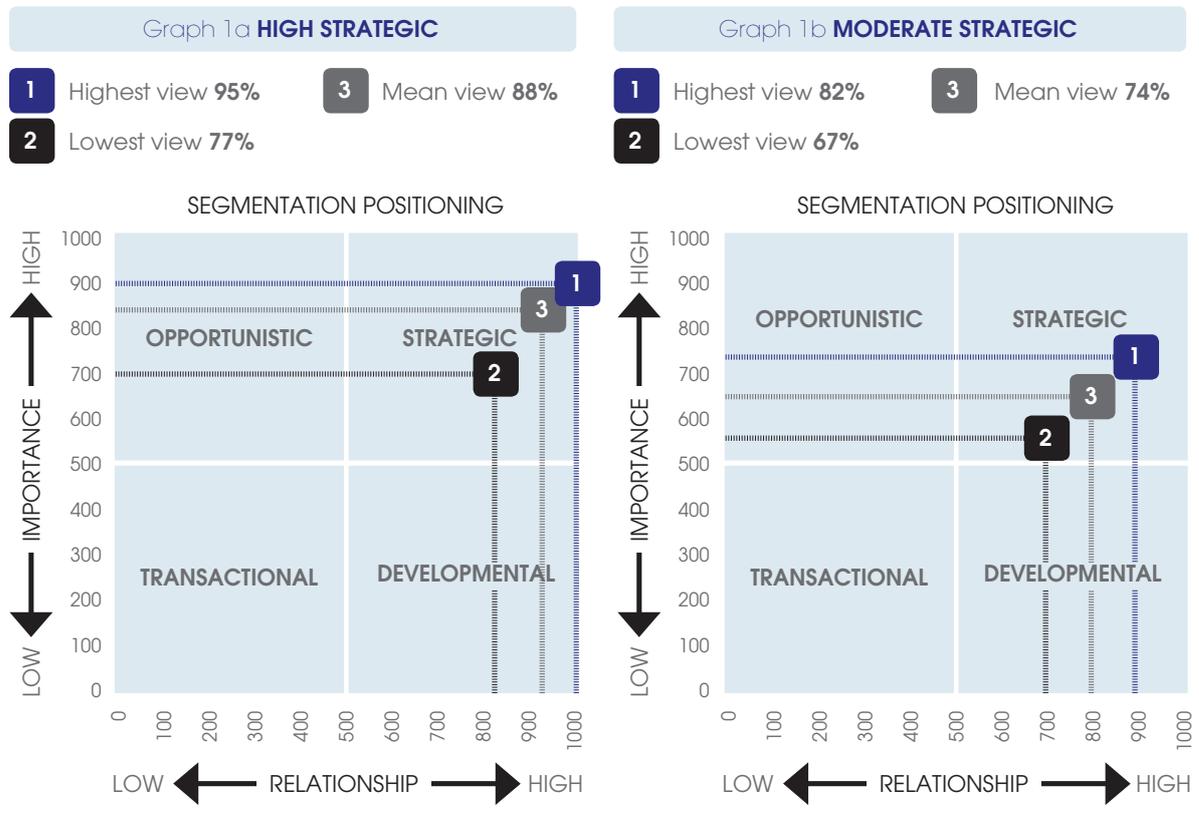


Fig 3 Key outputs of the trial

- Whether or not to invest to assess tenderers' collaborative capabilities in procurement
- The feasibility to conduct an assessment within schedule, capacity and cost etc.
- The best assessment criteria to respond to the collaboration challenges within individual future contracts
- The best value for money scale and composition of the assessment model
- The tenderer roles and levels to target for inclusion in the assessment
- The recommended weighting assigned to assessment in award scores
- Specific issues flagged to address in the development of collaboration in mobilisation

### Segmentation

ISO 44001 and UK government guidance for strategic supply chain relationship management<sup>1</sup>, are clear that decisions on whether to invest in collaboration and to what level, should be taken in a

structured and evidence-led way using a range of decision-making factors to classify (or 'segment') the type of relationship. We adopted the four segmentation types within ISO 44001:2017 (Fig 4). Each of the several future contracts were segmented using a B2B tool and the high-level investment in collaboration was indicated:

Fig 4 Types

**Transactional:** indicates no requirement for assessment or development

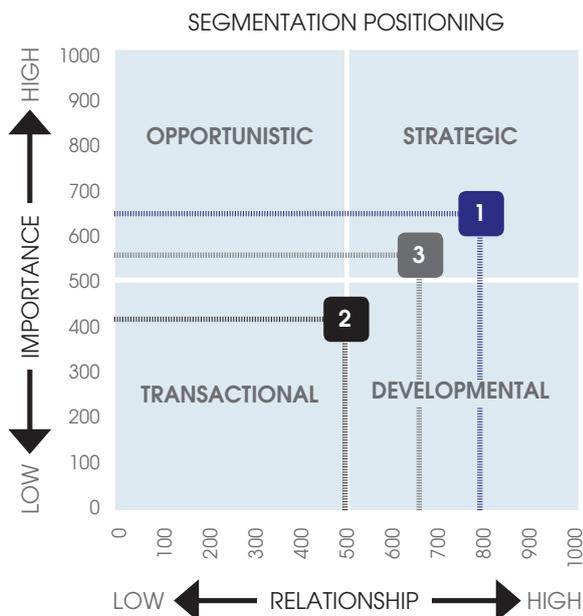
**Opportunistic:** indicates potential value but a low need

**Developmental:** indicates some potential value in investment

**Strategic:** indicates clear value in procurement and/or post contract award development of the relationship

Graph 1c **BORDERLINE TRANSACTIONAL**

- 1** Highest view **90%**
- 2** Lowest view **45%**
- 3** Mean view **63%**



**Segmentation decision-making factors**

Following an extensive literature review, we identified 12 factors relevant for decision-making on investment in collaboration. Six related to the importance of the future contract to the wider client strategy and programme and six related to the criticality of the relationship. Table 1 outlines the 12 factors that were used.

**Feasibility testing**

In addition to segmenting the type of contract, the process evaluated the feasibility of conducting an assessment addressing stakeholder confidence levels on the following areas:

- i Technical: time and capacity for design and development of the assessment
- ii Operational: human resource availability of tenderers and

- client-side personnel
- iii Schedule: ability to undertake, given the procurement schedule

**The outputs summarised**

Graphs 1a, 1b, 1c (above) show three different contracts, each with different segmentation patterns: two passing the initial gate on whether collaboration investment was justified and the extent of investment and one where it failed to be justified.

Graph 2 (see next page) illustrates how segmentation analysis identified the most relevant criteria to use to assess tenderers.

Graph 3 (next page) illustrates how segmentation identified the type and scale of assessment methods.

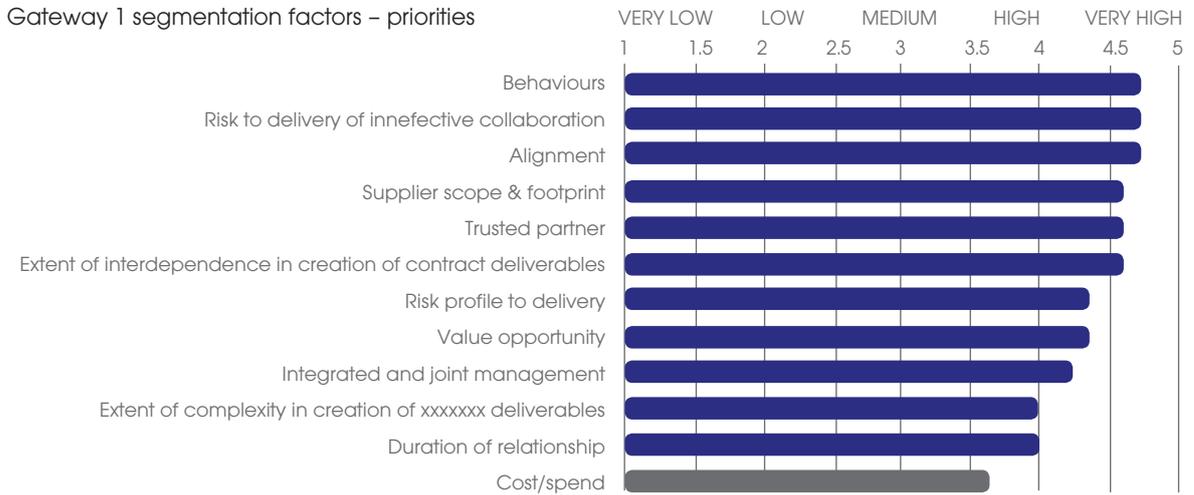
**Conclusions and lessons**

The trials showed that it is possible to inform evidence-based decisions on collaboration

investment, the design of assessment structure to address contract-specific challenges, and to be able to identify issues to be included in relationship development in mobilisation and beyond. B2B concluded that it is important to start the process early in the initial stages of design of the procurement strategy. Engagement of subject matter experts is key for both accuracy and “buy-in”, as is the early engagement of key management stakeholders in the review and approval process. Whilst a post-trial review found the 12 factors to be relevant, they are likely to have different importance depending on the contract, and further benefit from the process is likely if they are differently rated in importance for each contract. A full version of this case study is available from B2Bppm Ltd. ■

## Graph 2 Output: indicate assessment criteria areas

Gateway 1 segmentation factors – priorities



### CRITICAL COMPETENCES

- Collaborative working behaviours
- Best for programme decision making
- Behaviours promoting trust
- Collaborative leadership

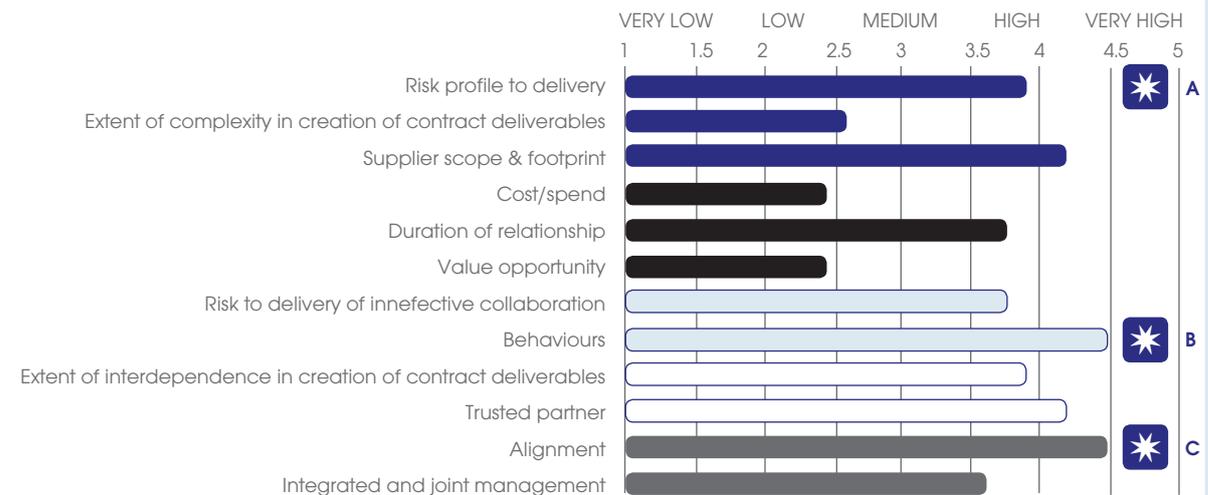
### KEY SUPPORTING COMPETENCES

- Analytical planning & problem solving
- Relationship/interface management
- Performance/delivery management
- Innovation & value creation

### LOW CRITICAL COMPETENCES

- None

## Graph 3 Output: suggested assessment methods



### SEGMENTATION INDICATES

- A** Team based assessment – how key operational team members behave
- B** Key manager interviews – leading the alignment of an integrated approach
- C** Written tender submissions – key processes and relationship management between the parties

# Tried and tested relationship unites global and SME strengths



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When the Institute of Collaborative Working announced the launch of ISO 44003 last September, as Thales' Account Director Mainline Rail, I immediately responded to the appeal to run the pilot scheme with York-based tech pioneer, Incremental. Our two companies had already worked together on several projects, combining Thales' robust positioning capability with Incremental's analytics and software development experience, to deliver solutions to the rail sector.

As Incremental's Co-founder and CEO, I was keen to work with Thales on the scheme, designed to benefit micro, small and medium enterprises (MSMEs) through collaborative working, and would see Thales and Incremental as the second in the UK and first for the rail industry to achieve the standard.

The standard is a natural evolution of ISO 44001, which involves a structured approach to sharing resources, experience and skills supported by a method for creating and delivering relationships. ISO 44001 certification demonstrates the business's relationships are truly collaborative.

The difference with ISO 44003, is that the certification is awarded for the relationship between two organisations, in this case Thales and Incremental. The principle aim of this scheme is to enhance the narrative between selected MSMEs and their customers to improve collaborative working by increasing the level of understanding, addressing barriers, and exploring opportunities. This activity is intended to be undertaken by those within the customer base that already have an ongoing dialogue with their MSME

communities and will demonstrate that they harness collaborative working.

The benefits are felt by both sides throughout the process of achieving the standard, while Thales offers the wisdom

.....  
"Together we showcase how a collaborative working relationship can be a great success"  
.....

of experience and guidance through the levels needed to achieve, it also has a chance to look at its own ways of working and assess any improvements that can be made.

As a badge of honour, the standard demonstrates to potential customers that the

teams are truly collaborative and that they ensure collaboration is at the core of everything they do.

## The relationship

Thales and Incremental are collaborating in several areas, and in particular, in a number of joint rail related research and development initiatives, some led by Thales and others led by Incremental.

This includes the Automated Rail Geospatial Observation System, and the fibre optic acoustic sensing (FOAS) research and development project focused on cases which include using the capability of fibre optic telecoms infrastructure to cost effectively provide accurate train movement and position reporting, rail wheel and defects identification and trespass or trackside presence detection. Capabilities that will ultimately improve the reliability of both passenger and freight rail services delivery.

“As a badge of honour, the standard demonstrates to potential customers that the teams are truly collaborative”



We realised early in our working relationship that there is real synergy between our two companies, regardless of the fact that Thales is a major global brand, and Incremental is a small enterprise. The whole ethos the Incremental team has is very akin to that of Thales – we like to get things done efficiently and effectively – and have established a high level of trust between the teams. Our teams are comfortable enough to challenge each other and introduce new ways of working to deliver better, more

cost-effective solutions to our rail customers.

Our visions are aligned and Incremental works in a very agile way, which is exactly how the Thales research and development projects are managed. At Thales, we enjoy working with the Incremental team, who are passionate and proactive. We expect the tried and tested partnership to go from strength to strength.

At Incremental, we've been incredibly lucky to have had the opportunity to work alongside

the Thales team, and that from day one they saw the potential in us to be a worthy partner on a number of projects, as well as the ISO 44003 scheme.

We have both achieved successes in our fields and it feels like a natural partnership, with open and honest communication at its heart. The challenges SMEs face in the rail industry are widely known; a key one is being able to find the right people to speak to and get decisions made. Through our collaboration we have seen a real shift in the



speed we can deliver projects thanks to Incremental's relationship with the Thales team.

We have a mutual respect on a personal and professional level that has developed into a mentoring role between us. We work so well together that we're putting forward a joint team to carry out the Three Peaks Challenge!

#### **Moving forward**

With the ICW Certificate of Competence achieved, the relationship will develop even

further and both teams are thrilled to gain the certification. The benefits it will bring to both organisations include access to wider markets, a more formal collaborative relationship, generating good ideas between us and enhanced reputations.

The two companies share the aim to create and deliver the best innovative solutions to the rail industry, improving safety, punctuality and reliability. Together we showcase how a collaborative working relationship can be a great success. ■

# Special Interest Group

## Collaborative Behaviours and Challenges

# Research into how organisations embed collaborative behaviours



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**The Collaborative Behaviours and Challenges Special Interest Group (SIG) focuses on understanding the barriers and challenges to promoting effective collaboration, and supports leaders and individuals to steer effective collaboration within their organisations to embed and sustain relevant behaviours in their collaborative culture.**

During the past year, the SIG has explored what behaviours are prevalent and those that are needed in different business contexts – leadership, processual, project and individual levels – to understand what good and bad look like in any organisation. With the objective to go deeper than a simple survey, the SIG has conducted secondary research with several ICW members. Adopting a qualitative methodology, the research is informed by semi structured interviews of key people who have the knowledge and awareness to provide open, candid, expert and insightful responses.

### Executive summary

The aim of the SIG research was to identify how organisations embed collaborative behaviours. Eleven partnerships were targeted in five sectors including; rail, highways, defence, aviation and the third sector, who already had some level of recognition for adopting collaborative approaches. The structured interview-based approach

explored behavioural practices.

High level themes were extracted from the collated data with each member drawing out five effective and five ineffective behavioural practices to support what can positively and negatively impact collaborative cultures. The findings show that while high performing partnerships have robust practices to identify and diffuse behaviours, several practices should be scrutinised and improved to monitor behaviours and

implement behavioural change management. (A detailed report will be shared with the ICW community). To best present the findings, a summary of the data can be found below, cross referenced with the eight stages of the CRAFT model.

### Findings

The findings show that whilst every project demonstrates positive behaviours that have facilitated efficiencies through an enabled and empowered work workforce, no one project is perfect across the CRAFT model stages.

The key to the summary is positive themes from which we can all learn, and negative themes where organisations need to improve.

### Awareness

	POSITIVE	NEGATIVE
<b>Leadership</b>	Leaders actively promoted collaborative behaviours and culture	Leaders did not lead by example
<b>Behavioural expectations and measurement</b>	Behaviours were elevated to a value level of importance	
<b>Collaborate from the onset</b>	A common vision was established regarding behaviours	
<b>Clarity</b>	A clear mission/vision statement was defined that explicitly identified the desired contributions of behaviours	

## Knowledge and internal assessment

	POSITIVE	NEGATIVE
Clarity	Behaviours and attitudes are clearly communicated to all: what is needed and why, through linkages with the delivery	
Behavioural expectations and measurement	Positive and negative behaviours are clearly documented	
Collaborate from the onset	Behavioural processes and structures are immediately implemented	
Governance	Behaviours are embedded by deploying a clear process	
Link with strategy		Poor behaviours are not linked to impact on delivery

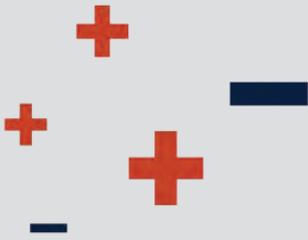
## Partner selection

The data evidence that **few** partnerships adopted behavioural procurement. The theme *Collaborate from the onset* was prevalent across cases, where the “early engagement of stakeholders” led to improved and continued relationships.

## Working together

	POSITIVE	NEGATIVE
Leadership	Leaders created explicit behavioural accountability to lead collaboration	Leaders are not demonstrating behaviours, particularly in times of challenge or relationship stress
Behavioural expectations and measurement	Systematic and regular behavioural performance measures (system) are deployed with clear accountability for the behavioural performance (management)	
Governance	Demonstrable alignment in direction pulling	
Management		A fire and forget approach – lack of sustained effort
Lack of systemic approach		Fracture between accountability, behaviours and delivery
System and process		Not captured as a metric Poor relation to other KPIs





### Conclusion

The findings show that:

- In partnerships that deploy formal practices to identify and diffuse behaviours, managers perceived the relationships as being highly collaborative.
- Organisations face difficulties in collecting and analysing behavioural data for deploying change management.
- Despite acknowledging the criticality of behaviours, few partnerships deploy dedicated behavioural frameworks to foster and develop behaviours.

To support working in collaborative settings, the SIG recommends raising the following questions before, during and after working in collaborative settings:

#### Awareness

- Have you identified the specific behaviours that support collaborative working in the context of your projects?
- Are behavioural frameworks an integral part of the vision/values you wish to implement in the collaboration?

#### Knowledge

- Do you have a strategy or a process for ensuring collaborative behaviours are understood and people are competent to deliver them in their roles?

#### Internal assessment

- Have you measured the behaviours of your people before engaging in the collaboration?

## Value creation

	POSITIVE	NEGATIVE
<b>Behavioural expectations and measurement</b>	Designed sufficient granularity of measures to enable interventions	Management or team not calling out poor behaviours
<b>Governance</b>	Sustained and visible sponsorship of behaviours	
<b>Strategic Objectives</b>		No measurement of value due to poor behavioural attitudes

## Staying together

	POSITIVE	NEGATIVE
<b>Behavioural expectations and measurement</b>	Designed sufficient granularity of measures to enable interventions	Inconsistent or lack of sanction for poor behaviours Insufficient frequency or granularity of measures, which lead to a failure to direct interventions at team or functional levels
<b>Feedback loops</b>	Partners talk about challenges and actively seek 360-degree feedback and actively communicate learning from experience	

## Exit strategy

Our interviews did not explore the termination of partnerships.

#### Partner selection

- Are behaviours part of the early engagement with your (prospective) partners?

#### Working together

- Has your management bought into the importance of behaviours?
- Do you have joint behavioural processes for monitoring, rectifying and/or recognising behaviours?

#### Value creation

- Do you improve behaviours

through structured and systematic interventions?

#### Staying together

- Do you monitor, collect and provide feedback regarding behaviours in order to continuously improve your relationship's behavioural management?

#### Exit strategy

- Do you have a standardised and replicable process for behaviours to improve behavioural management within and across projects? ■

# ICW and BSI launch structured collaboration online training course



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**ICW and BSI have created a new online course to help raise awareness of the advantages and attributes of structured collaboration.**

It is an introduction, using the twelve principles for business collaboration. These are the principles identified and published by the ISO international committee, which developed ISO 44001.

The training can be used by any organisation or people that wish to learn more about how a structured approach can help them to collaborate more effectively. The course is split into two modules, setting out why and then how collaborative working can help, and can be made relevant for any organisation that has external relationships.

**Module 1: 21st Century Challenges need Collaboration**

- This focuses on:
- Gaining a deeper appreciation and awareness of collaboration
  - Why it makes sense for any organisations and its people
  - Helping with important challenges facing organisations today
  - Benefits for the organisations as well as motivating people

It is aimed at business decision makers that want to gain a level of awareness of where and how collaboration could help them to address some of their key challenges by working with partners.

**Module 2: Elevating your business relationships using structured collaboration**

This looks at:

- How a structured approach helps to get the best from relationships
- How the principles are applied and their advantages
- Key questions to demonstrate how to build collaborative capability

- Insights and reality checks to help comprehend the principles

It is designed as a concise piece of learning to help potential adopters gain a high-level insight into why specific elements of good collaborative practice are important, coupled with their application. It can also be used as a means of providing large numbers of individuals with their first appreciation of why structured collaboration is necessary to improve engagement and outcomes.

The training modules are due to be available in May. ICW shall be providing full details on our website for how you can gain access to the learning for colleagues or partners.

This introductory remote learning does not replace our existing comprehensive and interactive training courses but offers a different approach for people and organisations new to collaboration. ■

## The 12 collaborative principles



If you would like further details contact Adrian Miller, ICW Associate Director [adrian.miller@icw.uk.com](mailto:adrian.miller@icw.uk.com)

# Special Interest Group

## Professional Development

# Cross-company mentoring programme gets under way



**Lois Love** FICW

**LEIDOS**

lois.love@leidos.com

The Professional Development Special Interest Group (SIG) is thrilled to announce the launch of the ICW cross-company mentoring scheme. The programme is available to all ICW members. We have had an amazing response from our community, which has come forward to offer support to this initiative; thank you to you all.

### How to be a mentee

Please see the current list of ICW mentors below, which will be updated on the website as new mentors come forward. Each ICW mentor will have a maximum number of mentees that they will be able to support at any one time, and so, this is being offered on a first come, first served basis. If there is a mentor on the list that you feel would be a good choice for the engagement, then please either reach out to the Professional Development SIG to put you in touch with your chosen mentor, or if you already have a communication channel with the mentor, then please contact them directly.

### What is expected of a mentor?

As an ICW mentor you will be expected to mentor other members of our ICW community from other companies and other industries who will be seeking your guidance based on your experience and history and collaborative track record. Requirements will vary depending on the objectives of the mentee that you are supporting, and include sharing your experience on collaborative projects or application of ISO 44001, providing a second opinion or a sounding board, or helping a mentee develop their thoughts about their future career direction.



### How to become a mentor

Please contact Lois Love of the Professional Development Special Interest Group, through Alan Maund ([alan.maund@icw.uk.com](mailto:alan.maund@icw.uk.com)) at the ICW office, who will be able to provide you with the full details. You will be asked to provide a short biography and photograph to be published on the ICW website with details of your experience and how you feel you could support potential mentees.

## COMPANY MENTORS



Stuart Crawford  
**NATS**



Mike Gawthorne  
**HAWKERCHASE**



David Hawkins  
**ICW**



Louise Jones  
**WSP**



Lois Love  
**LEIDOS**



Clare MacDonald  
**NATS**



Tim Mowat  
**ICW**



Richard Smith  
**BABCOCK**



Gail Stephenson  
**MORGAN SINDALL**



Vernon Wells  
**LEIDOS**

At the time of going to press, new mentors are coming forward

### What can a mentee expect?

Your chosen mentor will be giving up their own time to support you, and will need to set boundaries at the start, such as the duration and frequency of the sessions. It is important to respect this in the same way you would any other colleague. Having your goals and aspirations written down and shared with the mentor at the start of the relationship will help the mentor with guiding you along the way, and set the scene for the sessions.

### What are the benefits of having a mentor?

Whilst many of us will have access to a mentoring scheme inside their own organisation, the benefit of the ICW scheme is that you will have access to support from a wider breadth of peers, such as different companies and different industries. In addition, if you are new to collaboration or ISO 44001, you might benefit from support from other ICW members from

organisations with a strong track record in this area.

It is not uncommon for people to look outside of their organisation for a mentoring relationship if within their own organisation the type of support they need is not available, so this scheme gives you a springboard to enable you to gain alternative insights and support.

### What are the benefits of being a mentor?

As well as the personal satisfaction of supporting others within our community, this programme has the added benefits of:

- 1 Contributing to your FICW application, should this be something you wish to pursue
- 2 Contributing to continual personal development (CPD) points
- 3 Indicating to your own

organisation of your involvement and support to wider industry and looks good on your CV to show evidence of volunteering

- 4 Networking opportunities
- 5 Possibly some reverse mentoring naturally happening during the course of the engagement
- 6 Building your leadership and management skills
- 7 Building your confidence and communication skills ■

For more information, log in to the Members Hub area on the ICW website at [www.instituteforcollaborativeworking.com](http://www.instituteforcollaborativeworking.com)

## Water industry

# Understanding the blocks and flows of collaborative innovation



### Professor Kamal Birdi

Sheffield University Management School

### Professor Tony Conway

Dept. of Civil Engineering, Sheffield University

### SHEFFIELD UNIVERSITY

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**With the ever-increasing pressures placed on our water systems, there has never been a greater need for collaborative innovation in the water sector. In this article, we describe our five-year research programme into the barriers and facilitators of cross-organisational water innovation and highlight the key lessons learned for practice.**

Climate change, an increasing population and ageing infrastructures mean that continual provision of clean water and efficient wastewater disposal are coming under greater threat and water systems are struggling to cope. There is therefore a clear need for new, innovative products, services, strategies and policies to overcome these challenges and also take advantage of the opportunities. Collaborative development of these innovations between stakeholders is key. The vision of Water Innovation 2050, an alliance of 19 UK water utilities, is to “create open collaboration opportunities across the water sector and beyond to drive transformational change through innovation”. And a key driver of the UK Water Regulator Ofwat’s £200m innovation fund is the pressing need to turbocharge innovation through effective collaboration.

However, stakeholder silos and disciplinary boundaries can significantly undermine the success of collaborative innovation efforts. For example, how closely do academics and water companies engage to make sure new research is focussed on the areas of most pressing industry need, shaping ideas and finding ways forward which can be implemented at scale? How effectively do water companies, their supply chain, and domestic and business users collaborate to gain a suitably detailed understanding of their different needs and ability to change? Do policy makers and the water industry work sufficiently well together to understand complexities and arrive at effective new regulations?

#### The research methodology

It is against this background that we have undertaken a range of research studies to understand the barriers to, and facilitators of, collaborative innovation in the water industry. We were part of the £3.9m Engineering and Physical Sciences Research Council (EPSRC) research

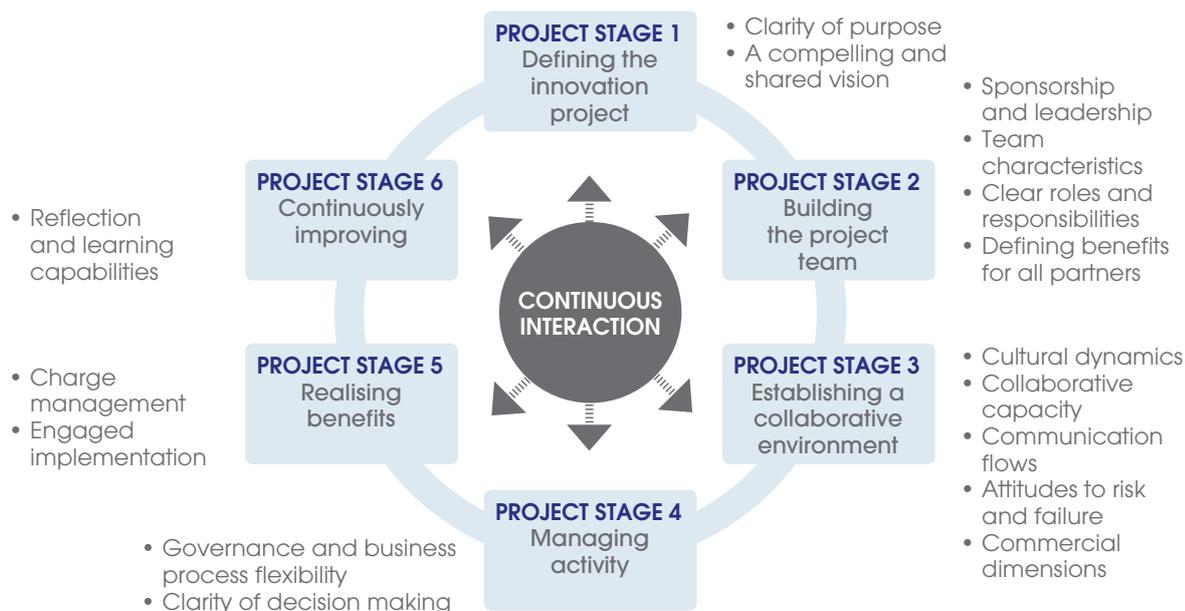


programme TWENTY65, which was designed to develop a range of innovations to transform the water industry.

Colleagues on the programme focused on specific interventions such as rainwater harvesting, natural flood management, robots for pipe repair and public engagement strategies. Our particular interest, though, was on investigating the influences on collaborative development throughout different stages of the innovation process. This project was in fact a cross-boundary collaboration for us as Tony had extensive industry experience from working as a senior director in the water industry and Kamal had been researching the work psychology of creativity and innovation in other sectors for many years.

Our team first conducted a

Figure 1 **Factors found to influence the effectiveness of the collaborative innovation process in the water industry**



systematic literature review on collaborative innovation studies in the water sector (Porter and Birdi, 2018). This was then followed by four interview studies covering over eighty stakeholders in the water sector drawn from water utility, supply chain, academic, policy-maker and user group perspectives. In these interviews, we asked participants to reflect on their experiences of engaging in different types of collaborative innovation and give reasons for why they had been successful or not. Thematic analysis techniques were used to identify the key influences at various stages of the innovation process. During

the project period, we also conducted a number of cross-stakeholder workshops as part of TWENTY65 on issues such as innovation policy development and identifying critical industry needs.

We took the opportunity to share the key lessons and insights derived from our research and practical activities by creating the free industry guide *Collaborative Innovation in the Water Industry: How to make it happen*. The guide has been conceived and designed as a practical and easy to use tool, with repeatable processes and opportunities for reflection and lesson learning. It includes a checklist for project leaders, managers and teams to assess their current level of collaborative innovation capability, and to signpost areas for improvement.



### Key findings on collaborative water innovation projects

The research findings were categorised into six core stages of the collaborative innovation project process. Within the six stages are 14 collaborative innovation themes covering 44 individual factors that contribute to great collaboration innovation. The guide presents detailed explanations of these factors, but for the purposes of the article we will provide a higher-level summary of the six stages in Figure 1.

#### Project Stage 1:

##### Defining the innovation project:

A pre-requisite for collaborative innovation is for all partners to have a shared and clear understanding of what the problem is to be solved or opportunity to be pursued, why it is important, and how it links to organisational strategy and regulatory drivers. A clear and strong vision for the innovation project creates clarity, providing a sense of direction and a destination, and this should be created with the active

participation of all the team.

*"I think it's absolutely fundamental. For collaboration to be successful I think there's got to be a shared understanding of shared objectives and shared understanding of the destination."*  
Water utility interviewee.

#### Project Stage 2:

##### Building the project team:

The right people need to be involved in the collaboration, including effective leadership and teams that are competent, creative, motivated, diverse and capable of enacting their decisions. Roles and responsibilities of all parties must be clear, and benefits of the innovation for all involved understood.

*"It's a matter of actually sitting down with them and talking through what they want out of the project, and then what they think are the bits important to us. And getting that match."*  
Supply chain interviewee.

#### Project Stage 3:

##### Establishing a collaborative environment:

The cultural dynamics of the collaboration should ensure there is trust between members and that participants feel safe to share their thoughts and ideas. Collaborative and creative capability may need to be enhanced through external facilitators or training, while a free flow of clear, concise, timely and accessible communication between project team members is essential.

*"One person might mean something by efficiency and another person might mean something completely different by it. One person might be thinking about it solely in terms of the financial impacts, somebody else in terms of the environmental."*  
Water utility interviewee.

#### Project Stage 4:

##### Managing activity:

Moving forward on an organised, collaborative basis is key for the project to stay on track. Here the value of effective project planning and reviews, strategies for gaining and managing financial investment and having flexible business processes are highlighted.



*“There is an operational risk from certain times that they are losing someone for half a day, a day, a week, two weeks, or a month whatever it might be. And how do they plan on their continuity alongside that? And then there are clear roles and responsibilities within that.”*

Supply chain interviewee.

### **Project Stage 5:**

#### **Realising benefits:**

Many potentially good innovative solutions fail to turn into reality. Implementation of innovation can be aided by ensuring there is effective collaborative change management capability and that, critically, operational end-users are fully engaged.

*“So, it worked in a controlled environment; going out into the field to do it was more difficult because when you go from feasibility to field testing you need the buy-in of the person in the field to do it right.”*

Supply chain interviewee.

### **Project Stage 6:**

#### **Reflection and learning capabilities:**

As projects close, valuable insights can be gained by reviewing what went well, and what could have been better. Lessons learned can improve collaborative innovation capability and be applied to subsequent projects.

*“I think we embrace mistakes as long as you learn from them and we are a very curious organisation who wants to try new things. The old adage that as long as you don't make the same mistake then that's fine... but if we make mistakes you have to hold your hands up and then learn from them.”*

Supply chain interviewee.

In creating the guide, we were acutely aware that circumstances surrounding innovation projects can vary considerably. For example, innovation can involve a small or large number of organisations, engage with technology at lower or higher readiness levels, extend from hard technology to new working practices or be characterised by a lower or higher risk profile. The most relevant success factors for a particular project will depend on these individual circumstances. Accordingly, the list of success factors in this guide is not a straitjacket where every factor needs to have been considered. Instead, the key is to focus on the most relevant factors, given the unique circumstances of each individual project.

We hope our research and the guide can help the water sector create a common language for collaborative innovation, anchoring a shared approach which can accelerate innovation, deliver value and create impact.

We should also conclude by saying that many of the insights and tips shared here should be just as applicable to other sectors. ■

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**Porter, J. and Birdi, K.S. (2018).** 22 reasons why collaborations fail: Lessons from water innovation research. *Environmental Science & Policy*, 89, 100-108

The research reported here was funded by the Engineering and Physical Sciences Research Council (EPSRC), Grand Challenges: Water for All research programme, TWENTY 65: Tailored Water Solutions for Positive Impact, grant number EP/N0101241/1

“We asked participants to reflect on their experiences of engaging in different types of collaborative innovation and give reasons for why they had been successful or not”

# Collaboration: beyond compliance and focusing on value!



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**If you have not heard the term “collaboration” recently its likely you have been in some remote part of the world, as everywhere it seems to be the buzz word of choice: for any current or future problem large or small “we must collaborate”.**

It is true that over the past two-and-a-half years we have seen what can be achieved through collaborative working in response to the Covid pandemic. It has also highlighted the concepts of “value” and what it means to us as a society, industry, public services and as individuals. It has always been based on my experiences that collaborative working is a positive thing but only where it is delivering value in whatever context we chose to define “value”.

What has always been constant is that whilst collaboration is a great enabler to better outcomes, it needs to rely on establishing a structured foundation if it is to be sustainable. In addition, if one accepts the premise that collaborative working should be adding value, then integrating collaboration robustly into our operations is a way of ensuring we can deliver and grow that “value”.

As a first step, we need to establish greater granularity to the term “collaboration”, which, whilst widely used, is perhaps too

generic to help in developing the integrated approach, so broadening the context.

- Collaboration without context is just an aspiration
- Collaborative without setting expectations is wishful thinking
- Collaborative behaviour without definition provides no measure of reality
- Collaborative working without rules of engagement is chaos

“Whilst collaboration is a great enabler to better outcomes, it needs to rely on establishing a structured foundation if it is to be sustainable”

The development of the eight-stage lifecycle approach aims to establish a methodology which would provide a road map for organisations to implement a structured framework. Its adoption as a core thread that runs through the international standard ISO 44001 established a common base that organisations could integrate within their own business operating processes. At the same

time, this provided a common language that would enable other organisations to recognise touch points when constructing external collaborative relationships. It is interesting to note that, in developing ISO 44001 within the ISO high level structure, the international committee added a specific clause within the context of an organisation, specifically to draw attention to value.

### Drawing out value

As the family of ISO standards grows, including separate guidance in areas such as engagement of micro, small and medium size enterprises (MSMEs ISO 44003 and 44004), and collaboration between universities and industry, the more the emphasis is less on compliance and more towards drawing out value.

For many organisations, this structured standard framework enabled them to build a process driven approach which provided a basis for creating an environment that put rigour into collaborative working and laid a foundation for supporting collaborative behaviours. The benefit of utilising the standard being that their systems can be

independently assessed and certified, providing the added value of a structured capability.

Whilst this development has been certainly a good starting point, over the past decade since the publication of the original British standard and migration to the international standard, what has been apparent in many cases is that this was seen as the end result. It has obviously delivered a degree of value for some organisations and was imposed as a requirement by some clients, perhaps with only a one-sided benefit.

#### Potential benefits

However, in some cases where the focus was solely on compliance, it has been a cause of frustration as organisations have not used the opportunity and structure to build their collaborative capability and fully exploit the potential benefits.

This then raises the question of how we transform organisations from the more traditional compliance driven command and control models to effectively build value based collaborative working. This brings together several layers for consideration in terms of the organisational change that may be required.

One of the areas identified is the lack of attention to internal collaboration, which

comes from only focusing on specific relationships and those people directly involved. When you investigate why external collaborative arrangements fail it is often the indirect constraints and understanding that create barriers; identifying the consequences of silos within organisations that inadvertently prevent cross fertilisation and support. A starting point can be to adopt simple approaches that can test the maturity on a regular basis. In sharing these ideas with our friends at Schellingpoint and their experiences, it raises the prospect of truly being able to understand the internal perceptions and obstacles that can undermine engagement.

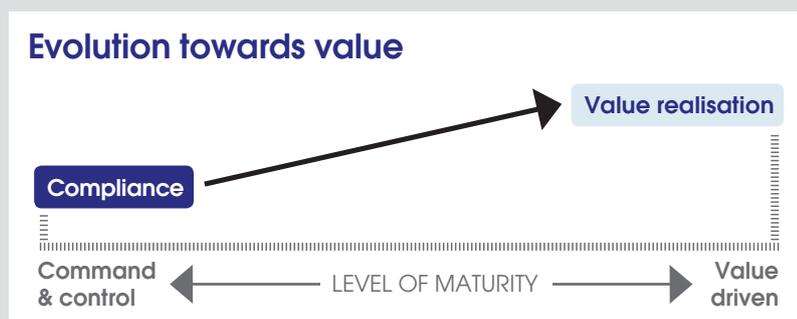
Externally, more recently the research completed by Jonathan Canoni of Warwick Business School delved deeper into identifying behaviours both internally and across working relationships to identify areas of tension. At the same time, John Doyle (B2B) has shared his research on the value of behavioural assessments.

#### Underlying driver

In parallel with the various developments within ICW, as previously reported in *The Partner*, Chris Valle and his team at NIP have been developing their concepts of value codes

aligned to the principles of ISO 44001, which has developed further as value realisation. This approach centres on what one can say is the “more mature” organisation, where value becomes the driving force for organisational and cultural change by linking all initiatives back to the principle of what is the value that organisations want. This approach closes the circle from the original concepts of adopting collaboration to deliver value to a position where value becomes the underlying driver for a step change in thinking.

If organisations can draw together the things that matter to them and rationalise the value these deliver, and then direct their activities, systems, processes, decisions, and judgements to the realisation of these values, then improved outcomes would be assured. As we move forward this is an area for the future of collaboration the ICW team will be looking to develop and support. ■



## Robust reputation and relationship management: essential first step



**Dr Paul Connor**  
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**& CEO, MYCON MARKETING**  
**SERVICES LTD**

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**An organisation's reputation and relationships are extremely valuable, albeit intangible, assets which are dynamically changing organisation-related evaluations and beliefs held by its various stakeholders. The strength and magnitude of an organisation's reputation and relationship management represents the way in which its stakeholders perceive an organisation and individuals within it. Such evaluations and beliefs are then used as the basis for positive and negative inferences about the future behaviour, performance, communication and authenticity of organisations and individuals over a variety of instances and issues.**

All too often a gap develops between the way in which an organisation intends to be seen i.e. its corporate identity and the reality of how it is seen, namely the way stakeholders actually perceive it i.e. the corporate image. This can be due to a range of forces and associated crises i.e. external, internal and relational, some of which are slow moving and are therefore foreseeable and more manageable, and some of which are sudden, unforeseen and relatively unmanageable. All of the negative aspects of these forces result in reputational risks associated with organisational underperformance, destabilisation, financial difficulties, leadership changes, a fall in market valuation, and even difficulty in raising finance or recruiting and retaining the right personnel.

Implementation of a reputation and relationship management strategy for any organisation can involve significant challenges

because of competing or conflicting objectives between its various stakeholders as they move through their relationship life cycle of awareness, exploration, expansion and continuous renewal or dissolution. Each of the stages involves different relationship

“All too often a gap develops between the way in which an organisation intends to be seen i.e. its corporate identity and the reality of how it is seen”

activities, requires different kinds of knowledge and information and develops different kinds of trust between stakeholders. These challenges and differences may, if not identified and managed properly, hinder successful adoption of envisioned outcomes and positive impacts for all parties. It is crucial, therefore, to develop

a mutual understanding of each stakeholder's capabilities and concerns and assess the potential for strategic, operational and cultural “fit” rather than adopt ad hoc approaches to building collaborative capability, be it of internal, vertical or horizontal application.

Robust reputation and relationship management provides managers with the knowledge and skills of how to build solid trust between an organisation and its stakeholders through careful management of collaborative working centred on corporate brand vision, values, healthy relationships and effective communications. Successfully applying relevant academic theory and sound practitioner knowledge coupled with the principles of ISO 44001 – Collaborative Business Relationships, ensures that the protection and enhancement of the strategic intangible asset of inter-organisational and inter-

personal reputations and relationships is seen in a positive light. This in turn leads to credible, reliable, responsible and trustworthy value propositions

and value fulfilment in the co-creation of value for all parties. Consequently, if organisations can promote knowledge of the benefits of robust reputation and relationship management further in their value networks, then the amount and quality of collaboration will be enhanced significantly. ■

## WBS Collaborative Environment and Behaviours tool



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### Summary of our research

In partnership with the ICW, Warwick Business School (WBS) produced several pieces of research to pinpoint the strategic, cultural, processual, and behavioural mechanisms that operationalise collaboration. We explored eight partnerships with various degrees of collaborative maturity to identify how partners collaborate with a broad spectrum of stakeholders to produce projects.



Our findings show that while all relationships are unique, these are four consistent areas of risk:

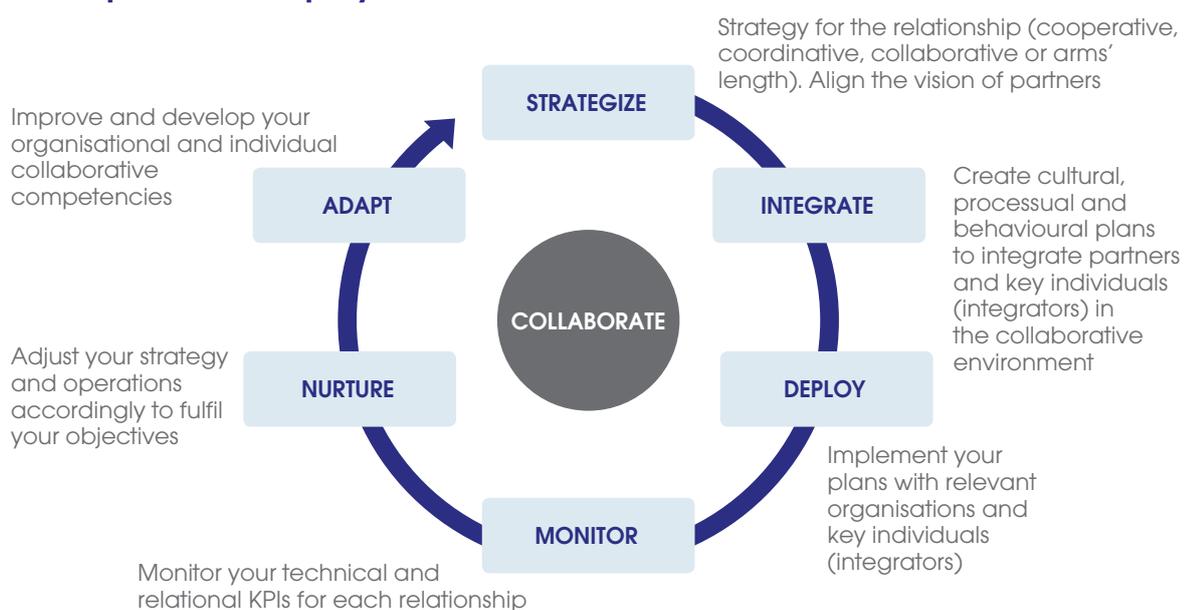
- 1 Strategic risks: misaligned strategy and objectives: source of conflicts
- 2 Operational risks: misaligned

processes, procedures and systems: source of inefficiency, delays and costs

- 3 Cultural risks: lack of integration: drives the “us against them” mentality
- 4 Behavioural risks: lack of collaborative competencies: source of conflict and stagnation

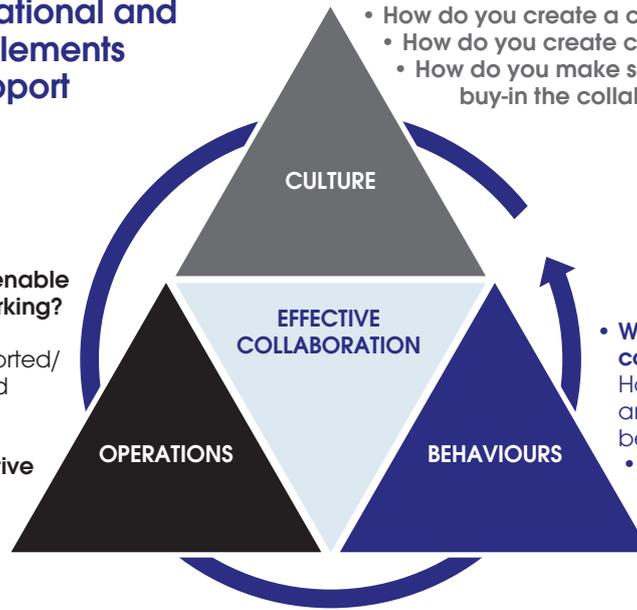
We find that the deployment of effective collaborations must be systematised within and across projects to mitigate these risks. To do so, we defined six steps to describe this process and designed a tool to support the deployment of collaboration.

### Six steps for the deployment of collaboration



## Cultural, operational and behavioural elements that jointly support collaboration

- **What processes enable collaborative working?**  
How are these designed, transported/implemented and developed?
- **What processes hinder collaborative working?**  
How are these modified?



- How do you create a collaborative culture?
- How do you create cultural alignment?
- How do you make sure stakeholders buy-in the collaboration?

- **What behaviours support collaborative working?**  
How do you measure and incentivise these behaviours?
- **What behaviours hinder collaborative working?**  
How are these flagged and rectified?

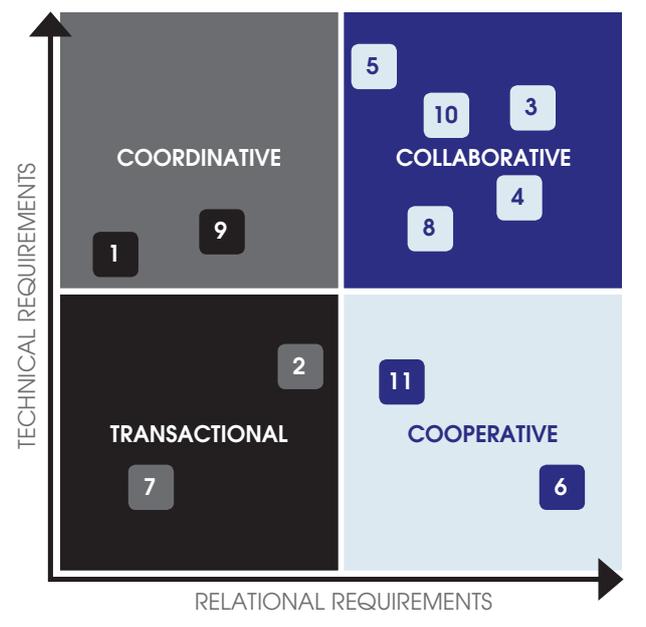
### The WBS Collaborative Environment and Behaviours Tool

Collaboration is a core competency in large-scale and high risks projects that involve complex supplier networks. In fact, the UK Government strategy for public procurement is centred around collaborative strategies for construction, infrastructure, defence and the NHS.

Developing collaborative competencies and capabilities on an organisational, processual, managerial and individual level has never been more important for organisations working directly and indirectly on public markets. As such, our research investigated the cultural, operational and behavioural elements that jointly support collaboration.

To build organisational and individual collaborative competencies to deploy effective partnerships, we developed the following five-step framework.

### The Collaborative Segmentation Matrix



#### Step 1: Evaluate collaboration requirements:

##### The Segmentation Matrix

To deploy effective and beneficial inter-organisational relationships, organisations should first adopt the appropriate strategy with individual partners. To do so, we designed the Collaborative Segmentation Matrix that classifies current and prospective partners across a set of relational and technical requirements, to support your decision making for implementing collaboration, cooperation, coordination, or hierarchical delivery strategies. The Segmentation Matrix will

thus enable your organisation to deploy the right relationship with your partners and stakeholders.

**Step 2: Create effective collaborative environment:**

**The Collaborative Environment Plan**

One of the key challenges we observed across our sample was the effective integration of partners and suppliers to a collaborative environment, in terms of its culture and its processes. The Collaborative Environment Plan provides you with a tool to deploy collaborative cultures with your partners and establish a set of measurable cultural and operational KPIs and actions to implement, monitor and adapt your collaborative relationships to produce your project outcomes.

**Step 3: Identify collaborative behaviours:**

**The Behavioural Framework**

For every relationship, you will rely on a set of key individuals that span across organisational boundaries and who act as integrators for each interface. In order to develop and sustain effective relationships, these individuals need to exhibit the right behaviours. Our behavioural tool enables you to identify and weight the desired behaviours of collaboration for these key individuals in order to create behavioural benchmarks for your relationships.

**Step 4: Measure and evaluate behaviours:**

**The Behavioural Framework**

Our Behavioural Framework will enable you to assess your key individuals and your teams across the competencies and attributes

**Framework for identifying and measuring collaborative behaviours**

TEAM AVERAGE	DRIVES THE CULTURE	DRIVES THE RELATIONSHIP	DRIVES THE DELIVERABLES
Indiv. 1	Recognise	Recognise	Develop
Indiv. 2	Recognise	Recognise	Recognise
Indiv. 3	Develop	Recognise	Develop
Indiv. 4	Recognise	Recognise	Develop
Indiv. 5	Nurture	Recognise	Develop
Indiv. 6	Nurture	Recognise	Develop
Indiv. 7	Recognise	Recognise	Develop
Indiv. 8	Recognise	Recognise	Develop
Indiv. 9	Recognise	Recognise	Develop
Indiv. 10	Recognise	Recognise	Develop

of collaboration that are required in your relationships and your projects. This tool provides the means to collect behavioural data to support, intervene and continuously improve on your collaborative competencies.

**Step 5: Develop, nurture, recognise and incentivise collaborative behaviours:**

**The Behavioural Framework**

Finally, our Behavioural Framework gives you the means to identify the individuals and teams that need to be developed across a relevant set of collaborative competencies and attributes for their project. This will permit you to recognise your collaborative leaders, incentivise improvements as well as develop and nurture your teams in terms of collaborative working.

**Concluding remarks**

In a recent survey ICW's community said that collaborative behaviours were one of, if not the most important driver of effective collaboration. However, only a handful of organisations identify and measure collaborative behaviours. While in an ideal setting every team member should exhibit the right behaviours, we argue that behavioural management should prioritise individuals who manage inter-organisational interfaces.

Lastly, our results show that the highest functioning collaborations carefully manage and monitor the strategic, cultural, operational, and behavioural dimensions of the partnerships for producing projects. The aim of the WBS collaborative attempts to guide organisations in treating these elements as a system, rather than as isolated variables. ■

# Shareholders' ethical values may shape the future of collaboration



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**At the end of both the First and Second World Wars, businesses and society underwent something of an existential introspection, with people widely asking themselves “what is our purpose?” and “what do I want from life?” From these moments great purposeful companies, charities and foundations were formed, clear about their just cause, their mission and their values.**



Since then, we have seen the accelerated rise of “the value we place on financial wealth”, leading to the erosion of other core values or principles. We blurred the previous “red lines” of things we once held true, in favour of increases in wealth and investment. This accelerated with the introduction of the now common principle labelled “shareholder supremacy” by Milton Friedman in the

“Perhaps it is only through clear conscious collaboration that all will be able to fulfil their ‘collective purpose’”

mid-1970s, and is one form of capitalism recognised today.

The consequential reduction of our core values is known as “ethical fading” and has become increasingly an aspect of the global community, where we seek investment with individuals or countries where we might not otherwise go. The complexity of this moral maze is in itself a fascinating story.

### The present

Fast forward to today and “these are interesting times” has been often used over the last 15 years. A global financial crash, Brexit and then the Covid-19 pandemic have in themselves created a sequence of events that have caused different groups to ask similar questions, not just of themselves, but of the businesses they work for, and to find their own purpose in what they do. This is leading us towards what is being termed “the great resignation”, as people search for greater connection to organisational purpose and values.

At the ICW members’ day a few months ago, Professor David Mosely presented his excellent forerunner to the publication of his gold standard framework contract, drafted with collaboration at its heart. My curiosity got the better of me and I took the chance for a brief conversation with David. For all the good work that contracts can set out to bring clarity of outcomes and behaviours, there is an unspoken aspect of commercial businesses coming together; the legal requirement in the Companies Act 2006 (Section 172) for statutory directors to act in the interests of the shareholders. This is a reinforcement of the Milton Friedman perspective. The conversation, sadly all too brief as it was, did leave me still curious

and with food for thought.

However, when it comes to creating or maintaining collaborative relationships, this statutory requirement can have the object or effect of undermining behaviours and partnerships. This is something I term as “the bungee cord effect”, whereby for all the goodwill and behaviours of teams, there is the “reporting to and direction from businesses” as they ask for “more from their contract” in order to achieve greater “shareholder value”.

So where does this leave collaboration? As an unachievable aspiration? A lower priority to commercial outputs and the daily, weekly or monthly whim of financial analysts?

Maybe it is simply an unspoken barrier to some collaborations, which have existed as long as the standard and its predecessor?

#### **Mandating collaboration?**

Or maybe it is in the customers themselves, who have been looking to collaboration as a way to create additional value without knowing how to commit to a commercial organisation, which has a leadership team mandate to protect the interests of the shareholders.

So how do we reconcile the two? Well, the introduction of “social value” is a measure that goes beyond the pure financial and connects the spending of public money to enable some greater good.

#### **The Future?**

Fast forward again, from the members’ day and maybe there is still more to this thread, this real holistic perspective on the value that collaboration can bring. Consider that at the time of writing this, we are seeing companies forgo or dispose of Russian assets (which have to date been highly profitable), while some companies have been publicly criticised for taking advantage of the drop in the price of Russian oil. We are also seeing a step change towards “purpose based organisations” and a proposed “Better Business Act” which accounts for a balanced view of shareholders.

What I find both fascinating and encouraging is that down this path, greater collaboration is required,



as each party recognises that we all contribute towards something greater than the simple ROI to investors and owners. Corporates will become increasingly reliant on MSMEs, academia and charities. Customers will ultimately need to overcome both the benefit and burden of being “inside the tent” of a joint relationship management plan, in order to provide not only the contracted outcomes, but those wider societal enduring benefits.

And finally, shareholders will want to invest, not just in short term annual returns, but in something more enduring, like combating climate change, or the abolition of modern slavery or the promotion of gender equality. We are already seeing these in small doses through the “ESG” statements covering environment, sustainability and governance.

Perhaps it is only through clear conscious collaboration that all will be able to fulfil their “collective purpose” in this wonderfully complex and integrated planet we currently occupy?

At least I have hope, and maybe even cause for optimism. ■

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“What I find both fascinating and encouraging is that down this path, greater collaboration is required, as each party recognises that we all contribute towards something greater than the simple ROI to investors and owners”

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# The links between the EFQM model and ISO 44001



**Denis Leonard  
GRAHAM**

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**Collaboration is a critical issue in how we work as individuals and organisations, helping organisations drive improvement. “The ecosystem model can be a compelling strategy for increasing your company’s value to customers and partners and improving the bottom line.” (Watenpaugh, 2020).**

Despite the increased awareness of the importance of strategic alliances in the corporate world, most organisations still lack the knowledge and management capabilities to realize the full potential of collaboration, (Oclarino, 2020). While 85 per cent of companies view partnerships and alliances as essential to their business, only 33 per cent of them actually have a formal and clear strategy for collaboration and 80 per cent of companies report that the majority of their strategic partnerships fail, (Oclarino, 2020).

More formal approaches are needed to manage collaboration. The EFQM (European Foundation for Quality Management) model and ISO 44001 provide key strategic and tactical tools to implement collaboration effectively.

### The EFQM model a collaboration

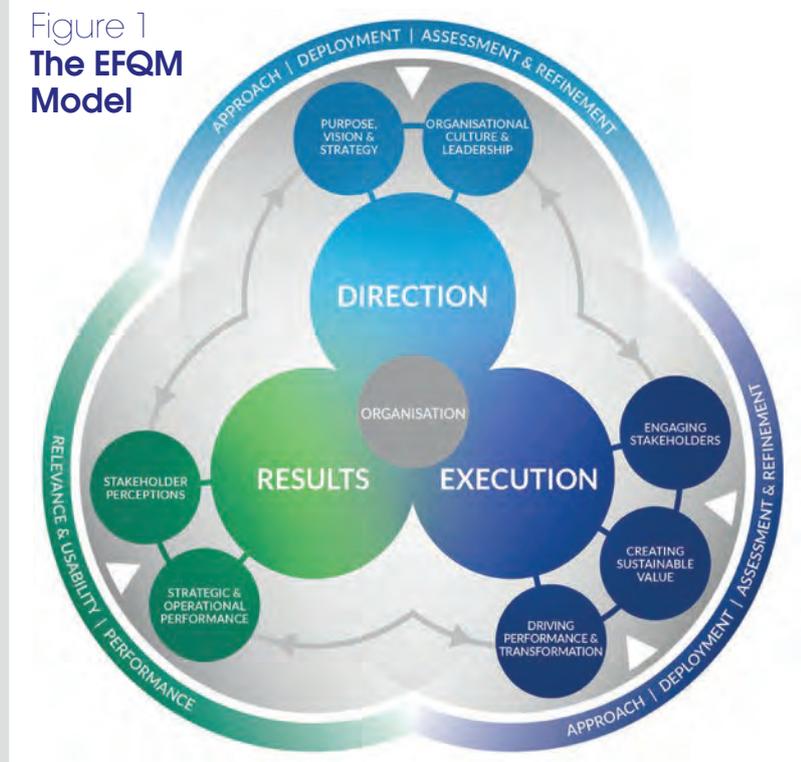
Since its launch in 1992, the EFQM model has provided a strategic framework supporting the management of change and improving performance through a set of criteria and assessment methods. The EFQM

model is based around direction, execution and results. The update to the EFQM model (Figure 1), launched in 2019, is a more flexible framework to help with the changes, transformation and disruption that individuals

and organisations face every day. The EFQM model is holistic, non-prescriptive and therefore embracing of any tools, techniques and approaches that support its criteria and the vision and mission of an organisation.

One of its strengths is its ability to coordinate, integrate and align initiatives, tools and systems. This includes ISO management systems such as ISO 44001, which provides the systems and process requirements to achieve collaborative relationships that are

Figure 1  
**The EFQM Model**



called for within the EFQM model. For example, management standards are primarily focused within the EFQM model under criterion 5.1, drive performance and management risk.

The EFQM model itself has a strong focus on implementing collaboration; the new version of the EFQM model includes a need for a leadership style that is 'less hierarchical, less command and control, more collaborative'. Within the structure of the model itself, criteria 2 – organisational culture and leadership and 2.3, enable creativity and innovation – focus on how an organisation engages in learning and collaboration networks to identify opportunities for creativity, innovation and disruptive thinking. And under 2.2 –

create the conditions for realising change – the focus is on the need to work with key stakeholders to create the conditions where the norm is successful change.

#### ISO 44001:2017 Collaborative Business Relationship Management Systems

ISO 44001 was developed to establish the requirements of a lifecycle framework that could be implemented to improve collaborative business relationships, provide a management system and operational processes for organisational engagement. (Figure 2.)

Value creation in stage 6 is defined as "the need to establish processes for creating additional value through collaboration and

enhanced alignment between organisations. The importance of this continual improvement and innovation is established within all collaborative relationships." It is interesting to note the reference to continual improvement, just one example of the inherent connections between the EFQM model and ISO 44001.

This value can only be identified at a strategic level and only come from the synergy of working with another group or organisation in collaboration. As stated in 6.3.2, the organisation shall, as appropriate, target areas where collaboration can open new strategic opportunities either from its existing partners or from the identification of potential new collaborative partners. These partners can come in a range of options, as shown in Figure 3.

Figure 2 The Collaborative Business Relationship Lifecycle Model (ISO 44001)



#### The alignment of the EFQM model and ISO 44001

There are a number of important alignments between the EFQM model and ISO 44001 that make them both at a fundamental and detailed operational level fully compatible.

Both use the term "ecosystem". For The EFQM model, a fundamental principle of an ecosystem is interdependence, meaning something that happens in one part of the systems may affect other parts within the system. In the context of an organisation, there are many factors external to it that affect how it operates, but over which it has no control.

ISO 44001 recognises different types of business relationships, and this includes the use of the business ecosystem. This is defined as "cross-industrial, co-evolving network of individuals... organisations... and institutions... which form direct or

indirect and formal or informal relationships, concurrently competing and collaborating”.

ISO 44002 uses the structure of: What: summary of the intent; why: explanation of relevance, and how: implementation guidance structure. The EFQM model structure is based on the simple but powerful logic of asking three questions: Why does this organisation exist? How does it intend to deliver on its purpose and its strategy? What has it actually achieved to date?

The four key areas (criteria) that drive collaboration in EFQM and directly relate to ISO 44001 are:

**2.3 Enable creativity and innovation:**

“Engages in learning and collaboration networks to identify opportunities for creativity, innovation and disruptive thinking.”

**3.1 Customers, build sustainable relationships:**

“Maintains a relationship with its customers during all stages of creating sustainable value, even in those phases where there is no ongoing value creation.”

**3.5 Partners and suppliers – build relationships and ensue support for creating sustainable value:**

“Builds a trusting relationship with its key partners and suppliers to support the objective of creating sustainable value.”

**6.0 Stakeholders perceptions: Partners and suppliers perception results:**

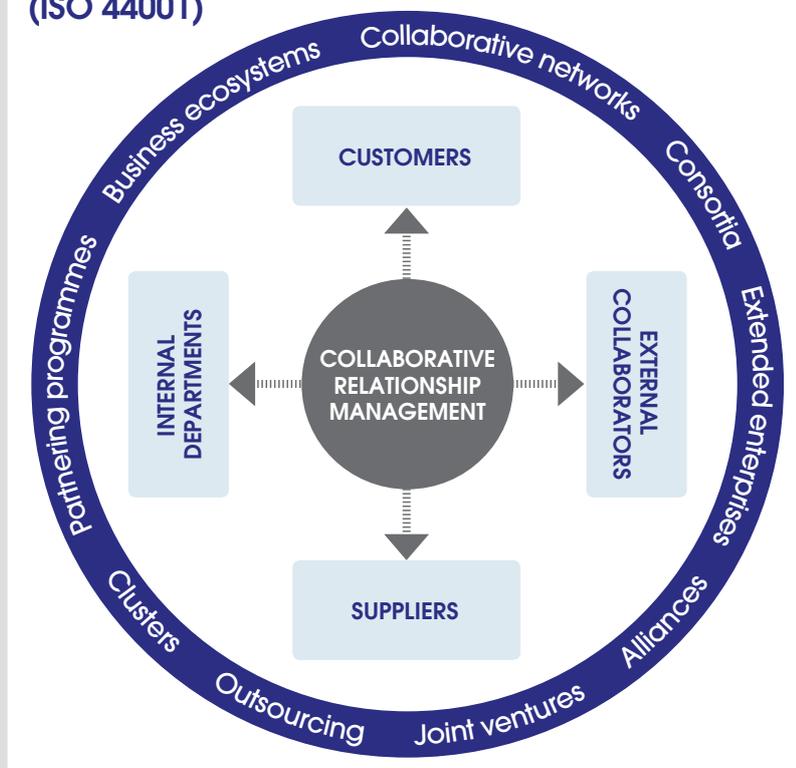
“The commitment and achievement of the organisation to co-creation and working towards mutual benefit... the sustainability of the relationship between the organisation and the key partners and suppliers.”

**Conclusion**

With the EFQM model at the strategic level and ISO 44001 at the tactical and operational level working in combination, we have a powerful systematic approach to plan, implement, manage, improve and sustain

collaborative efforts effectively and efficiently. This provides the formal approaches or the “how” needed to create a strategy, manage, and, more successfully, realise the full potential of collaboration. ■

Figure 3 The Multidimensional Nature of Collaborative Relationships (ISO 44001)



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 ISO a (2017) *ISO 44001:2017, Collaborative Business Relationship Management Systems – Requirements and Frameworks*  
 ISO b (2019) *ISO 44002:2019, Collaborative Business Relationship Management Systems – Guidelines on the Implementation of ISO 44001*  
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# Special Interest Group

## Thought Leadership

# Assessing internal collaboration



**Adrian Miller**  
**ICW**

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**In the past year the team has focused on internal collaboration. Initially we were sceptical as to whether the topic needed “thought leadership” attention, as there appears to be nothing new about the challenge, alongside plenty of activity and advice on how to do it. However, the more we looked, the more we felt that we should be uncovering why it appears to be an issue for many organisations, despite all the available help and information.**

**W**e therefore decided to look further into it, because if internal collaboration is poor, it creates huge friction in strategy delivery and operations. Issues such as duplication, lack of sharing and departmental conflict lead to detrimental consequences, such as increased risk, lost opportunities, missed objectives and a lack of innovation. The consequences of these impact an organisation’s costs, quality, timescales and relationships.

Poor internal collaboration impacts the effectiveness of external collaboration.

We decided to create a framework to:

- confirm what we consider good practice using the approach of the “three Es” – enact, engage and enable – to help people remember and recognise a set of principles
- enable organisations to assess and analyse how they perform or work against the principles. We have created

## THE TEAM

Andrew Hopper, **Skanska**  
Henry Pavey, **Collaborative Impact**  
John Osborne, **ICW**  
Odilon Serrano, **Mott MacDonald**  
Steve Abrahams, **Babcock**  
Stuart Maister, **Mutual Value**

an assessment tool to do this, that can reveal how people in an organisation judge internal collaboration.

## Getting our message out

In March we shared this work in our first blog, to raise awareness and seek other views. We will continue to seek views from inside and outside the Institute to inform our thinking in conjunction with how we develop our understanding and commentary on this topic.

We are also keen that our assessment tool is used by organisations to conduct their own analysis and share with the Institute their understanding of both good practice and challenges. We have pilot projects running with Babcock and Skanska and we are open to others.

By sharing this information, on an appropriate basis (we understand that some might be sensitive), we can work together on potential solutions and recommendations. ■

## A Framework for Internal Collaboration – the ‘three Es approach’

### ENACT

- Collaborative culture, desired ideals, customs and behaviours
- The right leadership style
- Mission, values and vision
- Context and parameters

**CORE PRINCIPLES**

### ENGAGE

- Arrangements and interactions through a structured approach
- Clearly defined and understood strategic objectives
- Organisational capability and collaborative ability
- Personal behaviours that build trust

**RELATIONSHIP BUILDING PRINCIPLES**

### ENABLE

- Communication
- Working environment, setting, features, conditions
- Supporting tools and assets, including people
- Accommodating individuals styles and preferences in teams

**PRINCIPLES FOR SUPPORTING COLLABORATION**

# Special Interest Group

## ISO 44001

# ISO 44001 questionnaire helps quest to broaden interest



**Richard Smith** MICW  
**BABCOCK**

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Throughout 2021 the ISO 44001 Special Interest Group (SIG) focused on promoting an ICW members' questionnaire to identify opportunities for the wider audience, industry sectors and interested parties in the application of ISO 44001. This was with a view to incorporating these into the next iteration of the standard so that they are clarified and become the norm.

Over a period of three months, the SIG members and Warwick University, drafted 16 key topical questions to gather insight from businesses that have already achieved ISO 44001. The questions focussed on

the effectiveness in collaborative business relationships, and also ways to support those looking at implementing the standard or framework for current or future business opportunities with collaborative partners.

The questions varied in content,

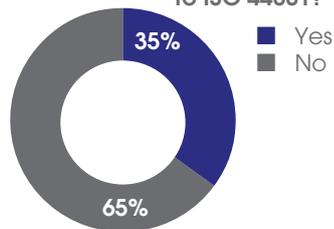
aiming primarily to collect and utilise valuable information for the SIG to develop a targeted programme of improvement and recommendations. These would be to increase the knowledge and understanding not only of ISO 44001, but also the associated standards of ISO 44002 (Guidelines), 44003 (Guidelines for MSMEs) and 44004 (Guidelines for large organisations selecting MSME collaborative partners).

Of the 40-plus responses, the following graphs are just a representative sample of the question sets.

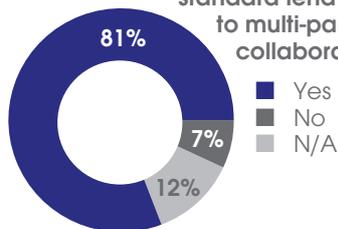
The overall message from the survey has been that ISO 44001 does provide a beneficial structure to collaboration, and it delivers value to those who adopt it. However, there are examples

where companies have not taken full advantage of the requirements. The reasons for this may be varied, and the next step is to use the survey information to determine the specific areas of the standard where the intent or the delivery has been less effective. ■

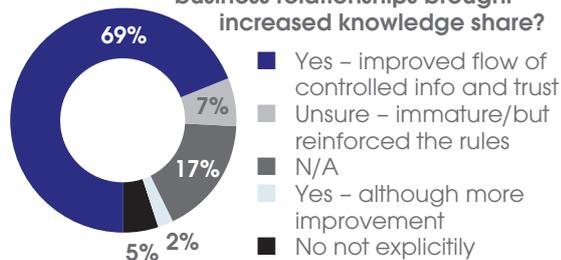
**Q1A** Is your business certified to ISO 44001?



**Q6** Does the ISO 44001 standard lend itself to multi-partner collaboration?



**Q9** Has implementing ISO 14001 collaborative business relationships brought increased knowledge share?



**Q15** Are your key partners/stakeholders fully engaged with adopting collaborative business relationships to meet their business objectives?



# Special Interest Group

## Sustainability

# Net zero: the target we all have in common



**Andy Green**  
**ELEMENT**

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**The Sustainability Special Interest Group (SIG) is in its infancy, having met once this at the time of this issue of *The Partner* going to press, to start the ball rolling, but will be building a head of steam as the year goes on. So with my insight as Head of Sustainable Solutions at Element and the SIG lead, I will set out here why collaboration is so important to sustainability.**

Sustainability is probably one of the biggest subjects facing ICW members and the wider economy as a whole. The only thing that all organisations across the UK really have in common, regardless of size, sector or ownership structure, is the fact that the economy they operate is legally bound to decarbonise and achieve net zero. Therefore, to maintain their seat at the table, or even improve it, every business will need to be able to demonstrate how it is part of the solution and not part of the problem.

Sustainability is not, however, a stand-alone subject. Often, it has been described as a pre-competitive requirement, in that we should all work to ensure our sectors are sustainable before we get involved in bidding wars and marketing campaigns. Whilst this may not yet have come to pass, there are many examples of this type of approach, such as the construction sector's Supply Chain Sustainability School. So, if we are expected to work with our own sector, we also need to understand that our supply chain is vital to our ability to achieve any sustainability goals. As a business "we are what

we eat". Whatever "footprint" comes with a product or service – from carbon to deforestation, modern slavery to biodiversity loss – becomes part of our footprint, good or bad. To further complicate this, we then "sell" that footprint to our customers.

So, it is clear that collaboration will be essential for any organisation wishing to achieve true sustainability goals, either at organisation or project level. These goals must be part of the objectives of a project team, or they will be pushed aside. Supply chains must understand and support the overall goals and be free to suggest innovations and partnerships to achieve and exceed them. Open and honest

communication is, of course, essential with all parties working to achieve the added value of true sustainable outcomes.

And sustainability touches every part of an organisation. Quality failures can have massive environmental impacts, as seen in the Deepwater Horizon rig explosion and oil spill disaster. Health and safety is obviously a key part: killing you colleagues or customers is never a sustainable practice.

To paraphrase the Brundtland world commission on environment and development, sustainability is meeting our needs today, whilst not compromising the ability to meet our needs in future. It is very hard to see an area where collaboration is as important, and in fact essential. It is an area where collaborative behaviours can be the *only* behaviours, and where ICW members are going to be more important in driving the message. ■



# Special Interest Group

## Marketing and Communications

# Marcomms group fires up social channels and membership strategy



**John Osborne**  
**ICW**

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### With Louise Mahon as Chair, the Marketing and Communications Special Interest Group (SIG) has had a busy year, including:

- supporting the development of new style publications
- working with our website provider to enhance the website
- contributing to the member research, the output of which is informing our plans for 2022/23
- developing a communications strategy and revised elevator pitch for the Institute
- promoting our online events, which has been crucial over the last two years, in particular supporting the move of the 2022 Awards event online at very short notice

Following the appointment of Iwona Karzc as Social Media and Events Manager, we have focused on making more use of social media. This has already increased awareness of the Institution and an increase in web traffic.

The analysis which we now have on web and social media traffic will enable us to target and select the most appropriate content. The immediate target is the publication of three social media posts per week. It would be very helpful if all members could share these posts with their networks to increase the reach. This activity will be supported by a detailed SEO analysis of

the website to further increase our traffic.

As this issue of *The Partner* goes to press, Louise will be relinquishing her leadership of the group and passing the baton to Catherine Macleod of the

Element Group. To support the programme that ICW's CEO Tim Mowat wishes to implement, the group will take on a slightly wider role and develop a marketing and communications plan that aligns with the overall thrust of the Institution. This work has already started, focussing on the key issues of membership attraction and retention. ■

If you would like to get involved in this exciting activity, please contact Alan Maund at [alan.maund@icw.uk.com](mailto:alan.maund@icw.uk.com)



# Special Interest Group

## Collaborative Leadership

# Join the conversation for Collaborative Leadership Insight Paper



**Stephen Blakey** FRICS, FCinstCES, MICW  
**NETWORK RAIL**  
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**What is Collaborative Leadership? What are the skills and competencies required of a Collaborative Leader? And do we have the necessary training and development collateral to assess the relevant competencies and equip Collaborative Leaders with the techniques they need to be effective?**

These are the key questions being addressed by the Special Interest Group on Collaborative Leadership, made up of the following industry experts:

## THE TEAM



Bill Taylor



Jill Clancy



Bruno Marques



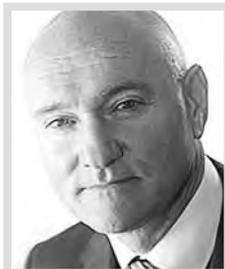
Richard Holm



Adrian Miller



Mike Preston



William Cotter



Chris Oden



Stephen Blakey

Our answers to these questions will be in the form of an *Insight Paper* to be published later this year along with recommendations to ICW as to where further training and development collateral may be required.

So, where are we now? Well, the SIG has determined that Collaborative Leadership doesn't need to be positioned as an eighth leadership style or be the preserve of executive leaders – it's not about seniority.

Rather, it's about role modelling emotional intelligence and behavioural and communication skills that embed a culture of collaborative working across your sphere of influence. And whilst that sphere of influence will be linked to what you do and where you are within an organisation – and in turn the business knowledge and experience you have acquired – the skills of a Collaborative Leader can be utilised by operatives and practitioners just as well as by business and programme directors.

After much discussion, our current working definition is:



**“Collaborative Leadership is** the ability to deftly move between leadership styles and role model a blend of intellectual, emotional and linguistic attributes that embed a collaborative working culture as part of achieving defined strategic (i.e. business) aims or tactical (i.e. Project or Programme) outcomes”

A bit clunky? Perhaps. Thought provoking? Definitely. And as we develop our *Insight Paper*, we will of course be testing this definition with a number of stakeholder groups, including the ICW's Advisory Council, seeking insight, advice and refinement towards a final working proposition that we can put to industry later this year.

If this subject resonates with you and you have something to offer, all comments are welcome, as is attendance at the Share and Learn event later this year where the *Insight Paper* will be formally launched. In the meantime, ask yourself who is the Collaborative Leader you first think of, and what attributes do they have that make you think of them?

Food for thought and exactly the type of conversation taking place within the SIG. I look forward to leading this group and the publication of our *Insight Paper*. ■

# Special Interest Group

## Third Sector

# New collective will help bring ICW frameworks to the third sector



**Humraaj Singh**  
**CAUDWELL CHILDREN**

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**The inaugural meeting of the Institute for Collaborative Working's Third Sector Working Group was held 29 October 2021. It brings together inspirational leaders from local and national charities and non-profits around a shared vision: to shape the way our sector collaborates. The objectives of the group were agreed as:**

- To share ways of working and deliver outcomes together
- To allow every charity that adds value to continue to have its place
- To show where duplication of services exists and support collaborative practices that will save time, money and skills
- To seek out and showcase opportunities to diversify services offered to our beneficiaries
- To address the power imbalance between funders and recipients
- To reframe the relationship that funding recipients have between each other, from competitive towards collaborative

## THE TEAM

Hosted by Humraaj Singh, Director of Partnerships at national disability charity Caudwell Children, the working group includes senior representatives from across the UK's third sector, who bring with them a wealth of insight and decades of experience with charities including:

**Alex Till:** Chairman of the not-for-profit organisation National Enterprise Network (NEN), representing social enterprises and community interest companies involved in enterprise support. NEN is focused on providing stability to new and emerging businesses, driving prosperity and levelling up diverse communities through enterprise support.

**Amy Knight:** Marketing and Communications Manager, National Enterprise Network.

**Daniel Flynn:** CEO of YMCA North Staffordshire with a youth campus regarded as one of the best YMCA centres in the country, further affirmed through winning the Youth Matters Award for YMCA of the Year for 2019/20.

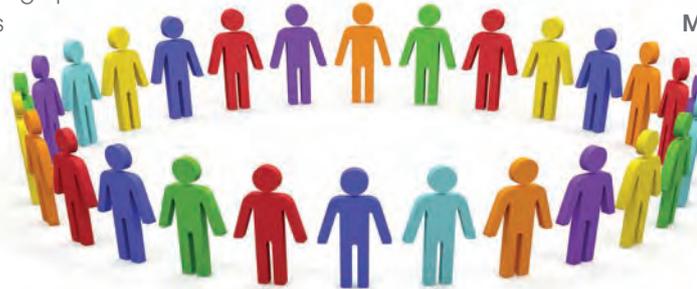
**Hugo Minney:** an accredited social value practitioner and Chair of Building Self-Belief CIO. Their charitable mission is to build stronger communities by ensuring that the young people in society get the necessary support and advice as they embark on adult life.

**Jason Hier:** an accredited ISO 44001 Collaboration Facilitator and Director of RoelTo who

joins the working group as an expert in aligning collaborative endeavours with business strategy. He has previously worked with us to prepare background research to support the third sector collaboration group.

**Kathy Betteridge:** Director for Anti Trafficking and Modern Slavery at The Salvation Army, which has been fighting social inequality and transforming lives for over 150 years. Kathy has a strong track record in business and service development, in particular government initiatives within education, employment and training.

**Michele Farmer:** CEO of Go Beyond, a charity that offers breaks in the countryside to children aged 8-15 who face serious challenges in their lives. Michele is an advocate for



The group discussed the fact that funders increasingly want to see third sector organisations reporting the extent of their collaborative practices, and that it is advantageous for charities and not-for-profits to be able to say “we are compliant with ICW principles.”

### Frequently asked questions

There’s always a lot of questions when a new Special Interest Group (SIG) membership forms, so we hope the following responses provide some clarity.

### Who and what is the ICW Third Sector Special Interest Group?

A group of expert can-doers from a broad range of backgrounds, working towards tangible outputs associated with collaborative

partnerships and collaborative working and a champion for early intervention and prevention.

**Michelle Lawrence:** founded Link Up UK which aims to overcome misconceptions about individual differences, thereby removing societal barrier and cultural divisions. She is the co-founder of the Cohesion and Integration Network, set up to bring together cross-sector expertise and knowledge to combat divisions in society.

### Tamsin Posteraro:

Commercial Lead at Government Commercial Organisation, with a strong track record in commercial and contract management for government and private sectors. She is interested in supporting the third sector to work towards shared goals so that organisations are more effective.

Tavidom – Dreamstime.com

working. We are focused on delivering impact in areas aligned with our individual strengths, for the benefit of the whole of the third sector.

### Why does it exist?

To use our shared knowledge and the ICW frameworks to move the third sector away from “good will” towards “good business”, so that third sector organisations survive longer.

### Why do members want to collaborate?

- Having shared goals makes third sector organisations more effective
- Collaboration supports innovation
- Greater social impact can be achieved by bringing specialist groups together
- We have a shared passion for collaborative work and joining different sectors together

### What are the immediate challenges the group needs to address?

- How can we get national charities to adopt ICW frameworks and then start cascading that down to local networks?
- How can we develop cases for support for collaborative working?
- How do we avoid experiences where collaborative working gets shut down because leaders feel it may be “too complicated”?

### What outcomes does the SIG hope to achieve?

- better awareness within the third sector of the professional collaboration relationship
- increased awareness of what the ICW has to offer for all third sector agencies
- a printed and virtual guide to collaborating better and why it’s important, which will support more third sector organisations

- to adopt the ICW standards
- opportunities for more third sector organisations to be recognised with ICW awards
- third sector work will get the exposure it deserves

### How will the group bring about change?

We will begin working in three sub-groups to develop cases for support for each of the sector relationships:

- third sector with third sector
- third sector with government
- third sector with the corporate sector

### How will we increase visibility of the SIG?

- An annual contribution to *The Partner* magazine
- Opportunity for group members to provide content for the ICW website (bi-monthly)
- Contributing to a Programme of Share and Learn Sessions (Internal Members) vs Webinars (External Members)

### What is the SIG’s success criteria?

- An increase third sector memberships of ICW (if the network grows, membership grows)

The working group has a diverse mix of profiles from industry experts, government officials and leaders from across the third sector; including local and national registered charities, all with a passion for collaboration. Through cross-sector partnerships, it has potential to make a difference at local and regional level.

Applying the ICW framework to the third sector will help build and maintain the relationships that charities have with their beneficiaries, with each other and with government. It will also make it easier for businesses who are looking to support charities, to find the organisations who need them and achieve mutually beneficial outcomes. ■

## ISO 44004 update

# Improving collaboration with small and medium enterprises: ISO 44004



**Adrian Miller**  
**ICW**

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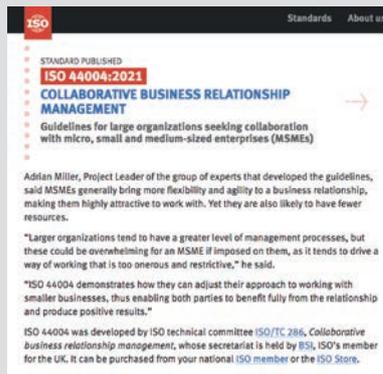
Last year the International Organization for Standardization published new guidance for large organisations that want to collaborate with micro, small and medium-sized enterprises (MSMEs). ISO 44004 recognises the different ways that small and large businesses work, and provides useful recommendations for how large organisations can adapt their approach to working with them.

The guidelines provide a set of recommendations (37 in all) on extensive feedback and experience because ISO committee research revealed that large organisations:

- tend to optimise how they work primarily to suit their internal processes, or doing business with other large organisations, or both
- have processes and tools for collaboration that are unlikely to have been designed to bring out the best performance of their small and medium sized partners or suppliers
- usually take the lead in collaboration and apply a one-size-fits-all governance and process approach that can weigh down smaller partners

ISO 44004 advocates a more pragmatic and balanced approach when large organisations are working with MSMEs – which is important because:

- MSMEs will typically bring more agility and flexibility to a collaborative relationship
- the limited resources and structure of an MSME means



they can be overwhelmed by large organisations' requirements, if they are not treated in a proportionate way

- when mismatches occur, all parties miss out on the intended and expected value and returns from collaboration

The ICW helped develop this new and important guidance which is complementary to ISO 44003 (guidance for MSMEs). You will probably be aware that the

If you are interested in understanding how this might help your organisation, please contact Adrian Miller, ICW Associate Director at [adrian.miller@icw.uk.com](mailto:adrian.miller@icw.uk.com)

Purchase ISO 44003 and 44004 from BSI online, or from the ISO store

ICW has created a scheme for ISO 44003 that is being used by some of our larger members to explore working better with their MSME supply chain. We are now looking at how we can help our members make use of ISO 44004. Our initial thinking is that any large organisation that recognises and wants to develop a more MSME-friendly approach could use the new guidance to help them by:



**Signposting intent** – through confirming a desire to be more “MSME friendly;” to engage and relate more effectively and open up opportunities to build better and more productive relationships.



**Analysing strengths and weaknesses** – by using its recommendations to assess how to measure up and benchmark and revealing what more you can do to work better with MSMEs.



**Validating your commitment** – indicates to your customers and suppliers that you have embedded MSME-friendly policies and that these can be validated against International best practice guidelines. ■

## ISO 44001 update

# The evolution of a friend: ISO 44001



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**ICW**

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**ISO 44001 is now approaching the fifth anniversary of its issue in March 2017 and, in preparation for this, ICW has been reviewing opportunities for improvement of this ground-breaking standard.**

ISO 11000, as it was initially defined, was a new breed of standard for ISO, providing both the framework for a management system and, more importantly, a business transformation programme. Tentatively, ISO established a project committee (PC) that was not intended to have a life beyond the development of this one standard. Thus, the PC commenced development of a full stand-alone document, with requirements, notes and basic guidance. It was only later, with the acceptance of the draft standard and feedback on the management of the PC, that prolongation of its life was proposed and accepted – with the PC becoming a fully-fledged technical committee (TC). And, due to a numbering protocol error, a change to the now established ISO 44001.

With the acceptance of a longer life for the PC/TC, it became possible to formulate more comprehensive guidance to support the requirements standard – this was *not* carte-blanche from ISO. However, the issue of ISO 44001 attracted wider international interest in the TC. Thus, ISO 44002 was developed by a wider and more active group of experts to provide:

a summary of the intent of each clause, an explanation of why it is relevant, and guidance on the implementation of its requirements.

### **The opportunity for change**

With its issue in 2019, ISO 4002 superseded much of the guidance and part of the appendices of ISO 44001. This provided us with a potential scope for improvement of the original standard.

The launch of ISO 44002 and new members of the TC also provided an impetus to the wider development of the ISO 44001 family, resulting in the evolution of guidance standards based upon the themes and structures established in the original “parent” standard. Particular interest has been shown in the “principles” that run through ISO 44001 and ISO 44002, which are being applied more widely and in non-traditional sectors, sometimes as a stepping-stone to the full standard.

Whilst the early success of ISO 44001 and the recruitment of other nations to the TC is most welcome, this has, perhaps, also set practical limits upon the changes that might be proposed. For example: if major changes are made to the “parent” standard,

such as removal or reordering of the eight stages, changes would need to be made to other members of the ISO 44001 family, which would have to be phased in over several years. Such structural changes are unlikely to be welcomed by ISO, participants in the TC, and other organisations internationally, that have made significant investments in relationships and systems based upon the current framework.

### **Potential changes**

Thus, ICW is currently reviewing suggestions for evolution of the “parent” standard which may be proposed to the TC. Current suggestions focus upon:

- providing an introduction to the wider ISO 44001 family
- the addition of references to the principles in ISO/TR 44000 and guidance in ISO 44002
- removal of guidance that was superseded by ISO 44002 (which is quite voluminous)
- clarification of particular principles/themes, such as communication, risk and exit strategy, as they evolve through the eight-step model
- identification of additional linkages to and from the common management system clauses (aka the high-level structure or the (superseded) Annex SL) to aid integration with other management systems standards, such as ISO 9001
- identification of clauses where wording could be clearer

These are suggestions only, as other nations’ delegations will have views on what should or should not be included, sometimes trenchantly held, to enable ISO 44001 to be of value in their national or industrial context.

The TC is expected to meet in mid-July when, following a ballot of national standards committees, it will decide whether to confirm, revise or withdraw this ground-breaking standard. We look forward to a positive response! ■

## ISO update

# International standards and ICW expertise



**David E Hawkins** FICW  
CHAIR OF THE ISO COMMITTEE  
FOR COLLABORATION  
**ICW**  
david.hawkins@icw.uk.com

**Collaborative working has been gaining increased interest internationally around ISO 44000 family of standards.**

The publication in 2021 of ISO 44003 guidance for MSMEs and 44004 guidance for larger organisations and MSMEs has been sparking lots of interest both in UK and across several countries. The ICW pilot programme based on ISO 44003 is starting to yield results, with small organisations seeing the potential value and the feedback from

our executive is that corporate organisations see relationships from a different perspective. Plans are now being developed to launch a wider programme in 2022 in the UK, with interest from Australia, Portugal and Italy.

The international committee is growing, which is unusual after a standard has been launched, with now 15 countries actively involved and some 18 countries following the developments. ISO 44001 is now starting its review process five years after publication in 2017,

ISO Central Secretariat premises,  
Geneva



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“The international committee is growing, which is unusual after a standard has been launched, with **now 15 countries actively involved and some 18 countries following the developments**”

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so thanks to our Paul Greenwood who is coordinating both UK ideas for improvements as well as those from across the ISO committee members. This is not a quick process, so changes, if any, will be two to three years away, given the ISO protocols that have to be followed.

#### **Universities and industry**

New work recently agreed for the committee is the development of a guidance to enhance the collaborations between

universities and industry, and we are delighted that Paul Connor from Warwick University is going to represent the UK for these developments.

In the UK, as you will be aware, ICW has been supporting the UKAS pilot programme to accredit conformity assessment bodies (CABs) to certify organisations to ISO 44001:2017. The initial activity has been completed with three CABs recommended for accreditation from the six CABs who had originally applied. The pilot programme reviewed the CAB's head office policy, processes, procedures and records against the requirements of ISO 17021-1:2015 (Conformity assessment requirements for bodies providing audit and certification of management systems — Part 1: Requirements) and their application within sampled certified organisations, and reviewed the competency development requirements as detailed in ISO 17021-12:2020 (Competence requirements for auditing and certification of collaborative business relationship management systems). Witness assessments were then undertaken, which reviewed planning activities, the audit conduct and attestation of conformity, and associated outcomes.

Following completion of the pilot, UKAS, with support from

ICW, has produced a technical document for circulation to the CABs, which details the UKAS approach to the accreditation of organisations offering certification against ISO 44001:2017. This document provides clarity for the application in the context of collaborative working relationships.

ICW have provided the technical expert role in the UKAS pilot programme and will be engaged in supporting UKAS on the initial accreditation, annual surveillance, and the four-yearly programme for the re-accreditation of CABs. Bill Taylor is the first ICW associate to have undertaken UKAS training as a technical assessor, and we will be developing this capability with other ADs during 2022. This is an important step forward for ICW, not only to maintain the integrity of the standard, but also because overseas accreditation bodies traditionally have followed and built on UKAS approaches. ■



# International branches

## ICW Australia Brett Ackroyd

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**Since our official launch in August 2021, ICW Australia has continued the process of establishment**

**and the growth of the community of practice in Australia with the assistance of Elysium EPL Pty Ltd. The ICW Australia governance structure and management framework is in place, and we have several individuals and organisations who are supporting our Advisory Council. We have also established agreements with capability providers, Elysium EPL Pty Ltd, Knowledge Perspectives Pty Ltd, and the Hargraves Institute, to support the delivery of collaborative working capability to the community of practice in Australia.**

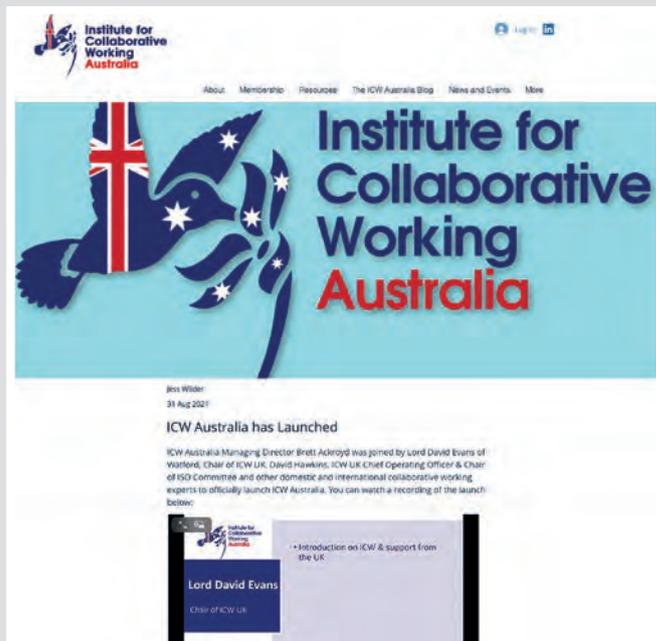
We are continuing to explore how we support our existing enterprise network member Babcock and expand the network membership in other sectors in Australia. We have initiated local Special Interest Groups in the sectors of small to medium enterprises, in professional services, and are seeking to expand this element of ICW Australia to other sectors of interest to the community in Australia. In response to a rising interest in the application of collaborative working and ISO 44001, we have also been undertaking a number of awareness sessions with different government and industry organisations.

ICW Australia has initiated a programme of delivering online awareness development seminars, including the Network Rail Consulting experience in the Sydney Trains Project (winner of a BSI sponsored Global Collaboration Award in 2021). This programme of webinar awareness sessions is planned to continue throughout 2022. In response to a rising interest in Government and industry on the application of collaborative working and ISO 44001, we have also been undertaking awareness sessions with different organisations and are continuing to advocate for the wider adoption of collaborative working in Australia. In 2021 we supported Adelaide University Business School in their awareness of collaborative working, and in initiating the process of seeking to become what we understand to be the first university business school in the world to become certified to ISO 44001.

The year 2022 is shaping up



to be a very busy one for ICW Australia, and we look forward to engaging more closely with ICW organisations across the globe to develop further the community of practice, and contribute to the growth of the body of knowledge on collaborative working. ■





## ICW Canada Andy Akrouche

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**Again, ICW Canada has had a great year promoting ISO 44001 as a reference model for enabling effective collaboration to produce improved outcomes in complex projects, programmes and business arrangements.**



ICW Canada in partnership with SRS (Strategic Relationships Solutions Inc.) has been leading a major campaign to promote ISO 44001 in the Canadian public sector and in particular the Department of Procurement and Public Services and National

**“The government requests bidders to use ISO 44001 as a reference for relationship and collaboration management plans”**

Defence. Last year we reported that ISO 44001 was identified in the Federal Government’s Procurement Practitioner’s Guide as a best practice for establishing and managing collaborative business relationships. Today, and in major procurements, the government requests bidders to use ISO 44001 as a reference when developing their relationship and collaboration management plans.

With Covid almost behind us, ICW Canada, with sponsorship from Strategic Relationships Solutions Inc. (SRS) are planning to hold an information sharing and networking event on ISO 44001 in the fall of 2022. This event

is intended to bring together public and private sector leaders from across the local Canadian community to share their insight and experience in creating collaboration systems and managing complex business relationships.

I am looking forward to a great 2022 with rapid diffusion of the collaborative approach as a more and more positive shift in the mindset of programme owners and key stakeholders occurs. I would like to thank the leadership team in the UK for their continued sponsorship and support and look forward to continuing to work together in the times ahead. ■

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## ICW New Zealand Chris Olsen

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**This past year has been a growth and development time for ICWNZ. Our founder Dave Macdonald has stepped**

**aside, and we are now entering a new phase, building on Dave's great work since 2016. A big shout out to Dave for his dedication and great work over the past years.**

Notwithstanding Covid, we have been very active at the operational level this past year,

delivering both online and face-to-face workshops for clients, contractors and consultants as well as one public course. All these courses and workshops have been built around the two-day Collaborative Working Practitioners Course, which is where the current market appetite in New Zealand lies. Most New Zealand organisations want a value-added course or workshop rather than a certificate on the wall. Evaluation scores for these workshops and courses have been exceptional.

During the year, we reviewed our strategic plan, deciding that we will now extend our current relationships approach to an organisational approach based on the establishment of a Steering

Group and a formal community of practice supported by a sound organisation platform and social media. The Steering Group was established five months ago and comprises key sector client and supplier leaders. We are collaboratively working with them to develop ICWNZ's value proposition and membership benefits for our New Zealand market.

We are all looking forward to an exciting year ahead as we take ICWNZ to a new level, and I would like to thank ICWUK for their massive unconditional support and I would like to acknowledge personally and thank the ICWNZ team of Erik Barnes, Tony McCartney and Dave Macdonald. ■

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## ICW Portugal Bruno Marques

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**The development of ICW PT in 2021 continued on its path to raise the awareness of collaborative relationships as a**

**key enabler of competitiveness and sustainability. Two major initiatives were developed during this difficult and challenging year.**

Working closely with the ISO technical committee and with the Portuguese technical working group, during 2021 we have been translating the ISO 44003, focusing on collaborative relationships in micro, small, and medium-sized enterprises. We expect to finish the translation in the first trimester of 2022 and begin the formal process to approve it as a Portuguese "norm".

The dimension of the Portuguese organisations is smaller than the average in the EU, and Portugal ranks as the second country in the EU where small companies have a greater role in the economy. This reality highlights the relevance of the future ISO 44003 in Portuguese organisations.

On the other hand, ICW PT

was a partner in workshops, conducting presentations about collaboration in the context of the future of leadership and as a driving force to address different challenges in today's complexity. For example, we highlight the topic of collaboration as a part of the Knowledge Management module in the Master of Information Warfare in the Portuguese Military Academy. Also, we also worked on a training course to be held in the first trimester of 2022 – Digital Leadership and the Power of Collaboration.

We will continue our mission of introducing collaborative business relationships to our community; for sure, there is a bright future in the development of collaborative working in Portugal! ■

## ICW Scotland Mike Healy

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**As Associate Director, ICW Scotland, I have been leading some interesting workshops on collaborative**

**working. Our virtual workshop Collaborative Working – Intent to Execution, lasts three hours. It has been attended by more than 100 managers and members of staff from the public sector since the beginning of winter, 2021. More recently, it was delivered to a large group of local politicians.**

The workshop focuses on what happens after organisations have agreed to work collaboratively, and on behaviour between people representing different interests of the parties involved in delivering community objectives.

Working with politicians

was different because of the background “noise” coming from online and media activity that condemns the actions of elected representatives, and an expectation of inter-party bickering. However, I was pleasantly surprised by the honest interaction between delegates and the maturity of thinking and discussion. It was gratifying to see a desire for greater collaborative working on behalf of local constituents regardless of party considerations.

The idea of structured collaboration was introduced to them for the first time and they were introduced to simple structured processes as well as the thoroughness of the ISO 44001 standard. They came to see that there was value in the having a process around which they could ensure all the right questions were asked. They also felt that even with the best process in place, the careful management of personal emotions, behaviours and mindset was necessary. The remainder

of the workshop involved them considering their own leadership and ability to develop trust in leading and participating in community projects.

We often forget that many local elected politicians have business or professional backgrounds and can see the business sense in working collaboratively. We presume that they are self-serving and only interested in re-election.

A valuable reminder from this workshop for me was not to get swayed too much by the opinions of those on the side-lines when engaging in collaborative working. How many of us come to the table with preconceived ideas about the other party; have already decided how they will behave, and condemn them before we begin? How many of us arrive for discussions feeling defensive, and have our own position in our head, which we must defend rather than be open to exploring the interests of all of us at the table? ■

## ICW Wales Dr Jane Lynch

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**We were delighted to see Craidd Alliance /Transport for Wales win the Industry category for**

**ICW Collaborative Awards 2021. The Craidd Alliance was the biggest rail infrastructure project in Wales since the railway was created. It embraced both industry and transport for Wales in a £738m investment upgrade to core valley lines as a unique opportunity to transform the lives of communities in the South Wales Valleys.**

In the last issue I said that I’m co-delivering a module with Professor Martin Kitchener called *Collaborative Planning for Integration* as part of a Postgraduate Diploma in Healthcare Planning. Part of the assessment requires executive students to evaluate the potential for applying the standard and other collaboration frameworks against past projects for NHS Wales healthcare organisations. The good news is that alumni have fed back that they are now applying the principles into daily working practices and projects for the future.

Collaborative working is also at the heart of the Infuse 2023 programme. Infuse, which supports regional collaboration, is an innovation and research led programme designed to build skills

and capacity for innovative future public services across the Cardiff Capital Region. Infuse is supported by the European Social Fund through the Welsh Government and is a collaboration between Cardiff University, Y Lab, Nesta, Cardiff Capital Region City Deal Office (CCR) and the ten local authorities that make up the region, including Monmouthshire County Council as the lead partner. The programme is built to tackle real-life questions, driven by the biggest challenges faced by the region: accelerating decarbonisation and supportive communities. Public sector workers are learning about the principles of effective collaboration through Procurement Labs delivered online by members of Cardiff University, Nesta, Y Lab and guest speakers from ICW. ■

# ICW Collaborative Awards 2021

The Institute for Collaborative Working 2021 Awards, sponsored by BSI, showed yet again the strength, depth and quality of collaborative working taking place across different sectors by organisations that are exemplary models of what they do.

For the second year running, the awards event in December was Covid-affected. However, the ICW and BSI teams did a fantastic job to ensure it went ahead despite some late changes to

the arrangements. With only a week to go we were forced to cancel the planned in-person presentations at the House of Lords, and move the event online.

The worthy award winners are shown here, and again we congratulate them all, for being leaders in demonstrating their collaborative credentials and prowess.

If you think you have something to showcase, please look out for the opportunity to enter our 2022 awards scheme. The process for submitting entries will open again this summer.



## PUBLIC SECTOR AWARD

### GRAHAM CONSTRUCTION, SWECO & NATIONAL HIGHWAYS

Top score helps to win  
public sector category

**GRAHAM Construction, Sweco and National Highways are in an ISO 44001 JRMP collaboration on a £235mn design and build project delivering critical improvements for M25 Junctions 25 and 28, and M2 Junction 5.**

The collaboration achieves promoting safety, high performing relationships, continuous improvement, and cost savings to transform to an enterprise model. Key to this is the Behavioural Maturity Framework (BMF) and Improving Behaviours Improving Performance (IBIP) to accelerate team integration. Collaboration was essential in integrating behavioural and complex technical requirements with a wide range of stakeholders.

IBIP Coaching Training has been completed by GRAHAM directors, heads of departments



### The judges

Thanks go to the panel of judges: ICW Chairman, Lord David Evans of Watford; Frank Lee, BSI Product Certification Technical Director; and Dr Mehmet Chakkol, WBS Professor of Operations Management, Warwick University.

#### CHAIRMAN'S AWARD

### INDRA SISTEMAS

The judges were impressed by the collaborative nature of Indra in challenging times, exemplifying the international and multi-cultural nature of the company. Its response to the Covid pandemic in respect to its long-term relationship with NATS demonstrates the true value of collaborative working in support of the Single European Sky initiative, which in turn strengthened the company's commercial and competitive position through collaborative working.

*See Collaboration at the core of digital transformation, page 52*



#### SERVICE SECTOR AWARD

### ESS-COMPASS & DEFENCE INFRASTRUCTURE ORGANISATION

The Hestia programme with ESS working together with the Defence Infrastructure Organisation (DIO) is delivering soft facilities management services to a new cross-service (Army, RAF, Royal Navy) approach to outsourcing, bringing industry, DIO and military stakeholders together over sites in the East, Southwest, Wales and West Midlands to improve the lived experience of military personnel where they live and work. The judges saw how a structured approach utilising the framework of ISO 44001 provided a robust platform to achieve joint measurable benefits and objectives.

*See Improving the lived experience for service personnel, together, page 46*



and managers, with a number becoming certified enablers, reflecting Inclusive Visible Felt Leadership, we have also embedded a behavioural psychologist for focused training and coaching. Collaboration has involved National Highways, main contractors and sub-contractors on the project including in BMF Surveys, and IBIP observations creating actions for improvement. This has enabled teams to review and identify how to achieve industry leading standards of collaborative working, leading to exceptional

performance of their projects.

Results include attaining the Collaborative Improvement Zone on the Performance Model assessing Commitment to Delivery and Integrated Team Performance; leading standards across the National Highways BMF based survey and integrated team observations and reaching 97% score for the project Drive Through Report 2021, the highest score nationally out of all 19 major National Highways projects.



Denis Leonard



## HEALTH SECTOR AWARD

### ROYAL PAPWORTH HOSPITAL & PHILIPS UK AND IRELAND

Model partnership treats more patients, more quickly, more safely

**Royal Papworth Hospital and Philips UK and Ireland have been working together since 2018 to find innovative solutions and to co-develop pioneering technology, with a shared ambition of delivering the best possible care and treatments for patients. Since its establishment, the partnership has grown in strength and ambition and we are delighted that the achievements of our collaboration have been recognised by ICW.**



Philips is a leader in diagnostic imaging systems, healthcare information technology solutions, patient monitoring, cardiac devices and services, transformational consultancy services and home healthcare solutions. Royal Papworth Hospital is the UK's leading heart and lung hospital, treating more than 50,000 patients every year.

Our ICW award submission focused on the optimisation of the hospital's catheter laboratories, in which Philips adapted and strengthened the connectivity between the hospital's electronic

patient record and the different digital systems to advance the clinicians' experience and workflow.

The success of this collaborative project has seen a real-world difference to the hospital's efficiency and, pre COVID-19, facilitated a near doubling of elective and emergency cases from 2019. In practice, this means more patients are seen more quickly with reduced exposure to ionising radiation during procedures.

The partnership is currently working on a number of new initiatives including research studies, and is looking to trial new technologies within the hospital. It is our view that the partnership provides a model example of collaboration between industry and the NHS, and we look forward to seeing what we can achieve together next.

## INTERNATIONAL AWARD

### NETWORK RAIL CONSULTING

Embedding global expertise into principles

**Collaboration underpins everything we do in the Digital Systems Programme (DSP) as the Systems Integrator; we truly live and breathe it. We have a number of programme principles which include taking an "integrated and collaborative approach", establishing the value of working together as one team.**

Another principle is to instil "a learning and growth culture". A key initiative is to embed the

knowledge and experience, through the Systems Integrator, directly into the Australian rail industry. Network Rail Consulting (NRC), as lead Systems Integrator, have a strong team working on the DSP. It comprises people with previous experience of delivering Thameslink, Crossrail, projects in Madrid as well as local knowledge and experience from railway professionals in Australia. NRC also provides wider access to international experts on

comparable projects to accelerate learning and avoid pitfalls.

Finding innovative ways of working together is a key value for NRC and collaboration is also about how we have fun together. The DSP has a strong culture of supporting team fun, health and wellbeing. NRC has been passionate about setting up regular online team events to build a one team culture and mitigate the challenges of Covid-19.

This collaborative approach has been instrumental to the success of DSP – challenging milestones have been met because our teamwork is based on a solid foundation of collaboration.



Mark Pettigrew

## COLLABORATIVE LEADERSHIP AWARD



### TOUFIC MACHNOUK (NETWORK RAIL), EAST COAST DIGITAL PROGRAMME

High level of collaborative leadership



The East Coast Digital Programme focused on delivering the next

generation railway bringing together cross industry expertise. The judges identified Toufic's enthusiastic lead, demonstrating a high level of collaborative leadership drawing together a wide range of 40 stakeholders involved in the application of modernising and creating a legacy for the UK rail industry.

## CRAIDD ALLIANCE & TRANSPORT FOR WALES

### Rail alliance makes historic first for ISO 44001

In the last edition of *The Partner* we covered the story of the most significant rail infrastructure project in Wales since the railway was established. A £738m project to transform rail services between the Welsh valleys and Cardiff, known as the South Wales Metro project – Core Valley Lines (CVL), is being delivered by the Craidd Alliance. This collaborative alliance, formed between Transport for Wales, Amey Infrastructure Wales, Balfour Beatty, Alun Griffiths, and Siemens started in 2018 and will conclude main works in 2023.

The determination to deliver a successful project, with collaboration at the heart of its success, was only one component of their ambition. They also wanted to achieve ISO 44001 certification, and if possible, win an award for their collaborative efforts.

In November 2021, at their first attempt, they gained certification for ISO 44001. As far as we are aware, this is the first pure rail alliance in the world to achieve this feat. In December 2021, they achieved their next ambition by winning the ICW Industry Award. Here is what the judges said:

*“The structured collaborative partnership based on a foundation of ISO 44001 across industry, public sector and supply chain was critical in delivering major social values, whilst demonstrating the highest standards in safety, sustainability,*

*and local investment. Whilst this project is meeting the demands of the rail infrastructure, we were equally impressed by the parallel focus on social inclusion, equal opportunity, and diversity.”*

The major objective remaining is the transformation of the rail infrastructure by the end of 2023, and with a strong collaboration in place, they are well on their way to delivering this.

Key reasons behind the formation, and ongoing maintenance of a strong and effective alliance include:

- 1 Leadership: It starts at the top.** The importance of good collaborative leadership was recognised early on. As such, leaders were assessed not just on technical competence, but also collaborative behaviours and experience. This was invaluable in moving the project forward through closer integration.
- 2 Vision, values and objectives: It's all about alignment.** A cultural charter was developed which clearly communicated what we were doing, why we were doing it, and how we expected everyone to behave. Linking this to the project's key objectives enabled people to see clearly how their role impacts the success of the project.

**3 Partner selection: Getting it right.** A robust selection process was established to evaluate every supplier working on the project. This three-stage process allowed for the quick elimination of non-critical organisations, enabling us to focus our attention on those organisations who were key to us succeeding. By assessing them against our culture and values, as well as technical ability, we selected partners who could work well with each other in good times, as well as difficult ones.

**4 Communication: It's good to talk.** A good governance structure was implemented which ensured effective communication between key boards and forums. This enabled non-essential meetings to be removed. In addition, company-wide communication of our cultural charter helped share our vision, but also enabled us to receive feedback on areas we can improve.

**5 Value: It's why we are here.** The clear value here is to transform the lives of people in the Welsh valleys. This means there are goals outside of just project cost control. Some of the key drivers are around safety, sustainability and social value. Capturing and measuring the delivery of each of these is a key aspect of the success of the project.

In a major project with significant risk, complexity, and cost, it is clear to see the role collaboration is playing. It creates and maintains trust between organisations. This key component ensures all parties work together effectively to deliver joint objectives for all.

Leigh Lawry

See *The Partner* 2021 edition, page 91: £738m Welsh Rail Alliance has collaboration at its heart



INFRASTRUCTURE AWARD

# RAIL SYSTEMS ALLIANCE SCOTLAND

## Collaborative behaviours create trust and confidence



**The key to effective collaboration within and consequently through Rail Systems Alliance Scotland (RSAS) has been an understanding that we are and forever will be “the shadow we cast” in terms of collaborative behaviours. If at any point the senior team, were to adopt a less than open collaborative approach to all business elements, we would see that trickle down throughout the organisation as quick as night would follow day.**

quick wins and the confidence that this approach was working.

As confidence in colleagues grew and honesty was very much a constant, the successes continued, and the desire to create efficiencies and better ways of doing things grew also. Gone was the isolation of the “profiteer” and in its place grew colleagues who were excited about the potential of embracing the alliance concept, of maximum collaboration which brought a sense of dynamism to our reactions.

It has been the most rewarding of times; as our confidence of delivery has grown so too has the collaborative approach to all that we do. Winning the ICW Award has reinforced our focus and determination in achieving full alignment with ISO 44001 and Certification. This endorsement has been greatly received by the team.

Alex Sharkey

See our case study on p10

SUPPLY CHAIN AWARD

## SELLAFIELD LTD & DECOMMISSIONING DELIVERY PARTNERSHIP

### Decommissioning safely and at pace, together

Sellafield is the UK’s most complex nuclear site dealing with the hazards of nuclear legacy. The creation the Decommissioning Delivery Partnership and the success of their delivery partner framework performance is demonstrated through the collaborative working to undertake the complex and hazardous decommissioning programme, safely drawing on supply chain innovation in record time. The submission highlighted the dual focus on safety and cost delivered through the collaboration delivered on an accelerated schedule despite the challenges of the Covid pandemic.

For the case study see p 65



Our behaviours had to be open, honest, engaging and use our ethos of Best for Programme as a guiding mantra. The broader team very quickly learned that the best way forward was to form working relationships on first name terms, regardless of parent company, with the best for programme ethos bringing early



SUSTAINABILITY AWARD

## SKANSKA UK CARBON MANAGEMENT TEAM & GREEN BIOFUELS

INNOVATION AWARD

### SKANSKA DIGITALISATION TEAM

#### Carbon management extends across the board

The judges decided to combine two submissions by Skanska. This included their carbon management team which focused their overall approach to carbon reduction and their collaboration with Green Biofuels, reflecting both the internal approaches and how this was extended to support customers,

joint venture partners, and to include benefits for their supply chain partners.

For the case study see p 39



DEFENCE AND SECURITY AWARD

# DEFENCE DIGITAL & TECHUK

## Improved engagement overcomes complexities across sectors

**Defence Digital (DD) spends about £2bn a year on technology across 500 contracts with 300 suppliers.**

The complexity of sourcing technology, and the Ministry of Defence, combined with the public sector need to be fair to all, provides a multiplier effect on being hard to do business and building supplier relationships. As part of DD's Strategic Supplier Management Programme, DD Commercial has worked extensively with industry in order to significantly improve its market engagement by increasing opportunities for that engagement, co-developing a Collaboration Charter with techUK and its members, and the implementation

of a strategic supplier relationship management (SRM) programme. techUK represent more than 800 technology companies including 550 SMEs and more than 50 trade associations.

The complexity surrounding the procurement of technology combined with the inherent complexity of Ministry of Defence itself brings together a combination that makes it extremely difficult for existing and new suppliers alike to understand and therefore engage appropriately with Defence either at the right time, at the right level and/or with the right people.

The DD Commercial team led two work-streams:

- 1 Engagement of technology industry:** to significantly increase DD's accessibility, transparency, and levels of engagement on areas of mutual interest

- 2 Supplier relationship management (SRM):** mapping DD's most critical suppliers and implementing an SRM programme.

DD established a Collaboration Working Group in conjunction with techUK. This led to the creation of a Collaboration Charter which commits DD and supplier signatories to a set of key principles to improved ways of working which aims to:

- Provide a framework to liberate public sector commercial officers to allow them to build deeper relationships with industry
- Improve the visibility and engagement of industry on existing and future business opportunities on a more timely basis.
- Encourage more dialogue with greater focus to resolving issues rather than both sides defaulting to contractual mechanism prematurely
- Increase use of ISO 44001 collaborative business relationship management systems in contracts.



SOCIAL IMPACT AWARD

# TOWNS FUND DELIVERY PARTNER & DEPARTMENT FOR LEVELLING UP, HOUSING AND COMMUNITIES

## Combined expertise fast tracks regeneration projects

**The Department for Levelling Up, Housing and Communities (DLUHC) created the Towns Fund to help deliver transformational regeneration and growth in 101 towns across England. With up to £25m available for each town, this £2.4bn fund is driving sustainable economic, social and environmental change locally and regionally.**

Each town has different capabilities

and capacity to deliver their projects, so DLUHC appointed the Towns Fund Delivery Partner (TFDP) to support the towns through the programme. TFDP is a consortium led by Arup with Nichols, FutureGov, Copper Consultancy, Grant Thornton and Savills, gathering expertise across more than 25 professional disciplines.

As the TFDP, we worked in partnership *with* towns, not *for* them, to enable long-term capacity

and capability growth in the towns. We worked as one team to support towns through the development of an evidence-based vision for their place and projects. This support covered a range of topics including community engagement, financial viability, sustainability and social value. Each town has benefitted from bespoke advice, which they may have otherwise struggled to procure locally at speed. Our collaborative approach has helped the towns to develop impactful regeneration programmes with support from multi-disciplinary teams that reflect the multifaceted opportunities for their places.



# ICW MEMBERS

## ICW ambassadors



## Corporate members



## Government



## Academics



## Institutes & Trade Associations



Railway Industry Association



RESILIENCE FIRST



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# Institute for Collaborative Working

## CELEBRATING OVER 30 YEARS

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

**AS A PROFESSIONAL COMMUNITY**



### ICW ambassadors

