

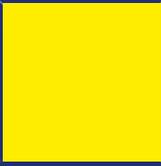
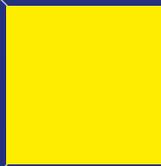


Institute for
Collaborative
Working

THE

PARTNER

MAY
2016



Insight into Collaborative Working

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The Institute for Collaborative Working (ICW) has moved office

Our new address is: Institute for Collaborative Working (ICW)
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ICW Board Members



**Lord Evans of Watford,
Chairman**



**Les Pyle,
Chief Executive**



Barry Sheerman MP



**Andy Scott,
CBI**



**Dawn Marriott-Sims,
Capita**



**Julie Humpleby,
BIS**



**Douglas McCormick,
Sweett Group**



**David Hawkins,
ICW**

Lord David Evans of Watford



It's all just common sense...

International business is an important part of my life and has been for many years both with my private business interests and more recently a variety of Parliamentary issues related to my role with the House of Lords.

To put this in context my earlier Printing and Publishing businesses saw the development of important business relationships across Europe and Asia. More recently this has involved a number of Government trade related projects for the Czech Republic, Lithuania, South Africa, the UAE, Caricom and Azerbaijan. Beyond Printing and Publishing my House of Lords role leads me into a variety of most important and, I must admit, interesting areas viz studying the Bavarian State Government support for their SME community; Intelligent Cities in Turkey; the European Olympic Games in Azerbaijan etc. Apart from my Printing and Publishing businesses and Chairing ICW my current

portfolio includes working with a number of USA contacts on some highly sensitive issues around Cyber Security, working with the Kazakhstan Government on their nuclear plans and supporting an innovative advanced Cancer Therapy company.

No peace for the wicked they say!

I tell you this not to brag but to explain why, as Chairman of ICW, my International business experience makes me so supportive for what is happening with BS 11000 the National standard poised to become ISO 11000 the international standard. When ISO 11000 is launched it will not only be a major achievement for the UK specifically but also a very significant development for International business generally.

There can be no mistaking the business imperative to establish a clear collaborative understanding in order to achieve a successful business outcome. The major benefit of the collaborative working standard is that the framework provides a common platform of understanding to enable the business to develop on an open basis throughout the life cycle of the business relationship. The framework provides the mechanisms to establish mutual clarity of purpose for the businesses involved to encourage a structured dialogue and avoid expectation mismatch. Application of the framework must be coupled with a shared rigorous approach to manage the overall process as the business relationship develops. Whilst some of this is down to individual personal relationships much of it is based on the adoption of the good practice approaches embodied in the standard.

I suggest that building the business relationship on such a clear framework has the potential to secure the desired business outcome quicker, with a greater chance of success and with less wasted effort than the traditional approach. The framework provides a reference point to guide the resolution of difficulties that inevitably arise as the business develops. Experience suggests that true collaborative relationships encourage innovative thinking to take the business onward and upward.

To my mind this approach is common sense, indeed one of the reasons that BS 11000 continues to be so successful in the UK is that it is common sense which no one can argue with.

So another piece of pragmatic UK common sense goes global!

Lord David Evans – Chairman

Les Pyle – ICW



Tomorrow the world...!

Those of us involved for many years with collaborative working thought leadership and pushing for it to be acknowledged as a Professional Business Discipline must confess to a feeling of anticipation with the imminent launch of ISO 11000 – THE Global standard for Collaborative Business Relationships. This represents the culmination of a 14 year journey since CRAFT was first conceived as a good practice structured collaborative working methodology. This brought BSI and ICW together to launch the first National collaborative business relationship standard at the House of Lords in November 2006 as a Publicly Available Specification – PAS 11000. This was followed 4 years later by the full ledged BS 11000 also launched in the House of Lords in December 2010.

ICW's association with the House of Lords dates from 1990 when ICW, then known as PSL, was created by Lord Joseph its first Chairman and now with Lord Evans of Watford our present Chairman. Given this long association with the House of Lords it goes without saying that once ISO 11000 is finally approved by the ISO Working Group it too will be formally launched in the House of Lords. We expect this to happen by the end of 2016.

Word of ISO 11000 is beginning to stimulate interest from around the world with a number of countries seeking to establish local knowledge sharing operations to promote the principles embodied in the standard. ICW is encouraging this development in keeping with our aim which is to build progressively a global collaborative working knowledge sharing community. This has so far led to the establishment of ICW Africa based in Johannesburg, ICW Canada based in Ottawa and ICW New Zealand based In Auckland. By the time this publication is available we expect ICW Australia and ICW Malaysia (representing the 10 nations of the ASEAN region) to be active.

It is no coincidence that these countries form part of the Commonwealth which could be considered to be the original global collaborative community. ICW is delighted that the Commonwealth Heads of Government Meeting in Malta in November announced the selection of the Rt. Hon Patricia Scotland as the sixth Commonwealth Secretary-General. Baroness Scotland is a long standing advocate of the importance of collaborative working and a good friend of ICW – we look forward to working with her in her new role.

None of the above in any way reduces ICW's commitment to the UK which represents 90% + of our activity with focused operations addressing the needs of the major geographic regions. For each region the ICW business model seeks to build a relevant academic relationship to drive the collaborative working leadership agenda with appropriate academic input. This addresses the ICW aims to carry out research to develop the principles of collaborative working and to develop collaborative working skills through training and development. Hence we have collaborative arrangements in England with Warwick University Business School, for Wales with Cardiff University Business School and in Scotland with Heriot Watt Business School. We are using these primary relationships through a Collaborative Academic Forum to widen the academic involvement.

2017 onwards presents a major opportunity for the importance of effective collaborative working to be recognised globally as professional business discipline. This brings a range of new challenges not least of which is the need to exercise some form of control over the growing demand for help with the adoption of the international standard and the competence of those seeking to exploit this new market opportunity.

Les Pyle – Chief Executive

Her Excellency the Rt Hon Baroness Patricia Scotland QC Secretary General of the Commonwealth



A champion for Commonwealth collaboration

On 29th November 2015 the Commonwealth Heads of Government appointed Baroness Scotland as the sixth Commonwealth Secretary-General for a four year term and committed their governments to supporting her in further efforts to advance the Commonwealth's values and principles as well as its institutions, as dynamic and contemporary agents of positive change for all Commonwealth citizens.

As a firm believer in the value of collaboration I was delighted to be asked to write a foreword for the 2016 edition of the Partner. Throughout my life and career, I have always recognised that the best solutions to challenges and problems come from focusing first on what we agree on and then developing ideas jointly to reach mutually agreeable outcomes. This for me is the underlying ethos of collaboration and the corner-stone of the work that ICW has been engaged with for the past 26 years.

In both my legal career and roles within government, not to mention my charity work, there has always been a challenge of bringing people and organisations together to focus on delivering solutions to difficult issues.

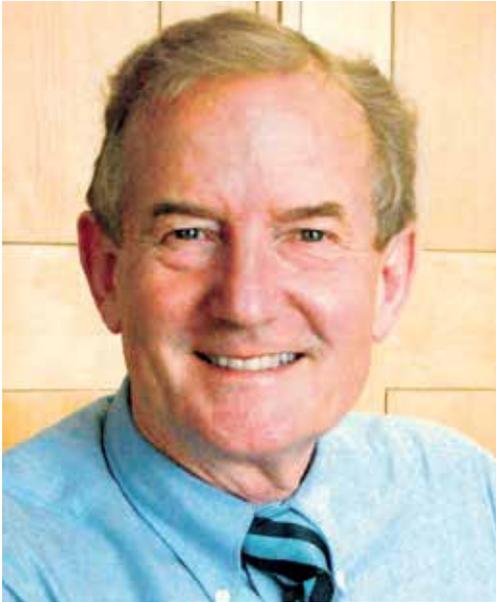
Collaboration may always be a goal between individuals, but it has been the work of the Institute and the BSI that, over the past decade, codified collaboration through BS 11000 to provide a systemic sustainable approach, which I am glad to see, as a UK first, being taken onto the international stage with the imminent launch of ISO 11000.

The nature of international business and intergovernmental relationships has never been more complex, which can be challenging where diversity of perspectives can easily engender conflict. In my new role as Secretary General for the Commonwealth I will be championing the widespread adoption of collaborative working good practice as it is my firmly held view that the most effective solutions will come through increased collaboration at all levels.

Baroness Scotland was called to the bar at the Middle Temple in 1977, specialising in family and children's law, and was called to the Bar of Antigua and the Commonwealth of Dominica – 1978. In 1991, she became the first black woman to be appointed a Queen's Counsel and held a variety of government positions including Attorney General. Baroness Scotland is a Patron of the Global Foundation for the Elimination of Domestic Violence and President of Chatham House.

Her Excellency the Rt Hon Baroness Patricia Scotland QC

Barry Sheerman



Tomorrow the world!

It was 20 years ago that I first got involved with ICW (then, of course, PSL). It had been set up in order to take forward a new Government initiative to promote the concept of partnering as the preferred way for organisations to do business with one another. The idea was initially promoted by Lord Joseph who, during an official visit to Japan, was extremely impressed by the partnering ethos which was already developing apace there.

At the time most UK organisations did business together in a traditional (somewhat adversarial) way: specify precisely what you want; contract an organisation to do it; and give them a very hard time if they fail precisely to meet your specification! The vision was that organisations would get much better value if they 'partnered' – or collaborated with one another. This made a lot of sense: state the requirement that's wanted in terms of output

allowing the bidding organisation to specify a solution giving the potential supplier a blank canvas – how do I do this most cost-effectively?

Proposing such innovative solutions requires the exchange of knowledge, experience and skills between client and supplier... hence... COLLABORATION!

Thus ICW set about the challenging task of spreading the partnering message throughout the public and private sectors by facilitating individual relationships and by promoting the collaborative message as widely as possible through the growing network of members. It wasn't until ICW came up with the idea of a structured methodology for the successful management of collaborative relationships (CRAFT), leading to the development and publication of BS 11000, that the benefits of collaboration began to be widely recognised by organisations large and small throughout the country.

Now wherever I look – in manufacturing, in health, in local governance, in every sector in which I am involved – there is a search for new ways of working together in partnership. At last it has dawned on the private and public sectors that traditional ways of working, of outsourcing, of supply chain management, need to be hauled out, inspected and have revolutionary techniques of collaboration applied to them. The ICW approach has never been more relevant and essential to the future prosperity, effectiveness and efficiency of our economy and our country.

With the publication of ISO 11000, there is every reason to expect that the collaborative message will start to engage the world!

Barry Sheerman MP – Board Member

Douglas McCormick – Sweett Group



Delivering quality apprenticeships

When I wrote my foreword to this publication last year, I had just stepped into the role of Chief Executive Officer at Sweett Group. A year later, and I am certain that our business' greatest strength is our people, and the quality of service that they provide. Collaborative methods are clearly at the heart of our service delivery and it is my ambition to continue to foster collaborative working methods throughout our workforce, and within the next generation.

To that end, I have decided to use this foreword to look at apprenticeships and how we can work together to make them work for both businesses and our young people. In my role as Commissioner for The UK Commission for Employment and Skills (UKCES), I am frequently asked to comment on the direction that work-based training should take in the UK; particularly within the context of the skills shortages facing the country and with the

government's 2020 target to deliver 3 million apprenticeships hitting the headlines. If we are to meet this target in a meaningful way, we need to look closely at how employers, training providers, industry bodies and government can work together to produce quality apprenticeship schemes that address the skills requirements of our economy.

My view is that we need to move towards a demand-led model, with employers able to lead the way in identifying what skills are required from training providers. There should be competition between training providers to ensure that standards remain high, and government should work to ensure consistency across regions. Industry bodies can assist in determining how apprenticeships can work for the sector they serve and by fostering a culture of collaboration between employers in sharing apprentices across an industry. Schemes should be consolidated and we must avoid creating multiple initiatives in order to make apprenticeships easy to understand for prospective learners and unambiguous for companies aiming to deliver them. 'Policy churn' is clearly detrimental to businesses seeking to be assured of return on investment in delivering apprenticeships, we must therefore push for stability and avoid reinventing the wheel.

I am proud of the quantity surveying apprenticeship scheme that Sweett Group has developed. We work with the Construction Industry Training Board and Havering College to deliver a programme that gives our apprentices the chance to experience four different departments, working on a six-month rotation. This is a great opportunity for individuals to build great working relationships across multiple teams and gain a rounded understanding of how our business operates. I am delighted that last year Sweett Group was highly commended in the Apprenticeships awards, and this year, has been included in the Top 100 Apprenticeship Employers List.

Douglas McCormick – Board Member

Dawn Marriott-Sims – Capita



Working together is a success!

The digital age has dramatically altered the way in which we collaborate in the work place. Email communication has led to a crescendo in the pace of work – and knowledge previously learned is now accessible at the touch of a button. The competitive market has become increasingly challenging as consumers are more informed of the choices available to them. On the other hand, technology can now provide a means for remote teams to collaborate together effectively. Communication, both locally and globally, has been transformed.

This revolution has led to a culture shift within organisations. Leaders were previously viewed as ultimate knowledge keepers; now it is accepted that no one person can know everything in this rapidly shifting, data-driven environment. Effective knowledge sharing is made possible by strong partnerships and collaboration is almost a

prerequisite. This is the basis for the ICW's success: it creates opportunities for organisations to form strong partnerships, thus presenting a source of competitive advantage.

The collaborative business relationship framework BS 11000 enables organisations to create and maintain mutually beneficial partnerships. Capita's experience of the standard is that one BS 11000-inspired initiative often encourages additional collaboration and generates further benefits to both parties. BS 11000 has provided Capita with demonstrable commercial value. With the launch of ISO 11000 this year, what was a UK enterprise is now becoming a global initiative. The new international standard will provide the opportunity to develop effective international partnerships – of particular value to UK organisations in the current political landscape.

In terms of international collaboration, the past year has been particularly significant to Capita. February 2015 saw our largest ever acquisition: Avocis, a leading provider of customer contact management services in Germany, Switzerland and Austria. Subsequently, we formed Capita Europe: a new division comprised of Avocis, our existing near-shore operation in Poland, Tricontes and Scholand and Beiling. With a focus on service delivery, the expansion into Europe was driven by our desire to improve the support to our current UK clients by establishing links overseas. This was also echoed by a number of clients with an international presence. Over the past year, much focus has been placed on implementing collaborative practices with our international partners.

This example epitomises what the ICW represents: it's all about collaborating for one culture. As Henry Ford once said "Coming together is a beginning, keeping together is progress, working together is success." I greatly anticipate the release of ISO 11000 this year and look forward to experiencing the wider collaborative network it will create.

Dawn Marriott-Sims – Board Member

David Hawkins



Looking back helps you to plan ahead...

In the past year, with the help of our Foundation Members, we have seen a number of initiatives come to fruition and others strengthened. It may seem to some that our focus around BS 11000 and its migration to an international standard is overshadowing the more strategic aims of the Institute. There is no doubt that the creation of ISO 11000 is a major milestone in terms of raising the profile of Collaboration and ICW but it is also a trigger for future development, which, in February 2016, was the focus for our Foundation Management Board's strategic review looking to 2017 and beyond.

One of the significant aspects resulting from the ISO working group's deliberations has been the increased prominence of competencies and behaviours, reflecting our experiences with BS 11000 over 5 years. This has

reinforced our resolve to build on the ICW training portfolio and our burgeoning relationships across academia, including research by WBS, our Collaborative Leadership MSC module with WMG and the inclusion of our thought leadership on collaboration into various Masters Programmes via Cardiff, Warwick and overseas. Whilst a standard may create the organisational framework necessary to support collaboration it will be the people skills (both today's and the next generation's) that will drive success.

We have launched our next programme of research based on the success of the 'Benefits Realisation' work done by Warwick Business School, the focus for this year being Leadership Capabilities. Alongside this ICW, with WBS, obtained an ERSC grant for a 4 year doctorate to study the 'the Physiology of Collaboration' to reinforce our thought leadership. Together with WBS we held our first 'Academic collaborative working forum' with six universities and we look to expanding this group progressively in the coming year as part of our longer terms aims to build knowledge and capability through integration with higher education.

Recognising success beyond certification to a standard was the driver behind the successful ICW Collaboration Awards for organisations and individuals in November 2015. Thanks to BSI who have again agreed to sponsor the 2016 Awards on December 8th.

Our individual membership scheme, launched in 2015, continues to grow and is helping individuals to gain recognition within their own organisations. The two members' days have provided individuals the opportunity to share their ideas and challenges. As we consolidate this programme we are beginning to evaluate specific in-house programmes as routes to membership, together with our overseas links, furthering the reach of MICW.

Our efforts to build recognition overseas continues and is likely to increase as we get closer to the publication of ISO 11000. The challenge of creating an international standard remains and consolidating input from many countries can be challenging. Also supporting its application through transition, publications and promoting adoption will be important. As part of the Institute's growth we have in the past year increased our central team, as well as overseas resources and welcome the support and knowledge they are contributing to our overall capabilities.

So looking back we have achieved what we set out to do this year and, looking forward, we are equally determined to go further..

David Hawkins, Knowledge Architect and Operations Director

Introduction by the Editor – Nicky Painter



Welcome to this year's Partner – filled with many interesting and thought-provoking articles, I'm pleased to say! Last year, of course was very special – ICW's 25th Anniversary. But this year is another exciting year as we eagerly look forward to the publication of ISO 11000! So, in anticipation of this, contributors have been encouraged to deal with the challenges of international collaboration – in particular the cultural implications. I think you'll find some of the articles really fascinating in this respect. In order to spread the collaborative message, and because of the doors which ISO 11000 should open, ICW has set up four overseas branches. We have also expanded our branches in Wales and Scotland. Short reports from all these branches are on pages 100-101.

Our Individual Membership Scheme has proved to be dynamic and popular and there have now been two Members' Days. Read more about how joining can benefit you and your organisation on the very last page.

You'll recall that last year we announced the introduction of the first ICW Collaborative Awards. We have witnessed many examples of collaborative excellence, including organisations which have been pathfinders for industry, collaborative relationships that have fully realised the benefits of working together and individuals who have been evangelists for collaboration. The scheme formally recognises these achievements. Case studies by last year's winners are on pages 102-107. Congratulations to you all! There is another competition this year. If you'd like to nominate someone the deadline is the end of May – so not long! Check out the details on our website.

We are pleased to welcome a new Foundation Member – Skanska. Their interesting article about collaborating with the European Spallation Source in Sweden is on page 21. We are also delighted to have appointed as a Foundation Member, in an 'Observer' role, Warwick Business School who, of course, now provide ICW's Training Courses. The Foundation Member articles follow this Editorial. We are delighted that this year Lockheed Martin are sponsoring our annual House of Lords reception on the 11th May at which this year's Partner will be launched. In case you were wondering about our front cover, each of the octagons represents one of our Foundation Members. Can you guess which is which? Sorry, no prizes – but the answers are on the back cover!

This year we have new printers – TU ink – with whom regular Partner readers will be familiar. ICW and TU ink share a Chairman – Lord David Evans. They are very professional and we warmly welcome them aboard. But I was very sorry to have to say goodbye to our long term designer, Andy Crouch, who was sadly made redundant by Roman Group after 27 years' service when its publishing section became subsumed by another company. On behalf of the ICW community I'd like to thank Andy for his dedication, innovative skills and endless patience. We all wish him well.

Thank you all so much for your tolerance, flexibility and understanding – and for all your lovely funny emails! But – more importantly – for all your great contributions to the Partner!

nicky.painter@virgin.net



If Carlsberg made standards – they would probably make one for Collaborative Business Relationships

If it's possible to have a favourite Standard, I would say that BS 11000 – Collaborative Business Relationships, is mine. I've been involved in this subject since BSI teamed up with the ICW back in 2005 and it's still one of the most thought provoking standards I've encountered. When we first published BS 11000, I'm not sure I realised just how much of an impact it would have – not just in terms of benefits to those involved, but in helping organizations to look past the projects of the moment, to a culture that would shape and support them well into the future.

Last year we talked about the shift that we had seen to a more strategic approach to collaborative working. Organizations, many of whom had adopted the standard to support the success of a particular project or relationship, were sharing their experiences and learnings from collaboration, across the wider business. Indeed, we have heard about new requirements for collaborative skills in recruitment processes and have experienced, first-hand, the increased emphasis on collaborative capabilities in the tender process. However, this isn't just about external relationships, but very much about individual organizations building stronger internal teams and adopting best practice collaboration.

So what is driving this change? Without a doubt, the successes of BS 11000 have been widely discussed and documented since its launch, and the feedback will help drive the development of ISO 11000 as it progresses this year. However, the business environment is constantly changing and we are operating in the face of the growing challenges that brings. This means that organizations need to adapt so as to be prepared for both risks and opportunities if they are to survive and then flourish. At BSI, we call this ability Organizational Resilience.

BS 11000 (and ISO 11000 when it is ready) can support this in a number of ways. It's not just about the success of immediate ventures, but building sustainable relationships that help safeguard your ability to operate effectively for years to come. The development of collaborative skills across your workforce and a more joined up culture is undoubtedly a benefit that will lend itself to greater productivity and better performance. But in truth, the greatest resilience will come from the very heart of best practice collaboration – shared skills and resources, the chance to learn from others – leading to innovation and new opportunities.

The writer and philosopher Aldous Huxley observed, "Experience is not what happens to a man; it is what a man does with what happens to him." The most resilient organizations are eager to learn from their own and others' experiences, to minimize problems and grasp opportunities.

BSI's model for Organizational Resilience comprises three fundamental elements – product excellence, process reliability and people behaviour. What is BS 11000 if not a tool for driving opportunities in all three areas? This next 12 months will be interesting with the impending publication of the world's first international standard for Collaborative Business Relationships. This is a great opportunity to take a close look at your collaborative practices and to consider – is your management system supporting you to become a truly resilient organization? I look forward to meeting many of you over the coming year and hearing your thoughts.

frank.lee@bsigroup.com



Building collaborative relationships to support business resilience

In business, as in other walks of life, teamwork is the key to success. Companies that work together can often achieve much more than alone.

Make the most of your partnerships by investing in BS 11000 collaborative business relationships. Collaborative working can be great for your business. It gives you access to more services, more opportunities to win business, resources to compete for bigger contracts and helps build sustainable relationships that support business resilience.

BS 11000 is a framework for implementing an effective collaborative relationship plan, which helps to;

- develop long term, productive relationships
- build trust and achieve value sooner
- safeguard your valuable supply chain
- bring products & services to market more quickly
- grow your business through new opportunities

To find out how BS 11000 can help your organization be more resilient, call us now.

Call: 0345 080 9000 to discuss your needs or visit: [bsigroup.com](https://www.bsigroup.com)

Towards a global collaborative culture



Carla Whyte, BSI

We are pleased to say that 2015 was another good year for BS 11000. The momentum around this standard is building and we are seeing a wider range

of organizations getting involved and starting to get value from a structured approach to working with others. We continue to receive positive feedback from those who were early adopters and the benefits of creating strategic partnerships are being seen time and time again. The fundamentals of BS 11000 – agreeing joint objectives, getting the right people for the job and building an environment to share resources, skills and ultimately risk, have proved their value in many industries and organizations of varying sizes.

Last year we talked about the value of BS 11000 as a tool to support building a sustainable business. Feedback from our clients suggests that the evolution of this standard has continued over the past year, with more businesses seeing the greater value of collaboration as long term strategy to support organizational resilience.

Driving this seems to be an increased awareness of threats to business continuity, often highlighted by media coverage, particularly in relation to risks within the supply chain. Organizations are planning for the future, looking to safeguard valuable relationships that impact their ability to deliver to their customers, but also to protect their reputation.

Competition is fierce and being able to demonstrate a capability to collaborate effectively continues to open doors to new opportunities – where price would once have been the primary consideration.

Others are recognising the benefits of collaborative skills within their workforce and developing an environment which nurtures and encourages these attitudes and behaviours. The right culture

is fundamental to successful collaboration. Now, as development of the international standard progresses, it's a good time to look at what we've learnt since BS 11000 was first published in 2010 and to consider the potential for collaborative working in the future.

Culture – at the heart of the standard

What do we mean by culture? It's defined on Wikipedia as the attitudes, customs and beliefs that distinguish one group of people from another. BS 11000 is one of a number of standards for which achieving the desired outcomes is dependent on the behaviour of the people involved.

The first part of BS 11000 requires that, before embarking on a collaborative relationship, you first investigate and understand your organization's own collaborative capabilities. If you ask most organizations whether they work collaboratively, they will say yes. But over the years, we have seen relationships fail because not every person involved has had the skills or attitude required to collaborate effectively. Getting this right from the outset is crucial to the success of the relationship. As with other standards, we see the best results when senior management buy-in to a management system and take a top-down approach to embedding the standard within the organization.

If you are familiar with Annex SL, the high level structure (HLS) for all international standards, you may already have considered how the emphasis on 'leadership' will support the development of a strong collaborative culture when ISO 11000 is published.

Within the High Level Structure, there is a reference to 'Top management' and this relates to the person or group of people who direct or control at the highest level in the organization. Amongst other things this person (or people) is required to play a pro-active role in ensuring that the objectives of the management system are shared across the business. Employees should not only be aware, but engaged – and have an understanding of the role they play in contributing to the management systems' effectiveness. This is where we would

expect to see the greatest influence on the culture of the organization – being led from the top down.

There is a number of requirements within BS 11000 that relate specifically to culture including:

- 'Establish resources, competencies and behaviours'
- 'Establish collaborative leadership'
- 'Maintain behaviours and trust'

We won't know the specifics until the final standard is published but we are expecting to see the core principles and themes within BS 11000 incorporated within ISO 11000. As such, the above requirements are likely to be reflected within Clause 7.3 'Personnel awareness' which is very much the responsibility of 'Top Management' to drive through the organization (see graphic below).

So the structure will be in place to support a strong collaborative culture but how do organizations embed this effectively? In our experience, where senior management lead by example, demonstrating the right behaviours and fostering trust with others internally and externally, they are far more likely to succeed. After all, the best results for collaborative business relationships come from those organizations who embrace the value of a collaborative culture and truly make it 'business as usual'.

Looking ahead

2016 is due to be an exciting year: ISO 11000 is progressing and we'll be delighted if it's published in time to launch at the ICW Annual Awards event, taking place at the House of

DIS (Draft International Standard) 11000 Clause 7.3

7.3 Personnel awareness
Persons doing work under the organization's control shall be aware of:
— the Collaborative Business Relationship policy;
— **their contribution to the effectiveness** of the Collaborative Business Relationship management system, including the benefits of improved performance...

Lords in December. It seems fitting as BS 11000 made its debut there back in 2010. We have seen a growing interest overseas for BS 11000 and the international standard presents a great opportunity to drive the success of collaborative working further afield.

There will be much more from BSI about the role of management systems in supporting Organizational Resilience. We'll be looking at how implementing best practice across your business will help you deliver excellent products, build reliable processes and cultivate the right behaviours in your workforce, supporting your ability to survive and prosper. We will be talking more about the BSI Partners in Excellence programme. Taking inspiration from BS 11000, we are working more collaboratively with our customers to enhance the value of the relationship and the results from their certification activities.

And finally, we are looking forward to working with ICW over the next 12 months – supporting their initiatives to expand the reach of collaborative working across the globe and meeting great new people on the way.

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Strategic	Awareness (Clause 3)	Establish executive responsible and organizational policy	Identify business objectives and value proposition	Identify and prioritize relationships	Establish resources, competencies and behaviours	Undertake initial risk assessment
	Knowledge (Clause 4)	Develop specific business strategy	Establish knowledge management process	Establish objectives, strategy, business case and identify potential collaborative organizations	Establish initial exit strategy	Incorporate relationship management with risk management processes
	Internal assessment (Clause 5)	Undertake self assessment	Establish collaborative profile	Establish collaborative leadership	Establish partner selection criteria	Establish and implement action plan
Organizational	Partner selection (Clause 6)	Nominate potential partners	Evaluate potential partners	Establish partner selection plans	Create joint objectives and negotiation strategy	Select partner
	Working together (Clause 7)	Establish governance, joint objectives and leadership	Establish organizational structure, roles, responsibilities and processes	Establish performance measures		
	Value creation (Clause 8)	Establish value creation programme	Define value drivers	Establish improvement		
Management	Staying together (Clause 9)	Ongoing management, monitor and measure the relationship	Continual innovation	Maintain behaviours and trust	Manage delivery and performance	Manage issue resolution and monitor joint exit strategy
	Exit strategy (Clause 10)	Develop and maintain joint exit strategy	Establish boundaries for the relationship	Monitor and evaluate changes	Manage business continuity and transition	Evaluate future opportunities

BS 11000-1 Principal Components of Successful Collaborative Relationships

Christopher Kehoe



Collaboration and the EU

Welcome to the latest edition of the Partner, which I hope you will find both compelling and enjoyable. It contains some excellent and thought provoking features on the subject of successful collaborations and partnerships from a wide variety of sectors.

As I write this, one major collaborative project is under very close and public scrutiny like no other, and whether it continues or not in its current form, will be at the behest of the British people. I am of course talking about the "in-out" referendum of Britain's membership of the EU. I suspect, by the time this year's Partner is published, you may be sick of the sound of it all. But on reflection, those of us who are closely engaged in the concept of collaboration may well learn some important lessons on the way, with regard to the way people understand and relate to it.

At the root of the decision that we will be individually and collectively asked to make, is whether the EU has been good or bad for Britain. As a collaborative project it has few equals in terms of the ambitious nature of its vision, married to its sheer scale and complexity. There are currently 28 member countries with a combined nominal GDP of \$18.5 trillion. The consequences of "Brexit" on the EU project have arguably not been properly calculated, but they will be substantial.

How you cast your vote on June 23rd will probably depend on whether you think Britain's collaboration with its EU partners has been a success and if you can see the mutual benefits still flowing into the future. Arriving at a conclusion is likely to involve the criteria you use to assess the benefits of the EU project. For some, the most important prizes will be rooted in culture; for many more, economic benefit is the only consideration that really matters; for others, it will be security and immigration. So, individual judgments will be based upon multiple criteria and priorities, all of which will be promoted by one vested interest or another.

What all this suggests is that establishing evidence-based criteria and getting agreement on the priorities between collaborative partners is essential. It also shows that it is important to communicate and get buy-in for these criteria outside the original sponsors of the project. If all of those involved are not regularly reminded of the original reasons why they went into the collaboration and what the success criteria are, it is small wonder that some partnerships fall apart. This is particularly true when the collaborative projects become bigger and more geographically diverse in nature.

That is why, as executive director of a Facilities Management services provider, I welcome the continuing development of the ISO 11000 international standard for collaboration following on from the success of BS 11000. A powerful and practical framework that helps collaborative organisations to set the vision, identify the right criteria, the implementation plan and the method of evaluation on an international level is much to be welcomed. That is why EMCOR UK has got involved in its development from the outset.

If only such a framework were available to help assess the performance of the EU collaboration, it might save us all from the polemics and grandstanding we will be asked to endure over the next few weeks!

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Collaboration is essential to building the most effective work place environments

Christopher Kehoe, Emcor

Many of us intuitively believe that a happy workforce, based in a quality working environment, will be more productive than those who find themselves in the opposite situation. That said it could be argued that the ancient Romans probably did not subscribe to this theory in any way and look what they achieved! But thankfully times have changed since then and mostly for the better. These days there is ample evidence drawn from opinion surveys, market research to academic studies that repeatedly shows that an effective workplace has a good chance of being a productive one. Of course there is a whole variety of criteria that go towards creating an effective workplace. These include physical issues such as temperature control and access to desk space; welfare concerns such as the availability of basic facilities and, of course, respect at work from management and colleagues. As a provider of Facilities Management services to a wide range of clients in both the public and private sectors we sit right at the centre of trying to create more effective working environments for our clients – and the key to making it work is collaboration.

So what defines an effective workspace? There are of course many definitions but to my mind a good place to start is: one that creates and sustains the right environment for higher productivity, as a direct result of greater user satisfaction. In essence what this means is having the right people, in the right place, with the right tools. Presently we are working in close association with Leesman, a management consultancy that focuses on evaluating the workplace environment and its impact on productivity. Since 2010 Leesman has been compiling an index looking at the development and implementation of best practice in the working environment. Surveys they have conducted, as part of compiling the index, suggest that 46% of office workers (who responded) do not feel that the design of their workplace environment allows them to be productive. Taken to its logical conclusion the inference is that just under half of the working population are not in the right working environment to increase levels of productivity.

But sometimes statistics like this can be unintentionally misleading. For example, our experience has shown us that different users of the same building can be very happy or very unhappy depending upon the role they have to perform or department they work in. To illustrate this point one of EMCOR UK's major clients has a headquarters building located in Southern England. We enjoy a long term collaborative working relationship with this organisation and during one of our regular reviews it became clear that the client's marketing function were not happy about their location and this was leading to performance issues. Located in the back of the building, the marketing department wanted to be seen as being more central to the cultural and commercial development of the company. They therefore needed to be nearer to the main traffic points in the building, so that they could share information more easily and influence the wider corporate personality. The legal team on the other hand, had the opposite view and felt that their more central location was detracting from their productivity, because they were consistently being disturbed by other workers. There were also potential implications for the confidentiality of legal documents in a high footfall area. The situation was remedied by essentially swapping the departments around in the building and the effectiveness and engagement of each was seen to rise accordingly as staff found themselves in an environment that better suited their specific needs.

The lesson from this is clear: different departments and different people require different things from a building and it is wrong to assume that everyone thinks the same way. For example, some Dutch





scientists recently caused quite a stir in the national media by suggesting that women require a mean average temperature a whole 2.5C higher than men whilst at work. This is because of a variation between the sexes in metabolic rate and heat production. The theory went on to suggest that air conditioning in an office was set by men for men and therefore was intrinsically sexist! Other differences can also occur for a variety of reasons including preferences for humidity, air change volumes and lighting intensity. Recognising these issues could be important to creating the optimum environment – the best advice being – if in doubt ask and people will tell you!

But simply asking people for their views is not enough. True collaboration requires the presence of empirical information when it comes to building the optimal working environment. Technology is rapidly changing the role of Facilities Management and moving it from purely a source of tactical solutions to problems, such as repairs, to a strategic function that can radically change the performance of a building and the people that work in it. This is because the improvement in sensor technology, for example, has led to a huge growth in data that can be used to identify and assess potential problems and opportunities more accurately. These days we can record people's actual usage of a building in a very granular form. From this information it is possible to have a highly accurate assessment of important factors such as occupancy levels and energy use. This is critical when we are collaboratively working with a client to maximise effectiveness of the working environment, as we not only have consulted opinion but hard data too. In our experience both

have a very important role to play in getting to the right solution.

It used to be thought that "time and motion" studies were used by management to give them the data they needed to drive improvements in productivity. These days sensors, GPS and QR codes enable management to have much more detailed information at its finger tips with regard to how staff interact with a building. Of course these issues can become sensitive very quickly if the process is not properly managed and it is important to realise this from the outset. But collaboration enables this information to be used as an evidence base to consult with workforces to create improvements that benefit all parties and in our experience this is more often than not the outcome if the concept is introduced properly. Empirical data is hard to argue with and therefore provides the basis for trust which is all important in creating and sustaining effective collaborative relationships and real engagement.

We have worked hard to develop reporting and evaluation tools that our customers and our staff can use to work more effectively together by employing real time information. Getting management and staff to value empirical information is important in ensuring that participants do not feel they are being bounced into positions for which they are not prepared. To me this is what effective collaboration is as it requires all the parties involved to be open and transparent with information that is therefore not seen as being manipulated to the advantage of one over the other. This represents a considerable cultural adjustment and investment and is therefore not easy to achieve. But the results can be spectacular and to the benefit of all concerned when true collaboration is practised in the effective operation of an organisation's estate. So we find ourselves at the heart of an exciting research collaboration – working with technology leaders, users of the built environment and academia – to establish whether the refinement of workspace environments, in both an ergonomic and environmental sense, can have a demonstrable positive impact on the effectiveness, wellbeing and engagement of our customers' employees. Watch this space!

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'Be better – together'

Skanska is very excited to become a Foundation Member at the Institute for collaborative working. We understand that ICW is the foundation stone to support collaboration within construction, and we are seeking to develop our industry knowledge with our peers and ICW in order share best practice which, ultimately, allows us best to serve our clients, employees and other stakeholders in maintaining collaborative relationships on projects.

Throughout our organisation, we have seen a growing interest around BS 11000 and have recently certified our Cambridgeshire project to BS 11000. This project has now begun to develop from BS 11000 to meet some of the new and exciting requirements of ISO 11000, namely a focus on behaviours. Utilising detailed relationship measurement

tools, the team has gained important insight as to the behaviours and culture of the project. This data acts as a crucial measuring point to see how behaviours develop as the project goes on, and has allowed the Cambridgeshire project to consider carefully any potential relationship risks that may occur, implementing a pro-active rather than re-active relationship management style. We believe that being collaborative is about being able to listen to our stakeholders, as well as talking to them.

Skanska is a company which prides itself on behaviour and is renowned for possessing a naturally collaborative culture, which we are eager to retain and strengthen further over the following years. We are excited to see a big focus upon behaviours throughout ISO 11000. We particularly applaud the acknowledgement that collaboration is taking the next step – and that key individuals who are working to support a collaborative culture be named and championed for their behaviours by SERs within the company. Skanska are focusing on trying to keep collaboration real for the company, which is an important development for ISO 11000. We feel we can harness a lot of value from utilising ISO 11000 in other areas beyond Client relationships and Joint Venture Relationships and are looking to improve our internal collaboration within the company and with our Supply Chain. We are excited to see the inclusion of 'Supply Chain opportunities and threats' as a key consideration in ISO 11000, as we have been working hard to develop Supply Chain Collaboration within Skanska.

Our new 2020 strategy has put collaboration as one of our core values, under the banner of 'Be Better – Together'. We are putting many exciting plans in place within our departments to ensure we are supported by a governance system which is, to quote ISO 11000, 'adaptable and agile'. We don't want just to be good at collaboration – we want to be the best. Here's to 2016 – we look forward to the launch of ISO 11000 and are excited to share our achievements and work with ICW in order to develop further our construction industry as a collaborative industry for future generations.

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A trusted partner

Working hand-in-hand with our clients and partners, we generate new ideas, set higher standards and deliver projects that benefit customers each and every day.

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Working with the design team on the European Spallation Source (ESS AB)

Naomi Redman, Skanska

The European Spallation Source based in Lund, Sweden is a prime example of a collaborative project in action. The Client, ESS AB, are funded by 17 countries. As a client, ESS came over to Britain during the pre-tendering phase. They visited some of our projects and understood what it means to Skanska to work within a collaborative culture. They visited projects such as Bermondsey, currently BS 11000 certified and we demonstrated the levels of collaboration that we could bring to a large scale project with an ECI phase. We delivered on our promise – and have embedded core members of the bid team who are now working directly with the client, to manage jointly the design and build processes in a collaborative manner. With over 47 different nationalities, culture and drivers there is one common goal: a desire to invest in science – to be at the forefront of nuclear physics. When the project is finished with the support of Skanska as the construction partner, the Client, Designers, and some of the most renowned Scientists in the world – it will have changed the world we live in.

The research is expected to contribute to areas such as:

- Room Temperature Super Conductors
- Hydrogen storage substrate
- Neutron electric dipole moment
- Efficient membrane for fuel cells
- Flexible and highly efficient solar cells
- Understanding liquid membranes
- Nano scaled structures for controlled drug release
- Self-healing materials – smart materials
- Spin-state as a storage of data (1023 gain in capacity)
- CO₂ sequestration

Collaboration with the client

The client were aware from the outset that they would need to work collaboratively with Skanska. As a client – there was not the expertise in-house for the requirements of a particle accelerator – nor of the construction and the design process – something the client felt Skanska understood well. The Client therefore appointed Skanska to sit alongside them – forming ESS – Skanska JV. The use of consultants for the design phase was managed in a collaborative way, as demonstrated in the following diagram:



Rather than having Skanska managed by consultants ESS decided it was best to sit closely with Skanska and together they would be able to best harness the expertise knowledge of the consultants.

Collaboration with the design team

The design team are managed both by the Client and by Skanska with an estimated 4,876 design activities and 22,730 dependencies – figures given by the design team themselves. It's important that this complex process is managed correctly. It was understood that the traditional way of working, by paying designers for each re-work, could potentially drive unwanted behaviour – which was detrimental to the end goal. For this project there is no extra money to be made from re-work – the less re-work needed for design the better. This drives a culture which is commercially incentivised to ensure the detail is correct first time round.

At ESS the design team is divided into two groups – one which faces the scientists and understands the complex technical requirements. The other which faces the client and construction – who translate the designs into manageable construction programmes.

The design manager explained 'Traditionally you will have a design process which is drawn up and managed by the design manager who will delegate and monitor the design team'. I didn't want that – there is no freedom of the design team to control their own work – there is no ownership. When trying to create a timeline to plan the work there can be resistance. 'We don't need to plan', 'we plan on our own', 'this is wasting my time, I've got other work to

Diagram 2

Building	Design Discipline	Design Package	Start DD	Issue DD for Review & Approval	DD Review & Approval Period	DD Issued for Construction
D01	Structure	Structure - Area 1 Precast Piles	26-Mar-15	4-May-15	8 Weeks	13-Aug-15
D01	Structure	Structure - Area 2 Precast Piles	26-Mar-15	13-May-15	8 Weeks	24-Aug-15
D01	Structure	Structure - Installation Gallery PCC Slab	30-Mar-15	14-Aug-15	8 Weeks	9-Oct-15
D01	Structure	Structure - PCC Walls	30-Mar-15	4-Sep-15	8 Weeks	2-Nov-15
D01	Structure	Structure - Reinforced Concrete	30-Mar-15	11-Sep-15	8 Weeks	9-Nov-15
D01	Structure	Structure - Steel	30-Mar-15	18-Sep-15	8 Weeks	16-Nov-15
D01	Architecture	Architecture - Full Package	30-Mar-15	25-Sep-15	8 Weeks	23-Nov-15
D01	Process	Process - Full Package	30-Mar-15	15-Oct-15	8 Weeks	11-Dec-15
D01	Electrical	Electrical - Full Package	30-Mar-15	3-Nov-15	8 Weeks	14-Jan-16
D02	Structure	Structure - Steel Core Piles	N/A	7-Jan-15	N/A	31-Mar-15
D02	Structure	Structure - Precast Piles	N/A	7-Jan-15	N/A	31-Mar-15
D02	Structure	Structure - Concrete Works - Basement Slab & Box (+75 to +79)	30-Mar-15	13-Aug-15	8 Weeks	7-Oct-15

do'. However, Skanska have employed a soft facilitative approach. We want the designers to feel liberated. Instead the design manager has allowed them to come up with the design process – they will agree the timescales – and understand the interdependencies – they will answer to each other. This is true design collaboration.

Collaboration and knowledge sharing

At ESS the designers understand that alignment with construction is imperative, and that it must be workable and manageable.

In diagram 2 (above) you can see the type of scheduling used – to ensure there are clear dates for releasing design to construction. All the designers manage this timescale and input to it – so there is an awareness for when certain designs need to be passed over to construction.

Overall, the design process may be managed as show in diagram 3. The integrated design programme is shown to the construction teams – who often want to see the long term path of design and construction. However, showing design scales a year ahead isn't the best format of information for designers. At ESS they manage the design process in 6 week phases, and break down the programme into

manageable chunks. Every two weeks there are meetings to review the progress dashboards. Every 6 weeks, these fundamental questions are asked for planning:

Looking Back

- What did we plan to achieve?
- What did we complete?
- What did we fail?
- Why did we fail?
- Fix the problems and re-plan

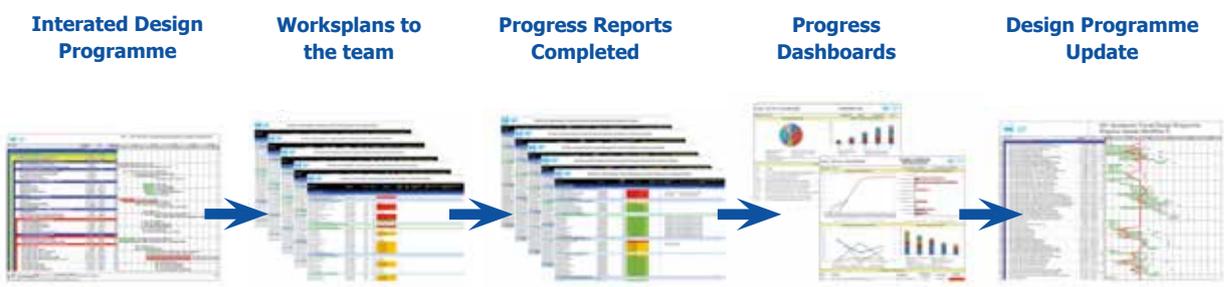
Looking Forward

- What do we need to start/complete the activity in the future?
- What could stop us?
- How can we mitigate the risks?
- Ensure that we plan to deliver

This collaborative planning ensures that ownership of the design schedule is in the hands of the designers. With a dedicated collaboration lead from Skanska this complex project is ticking all the boxes in terms of timescales.

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Diagram 3





Looking forward to our next decade of collaboration

NATS was an early adopter of BS 11000, driven by a commitment to work collaboratively and pursue opportunities to drive competitive advantage. Our approach to adopting BS 11000 has been built on our supplier relationship management process, with the requirements of the standard applied to our most important relationships, where we seek to develop and work as true strategic partners. The standard provides us with an overarching structure to manage these relationships, outlining the key processes to manage and develop our supply chain, including benchmarking and continuous improvement of how we work with selected organisations.

Collaborative working underpins how we deliver our business growth targets and reinforces our reputation for innovation. We have developed a business partnering strategy that seeks to broaden existing partnerships and forge new relationships with key industry players. Our partners are selected based on performance and capability, coupled with collaborative behaviours and appetite to innovate and create value. This approach supports the delivery of our major technology transformation programme to meet European Single Sky commitments, as well as creating a 'shop window' for future market offerings in pursuit of our business growth ambitions. We have formalised strategic partnerships with key technology partners, with selection criteria focused on both soft and hard parameters, in consultation with internal stakeholders, to confirm partners that align with our aims.

Working with our partners over the next decade will completely change how NATS delivers safe and efficient services to airlines and airports. It will deliver a more efficient air traffic system that will meet future demand, increase efficiency and improve environmental performance. To support this programme our partners will be required to work, under a collaborative framework that follows BS 11000 principles, integrating a whole series of innovative and ground breaking technologies. This is one of the most ambitious programmes NATS has ever undertaken and will transform how we manage air traffic in the UK, enabled by building a robust multi party collaborative supply chain.

Collaborative partnerships between air navigation service providers (such as NATS) and technology suppliers is relatively new in the air traffic industry and a real game changer as it allows new technology concepts to be introduced by harnessing operator knowledge and expertise with technology organisations to develop new systems and tools to manage safety, capacity, cost and environment, both for our own operational needs and external customers. We are creating new value propositions and differentiating solutions to offer customers more compelling value propositions through collaboration.

The prospect of ISO 11000 is an important development for NATS because, although we are a UK based business, we also operate overseas, particularly in the Asia Pacific and Middle East regions, where solid business capability credentials can make the difference when trying to secure new business. Furthermore, our supply base is international, drawn from numerous European countries and North America, so adhering to and promoting the benefits of an international standard will absolutely fit with our business aims and aspirations to promote best practice across our most important suppliers.

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NATS

A Single European Sky through Collaboration

The EU Single European Sky initiative will reform
Air Traffic Management in Europe to drive
improvement in performance and efficiency



www.nats.aero/about-us/ses

A multi partner collaborative supply chain



Adrian Miller, NATS

Global airspace is divided into flight information regions, determined largely on geopolitical lines, with air traffic management provision generally



being the responsibility of the Government of that region or state. Within Europe the air traffic management network is safe but increasingly costly, hampered by heterogeneous working practices and non-interoperable technologies and constrained by air route networks based mainly on national borders rather than air traffic flows.

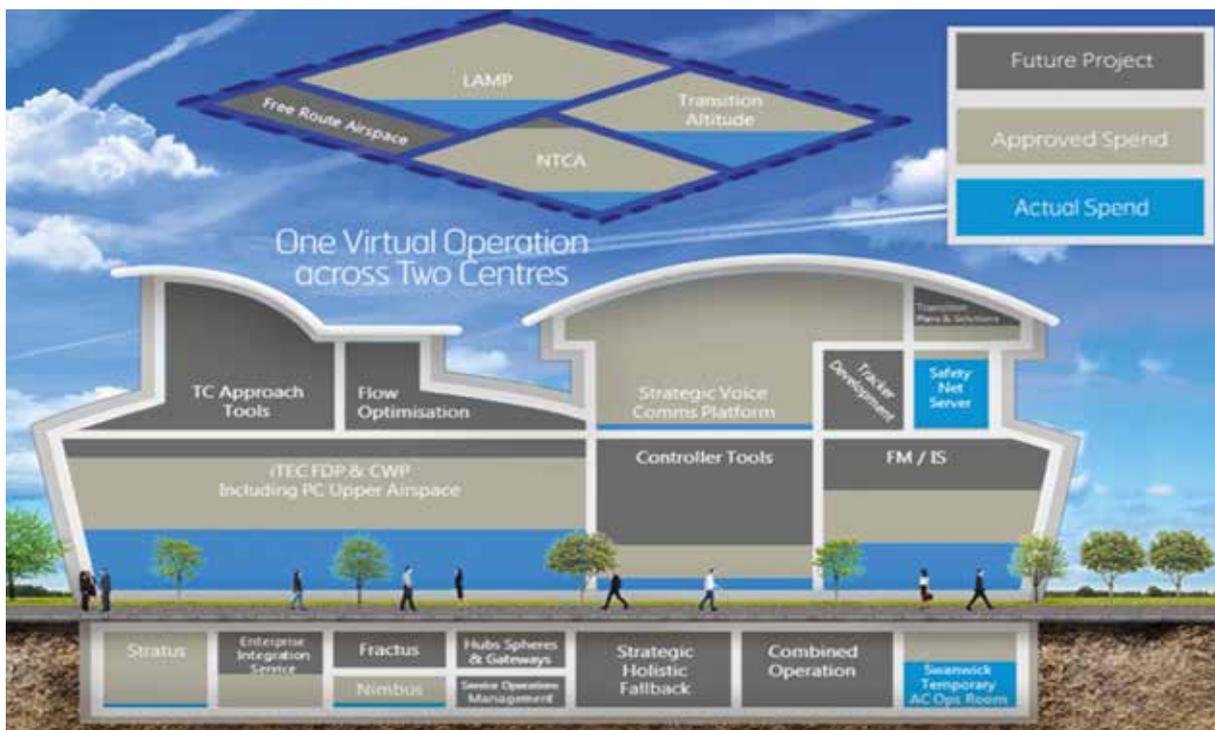
stakeholders in the European aviation sector cooperating and innovating, a solution is being implemented through SESAR (Single European Sky ATM Research) to develop and implement the systems that will deliver the vision for SES. NATS is a major partner in SESAR.

Single European Sky (SES) legislation became law in 2008 throughout the European Union and is a serious attempt to address 'borders in the sky'. Through the combined effort of all major

Business objectives



The NATS programme to introduce SESAR concepts into the UK is a huge part of our investment programme over the next 10 years and will transform our operations. Deploying



FOUNDATION MEMBERS

SESAR represents a major transformation for our business that will change systems, concepts and procedures for many of our people and partners, including controllers, engineers and support staff.

To achieve our SESAR aims we are engaging with industry partners to create the delivery platform for the next generation of UK air traffic management. In particular we have started working with strategic partners, such as Lockheed Martin and Indra, to harness to best effect our respective capabilities and expertise to meet the challenges of the future. NATS won the 2015 'Industry to Industry Collaboration' award from the ICW in recognition of the work we have already commenced with these partners. This is the start of a multi-partner collaborative approach designed to reduce cost and improve efficiency and service for our customers.

Developing strong relationships

NATS selects its strategic partners based on their ability to demonstrate a strong performance track record and exemplary behaviours to inspire the high degree of trust necessary for success in collaboration, (see chart 1 below).

We apply BS 11000 principles with a clear emphasis on the engagement and management phases to ensure a long term and successful working relationship. Selecting the right partners and implementing a collaboration driven by value creation

is vital, together with performance measurement linked to continuous improvement rather than applying a short term, transactional mind-set.

We deploy relationship management practices, processes and tools with our Partners, to ensure effective engagement and management including:

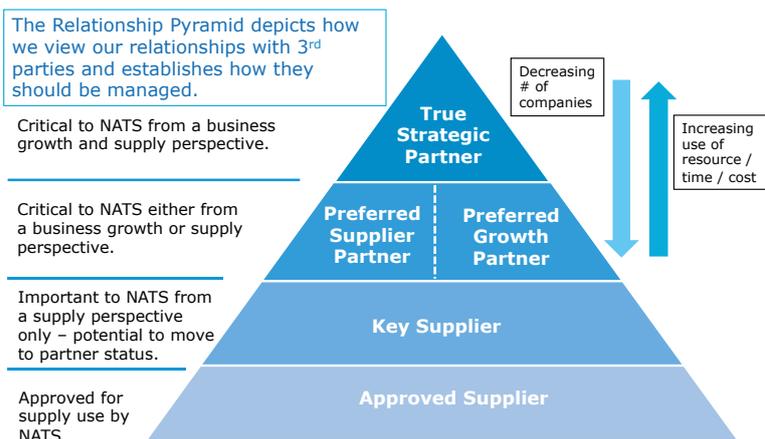
- Periodic Executive Review to review performance and improvements, strategy and future opportunities.
- Performance measurement and scoring agreed by both partners.
- Improvement Plans to address issues and drive continuous improvement.
- Creation of and maintaining a Joint Relationship Management Plan.
- Appointment of a Relationship Manager by both parties.
- Monitoring the effectiveness of working together with Trust Index or similar tools.

Multi-partner collaboration

To deliver its future technology roadmap NATS is bringing together some of the best suppliers in the market to implement an array of solutions as part of our overall technology transformation programme – that has to deliver the right business outcomes with clarity and control. NATS has established strong partnerships with leading ATM technology providers and key partners are encouraged to collaborate, working together closely to common objectives under a collaborative contract arrangement.

Chart 1

Our version of the Classic Segmentation Model.....



Collaboration brings together complementary strengths from our partners to ensure an integrated approach to achieving outcomes. There will also be a need for close working between all the parties to manage any commercial and technical risks. We have established a set of collaborative principles to guide our partners in working together as a part of a programme, and commercial principles to engender improved and consistent ways of working to coordinate properly the programme of change across NATS.

Formal arrangements



Business to business collaboration is underpinned and articulated by bilateral agreements augmented by a

multi-party 'Master Services Agreement' which includes a set of collaborative principles, values and behaviours. These make provision for incentives geared to common outcomes as well as the sharing of risk/reward. Other arrangements include:

- Overall Governance and a programme delivery model to align with and evolve transformation concepts.
- Technical work breakdown structure to help all parties better understand how their part of the work is contextualised.
- To lead the transformation effectively NATS has appointed an Integration Partner to strengthen our management of the programme.

- The building of transparent, robust end-to-end service levels and capability.
- Consideration of new approaches to achieve/optimise quickly required outcomes in an iterative and transparent way.
- A Behavioural Charter that sets out details of how we expect suppliers to work together.

Collaborative culture

We are working to engender a collaborative culture across NATS and our partners at all levels to ensure behaviours are aligned and that we develop the high levels of trust to ensure we work most effectively together. We have implemented a joined up communication plan with our SESAR partners including periodic supplier/partner conferences to show and discuss the 'bigger picture', supplemented by regular smaller briefings and individual targeted working sessions. Across our key relationships we have in place a collaborative training initiative with relationship managers from our Strategic Partners developing shared awareness and collaborative training material, including an approach to measuring and improving how we interact. Furthermore we are introducing systems and tools to improve how our teams work together. Through these collaborative engagements we encourage challenge to drive measured innovation and improvement from within the teams, ensuring we drive maximum value from within NATS and across our extended supply chain, (chart 2 below).

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Chart 2

Effective Collaboration





Looking to the future...

Fresh from attending a recent ICW strategic workshop, this issue of The Partner feels very timely. The workshop certainly focused the participants on the key issues of collaborative working as we look forward to 2017 and beyond. So whilst reflecting on what has gone before with some highlights of 2015, it feels very appropriate to look to the future.

2015 updates

This year saw Lockheed Martin Information Systems and Global Solutions (IS&GS) focus on further evolving our collaborative relationships and, with the commitment of our Senior Leadership Team, the core collaborative working Group formed in 2014 and establishing itself to

support collaborative working best practices across our wider business. The success of the group is not just measured by BS 11000 re-certification (although of course very welcome) but more by the value derived from our collaborative relationships. A walk through the stages of the BS 11000 framework highlights **Stage 6 Value Creation**, and as some of our key relationships have matured there has been strong emphasis on keeping relationships fresh through continuous improvement and exploring **Mutual Value Creation**. This has been a successful focus area in 2015 with one of the other ICW Foundation Members, **NATS**. The article that follows, by Lois Love, highlights a collaborative project between Lockheed Martin IS&GS and NATS that doesn't just stop at its initial deployment and success, but displays a commitment from both organisations to create added mutual value.

2016 and beyond

At a business level, and as the Senior Executive Responsible (SER) for BS 11000 within the organisation, I believe it is important that we continue to evolve our collaborative behaviours through continuous improvement and measurement, to enable the realisation of benefits for our organisation. This supports decision making, high level buy-in and sponsorship in continuing on this journey. Additionally, we cannot ignore the ongoing education of our employees and other internal/external stakeholders, so that collaborative working is part of the everyday fabric of how we conduct our business across the organisation.

As **ISO 11000 becomes a reality**, and as part of international organisation, we look forward to the opportunities that may open up to work collaboratively within a flexible, structured framework with many of our international colleagues and realise the benefits that our UK organisation has achieved so successfully.

Closing thoughts

I had the pleasure of attending the BS 11000: Collaborative Leaders Course at the University of Warwick in October 2015, the focus was clearly around 'Leading Programmes to Embed BS 11000'. I enjoyed the class immensely (in spite of a 3 hour closed book exam) and the enthusiasm and perspectives of the class strongly emphasized that working in a collaborative environment where all parties can prosper, does not just happen by chance – it takes determination and strength of leadership to ensure all parties feel valued and successful in the relationship. The commitment being demonstrated by leaders from across industries in the classroom, highlighted that BS 11000 and ISO 11000 later this year (hopefully) have a real place in organisations working more effectively together through collaborative relationships in the future.

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THE SECURITY OF PARTNERSHIP.

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Collaboration and commercialisation of intelligent approach

Lois Love, Lockheed Martin



A Contracts Negotiator with Lockheed Martin Information Systems and Global Solutions (IS&GS), Lois has supported collaborative working since 2010. Here she takes a look at how

working together has not just benefited Lockheed Martin and NATS, but also air passengers at London Heathrow.

In February 2014 Lockheed Martin IS&GS and NATS, signed a framework for the joint development of the Intelligent Approach tool – previously known as Time Based Separation (TBS), which was based on a NATS TBS concept.

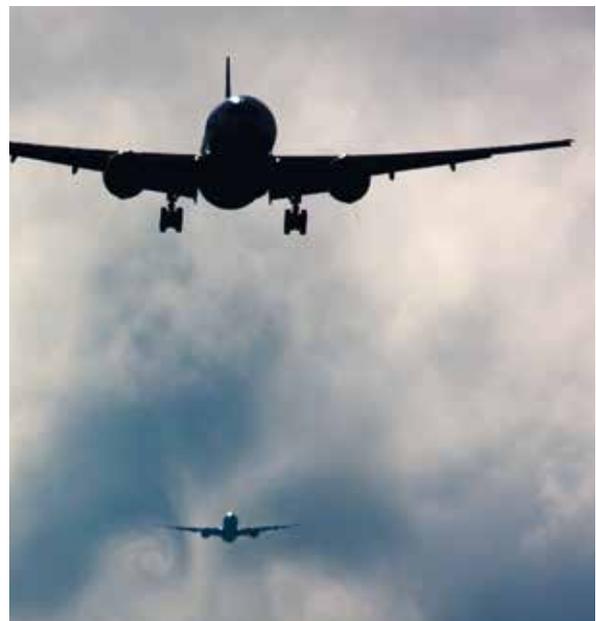
The Intelligent Approach tool was developed by the joint Lockheed Martin and NATS team primarily based at NATS CTC in Whiteley, Fareham, Hampshire. The team are collocated which has resulted in a badgeless culture within the team. The tool helps air traffic controllers, in that it separates arriving aircraft at Heathrow by time instead of distance, which has been the way aircraft have traditionally been landed in the past. During strong headwinds, the aircraft operate at a slower ground speed which in turn has reduced the rate of landing aircraft. The TBS tool uses wind data to calculate dynamically the safe spacing between the aircraft awaiting landing. Prior to the introduction of TBS into Heathrow, wind conditions were the main reason for aircraft landing delays.

The tool was derived from both NATS and Lockheed Martin intellectual property which was already in existence prior to the agreement along with new development.

This was the first of its kind for the NATS and Lockheed Martin relationship, as the agreement was set up in order to allow for the joint ownership of the Intellectual Property created (i.e. the Foreground IPR), and hence allowing opportunities for joint commercialisation downstream, which has been further solidified through the creation of a commercialisation agreement between NATS and Lockheed Martin.

The commercialisation agreement focuses on some of the collaborative factors which will be needed as the partners move forward to sell the tool onto new airport customers. It also sets out some of the contractual principles of how the partners will operate when selling the product onto new customers, in addition to setting out the governance and rules of engagement between the partners.

Perhaps the most prominent parts of this agreement are the objectives, principles and behaviours of interaction which, although have been drafted into the agreement, already reflect the way that Lockheed Martin and NATS conduct themselves as part of 'business as usual'.





joint partnership. Both NATS and Lockheed Martin have had to work even closer than before, with a greater degree of trust, to provide each other with transparency of each other's pricing models and strategic thinking to ensure the parties are aligned when taking this to market. In addition the teams are working together to consider jointly further enhancements to the product.

The Intelligent Approach tool was successfully delivered into London Terminal Control and Heathrow Tower in March 2015. NATS and Lockheed Martin are now working together on two potential international airport opportunities, with other worldwide customers showing interest in buying this highly acclaimed air traffic tool.

"This joint initiative between the airport, NATS and Lockheed Martin demonstrates the value in collaborating to improve a very challenging operating environment" said Mark Cooper, Managing Director for IS&GS' Transportation and Energy business in UK/Europe. "This innovation enables airports worldwide to minimise the impact of strong headwinds on landing rates, thereby reducing delays and cancellations."

Since its introduction into Heathrow, NATS controllers have landed two more aircraft per hour compared with a day prior to the introduction of TBS under similar weather conditions. This is likely to reduce arrival delays by approximately 80,000 minutes a year. It has been well received by all Parties involved in the project with Dave Wood of British Airways, manager of Air Traffic Control Services, adding:

"Punctuality is important to our customers so we always welcome initiatives that can help. Time Based separation has brought real benefits to our customers through reducing delays in high winds and has been a great example of the benefits of collaborative working".

This collaboration has taken the NATS and Lockheed Martin relationship one step further with the roles of the parties changing from what has traditionally been a Customer and Supplier relationship (albeit a collaborative one) to a true

The combination of the respective partner's abilities has created a true synergy of skills and competencies with Lockheed Martin having in-depth experience of the delivery and support of air traffic tools and NATS having a worldwide experience in consultancy and optimisation to support air traffic performance. This combination of complementary skills along with a solid history and strong relationship should enable the Lockheed Martin/NATS team to be successful in their pursuit to partner together on this opportunity.



The TBS project won an Institute of Engineering and Technology award in November 2015 for best transport innovation, and an IHS Janes ATC Award in the Runway category in March 2016.

To find out more about the 2015 IET Innovation Award winners, visit www.theiet.org/innovation and for more information about Time Based Separation and Intelligent Approach visit www.lockheedmartin.co.uk/tbs

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bluelightworks

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Bluelightworks is a service that supports public safety, criminal justice and blue light organisations to make informed strategic decisions. Bluelightworks provides evidenced impartial and practical advice compiled by professionals from within the collaborative Bluelightworks Partnership consisting of over 100 organisations across industry, academia and trade associations, guided by the latest market innovations, existing knowledge and trials and experimentation.

Bluelightworks is uniquely placed to find innovative solutions to national and regional programmes ensuring final outcomes are fully aligned with real operational needs.

Through working on Bluelightworks projects partners can gain an insight into potential future customer requirements, business process changes and potential procurement activities in addition to extensive industry insight through collaborative working with other Bluelightworks partners.

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Bluelightworks is a service led by Selex ES, for and on behalf of the Home Office.

The challenges of collaborative working across international boundaries and cultures



Tim Mowat and Anita Broadhead, Finmeccanica

programme has been the establishment of a trusted environment where all partners, individuals and Intellectual Property are respected and protected, but where insightful knowledge and domain expertise are shared for the benefit of all parties.

Finmeccanica (formerly Selex ES) has a long established history of delivering successful programmes utilising the BS 11000 approach for effectively managing complex collaborative relationships. Our collaborative working ethos is ingrained in how we work across a diverse range of markets and stakeholders.

Our most recent programme to benefit from our experience of effective collaborative working is Bluelightworks™, a Home Office funded capability for which Finmeccanica is the lead supplier, managing a collaborative partnership of expertise from large Industry partners, SMEs, Academia and Trade Associations. It is an innovative capability that was new to the criminal justice sector when let 2 years ago and has collaboration at its heart. It has been used widely across the Home Office and Policing and its activities have included providing the evidence base needed to support collaboration, standardisation and aggregation of non-ICT police procurement, to helping support a seven user organisation with the development of a Multi Agency Safeguarding Hub.

The projects have been characterised by the blending of teams from across industry, to draw in specific experts from companies large and small, and to work closely and collaboratively with customers. This approach challenges the traditional approach to consultancy and delivers hard cash benefits and the softer benefits of transforming the relationships between customers and industry. Central to the success of the Bluelightworks™

The collaborative manner in which we operate delivers a firm foundation of trusted advice. In addition, the open working environment we have adopted with all partners spanning Industry, Academia and Trade Associations as well as with our client, has so far demonstrated the following benefits:

- Improved quality of decision making and negating the need for multiple rounds of clarifications in procurement activity
- Provided innovative and agile thinking engendering an environment that is comfortable with challenging the norm and thereby enabling more freedom of thought
- De-risked future outcomes from building a knowledge base for future re-use
- Shared and improved knowledge through collaborative working

The Bluelightworks™ programme was recently awarded ICW's Chairman's Award, with Lord Evans commenting that he wanted the award to recognise an initiative that would benefit the whole of UK Plc. In response, Programme Director Clive Morgan said "This is a credit to everybody who has been involved in Bluelightworks™, in setting up a unique organisation and collaborative way of working, with over a hundred partner companies. To date Bluelightworks™ have identified savings of hundreds of millions of pounds for the Public Safety and Criminal Justice systems within England and Wales".

In addition Finmeccanica was awarded a contract worth 18.9M Euros to extend the NATO Computer Incident Response Centre (NCIRC) Full Operating Capability (FOC) to a number of additional NATO sites over the next two years. NCIRC is the NATO service which leads the defence of the Alliance from the increasingly commonplace, sophisticated, and potentially-damaging cyber threat. NCIRC FOC is designed, implemented and operated by Finmeccanica and provides NATO with a world-class cyber-incident detection and management capability. It also provides a platform for capability expansion to support technical evolution as the cyber threat and associated battlespace evolves. The continued success of this programme is solidly built on the open and collaborative approach Finmeccanica operates with our technology partners and we collectively look forward to the continued expansion of the NCIRC FOC capability over the coming years.

The success of this programme is in part due to the extremely close and synergetic relationship we have with Softcat, our solutions partner, with their logistics hub based in Tiel, Holland. Relying on even the most sophisticated supply chain model would not be sufficient in itself to govern this relationship and its success is credited on our ability to work collaboratively together in a creative, innovative and productive manner that remains at all times focused on successful client delivery.

The advent of the ISO standard brings with it the opportunity to benefit from applying collaborative

working in an internationally recognised and standardised manner and will feature more and more in our global business dealings. We shall be consolidating the extensive collaborative working knowledge gained from our domestic achievements and applying this experience to meet international challenges with a European consortium and an oil and gas company in the Far East. Part of our planning for the international standard has been to recognise the importance of understanding the cultural differences across the global markets. We anticipate that once ISO 11000 is launched it will become a significant adjunct to international ways of working as we know them today.

In order to maximise the benefits from collaborative working across the international boundaries we need not only to understand the cultural challenges but also sympathetically align our collaborative approach to each particular collaborative environment.

Our experience thus far has been that our international partners' perceptions of what having an open and trusting relationship might mean can be quite different from our own. Having a genuine and honest approach to collaboration, noting the best ideas stem from an environment of openness and trust, underpinned by a culture of excellent communications in which ideas can be freely discussed and exchanged is key to success. Add the obvious language barrier to effective communication in multi-cultural collaborations and then further enhance the challenge of

Bluelightworks team receiving ICW Chairman's Award. Right to left: Steve Whatson (Home Office), Peter Talbot (Bluelightworks Commercial Lead), Sarah Vanderheide (Bluelightworks Project Manager) Lord Evans, Tim Mowat and Clive Morgan (Bluelightworks Programme Director)



cultural precedents passed down through generations, and we have a very interesting set of ingredients from which to work and maximise the positive outcomes of collaboration across multi-cultural boundaries.

Cultural idiosyncrasies have been passed down through generations and cannot be disregarded overnight, even with the achievement of an ISO standard for collaborative working. As the ISO standard becomes embedded in global multi-organisational operations the cultural diversities will need to be carefully recognised and accounted for in ensuring effective communication within an international team. Finmeccanica have a large export business and operate in many parts of the world where cultural norms are significantly different to those in the Western world. From our experience, whilst such differences are not insurmountable, there is benefit to be had from recognising and embracing the same early on in the relationship. In particular:

- **Language** – whilst the language differences may appear obvious, at the outset when establishing a multi-party relationship that spans international borders, agreeing to a common verbal and / or written language for all joint communications whilst simultaneously agreeing an approach to interpretation where necessary, would be beneficial. Over-evaluation of individuals’ styles of language can also lead to a misunderstanding of their intent so recognising and accounting for these at the outset will also assist with the success of the relationship.
- **Gestures** – Non-verbal behaviours or ‘body language’ vary considerably from one culture to another. For example, a high level of eye contact is considered a sign of attentiveness in some cultures and a sign of rudeness in others. In some cultures individuals are encouraged to express their emotions openly, whilst in others openly demonstrating feelings is actually discouraged. These differences in body language will lead to misunderstandings between people of different cultural backgrounds and could de-rail the relationship if not addressed.
- **Attitudes to time** – some parts of the world find the need to plan and commit to deadlines

far more challenging than others, preferring instead to build relationships and plans ‘on the fly’. This can lead to frustrations, distrust and negative behaviours, all of which are counter to a successful relationship, so expressing the importance of agreeing some deliverables up front and an approach for monitoring progress against this will be beneficial.

- **Gender** – differing attitudes to gender in the work place exist throughout the world and this difference will have an impact on the likely success of any multi-cultural relationship if ignored. Failing to acknowledge openly the difference and accommodate the same is likely to create an environment of distrust on both sides.

Finmeccanica are very excited by, and fully support, the transition of BS 11000 to an international standard – ISO 11000. This is a great achievement for the Institute and a significant step forward for our business as we deploy our expertise within the wider international arena. With our industrial and commercial global footprint we very much welcome the spread of the collaborative message world-wide and will embrace the challenges that these opportunities will bring.

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SECURITY & INFORMATION SYSTEMS DIVISION

Finmeccanica is among the top ten global players in Aerospace, Defence and Security and Italy’s main industrial company.

As a single entity from January 2016, organised into business Divisions and coordinating Sectors (Helicopters; Aircraft; Aero-structures; Airborne and Space Systems; Land and Naval Defence Electronics; Defence Systems; Security and Information Systems), Finmeccanica has a significant industrial presence in Italy, the UK and the U.S.

Malcolm Stephen



To see the full picture, we must first join all the dots

A question I have been asked on many occasions is “How can we make sure we realise all the benefits of collaborative working?” To see the big picture fully at the end, I believe we must first step back and look at all the ‘dots’ – including our employees, our customers and our supply chain – before we start trying to join them. That way, we gain an early insight into what the end result could look like and the opportunity to bring value – including programme and cost certainty and a high chance of repeat business, as well as a profit for the deliverers. As a deliverer we want to be wanted and feel that the customer trusts us and enjoys working with us. I am sure the enlightened customer feels the same way about his supply chain. I have been involved in several multi-disciplinary, complex projects over the years, and believe everyone involved must trust each other to contribute equally and use all the collaborative tools available to them, to ensure that everyone is a winner. I will take a look at just a few ways here, beginning with the individual.

Collaborator, know thyself: our customers are all becoming very aware of behavioural attitude and thinking, including evaluation workshops and trait measurement tools. The process of understanding yourself, your colleagues and your customer is a very strong foundation to achieving well-balanced teams and can serve multiple purposes. Alongside measuring and managing collaborative strengths and weaknesses in teams, there’s the fun element in mixing people together to address challenges – which can start forging strong bonds between teams and the development of real solutions straight away.

Bringing in the concepts of BS 11000 at an early level through awareness programmes and implementing best practice from the start helps to free people from the prison of their thoughts process. The more people start considering the bigger picture, the faster the dots are joined. With our supply chains, this means working together from an early point to the conclusion of the task in hand. Whether at Tier 1, 2 or 3 – without them, we can’t start or finish any of our work.

The earlier, the better: preconstruction, front-end consideration and support is the most important part to get right. Too often this period is too short, too incomplete and too indecisive, reducing the likelihood of a successful delivery. Customer and deliverer working together, with mutual guidance and support, will promote a good end result and achieve the customer’s business case.

Sharing the good times – and the bad: some deliverers and customers know from experience how collaboration can provide all parties with a successful conclusion. Others still need to learn the benefits. Too often at collaboration workshops, we hear people say: “What’s this all about; we already do it, don’t we?” Well, we don’t do it often or well enough on many occasions. We need to listen to each other and learn from past experiences, whether they are good or bad, and share this knowledge.

BIM from A-Z: information modelling and management runs through the collaborative process, not just in the engineering matters of 3D models and drawings, but even more importantly in the early dialogue and preparation to deliver a lean, cost-effective business case. Integrating data management to Level 2 BIM will formalise, strengthen and further collaborative relationships for longer, as customers increasingly weigh whole life costs.

By picturing what our successful outcome looks like, we increase our chances of connecting all the dots in the correct way. Through listening, talking and deepening our knowledge and understanding, the whole can truly be more than the sum of its parts.

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Pioneers in Collaborative Working

BAM Nuttall can claim with some justification to being the pioneers in developing a collaborative approach to working with our customers. This approach began with numerous projects on the Olympic Park where close relationships were developed with the ODA and with our supply chain.

This knowledge has since been transferred to projects such as the refurbishment of the northbound bore of the Blackwall Tunnel, the Edinburgh Glasgow Improvement Programme, Borders Railway, Chiswick Bridge upgrade, Leeds Flood Alleviation Scheme, SHEL T substation framework and the Northern Hub.

In addition BAM Nuttall was the first contractor to complete a project utilising the Early Contractor Involvement model with the delivery of the A500 Stoke Pathfinder highways scheme. ECI encourages innovative project delivery and an opportunity for customer and contractor to influence positively the outcome of the programme. We were also the first contractor to receive coveted BS11000 status.

We are proud of our long established track record in working collaboratively and look forward to sharing our experience well into the future.

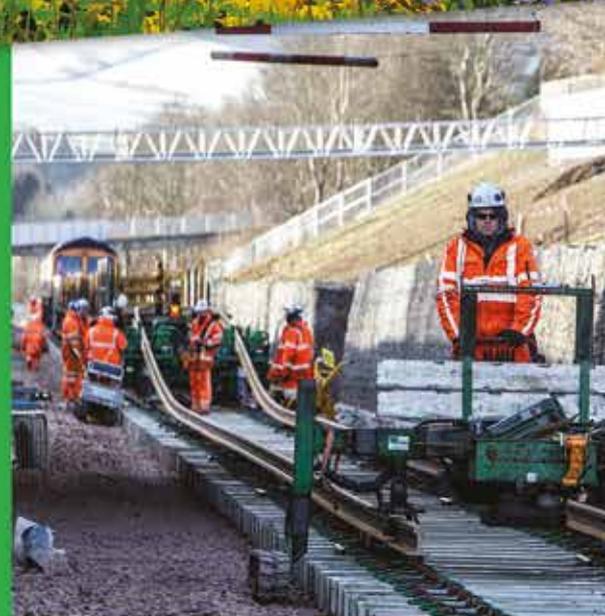
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BAM Nuttall/TfL

Jay Moorhouse, BAM Nuttall

Collaborative teamwork and an honest, open approach to projects have seen Transport for London (TfL) and civil engineering contractor, BAM Nuttall, successfully deliver schemes months ahead of schedule.

The construction industry, particularly during a recession, can be very competitive with a lack of information being shared. However, this cautious approach is not adopted by contractor BAM Nuttall and its customer, TfL. By working together and developing a collaborative relationship that understands the separate aspirations of each party, with improved risk management, they have created an added value culture. This approach has managed to reduce project delivery schedules while meeting budgetary constraints and work quality requirements. The two parties have been working together to improve project delivery since 2009 which started as a scheme to refurbish the northbound Blackwall Tunnel under the River Thames in East London.

Blackwall Tunnel

The northbound tunnel project team of BAM Nuttall, designer Mott MacDonald and mechanical and electrical subcontractor, VVB, were keen to use a collaborative and open approach. They used the Advanced Project Thinking (APT) project delivery model – a structured and data-driven approach to collaborative working – that actually challenges the project team to engage and helps deliver innovative methods.

Under APT a detailed plan and schedule, agreed by all those on the delivery team, was compiled. The Time Risk Allowances (TRAs) for all activities were stripped out and the estimated duration of the scheme reduced to a 50% probability of being completed on time. TRAs for those elements on the project's critical path were then pooled at the end of the schedule to give a project 'buffer'. Normally, standard project activities that overrun cause the completion date to slip. Even if activities are completed earlier than scheduled, those gains are easily lost because it can be difficult to start follow-on activities earlier. The buffer technique enables the projected end date to remain constant, while

the project team draws on extra time from the buffer. By developing relationships across all members of the project team, this allows open sharing of information about progress, planning and possible disruption, and keeps the scheme on track without fear of blame being apportioned.

On the northbound Blackwall Tunnel project, there was an initial plan to have three months of mobilisation time to set the site up and carry out detailed planning. Construction was then scheduled over a 34 month period, from February 2010 to December 2012.

In practice this construction period was reduced by more than a year, with the tunnel re-opening on 11th November 2011 while delivering a host of improvements on the original scheme, including:

- better emergency access for maintenance
- more emergency points and improved escape route signs
- upgrades to CCTV
- ventilation and drainage
- fire mains and hydrants and improved detectors for smoke
- stopped vehicles, pedestrians' debris and over-height vehicles
- new lighting and communications systems
- automated tunnel closure system
- variable message and lane control signs.

With the APT and Early Contractor Involvement (ECI) models delivering such significant time savings and quality benefit it is unsurprising that both BAM Nuttall and TfL have looked to implement the same mentality on further projects.

STIP Framework

On the back of the success at Blackwall Tunnel, BAM Nuttall was awarded a place on TfL's Structures and Tunnels Investment Portfolio (STIP) framework working directly on three ECI projects. These included the refurbishment of Chiswick Bridge over the River Thames, repairs to Fore Street Tunnel and the Woodlands Retaining Wall on the A406 North Circular. These were thought to be difficult to deliver and were combined under a single package of work.

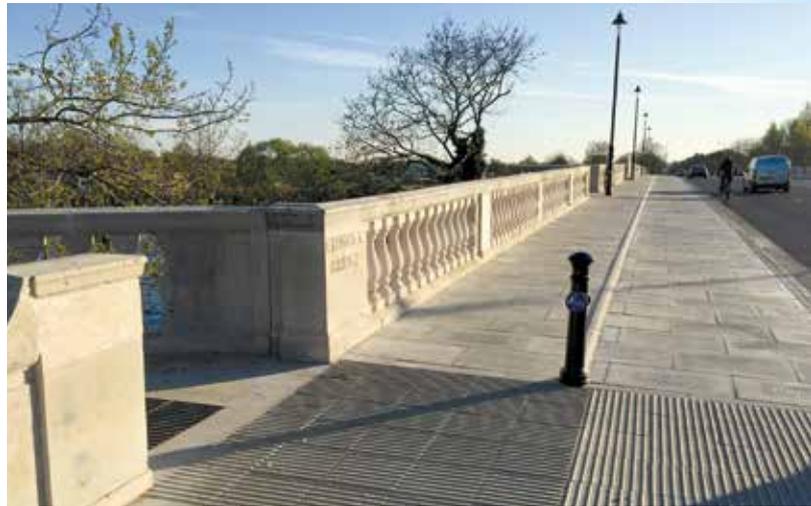
Shaun Pidcock, TfL Head of Projects and Programmes said: "We didn't know the level of strengthening and replacement that was required for each of them. At Chiswick, the internal concrete needed strengthening but we hadn't done the investigations prior to going out to tender, so didn't understand the level of work required,"

BAM Nuttall project manager, Jay Moorhouse, had worked on the Blackwall Tunnel project and was keen to transfer the same open working project delivery philosophy to the STIP schemes. He said "We knew how well projects can run if you adopt this sort of philosophy. Normally when we turn up on site we have to go out and get our consents, things like the Marine Management Organisation (MMO) licence that can take up to four months. Because we knew our methodology very early on and knew it would work, we were able to get these consents during the ECI period, helping save time immediately,"

The project team were collocated in one office, a move that provided the opportunity to develop the combined vision, mission and value statement that set out the agreed aims and objectives for all project partners. The vision of the project team included the delivery of fully refurbished structures on time, budget and to quality expectations with minimal disruption to stakeholders. This vision was backed up by a series of mission statements and values that helped the team deliver to its requirement.

The team believe significant savings on the project were assisted by the collocation at Chiswick Bridge. For example value engineering opportunities of some £70,000 were trimmed from the balustrade replacement budget by identifying those that could be saved and refurbished rather than replaced. Working openly through Risk Workshops, which were undertaken every two weeks, the project team were able to mitigate risk, develop equitable solutions and still be able to allocate financially viable delivery methods.

By encouraging this open and collaborative environment across the STIP framework, including the Chiswick Bridge scheme, the team was able to share information across all parties: customer, contractor, designers and sub-contractors. Largely thanks to the BIM systems the team used to make the restoration process more efficient, they could free up cost



savings to be used in other areas of the scheme. Key Performance Indicators were developed alongside each member of the project team, with reviews every four weeks to check against progress. This offered the chance to suggest improvements and efficiencies, helping to meet critical delivery conditions. The results from the adoption of this level of collaborative working can be difficult to achieve, but it is worth the challenge. Jay Moorhouse said: "Initially, it can be difficult to get the level of 'buy in' that you need from everyone on the project team. But once you have then the results speak for themselves,"

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Key STIP framework collaborative working achievements:

- Completing Chiswick Bridge refurbishment on schedule, on budget and to quality expectations ahead of the 2015 University Boat Race.
- Minimising impact on the travelling public by taking a flexible approach at Woodlands Retaining Wall, adjusting work areas and timings to suit local residents and travel flows.
- Saving £70,000 at Chiswick Bridge thanks to collaborative value engineering of balustrade work.
- Reducing the programme at Fore Street Tunnel by more than three weeks, enabling savings to be passed on and used in systems upgrades.
- Using joint KPI reviews every four weeks to measure improvement and progress.

Stephen Blakey



Leading people; leading change

It's been my pleasure to engage with ICW, as one of its Foundation Members during 2015. It's clear to me that there are synergies in the challenges and opportunities 2016 will bring, both for Network Rail, ICW and 'the art' of collaboration in general.

In a separate article in this edition of the Partner I précis Network Rail's collaboration journey. It's been a demanding year as we endeavour to raise awareness and bring consistency across our stakeholders and practitioners with regards to 'People, Process and Systems' to build a progressively compelling argument of the real benefits of collaboration. As dry as they might sound there is a place for the process and systems, but of course it's the people and their leadership behaviours

that are key to building a culture that allows collaboration to flourish.

So when tackling the challenges of nurturing a collaborative culture, it's reassuring to have the support and guidance of ICW. But support isn't enough as the opportunities for 2016 demand leadership from a personal, corporate and institutional perspective.

Leadership takes many forms and it shouldn't be confused with seniority. Everyday practitioners, managers, graduates and executives are presented with the opportunity to develop and hone their collaborative credentials; to role model; to lead. So embedding a collaborative ethos requires clients like Network Rail to support and equip individuals across all tiers of the business, instil consistency through appropriate process and systems and demonstrate the tangible value collaboration brings. I've always been convinced that if we truly want our supply chain partners to demonstrate particular attributes and behaviours then client organisations have to lead the way, from all levels across their businesses. ICW must do the same, albeit on a broader scale.

The prize for ICW is the drive towards the pending ISO 11000 standard and the prospect of cementing a position as the international custodian and expert on the principles, standards and application of collaborative working. Taking 'centre stage' to educate, establish standards and align the wants and needs of industry, academia and individual members is at the heart of any professional institution. Professionalising membership and codifying the skills and capabilities of individual practitioners through membership is key to ICW's future 'offering'. As a Foundation Member, we are keen to support ICW's aspiration to be the leading light of collaboration, across the globe.

So, whether it's individual practitioners working together, project collaborations like Reading Station Area Redevelopment, cross industry collaboration such as Network Rail's Commercial Directors' Forum or ICW's endeavours to become the recognised custodian of international professional standards and good practice, it's all about *leading people; leading change*.

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Making Collaboration Work

- Leveraging value creation to deliver the £38bn CP5 determination
- Driving industry change



bsi.



- Reading (IMP 1&2 Packages)
- Reading Station
- Crossrail – South East Section Project
- London Bridge Area Partnering Programme
- East Kent Resignalling Phase 2
- Southern CP5 Frameworks
- Commercial Directors' Forum



Building a collaborative capability

Stephen Blakey, Network Rail

Network Rail and its 35,000 staff, operates, maintains, renews and enhances Britain's rail infrastructure: an infrastructure that includes tracks, electrification, signals, bridges, tunnels, level crossings, viaducts and 18 key stations. The Infrastructure Projects division of the business employs 4,300 staff working cross functionally to deliver £5.2bn in annual investment in enhancements and renewals to the infrastructure. As a supplier-dependent business with nearly 70% of funding going directly to our suppliers, we recognised the potential to deliver greater value with our supply chain through collaboration, which is at the heart of our 5-year delivery strategy.

Making collaboration work

Delivering such an expansive programme in a large organisation with a national footprint poses significant challenge and reinforces a need to consider the key aspects necessary successfully to implement collaborative approaches. Before 2011, our experience of collaborative contracting arrangements was positive (our collaborative programmes tended to be delivered on or ahead of time and to budget) but perhaps niche, in that it was the exception rather than the norm. When we started our journey towards BS 11000 in 2012, we knew that meeting the efficiency and delivery challenges in the 2014 – 2019 control period would require Network Rail and our partners to engage and collaborate on a completely different scale.

Having successfully re-certified in 2015, you might think *'it's in the bag'* but the reality is that the process was a timely reminder as to the scale of the challenge: pockets of excellence are just that, pockets, and the challenge is to make effective collaboration the cultural business-as-usual approach. In pursuing this goal, Network Rail is addressing 4 themes:

- 1 Leadership – across all tiers of the business
- 2 People – their capability, learning and development
- 3 Process and systems – establishing a framework to support consistency and assessment
- 4 Recognising change and celebrating success

Leadership – across all tiers of the business and supply chain

Great collaboration demands strong leadership, executive commitment and a consistent approach. Culture change will not happen unless these are in place. Francis Paonessa, Infrastructure Projects' MD is our Senior Executive Responsible for maintaining Network Rail's BS 11000 certification status. Following re-certification we are exploring opportunities to expand the application of the approach promoted by the standard and Francis' expectation of the business is clear "Network Rail, as an organisation, and the individuals within it, has to role model collaborative behaviours in all that they do".

So our everyday practitioners, managers, graduates and executives need to develop and hone their collaborative credentials to role model and to lead. To support their endeavours, promote consistency and equip these individuals across all tiers of the business, appropriate training, process and systems are needed.

And of course our industry colleagues in the supply chain need the same support, the same message and the same opportunities to work within a cultural (and perhaps technical) framework that is readily identifiable between businesses.

People – their capability, learning and development

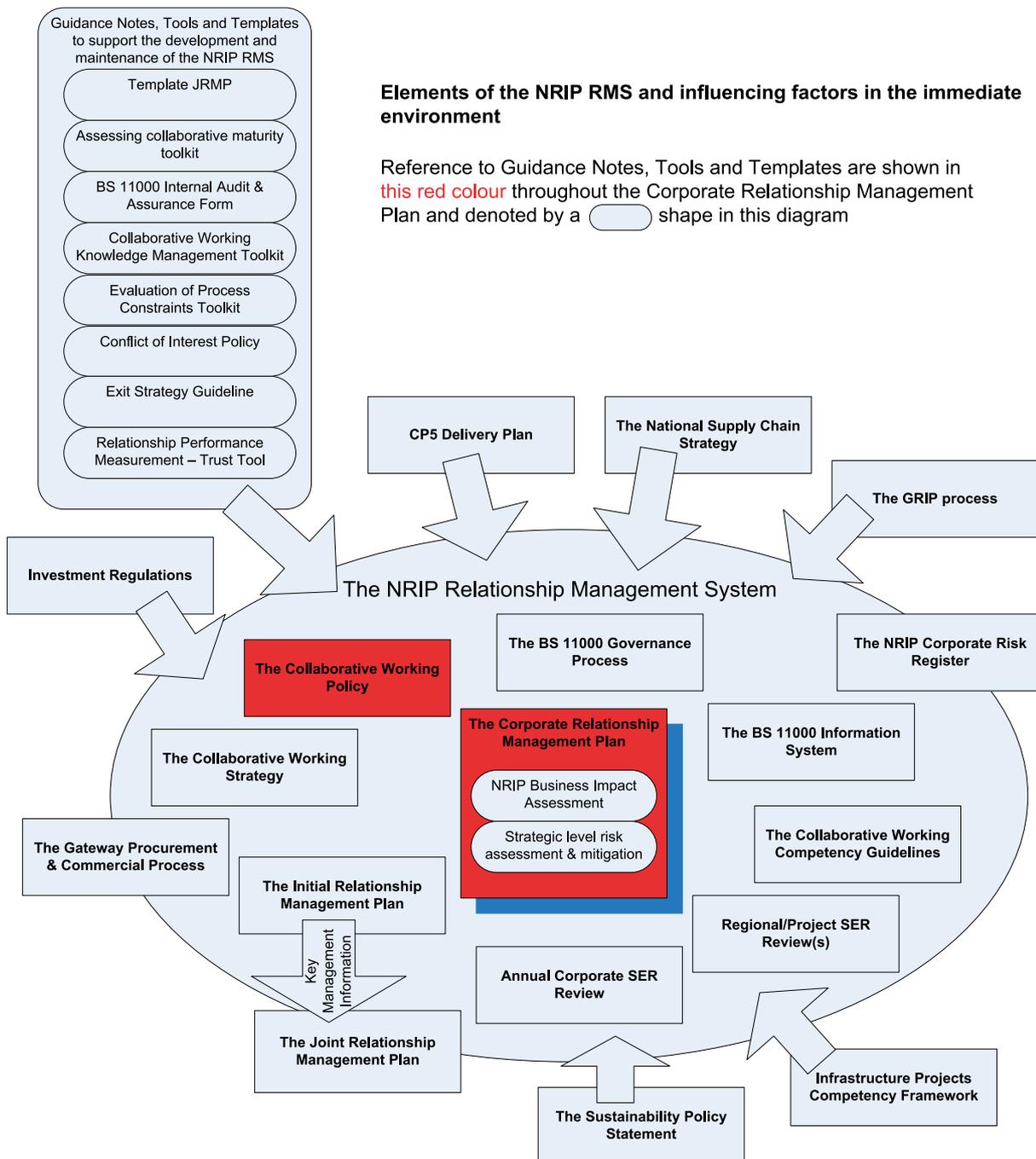
Setting out the skills, knowledge, competence and proficiency levels required and conducting a review of our overall capability in line with a set of collaborative working Competency Guidelines is a key step in our journey. To do so allows us to understand the skills gap inherent in our business and put in place training and development arrangements to increase our overall competency.

So during 2015, in conjunction with ICW, we have been building a tailored learning and development programme designed to support the honing of focused behaviours and competency assessments. In early 2016 we started piloting certain learning modules with partner organisations and hope to build on this during the balance of the year.

Process and Systems – establishing a framework to support consistency and assessment

When Network Rail completed its surveillance cycle with BSI, securing re-certification, this marked a very significant milestone on our 'BS 11000 Journey'. But alongside the success

came two very significant and perhaps obvious findings: firstly that the relationship management system requires regular review and refinement and secondly, a corporate framework of processes (guidance, toolkits and templates) embedded within a system is key to promoting consistency and facilitating assessment. Our current thinking of a 'Process and Systems Framework' is shown below:



Building our collaborative capability so that it matures, expands and is consistent requires the application of the relationship management system right across our business. This in turn means:



- Regular review of the collaborative working policy statement to ensure it remains current.
- Continually improving the component elements of the relationship management system and keeping the corporate repository of associated tools and templates up to date.
- Establishing a BS 11000 Steering Group and ensuring that Subject Matter Experts (SMEs) from across the business feedback on 'local' issues, promulgate the collaborative message, behaviours, process and systems and highlight local best practice and success for national recognition.
- Ensuring correct adoption/roles for alliance operations.
- Ensuring business benefits of a collaborative approach are defined, communicated, recorded and reviewing at relationship level.
- Measuring progress against the corporate collaborative working objectives in the collaborative working policy.
- Undertaking an annual assessment as to whether the adoption of BS 11000 and collaborative working has impacted the risk to the business as set out in the Corporate Relationship Management Plan.
- Undertaking an annual assessment of our collaborative maturity using a Collaborative Maturity Assessment and SWOT toolkit.
- Developing an internal assurance and audit process and dovetail this with the programme of ongoing surveillance agreed with BSI as our certification body for BS 11000.
- Maintaining a programme of collaborative relationships to support our ongoing certification to BS 11000.
- Developing an overview of new projects to be included in the certification Programme over the next annual period.

Consider your own business for a moment: your equivalent to the above framework and list – and the prevalence of subject matter experts available to you to make this real. I doubt we are alone in facing the challenges associated with making the above 'business as usual'.

Recognising change and celebrating success

Network Rail spent 2014 reviewing its collaborative contract arrangements, informing the 'Alliancing Best Practice in Infrastructure Delivery' published by Infrastructure UK in 2015, and adopting the recommendations therein. These exercises culminated in the development of a Project Alliance Agreement Model which is the standard for Alliance arrangements in rail.

And setting standards is more than the tools and templates and re-certification: it's about celebrating peoples' achievements and reinforcing the message that each success represents a building block in our collaborative capability. This needs to be done within any business as well as in concert with industry awards and institution-backed award schemes such as that launched by ICW last year.

So the successes of Hitchin Station, Stafford Alliance, Reading Station Area Redevelopment, the Commercial Directors' Forum and so on will be about the people, their behaviours and the processes and systems they employ to drive a greater value outcome than is traditionally the case. The challenge remains scalability: making the collaborative environment accessible to all; and making our corporate collaborative capability 'business as usual'.

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Tony Blanch



Collaboration – it's not always as easy you may think!

Working in collaboration has been a long standing strategic priority in Costain. Partnering and collaboration form a central part of our approach and both are essential in delivering complex engineering solutions and services to our customers. In a market where collaboration continues to deliver demonstrable value, Costain focuses on developing strategic partnerships to support the development of broader services and technology.

It is often said that a company's success relies on the effectiveness of its supply chain, whether it's in promoting collaboration and technical innovation or by improving customer satisfaction. At Costain we have focused our efforts on collaborating with our supply chain to deliver

new and innovative solutions, and thereby improve the service provided to our customers. We are using our BS 11000 processes to develop these long-term strategic relationships across a series of projects and the benefits have become more apparent.

Collaboration is not always easy! It is not about just saying 'Yes' and agreeing to something, when deep down you really mean 'No'. When presented with difficult challenges there is a tendency for all of us – particularly when working under pressure to achieve short-term results – to revert to our comfort zone. It is difficult to overcome ingrained habits and consider putting the ideas of other people and other outcomes before your own, even when it is demonstrably the sensible thing to do. It's not just about having a process and system – collaboration is about having and displaying the right behaviours, and being inclusive and collaborative to achieve the optimum solution. True collaboration is more than just meeting the documented requirements of BS 11000. In order to collaborate successfully we need to understand and develop a behavioural approach, embracing all relevant interested parties and pick the most appropriate form of collaborative working for the situation.

The development and launch of ISO 11000 will provide a great opportunity further to raise the profile of collaboration and of ICW. It is an opportunity to show how having a structured process with all the right ingredients underpins effective business relationships and delivers the desired results. The new international standard will provide an opportunity to be clear about what Collaboration is (and what it isn't). It will provide the prospect of building upon and improving on BS 11000, therefore enabling ICW and all of us to showcase our approach across the globe. This should ultimately result in better collaboration across frontiers and international boundaries.

However, despite all of the above, it must be remembered that collaboration alone is just an enabler to bring about added value. The right behaviours can bring about trust and collaboration which in turn should provide the right platform for BIM, Lean and innovations to bring about benefits for all.

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Give collaborative working a K.I.S.S.



David Sanders, Costain

Have you ever been put off because something appears to be too complicated?

I know I have.

About 5 years ago, my wife

wanted us to learn ballroom dancing together. I said I'd go along once, just to see. If I'm honest, I wasn't that keen. When the teacher, Alan, demonstrated what we would be learning, I was even less keen. It looked very impressive, but it also looked incredibly complicated. I thought 'I can't do that. This isn't for me'.

Alan knows that people are not going to come to his dance classes if it appears that the steps are too complicated, so what does he do?

He breaks down complex routines into a series of simplistic steps. He focuses on the feet first. The hold, timing and body position, can all come later. Alan works hard to make something that is ultimately very complicated, appear to be simplistic.



I mastered six steps on that first session. I wasn't put off, in fact I was buoyed up by the progress I'd made – I went back for more. Over a few weeks my wife and I added together groups of steps we'd learnt, and hey presto, we were dancing!

The point of this story is that Alan, the dance teacher, kept it simple. As a result, I wasn't put off by the initial complexity; I stuck at it, and became, even if I do say so myself, half decent!

The message is clear, if you want people to do something – *Keep it Simple*.

What does all this have to do with collaborative working you may say?

Well over the 5 years or so that I have been involved in BS 11000, I have lost count of the number of people that have asked me to explain it to them 'in simple terms'. As with anything new, it can be strange and off putting, especially if it's going to take a fair amount of effort to understand.

I recall that when I first came across BS 11000 I too felt rather out of my depth. I feared whether I would ever really grasp the concepts.

I was lucky: I had time to get used to the words, the links between phrases and the structure.

Not everyone we come across is so lucky. Often they have pressures of project delivery on their shoulders. They want to get started quickly so they can hit the ground running.

If that's how people feel when they come across BS 11000, then we, the more experienced, have a job to do. We need to make collaborative working appear to be simplistic, whilst ensuring that success is recognised as being a complex balance of contributing factors.

The challenge will, I believe, become harder as we move towards ISO 11000. Then we will have the added complications of differing language and cultures to add to the mix.

We all need to remember how Alan (the dance teacher) broke down his steps and made it appear easy. We need to do the same with collaborative working practices and requirements.

Taking KISS to Costain

In Costain, we have recognised the appearance of complexity as a potential blocker, and as a result, have continually tried to improve the simplicity of the message and its requirements.



We have seen that some activities are best undertaken together – in which case we have grouped them into workbooks. We have also

identified opportunities where pre-prepared forms, templates or spreadsheets would help to make it easy.

The key areas of simplification we have developed and adopted for the use of BS 11000, within Costain are:

1 Using pictures as well as words

In many of the presentations we use to explain collaborative working, we use pictures and diagrams as well as words. We also try to use a language that everyone can understand.

2 Sector Workbooks

For the review and strategic planning requirements undertaken by our senior management, we have found that putting these together in a workbook format and completing it annually as part of the usual strategic business planning activities, helps to make it simple and easy.

3 Partner Development Plan

Similarly, the knowledge that needs to be collected and developed for all potential relationships is often best collated in a workbook format.

4 Partner Engagement Workbooks

When a team have the intention of planning how they will work together collaboratively, we have found that our seven page workbook (which contains 16 topics for agreement) is the best way to make this stage of the process appear as simple as possible.

5 The folder based Relationship Management Plan (RMP)

Lastly we have moved away from the traditional concept of a long paper based document as a relationship management plan. We know that our people find it easier to use an electronic folder as our RMP.



When the relationship starts, the folder is empty, yet when decisions are made and agreements achieved, we take the output of those conversations (usually in the form of completed workbooks or tools) and we upload them into the RMP folder.

Over time the folder grows and contains a living history of the development of the relationship, it's just that we've made it easy.

For me the message is clear – if we want our people to follow collaborative working practices we have to make them simple to follow. Unfortunately, making things appear to be simple when they're not, isn't easy.

So my advice is look around you. Look for where people have gone that little bit further to make things easier. When you start looking, you will see loads of great examples for inspiration.

If we really want collaborative working to thrive – let's work hard to make it as simple and easy to do as possible.

KISS – Keep it Simple (Standards) or alternatively Keep international Standards Simple!

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Established principles, new markets

Using the principles of BS 11000 over the last six years has supported Capita Resourcing through a period of significant growth and this success is now being replicated across the wider Capita Group.

Since 2010 BS 11000 has been used to underpin Capita Resourcing's approach to account management across our entire operation. As an ambassador for the Standard, we introduce these principles to all our client relationships to ensure a clear governance structure, increased trust and joint value creation. Our long-standing culture of working to the Standard has also allowed the business to measure effectively and clearly the impact and benefits over time.

The BS 11000 methodology is fully embedded within our sales and bid processes to help us to select organisations with which we would like to adopt working relationships. And this has further extended into our own supply chain where we apply the Standard to strategic partnerships. In 2014, the Standard was essential in supporting another division – Capita Business Services – during a complex client implementation. Capita worked with a key technology provider to embed a collaborative working structure leading to the agreement of mutually beneficial commercials. The relationship itself became certified and we began working together as trusted partners. The benefits to both Capita and client are numerous and substantial. From the outset of each relationship, a structured Relationship Management Plan (RMP) means that expectations are clearly communicated and jointly agreed and the whole relationship is aligned towards mutual benefit.

We have found that BS 11000 often leads to benefits which overlap and interlink, or a 'domino effect', where one BS 11000-inspired initiative strengthens further collaboration, bringing additional benefits in turn. This has been the case across the wider Capita Group where other divisions have experienced the commercial value of BS 11000 through multiple types of relationships and have started to adopt the principles themselves. Capita Learning Services, Design, Engineering and Management and Integrated Services are all now working towards the Standard.

BS 11000 in the future

As an early adopter of the Standard, the principles are still relevant and support the business as it grows and adapts. The flexibility of BS 11000 has allowed us to manage multiple complex projects while providing the consistency of approach to embed the methodology quickly into new relationships as the business expands. As we continue to establish our international footprint, we see the new ISO 11000 as key to this important journey. In the last year alone, Capita plc has strengthened its global business capability through:

- a recent international acquisition of an employer branding and marketing specialist, which has a presence in both Hong Kong and New York;
- the establishment of Capita Poland – providing support services across multiple divisions;
- Capita Customer Management extending their operations into new geographies.

BS 11000 has always provided us with a competitive edge, with collaboration as the prime motivator for innovation. We see the consistent and fully-embedded methodology as an ideal footing from which to branch out and explore new markets, safe in the knowledge that our approach to new business relationships is a tried-and-tested formula.

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CAPITA



Collaborative working

maximum impact

Capita is still the only resourcing business to hold the prestigious BS11000 Standard in Collaborative Business Relationships.

Our resourcing solutions are underpinned by a collaborative approach and a resolute commitment to ongoing service improvement. We continually evaluate every aspect of our partnerships to identify opportunities to deliver more value and power business success.

We become trusted partners to our clients. It's only by listening carefully and working closely with you that we can gain a thorough understanding of your requirements and use this knowledge to build our service around your current and future needs. This enables us to attract, engage and retain the right people with the right skills for your business, to deliver your workforce of tomorrow.

To find out how a BS11000 inspired partnership could transform your resourcing strategy, **contact us today.**

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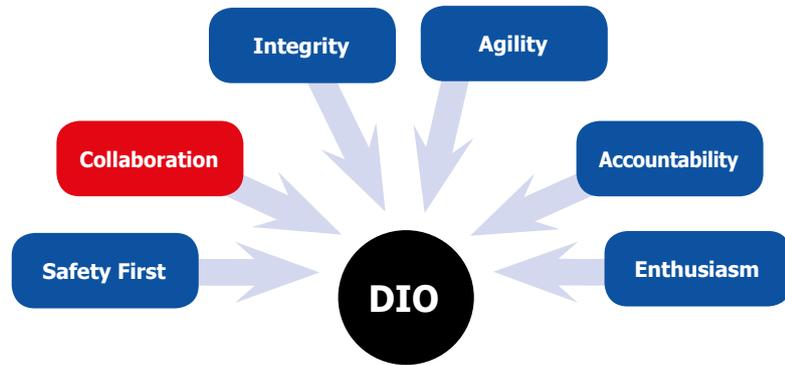
w: www.capitaresourcing.co.uk

We | Listen Create Deliver

Collaboration adding value – DIO’s new supplier relationship approach



Tim Seabrook, Capita



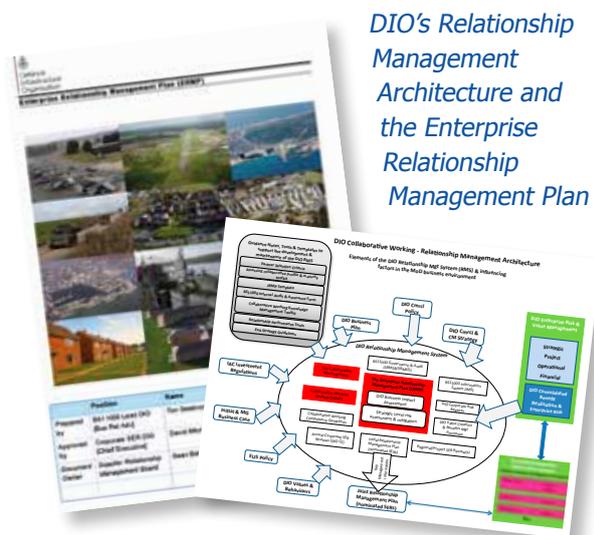
Collaboration working in partnership is one of DIO’s new values, and we are implementing our Supplier Relationship Management (SRM) approach, under pinned by BS 11000 to help us develop better outcomes for our customers and users of the estate.

The goal? To work jointly with our industry partners in a more structured and consistent manner – to use better the knowledge, skills and experience of our dedicated joint teams to deliver a high quality service that is rightly expected from us, whilst seeking opportunities to improve and do things better together.

Last year I wrote on the background and vision of the DIO and the early progress of its new strategic business partner (a consortium led by Capita) on the collaborative working transformation journey.

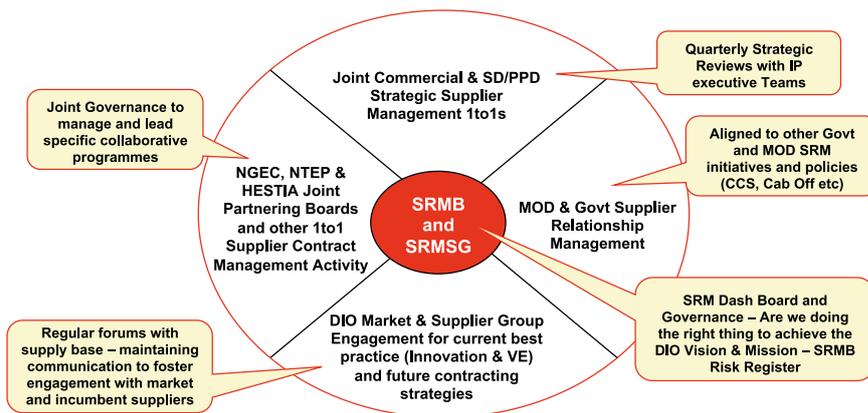
In managing the MOD’s property and infrastructure portfolio across the UK and overseas, DIO has responsibility for 4,000 sites (225,000 ha, including 1% of the UK’s total land mass), 45,000 buildings and 50,000 residential properties – including 135,000 bed spaces for service personnel. DIO’s annual revenue budget is £3.3bn, with an asset value of £20bn and 4,500 employees.

Whilst maintaining and improving the quality of buildings and accommodation, one of the major challenges is to rationalise the defence estate by 30% over the next 25 years (2015 SDSR target) to create a smaller and significantly better quality estate. This will more effectively support the geography and reduced numbers of our Armed Forces and the UK’s changing military capability needs. It will also deliver greater value for money to the tax payer. DIO’s



extensive Supply Chain of around 170 firms (along with wider industry) is absolutely crucial in helping us to plan and achieve this outcome.

The National Audit Office, following several well-publicised Government contractual performance failures, had also reported that the lack of Supplier Relationship Management (SRM) techniques



DIO's Supplier Relationship Management Framework.

The Supplier Relationship Management framework sets out the intent for engagement and management of DIO's Strategic, Key and Operational Suppliers along with the wider market, which has been launched incrementally through summer 2015.

across Government was inhibiting innovation, problem solving and service improvement in public procurement. The DIO has started to address this and, 18 months on, we have made significant progress in laying the foundations of BS 11000 through the development and implementation of our new Collaborative Business Relationship Management System (CBRMS) along with a Supplier Relationship Management Strategy and Operating Framework, also aligned with the MOD's own practices. This has helped provide a more focused, robust and consistent approach to managing supply chain relationships and governance across the three major portfolios to improve outcomes for the DIO and its customers.

What are we trying to achieve?

- To work with industry partners to shape solutions and deliver them;
- To embrace creativity and innovation;
- To empower joint teams to drive out bureaucracy, inefficiency and waste; and
- To develop an environment of openness, trust and inclusivity.

Each quartile **enables** and **supports** the other:

The northern quartile collates all portfolio risk, performance and compliance reports for each strategic or key supplier in order to identify patterns and trends in performance and to compare supply chain performance, benchmarks against industry and cross-government comparators and to assist decision making.

The eastern quartile undertakes appropriate supplier relationship management and measurement activities in support of the SRM Steering group and also acts as the central conduit function between DIO Commercial and the MOD's central Strategic Supplier

Management Team at Abbey Wood, in providing supplier performance data to satisfy the requirements of wider MOD and government departments.

The southern quartile is the new Industry Partner – Integrated Project Team (IPIPT) activity which undertakes to involve relevant stakeholders (users, customers, management, developers, and contractors) in a range of collaborative forums to look at new opportunities, innovation and industry developments to help inform the future DIO contracting landscape.

The western quartile provides oversight of overall governance activity through the joint partnering boards managing specific collaborative programmes and provides summary KPIs on the strategic suppliers' performance, relationships and compliance with its obligations for each contract.

The centre of the framework defines two new governance groups to oversee and progress activity throughout the four quartiles. The **Supplier Relationship Management Steering Group** (SRMSG) is formally constituted to assist the DIO's **Supplier Relationship Management Board** (SRMB) to cultivate relationships between the supplier(s) and the DIO. This allows DIO to present a unified, consistent front as a single customer across the totality of its business in as effective, efficient and economic a manner as possible, with the aim of reducing costs, improving service and developing better future procurement and service delivery strategies.

Industry partners and future procurement

Significant engagement has progressed with our incumbent strategic suppliers to align and embed



Addressing SMEs at a Conference

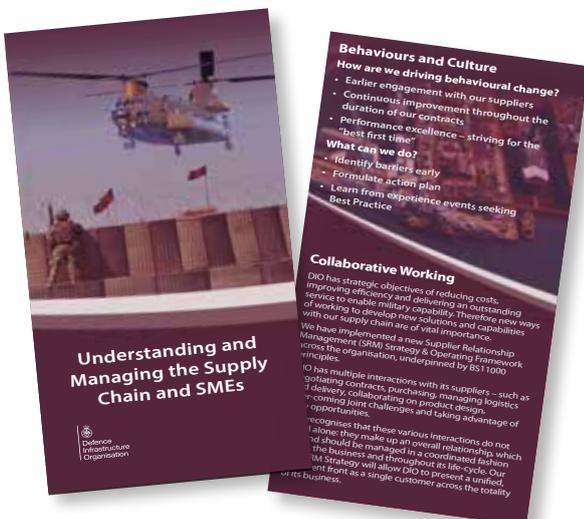
collaborative capability to develop

new joint operating practices. Additionally, new procurement tenders and evaluation methodologies have been adopted which put a strong emphasis on sourcing based on partner behaviours, joint value creation and risk management activities (importantly including relationship risk). These have also been promoted through industry associations and SMEs to influence non-incumbent suppliers, who may bid for future high value contracts with DIO.

New training

Bespoke one day workshops, along with a new e-learning package, have been developed and are currently being delivered across DIO's three major portfolios, initially to 300 people. This will be continued with further phases, which will also be offered to strategic industry partners to aid a shared learning environment and equip joint operations teams with the knowledge and skills to improve the delivery of local services together.

Many of DIO's strategic industry partners either now hold, or are working towards, BS (ISO) 11000 certification, including one of our key overseas partners. It is therefore pleasing to announce that DIO's executive team have recently approved a business case for DIO to move forward on what has already been achieved, and progress to formal certification over the next 18 months, with a target date of September 2017. The scope will be:



Recent engagement at the DPRTE Defence Procurement Supply Chain event in Cardiff (March 15)

"The Collaborative Business Relationship Management System for nominated supplier partners in the Defence Infrastructure Sector, as identified and managed within the DIO Collaborative Relationship Programme"



The aim of the 1 day Executive Workshop is to:

"Prepare the DIO contract management staff in integrating the right level of collaborative business relationship management into the DIO operating practices, to enable effective joint working with our Defence and Industry partners to deliver better services to our customers and estate users"

BS (ISO) 11000 certification status will benefit the DIO because it will continue to:

- act as an enabler of cultural and behavioural change within staff
- drive a more consistent approach to working with our supply chain and wider industry
- provide a demonstration of our collaborative capability to industry and the wider MoD
- drive a relentless focus in pursuing continuous improvement and innovation
- help the DIO to deliver the changes required across the defence estate by 2040 and beyond.

This full alignment with our industry partners will help to embed and sustain a long term commitment in working better together to deliver mutual value and benefit that can only be achieved through effective collaborative working to BS 11000, for the benefit of DIO's wide range of stakeholders, customers and users of estate.

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Tim Redfern



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Collaboration at home and away

Since the last edition of Partner was published in 2015 my role within Babcock International Group has changed. Following the purchase of the MOD Defence Support Group (DSG) I am now Operations Director DSG Land. This is a great opportunity for us to share the lessons learnt from successfully implementing BS 11000 through the group's contract with the Royal Engineers, in order to exploit the benefits of collaboration for our armed forces.

In addition to providing support maintenance of land platforms for the army, we are also able to provide services to other heavy vehicle customers. As such the new relationship will establish a sustainable long-term footing for MOD establishments, combining

Babcock key engineering and fleet management expertise. As with any complex network of relationships – and given the critical nature of supporting our armed forces – collaboration is crucial to optimising resources and performance.

Partnering and collaboration underpin much of what Babcock International Group does. We seek to win (and retain) long term contracts with all our customers – not least the MOD – and then develop a mutually beneficial relationship to deliver outcomes that exceed those demanded in any contract document.

We gained BS 11000 certification in our long term (30 year) contract with the Royal Engineers and we intend ultimately to roll this out across the Babcock International Group Defence and Security Division. The challenges should not be under-estimated if we are to make true partnering a reality that adds genuine value.

With our DSG programme there are multiple touch points and customer interfaces and we need to establish a clear stakeholder management plan and identification of how and with whom we need to work in order to deliver superior outcomes. There also need to be mechanisms in place that will facilitate effective collaboration.

The governance of a contract, structure of the management teams and information architecture need to support that sharing culture. Through the lens of a public sector / private sector contractual relationship, collaboration is not an easy ride or relief against poor performance. Robust governance should support both strong performance management and a culture where that performance is enhanced through joint long term planning, sharing of issues early and constructive dialogue focused on early resolution, where necessary. As we develop our relationships through DSG we see the application of BS 11000, and its next iteration, ISO 11000, providing the backbone for sustainable relationships.

I believe however that for us, and perhaps for many other organisations, the achievement of BS 11000 underwritten by ICW is not the end of the journey but the start. I am further delighted to see the standard becoming international and ICW linking with our overseas operations, particularly in Germany and Canada.

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Babcock's experience is underpinned by a **proven history of collaborative working**, helping us to address, and find inspired solutions to, the challenges our customers meet.



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Collaborative partnerships

Collaborative working is now a common term in project delivery, particularly in the realm of major projects where it is invariably necessary to have a group of separate organisations working together on a project due to its size and complexity. BS 11000 provides a formalised strategic framework to help establish and improve collaborative relationships in organisations of all sizes. These principles are applied at Atkins, where collaborative working is increasingly common on major projects, such as Birmingham New Street station and The Great Western Electrification programme.

Atkins is one of ten service providers delivering design and engineering under Lot 1 of Highways England's Collaborative Delivery Framework, which facilitates the

procurement of package contracts for schemes or programmes of works and/or services on various parts of the strategic highway network. The A14 Cambridge to Huntingdon improvement scheme joint venture between Atkins and CH2M is a prime example of a project awarded under the Collaborative Delivery Framework, which uses collaborative working on a daily basis, actively encouraged by collaboration workshops for those on the project. The project has a dedicated office for CH2M, Atkins and Highways England employees, further promoting a truly collaborative culture. This level of joint project ownership even goes as far as branding the project as 'A14 – More than just a road,' so the project delivery team feels strategically aligned to the scheme – not just their employer. This allows a unified approach to managing the planning and delivery of the project, so members of the design team do not feel they work for separate organisations and are free to communicate with people in separate organisations more effectively.

With so many of our projects requiring collaborative working, it is imperative that internally Atkins' employees identify with the idea of collaborative working as the norm by embedding collaboration in the staff Code of Conduct and by establishing the senior executives responsible for overall leadership of collaborative working, including establishing clear policies, objectives, systems and processes for success. Thus employees at all levels are aware of their role in our collaborative organisation, and gaining certification for BS 11000 is a simple task of providing evidence of how we already work collaboratively. The majority of requirements under each of the eight phases (awareness, knowledge, internal assessment, partner selection, working together, value creation, staying together and exit strategy) have already been completed within various contracts.

By working collaboratively across Atkins and with key clients, partners and suppliers we can leverage cross sector and cross discipline knowledge to provide a competitive edge, ensuring we continue to operate efficiently and effectively.

With the publication of ISO 11000 later this year, it is expected that an international standard of the same nature will greatly benefit organisations. Many multinationals already use their international workforce for major projects – Atkins included. It will therefore allow us and similar companies to prove our collaborative working practices on a global scale, including raising our profiles and placing us all in a great position to win and deliver major projects as a result.

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A photograph of two men in business attire, one wearing glasses, looking at a tablet together. The image is overlaid with a large, semi-transparent red and purple geometric shape on the left side.

ATKINS

Together is always better

Working together with our clients and partners,
we believe that the scale of what we can
accomplish is greater than anyone can imagine.

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Why can't we all just get along?

I am often asked the question 'Why do we find collaboration so difficult in supply chains?'. My response is – usually – that there are a number of reasons behind this, and nearly all of them can be addressed. Those that apply to collaboration between firms also apply to collaboration within the firm (and this is itself important) so, in no particular order:

1 Mutuality Collaboration is mutual and has common goals. I have often heard a firm use the term 'strategic partner' then fail to apply strategic thinking ("we'll put you on the approved supplier list") or partnership behaviour ("can we see your accounts"). Collaboration has to be about both sides putting something in and both getting something out. It requires common, agreed upon (i.e. mutual) goals. After all, you both have to have skin in the game.

2 Intent You must have intent to do it. Collaboration is about adaptation between partners, it's about joint working. While there can be lots of intentions towards doing it, one party has to move first.

3 Social bonds Good collaboration needs lots of rich information-sharing and deep social bonds. This can be achieved by putting people into cross-functional teams, collocating staff (with supplier or customer), or structuring working spaces to encourage social connections. One European car manufacturer structures its design offices in a 'hub and spoke' where the design teams work in the spokes and the hub contains shared services (photocopiers, coffee, water etc.). People mingle in the hub, informal information flows, collaboration occurs and (hopefully) better design results. If it's not possible to create these interactions structurally, for example your customer or supplier is eight time zones away, then social bonds must be created differently. Frequent visits are one way to do this but the relationship needs to be kept 'live' in between visits so pick the 'phone up and ask them how they are, share information and knowledge to demonstrate your goodwill and intent.

4 Incentivisation Metrics and incentives need to be aligned to what the organization wishes to achieve in the collaboration. Well, the same thing holds here. If collaboration is to be nurtured, then incentive mechanisms need to be established that foster a win-win environment. They need to be jointly agreed and adhered to. It's no good looking for "price down" when the resources of your collaborator are complementary and are tricky to substitute. After all, collaboration is about leveraging synergies between organisations, not maximizing gains within companies.

5 Trustworthiness NOT trust This old chestnut, but with a twist. Too many times I hear that 'trust' is key, but the reality is, trust is a pretty difficult thing to grab hold of and influence. That's why I always say that **trustworthiness** is more critical (so, are you a person of your word?). It's then up to the other person to determine whether they trust you (and are they therefore trustworthy?). So, in the end, it's just about doing what you said you would (and having a person that understands that on the other side).

So, there we have it. Possibly simplistic, possibly naïve: some simple prescriptions for getting along.

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Researching collaboration: what have we found so far and what is next?



**Mehmet Chakkol,
Warwick Business School**

Over the course of the last 15 months, we have conducted a series of exploratory research initiatives to understand the dynamics

of effective collaborative working. When I first started these projects, the evidence in the extant research suggested that, *firstly*, collaboration and standardization are two distinct domains and by definition the activity of 'collaborating' required an open/flexible approach as it is not possible to anticipate the future in terms of challenges, risks and opportunities in a long term relationship.

Secondly, it was argued that the principal driver for collaboration was around cost savings. However the initial research we conducted challenged these two assumptions and showed that collaboration in practice is much more complex and nuanced than previously depicted:

1 role of standardization in collaborative working:

Our research showed that where collaborative behaviour was more formalised, the outcomes were perceived to be more significant or easier to demonstrate. This suggests that managers are only able to understand, appreciate and demonstrate the business performance benefits of collaboration when an organisation provides an environment that systematically supports, captures and utilises collaborative behaviour. Contrary to some academic research, we observed that it is through formal and systematic processes and procedures that managers understand the benefits of collaboration in terms of cost and business growth. However this standardisation refers to systematic adoption of collaborative working and does not entail strict job descriptions or penalties that counter collaborative behaviour. Overall, the evidence suggests that

standardization of collaboration is most effective when used as a general framework to guide the relationship by creating a common language to foster collaborative working.

2 benefits and challenges for collaboration:

Contrary to common assumptions, the benefits of collaboration were not mainly shaped around cost savings. Essentially, our research showed that the benefits of collaboration were much more strategic and complex and affected all areas of business. These included: better problem solving; customer satisfaction and reputation; increased trust; overall business performance; innovation; continuous improvement; better relationships in supply chains; new competences and skills; and employee satisfaction. The participants indicated that explaining the benefits of collaboration in terms of costs is rather simplistic and does not help to explain the more strategic benefits that significantly but indirectly affect the bottom line.

The greatest challenges identified were about creating a collaborative culture and lack of experience and skills. Creating an organisational culture that fosters behaviours, incentives, and systems around collaboration was mainly depicted as the biggest hurdle for further integration. What actually constitutes a collaborative culture is still not readily defined. The flexible and dynamic nature of relationships makes this very difficult to communicate to the stakeholders. Another major concern within the industry was the ad hoc approach for selection and allocation of resources for collaborative projects. The selection of individuals and other important resources for a collaborative project was generally done based on experience or 'gut feeling' and this was evident across many industries. Hence there is a major business need better to define the skills, resources and mechanisms necessary for effective collaboration both at the individual and organisational levels.



3 so what's next for research?

Every business is built on relationships and it is the individuals who create those relationships. Despite the increasing popularity of collaboration as an industrial practice, we still know very little about the individual skills and characteristics required for successful collaboration. What does an effective collaborator do? How do we decide who is a good collaborator? What differentiates an effective collaborator from the rest? Equally important, at an organisational level: what kinds of mechanisms drive a collaborative culture? How can an organization build a collaborative working environment together with its partners? In line with these, our next research will focus on addressing the key two challenges identified in our previous study. These two challenges are about identifying the individual skills and behaviours necessary for effective collaboration AND understanding how to create a culture that fosters these collaborative behaviours in projects and organisations.

Research in psychology and evolutionary biology shows that, as humans, we are 'intuitively collaborative' creatures: our automatic impulse or initial instinct is to act collaboratively, as opposed to acting selfishly. Despite this natural impulse, collaborative working still has a long way to go to become accepted within and across different industries. The evidence clearly suggests organizational systems and mechanisms significantly affect the way individuals collaborate, however these can both hinder and foster collaboration. Hence it is this interplay between individuals and organisations that we would like to explore further.

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ICW – Executive Network Members



EXECUTIVE NETWORK LOGOS



BS 11000 – challenges in a multi-vendor environment

Peter Prater, Frequentis

We are not alone

So, after some time, you have convinced your target partner that they would achieve many benefits from an investment of time, money and resource in adopting a BS 11000 relationship with you. You have sold them the vision of benefits upon benefits, value creation and most importantly cost savings. Relationship Management Plans have been drawn up reflecting the joint objectives for collaboration: how you will work together; what mechanism you can put in place to seek continuous improvement; how you will measure the benefits achieved in order to sustain the relationship; and you have produced an exit strategy that Napoleon himself would have been proud of back in 1812 on the road from Moscow. With a spring in your step, you march into your first value creation workshop and then discover that things are not quite so simple – you suddenly realise that the relationship with your customer does not operate in a vacuum.

A complex stakeholder map

Yes, the reality is that in today's complex, multi-

vendor, often non-standardised world, creating true value depends on the support of a number of players in the focus area – other suppliers or their sub-contractors, other customer departments, other customers. How can all these stakeholders be encouraged to pull together for the common good?

Collaboration works – but know your partner and ensure executive glue

At Frequentis, we are strong believers in the values and benefits of collaboration and have been encouraging such relationship styles for many years amongst our international customers. Sometimes it's an easy sell, other times it can be very difficult. When it is difficult it really is important in our experience to conclude a thorough partner selection assessment. This helps us to appreciate the potential partner's difficulties in collaborating because in most cases it's not about the individuals – it's about the corporate culture. When we understand the potential partner better we can take steps to make the

right approach. Additionally, we have found that from the outset it is important to inspire the benefits of a collaborative relationship at the highest levels in the organisation that we can possibly reach. This is entirely in keeping with the BS 11000 process, but while we may be coming at things from the BS 11000 angle, the potential partner probably isn't – at least at first. This can be the single most difficult hurdle to establishing successfully the desired relationship and does require patience – these guys are busy people with many agendas – and real support from your own executives. Executives like to deal with executives no matter how important I think I am!

It takes two to tango but many to realise value in a multi-partner environment

Returning to the opening paragraphs, the answer for Frequentis appears to be for the key partner, often the partner at the centre of the focus domain, to encourage as many of the key relationships as possible to adopt a collaborative attitude. We see no issue in a number of organisations working together to achieve the group's common objectives, indeed we positively embrace that attitude; however, we completely recognise that this needs leadership, an agreed approach and solid management. Where this implies commercial suppliers working together for a common goal, where is the problem? Certainly, the world is littered with multi-vendor ICT programmes that have hit the rocks, so why not try to make things happen in a different way? It will require openness, trust, joint working, communication and joint risk management, all core tenets of BS 11000. Maybe, just maybe, it's time for this new attitude of working together to permeate widely and strongly across the spectrum of business activities, but that will take strong leadership and education of those asked to deliver at the coal face. It also means change: change of culture, attitude, probably law and procurement practices, and a range of other concerns. Above all, I return to the one vital factor – trust. All it will take is for one party in the collaboration to take selfish actions at the expense of the others and, as in a marriage, the trust will be lost forever and everything breaks down – then you may need that exit strategy earlier than you thought.

Collaborate? Not today thanks – we're procuring!

One aspect I mentioned in the last paragraph is a particular hurdle that requires careful consideration. That is the subject of procurement practices. It is no surprise to me that today we can talk about collaborative relationships all we want and we may even be actively engaged in value creation etc. But as soon as the spectre of a new procurement appears the partner, especially if a public sector organisation, feels the need to pull away and bring down the shutters. Frustratingly, for an organisation like Frequentis, that just wants to do the best for its customer but may have several separate interests with the latter, procurements can occur quite frequently. Recently, we have been prevented from working collaboratively for a period of over two years while separate procurements have run their course, all of that value creation time is lost. Now, I guess I understand why partners sometimes feel the need to be less open, less collaborative. They fear accusations of unfair access and uneven playing fields. So, how can the collaborative relationship be maintained throughout that period – especially important if we do adopt the multi-partner collaborative approach espoused here? To be honest, I don't have an answer to this question today that would be acceptable to my customer but I imagine it has something to do with firewalls, separate teams within the company, more open access to information. Probably, as with the concept of collaborative working more generally, it requires an overhaul of outdated procurement concepts. We need to move from contracts that tend to reflect more 'stick than carrot' to support instead the reality of today's fast changing world and require contractors to collaborate and deliver constant evolution of the domain in question throughout the contract lifetime. Well, achieving that is a bit beyond me, but if you are in procurement and reading this, perhaps you can take that away and have a think about it!

So, go, collaborate and be a trustworthy partner in a mutually beneficial and work-enhancing, more rewarding environment and if you learn from your experiences, why not drop me a line with your ideas – now that's knowledge sharing!

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Smart Cities

Innovation through Collaboration

Senate Publishing's **Smart Cities: Innovation through Collaboration** highlights the emergence of Smart Cities, reveals why so many governments are investing in them, and showcases the technology that underpins the concept. Supported by the UK Department of Trade and Industry (UKTI), along with Innovate UK and the HyperCat consortium, it is an essential guide for everyone involved in the development of Smart City projects, strategies and visions.

Using real examples of Smart City projects in the UK and across the world, our technology writers, together with leading Smart City experts, describe how the evolution of Smart Cities relies on dynamic leadership, a complex mixture of public and private investment, continuous digital innovation and, most importantly, citizens themselves. Each major Smart City sector – buildings, energy, citizen engagement, health, safety/security and transport – is examined to reveal where the industry is heading and who the major players are.

We show how Smart Cities are transforming the way we live by gathering, analysing and employing digital data to improve the daily operations and activities within the city. The publication also explains how the HyperCat digital catalogue system is enhancing the security and interoperability of the Internet of Things (IoT), and thereby helping to drive the collaborative development of Smart City applications, services and processes.

If you would like to take advantage of promoting your company in this exciting new publication, please do call Andrew Howard on **01277 655100** or **andrew.howard@senatepublishing.co.uk**

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Smart City – collaboration, cooperation, interoperability and partnership

Caroline Minshell and Simon Michell, Senate Publishing

Smart cities mean different things to different people. On the positive side, some people see them as an inevitable and a welcome result of the internet age. Others perceive their development as a vital step on the way to addressing climate change. A slightly more cynical view is that 'Smart City' is nothing more than marketing hype dreamt up by technology suppliers to lure city procurement departments into expensive IT contracts.

At Senate Publishing we take a more nuanced and rounded view. There is no doubt whatsoever that the Smart City revolution has arrived. Cities around the world are connecting their static and mobile infrastructure to the internet in order to tease out hidden information about city service provision, processes and operations. Almost nothing is too big or too small to be included. And, almost every city service or function is being impacted – energy, citizen engagement, health, transport, waste and water.

The Smart City revolution is part of a larger unstoppable movement – the third industrial revolution – a model that has already begun to utilise innovative software alongside massive gains in processing power to connect industrial

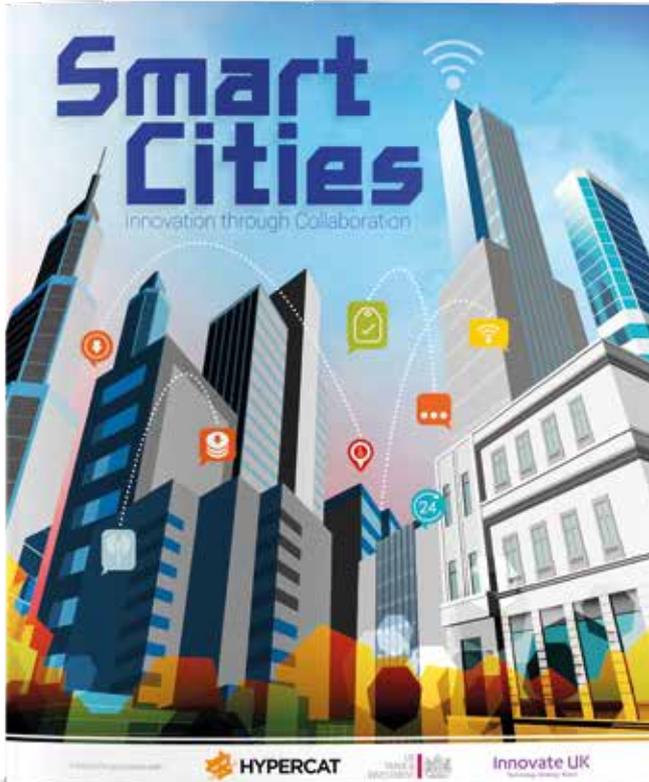
processes to the internet, and in doing so reduce their costs and move from Henry Ford's proscription mass production to a new age of customised bespoke manufacturing.

These advances have only recently become feasible as a result of the onset of the 'Cloud', the reduction in the cost of sensors, the extended life of batteries alongside the arrival of 'Big Data' tethered to quantum computing and artificial intelligence. All these elements have surfaced at roughly the same time, and are now converging to create a new era for mankind. The implications are massive – many of them are still not fully understood or even predicted.

However, for Smart Cities to prosper and achieve the lofty goals they espouse they must be products of their own environment. They need to reflect the societies they service and support, and they need to be developed through consensus and collaboration. Without popular consent there is risk that citizens will reject the advance of the Smart City as just another clumsy example of Big Brother's insatiable and ceaseless desire for 'information'.

There is a lot at stake. If we get this wrong, the opportunity to take a massive step forward will be lost. That is why Senate Publishing is working with the Hypercat Consortium to promote collaboration, cooperation, interoperability and partnership. Hypercat has been tasked by Innovate UK to establish a common specification for the 'things' within the Internet of Things (IoT) to discover each other and then communicate amongst themselves in a meaningful way. In other words, Hypercat 3.0 is the ultimate Smart City collaborative tool.





Smart cities will enhance international collaboration and encourage innovation within the digital start-up sector

Developed almost two years ago with the London Infrastructure Plan 2050 in mind, the Hypercat specification is already being successfully trialled in cities like Bristol and Milton Keynes. The Hypercat Consortium has also been drafted in to help establish a Smart City roadmap for the Old Oak and Park Royal Development Corporation (OPDC) who are running the United Kingdom's largest regeneration project in north west London. Beyond this UK-centric strategy however, the goal is to expand Hypercat's reach as globally as possible, beginning with the commonwealth and focusing on India's 100 Smart Cities programme.

Senate Publishing's modus operandi for producing the Smart Cities publication is also a collaborative process. The publication is supported by the key UK Smart City stakeholders, including the Prime Minister's office, Innovate UK, The UKTI Smart Cities unit and the Future Cities Catapult. Each of these organisations is contributing to the publication which will be launched at HyperCat's Summit this June at the Royal Festival Hall.

The contents have been carefully designed not only to explain the importance and purpose of the Smart City sector, but also to offer a platform for the key players to highlight their concepts, vision and successes. In doing so, we hope to create a virtual marketplace for the supply of Smart City solutions to

match the growing demand for Smart City services and capabilities. We also hope to be able to highlight successful examples of Smart City projects around the world and spread best practice as well as explain some of the fundamentals surrounding these use cases.

Collaboration and cooperation within city governance structures are absolutely vital in order to break through the separate silos of closed working practices. Because the technology has the ability to interconnect automatically and create links where none existed before, city halls will have to dismantle the walls between each department symbolically, if not actually, so that there is a real sense of interdepartmental cooperation. The reasons are compelling. The vast cost-savings and efficiencies that are on offer require all parts of service provision to become a seamless transaction. This new way of working is bound to transform the way cities are governed and the services (that are financed by the citizens) are provided. It is not just individual cities, though. Each city will have to collaborate with its hinterland until all of the region, and perhaps eventually the nation itself, becomes a single digital entity.

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Lost in translation

Andy Davison, Xchanging

Andy Davison explores some of the most common calamities when it comes to cross-cultural collaboration, and what businesses can learn from them.

Picture the scene: you've spent weeks preparing your presentation and hours rehearsing it in front of willing colleagues. The slide deck is slick, the stats compelling. Nothing can go wrong. But halfway through your pitch you notice your audience are shaking their heads. You give it even more gusto. But still your clients are motioning a 'No, no – this isn't right' gesture. The presentation has bombed – game over, right?

Only after you reach the end of your presentation and open up the discussion do you realise that in fact everyone was in agreement with you. It's just rather than the usual nod of approval, which you're more familiar with, it turns out your international clients express the same sentiment with a shake of the head.

Mishaps and misinterpretations

How many of us in business have had something we've said or done misinterpreted so that the original meaning is totally lost? While the outcome can (sometimes) be amusing it can also have counterproductive or even detrimental consequences. As the world's population continues to increase at a pace and we are faced with an even bigger melting pot of not just languages but different beliefs, values and attitudes – the

potential for things getting lost in translation becomes even greater.

While it is not always possible completely to avoid these types of mishaps, taking the time to learn about, understand and respect different cultures can help smooth the path to cross-border collaboration. Familiarising yourself with cultural tendencies can help eliminate many of the obstacles associated with international business relations. It's therefore essential to do your homework and research as much as you can about a culture with which you intend to do business. The result is not only deeper and more meaningful relationships, but smoother negotiations and more efficient working practices.

The trouble with assumptions

It's easy to see why one of the most common blunders to occur in international business is making unfounded assumptions about a particular culture. For example, 50 or so different countries make up Europe – and many have a complex history with one another – so for a non-European business to consider Europe as a single culture, it is both naïve and lazy.

Similarly, just because a business has employees with English as their first language, it doesn't necessarily mean those people will think or behave like the English. The Brits are renowned for their small talk about the weather, while Australians tend to favour a more straight-to-the-point attitude.

Australians also lean towards modesty; while in the USA a more aggressive or competitive approach is common.

Wrong assumptions can also be made about how a culture approaches task completion, deadline management and decision-making. In some cultures, there is a greater tendency towards 'uncertainty avoidance' which often results in the inclusion of meticulous detail during the early stages of planning a project. On the flipside, other cultures may perceive this as analysis paralysis and idea killing, and prefer to leave things more open to change. The approach to deadline management can also differ significantly between cultures. In some cultures, such as India, there is a reluctance to say 'no' to deadline requests, which can easily result in a negative reality. In this instance a more detailed delivery schedule with false deadlines may prove beneficial.

It's all about cultural knowledge, acceptance and flexibility to make international collaboration work. It is not about finding two organisations that take the same approach to business. So long as both parties agree on a common set of goals that anchor the partnership – methodology and approach can differ. More often than not this diversity leads to a deeper mutual respect, fresher perspectives and greater innovation.

Interpersonal relationships

Cultural tendencies (note – not assumptions and stereotypes) can manifest themselves in a whole host of other ways – from body language and gestures to the importance of seniority and gender equality. Some of these propensities can be seen when exploring the difference between high context cultures and low context cultures (as defined by anthropologist Edward T. Hall). In high context cultures, such as Asia and Latin America, body language and the manner in which something is said is more important than the actual words chosen. Conversely, low context cultures, such as UK, USA and Germany, place more importance on choice of language and the written word.

In many Arabic countries, formal influence (wasta) and rank are deemed more important for business relations than they might be in western territories. Similarly in Indian cultures, it is considered not just

polite but standard practice to enquire after one's family at the start of business rather than launch straight into work-related matters.

Doing a bit of research beforehand and understanding some of the nuances between high and low context cultures can make all the difference when it comes to successful collaboration and help avoid bad behaviour and poor performance. This is particularly significant at the start of a collaborative relationship when first impressions and getting off on the right foot are crucial.

Beyond cultural practicalities

While some cultural tendencies such as body language can be quite subtle other factors like languages, time zones and national holidays are easier to identify. However, the most successful collaborations look beyond these practicalities and involve a deeper appreciation of local context. A worker in India may have to commute for nearly two hours – negotiating rush hour traffic and poor road conditions. Scheduling a conference call as soon as they arrive at their office is, therefore, unlikely to see them productive and fresh thinking. Similarly a lunchtime meeting may not be very appropriate for a Spanish SMB who still observes the traditional siesta, whereas it might be perfectly acceptable for a large corporate headquartered in Madrid.

Recognising the impact of cultural lifestyle and local context – away from the immediate confines of business – helps build a bigger picture behind the people with whom you're trying to collaborate. Remember – intrinsic to any work-related partnership is the relationship between human beings – at the end of the day, people do business with people. By taking the time to get to know overseas clients and colleagues, you are much less likely to run into intractable difficulties in your business relationship, and far more likely to get that nod – or shake – of approval.

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Collaborating across borders: Sweett Group delivers projects with international expertise

Douglas McCormick, Sweett Group

Sweett Group is an international provider of professional services for the construction and management of building and infrastructure projects. Our service offering includes quantity surveying / cost management, project management, building surveying and a range of specialist and advisory services. The Group operates across public, private and infrastructure industry sectors, predominantly in the UK, Ireland and Mainland Europe. We also have two joint ventures in North America: VVA Sweett in the US and Pelican Woodcliff Sweett in Canada.

This year marks a decade since the opening of Sweett Group's first Mainland Europe office in Madrid. The growth we have achieved to date is a testament to the collaborative efforts of our people on the ground. We have seen the business grow organically, with repeat business and cross-referral fuelling expansion, hence our need for recruitment. In response to the requirements of our clients, and in order proactively to support them in multiple regions, 2015 saw the opening of Sweett Group offices in Paris and Milan. This year we plan to move into a larger office in Madrid as we continue to expand our team. One of the projects which our Mainland Europe Team have been proud to deliver is the Hilton Milan Hotel.

Tailoring our service to the region

As we have grown across Europe we have needed to adapt our service offering to reflect the specific requirements of each region and deliver to our clients a tailored solution. For example, whilst in the UK, the construction industry recognises a clear distinction between the role of a project manager and the role of a cost consultant, the Spanish market



Hilton Milan Hotel, Italy

THDP

often views this as a combined role, so we have adapted our offering to provide a holistic solution.

In practical terms, this means our people in Madrid must maintain a broad knowledge across disciplines, and therefore our team works proactively together in sharing knowledge and expertise. As we deliver projects for international clients, across multiple diverse regions, we often enlist the assistance of specialist sub-contractors



The Mainland Europe Team



Madrid

and work with them in order to ensure that we are delivering the service we know the client expects, whilst working to the region's unique requirements and regulations. Spain, for example, is governed by seven autonomous regions, with much of the planning and licencing administered by the town halls. A project delivered in Madrid can have very different considerations from a project delivered in Catalonia. Our collaborative approach ensures that the client is supplied with a consistent level of service, wherever they are operating, and that all location-related nuances are considered and seamlessly dealt with. Our colleagues in Mainland Europe also do a significant amount of travelling to sites right across the region, from Madrid to Istanbul. There is no substitute for a physical presence, project management is largely people management, so we recognise that it is vital to have individuals with the mobility to attend sites, develop working relationships, and deal with issues on the ground.

Working in multiple languages

Supporting our clients across Europe requires us to work in multiple languages and often two or more languages on the same project. Within our Madrid office we have the capacity to support projects in Spanish, English, French, Italian and Portuguese, with everyone in the office having at least bilingual proficiency, and many with trilingual capabilities.

“Having the capacity to communicate effectively on a project in multiple languages is essential to ensuring successful collaboration in delivering our projects. In some cases we’re the only consultant that can communicate in all of the languages that a project is being delivered in!”

Paul Jamieson, Regional Managing Director – Mainland Europe

On one project (a claim for an international main contractor) we were dealing with a situation where the client was Spanish, the lawyers were French, the court was in Switzerland and the project was in North Africa. The Sweett Group team was required to translate all of the information pertaining to the claim from English to French for the lawyers, with an accompanying explanation for the client in Spanish. It is clear that, in this case, using the services of a professional translator would not be sufficient; this project required both high-level language capabilities and a detailed understanding of the subject in order to provide an accurate picture for the client.

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Paris

Collaborating within the supply-chain

Duncan Ward, Telefónica

O2 is a leading digital communications company with the highest customer satisfaction for any mobile provider according to Ofcom: an accolade that has been won seven times running.

The supply chain function in many organisations often delivers the first personal touch point for customers and the O2 Supply Chain recognises the benefits of deep engagement across its business and partner network – it believes an appropriately embedded supply chain can form a leading edge for the business. It delivers projects which can help to differentiate the business and, by embedding key relationships with its partners, can play a broader role in our customers' digital lives.

In 2009, in partnership with Redeem, the team helped to launch its market leading O2 Recycle initiative and has since achieved the enviable position of becoming the leading Mobile Network Operator recycling scheme in Europe, processing a total of over 1.8 million devices and paying out over £130m to O2 customers as well as raising around £5m for Think Big, O2's corporate charity. Built on a foundation of trust and collaboration, the O2 partnership with Redeem has transformed device trade-in to become a key trading tool, which underpins major propositions like O2 Refresh which allows customers to trade in their device at any time, even if they're still in contract. By helping Redeem to integrate throughout the organisation, they understand and embody the O2 brand, what it stands for and how to use it for the benefit of both businesses and O2 customers; in 2015 this was externally recognised through winning Retail Week and European Supply Chain Excellence awards.

Collaboration internally and externally across the O2 Supply Chain partner organisations is fundamental to their achievements – working through the partner network with a common vision and passion to provide 10 out of 10 experiences for O2 customers every time. The collaborative governance model the Supply Chain team operates, brings all partners on the journey towards this same vision under shared objectives, ultimately harnessing the collective power to help deliver



ESCE Customer Service and Support Special Award 2015 presented by OpenMarket to Nicky McGroarty (Telefonica) and Simon Dunn (Redeem) with Host Nick Hewer formerly from The Apprentice

differentiating services and experiences which in turn strengthens the partner relationships further.

The O2 Supply Chain team is passionate about customer experience, delivering best in class services whilst at the same time optimising costs. They recognise that in an omni-channel world, customers are becoming more demanding: they want the right product in the right place and at the right time for them personally. A great example of this was when the team implemented a later order cut-off timing of 10pm and still achieved a next day delivery service. This was achievable despite the warehouse facility being located outside the Midlands 'golden triangle' (where key courier distribution hubs are centred) and by working closely with its two key partners, UK Mail and DHL. This was a first for mobile operators.

In 2015 O2 took the decision to embrace BS 11000 and with the assistance of ICW, interrogated their ways of working to identify the best parts of how the function operates and brought them together into a Collaborative Relationship Management System. In doing so the team are extremely proud to have achieved certification for collaborative working under BS 11000 in just 10 months and are now on the journey to formalise this approach across more of their strategic relationships.

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'The Reluctant Collaborator'

Steve Holmes, RT Training Solutions



Following the delivery of a number of successful BS 11000 Awareness Courses, I thought I would share my experiences of some of the personalities and characteristics of the attendees. I have titled this piece 'The Reluctant Collaborator', a trait often seen in some of the course delegates, because I would like to provoke thought amongst the community about why it is that some individuals, although sold on the concept, are reluctant to engage with collaboration in their daily working lives. Indeed I could almost hear their minds working overtime battling with the very idea of letting go of their long held beliefs and cultures, in favour of a different way of viewing their working relationships. This cements the fact that no amount of courses, coaching and mentoring can change a person's culture towards work, if they themselves don't want to embrace that change.

I was recently asked to go along to a client project and see if, by using the principles of BS 11000, I could help to mediate a situation that had built up between the client and the contractor. I think they thought that by asking an 'outsider' to preside over the day this would somehow loosen their tongues and allow them to voice their opinions more freely. It was evident from the moment I walked into the

building that there was a distinct atmosphere of near loathing between the two parties. I remember thinking that this was going to be a very interesting and challenging day. The encouraging thing was that someone had acknowledged that they were having difficulties, and had actually initiated a potential remedy to rectify the situation, rather than continue down a path that only leads one way – legal arbitration and joint loss. Well, we got started by running through the principles of collaboration as prescribed in the Standard. The content was well received, and I saw a willingness developing within the group as they realised that there was another way of working through their challenges. However, that was to be short lived!

After a couple of hours running through the principles, and seeing that they were all warming to the idea of better collaboration by all round participation in the day, I decided to let one of the conversations run its course and moved into an observation role. The result was staggering: from a group who had been fully engaged and open a few minutes ago, they immediately reverted to their adversarial ways when talking about real life project issues. The transformation back to type was quite shocking and took me a little by surprise. I let the conversation develop for around twenty minutes before intervening. I then went back over the conversation they had just had, highlighting some of the things that had been said. There was clear embarrassment from all of them when their conversation was dissected and relayed back to them without emotion. It was almost like I was relaying a conversation from a different group as they shook and bowed their heads in disbelief.

After what I had just witnessed, I began to think that the will that I had seen early on in the session was just an act, and actually, no one was interested or committed to a better way of working. However, it was far too soon to make that kind of assessment, so we started to try and unpick and understand why they had all retreated to their corners when the conversation had become a little 'sticky'. At this stage we had to start looking at the personalities in the room which, as in any situation like that, were all different.

We carried out a psychometric testing exercise which I find is always a good leveller to understanding your own personality within team interaction. Going back to the title of this piece, why was it that they were all fully engaged and 'on side' with the concept of collaboration to begin with, but when they needed to display the qualities required for collaboration, they failed at the first hurdle?

Further discussion and analysis continued about the way they had acted during their free discussion and one thing became clear – fear! It was evident that team members in key roles were afraid or incapable of making decisions. The net effect of this was that the job was stalling and frustrations were building at all levels within the teams. Commercialism then takes hold as progress slows, blame begins and costs go up, the perfect recipe for claim and counter claim disputes. The day developed with open and honest exchanges within the group, as we continued through the eight principles of collaboration. Barriers were starting, very gradually to come down, but I still felt there was a reluctance to engage fully with the collaborative principles by all members, which in my opinion was again down to fear, and a real mis-trust between the parties.

I believe that fear in the workplace manifests itself in many ways, and it is useful to remember 'Maslow's theory of hierarchical needs' when assessing an individual's self-esteem and confidence, when placed in a decision making role. There is usually a genuine reason for a person's fear or reluctance to engage, and a good manager will know his team well enough that they can offer empathy and understanding with respect to a person's own characteristics, strengths and weaknesses. After sharing the theory with the group, I saw a few light bulbs come on as the senior management members began to question their own criteria used for role selection amongst their team.

All this could now be aligned with the defined principles for collaboration under the 'internal assessment' phase. As a group we were now able to 'join the dots' regarding where they were in the collaborative journey, and what vital steps they had missed out to get them to where they were today. It showed the stark reality of the need to follow

the process of the collaborative journey, and not think that one can jump straight into the 'working together' phase expecting a collaborative outcome. Try building a house on soft foundations and watch how quickly the cracks develop and grow until finally collapsing.

The day ended with a much more open and less venomous atmosphere than it began, but of course, this was only the very first and small step in changing the way their relationship would develop as they moved forward. They had to find a way of retrospectively carrying out the steps they had missed out in accordance with the Standard, if only to identify the gaps in their relationship. When I left them, they were working up an action plan which would promote and support decision making by those employed to do so, as well as a responsibility matrix to give those at all levels a better understanding, and confidence about their decision-making ability. This was about understanding that making a decision is better than not, and that your good decisions are applauded, rewarded and supported, while a poor decision will be discussed through mentoring and education to enhance the skill and not diminish it.

I followed up the session a couple of months later to see what the impact had been, and whilst there had not been a miraculous turnaround, I was encouraged that they were often referring to the principles to avoid a build-up of tension on the project, and that fear was starting to diminish as confidence grew. As with every journey of this nature, it will take time and commitment by all concerned to realise the benefits. All in all, a very interesting challenge, and a constant 'work in progress'!

For further details about the 'Awareness of the principles and benefits of collaborative working' course, then please contact RT Training Solutions on [01473 242344](tel:01473242344).

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Collaborative Academy set to boost UK digital economy



Steve Bushell, Mercato Solutions

We are all aware that the internet, big data, social media, mobile and cloud computing provide the new layer of technology that has

transformed the world economy, and, importantly, enabled the UK to be at the forefront of its future development. But there is a grey cloud emerging that a new collaborative approach to upskilling hopes to tackle.

According to recent figures almost 1.5 million people work in the UK digital industry, and Innovate UK forecasts it will deliver 10% of UK GDP by the end of 2016. However, there is a world-wide shortage of digital skills that is creating a supply-demand gap, constraining business growth and innovation. Developers are in short supply: they are a highly skilled expensive resource and there is simply not enough of them to go around. We need action, and fast.

In contrast there is a rich pool of 'Millennials', some 630,000 of them unemployed, who are motivated by intellectual challenges, technology, problem solving, value upskilling and personal development. This is Generation Y: the under 35s who are agile, quick to change and interactive in their approach and rate working for a bigger purpose. This will be the majority workforce by 2035.

This, of course, presents a huge opportunity to engage a ripe and receptive audience, upskilling them in compressed timeframes, using innovative technology, to meet and support the future of the digital economy and deliver wider digital transformation into business. Such a progressive approach has seen an interdisciplinary collaboration

form between a leading Midlands Council, a City University and a provider of award-winning technology that is disrupting the paradigm of traditional software development.

The result is the creation of a Digital Centre of Excellence in the form of a Data Engineering Academy that promises to upskill and empower young people to create applications, and in doing so, leverage the opportunity and value of quickly integrating multi-format Cloud or on-premise data sources for modern business advantage. This means a receptive generation, hyper-skilled for a digital economy.

Professor Julian Beer, Birmingham City University (BCU), explained "We believe collaboration is the way to address the challenges of the learning economy in the 21st century. Collaboration is necessary to establish growth, innovation and productivity – both nationally and regionally."

"Our part in the initiative will be to provide expert services, structure and a unique piece of software for skills and employability management called Academy Cube," said Professor Ardavan Amini, BCU.

Complementing this progressive affiliation between academia, a local authority and industry is an app development platform called KnowledgeKube from Mercato Solutions. Without writing code, non-programmers can create enterprise level web and mobile apps quicker and cheaper than traditional development. With heritage of enabling cities and citizens to co-create Cloud apps for society in Smart Cities, the KnowledgeKube platform and associated training is upskilling a broad spectrum of people from apprentices, doormen, McDonald's, to gym and call centre workers.

This disruptive innovation is making digital transformation more accessible, empowering collaboration and digital futures – the economy as we know it, but digital for all!

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An industry-led collaborative approach: Online skills and innovation platform



**Ardavan Amini,
Birmingham City University**

Birmingham City University is a member of the ICW's Executive Network and its newly established academic forum,

formed in 2015. The University offers a diverse portfolio of knowledge and expertise through its applied research and academic programmes, working with industry partners and public sector organisations to address societal and economic challenges.

Professor Julian Beer, Pro-Vice-Chancellor Research, Enterprise and Business Engagement at Birmingham City University said: *"We believe collaboration is the way forward to address the challenges of the learning economy in the 21st century. Collaboration is necessary to establish growth, innovation and productivity – both nationally and regionally.*

"Birmingham City University believes that the triple-helix partnership and collaboration of learning providers, employers and regional development agencies, supported by global business partners and learning pioneers, is key for developing the skills, competencies and qualities needed to solve societal and economical challenges."

Due to Birmingham City University's expertise in enterprise systems and its strong relationship with SAP, 2015 saw the institution appointed as the national headquarters for the Academy Cube gGmbH (non-for-profit) in the UK and Ireland, under the leadership of Professor Ardavan Amini.

The Academy Cube is a joint SAP, Cisco and PDAGroup company with national offices around the world. As the only platform that combines e-learning with the job hunt, it aims to address the skills and employability challenges of tomorrow, as well as to drive productivity and innovation.

Professor Dietmar Killian, Chairman of the Academy Cube Advisory Board said: *"We are delighted to join the executive partnership network of ICW. The Academy Cube can provide the opportunity for ICW members to address the skills gap around the digital transformation agenda in UK and Ireland with collaborative standards at its heart to enable innovation and productivity"*

The Academy Cube and SAP's partnership with ICW is crucial in providing a unique learning and skills platform for ICW members and partners. It also allows partners to gain competencies and skills in the area of collaborative working, gaining a BS 11000 qualification in the process.

Bernd Böckenhoff, CEO of Academy Cube gGmbH said: *"Our relationship with ICW is key to establishing collaboration nationally across our UK and Ireland projects and internationally in the near future. We look forward to working with ICW and Birmingham City University to establish an online industry-led skills and innovation platform."*

Birmingham City University's collaboration with ICW and Academy Cube is key to establishing an online skills and employability academy for ICW to address the needs of industry partners in the field of collaborative working, relationship management and organisation structure based on the ICW BS 11000 standard and the forthcoming internationally recognised ISO 11000.

Les Pyle, CEO, ICW, said: *"Academy Cube offers huge potential to raise global awareness of the importance of collaborative working as a professional business discipline. ICW is committed to building a strong business relationship with Birmingham City University and the Academy Cube team to realise this potential"*

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The Dorset Story: delivering sustainable health and social care

Phil Richardson, NHS

The health and social care landscape is currently under immense pressure from rising demand and an aging population, coupled with the increased need for safety and quality in an increasingly complex environment. It is further constrained by a funding situation that means many providers are in the red and the rest are forecasting a deficit in the next five years. Recognising this, the NHS issued the Five Year Forward View (FYFV) in October 2014. The FYFV provided a clarity for both health and social care organisations to get back to a sustainable, integrated health and social care economy. This has been followed up by the NHS England requirement for sustainability and transformation plans on a place-based footprint that is larger than any one individual organisations. The centralised approach to collaboration in this way is proving exceptionally challenging for many local health and social care economies.

The current macro environment for health and social care organisations covers clinical commissioning groups that commission health services, hospitals, community providers, primary care (which includes GPs) and local authorities. Each is covered by different legal obligations and regulatory monitoring. Specialist clinical services are commissioned directly by NHS England and public health services are commissioned by the local authority.

For NHS England the clinical commissioning groups, led by GPs, are responsible for understanding the needs of a local population and also the commissioning and quality inspection of services through a competitive process. Hospitals, community and primary care providers bid for the services. Nationally based organisations such as the Care Quality Commission and Monitor (now part of NHS Improvement) ensure that these provider organisations are sustainable financially and deliver safe care. For social care, adult and children services are often managed and regulated separately with Ofsted (a key regulator for children's services)

and the Care Quality Commission (a key regulator in care homes).

Care in the community extends to care provided at home by dedicated carers, the third sector and voluntary organisations. Individuals too have a responsibility for their own care, particularly when there is a worrying growth trend in diabetes and heart disease. This over simplified explanation of the health and social care system only scratches the surface of the complexity and interdependencies that exist today to provide care for a local population. However, what it highlights is, even at this level of understanding, that there is a significant number of organisations involved in the delivery of care. This matters because to deliver the FYFV things needs to change.

At a time where the policy is ahead of the law, the organisations work in degrees of isolation, often competing with each other. And we have a current funding structure that means there are imbalances between the commissioner and the provider. We are not starting in an easy place. To make matters more challenging the increased pressure on A&Es, the lack of care beds in the community and a real scarcity in the workforce all need a superhuman effort by dedicated staff just to keep the current system going.

In the many discussions about what needs to be done, it's relatively easy to make a range of suggestions: from new ways of working, a more flexible workforce, better planning, more prevention; to stopping competition, changing the funding mechanisms and revolutionising the regulations (and the regulator). These are sensible, logical, daresay obvious suggestions. In practice it is hard to come up with this in any level of granularity and to plough through the immense amount of clinical and practical evidence that exists to provide an explainable solution. It's harder to come up with a solution that fits the local circumstances whilst grappling with the ever changing requirements from the various professional bodies and national guidance. It's hard – particularly when the services people need span a number of organisations all marching to a slightly different tune.

But where it gets very, very hard is deciding when the changes actually need to happen. And this is where the super slick change process, PowerPoint slides and 10 steps to success seem to come unstuck.

The Dorset Story

Situated along the beautiful Jurassic coastline with a mixed urban and rural conurbation and a population of 760,000, Dorset is a great place to live. With an increase in population of 6% expected by 2020 and those over 70 increasing by 30% there are growing pressures on the health and social care system. The people of Dorset generally have better health compared with the England average, with low smoking rates and fewer obese children. By 2020 1 in 10 of the population will suffer from diabetes and 1 in 8 from a cardiac related illness. Because of the older population, multiple illnesses will become commonplace as people live longer.

Local challenges around workforce availability, variability in the quality of services delivered, differences in the accessibility to service and a forecast deficit, made the need to change clear. What was also clear was that this needed to be a whole system change. However, there wasn't a system to change. Instead there were 100 independent GP practices, three general hospitals, 13 community hospitals, a community and mental health trust and three local authorities – a public health organisation that covered all three local authorities and NHSE in Southampton that commissions specialist hospital services and the GP contract.

Fortunately, an initiative called 'Better Together' had started a year earlier bringing together the leaders of the health and local authorities to explore ways in which health and social care could work better together. This set the context for a collaborative approach. However, there is a very different conversation happening when the focus switches from working better together to working differently in a fundamental look at the whole system. Initiated by the Dorset Clinical Commissioning Group (CCG), the Clinical Services Review (CSR) was the first system-wide programme in England to start with the whole population and ask what are the needs of the people of Dorset and what are the right health and wellbeing services for that population. Without being constrained by the current organisations and their structure, the approach focused on the person.

Drawing on the national guidance, best practice and feedback from comprehensive patient and public feedback this clinically led person-centred approach identified the best models of care and services, designed by clinicians for the population. With the core principle of providing safe, quality, care – closer to home expertise was drawn from across the county, from all of the organisations (often at short notice) working in the evenings (to avoid disruption in clinics, GP practices and theatres) to create a solution that will deliver the FYFV. As at the time of publication the governing body of the CCG will be deciding if sufficient work has been done, so the proposed changes can go to public consultation. If you read this in 2016 you can watch the change happen in real time as the process continues to consultation, final decision making on the services and where they will be located followed by the implementation of the changes at www.dorsetsvision.nhs.uk. This is a story of collaboration of a system.

Before reflecting on this collaboration in action it's worth knowing a little about the scale of the work. Over the past year between 120 and 150 clinicians have met seven times in the evening for up to four hours to understand all the health and clinical data, define the models of care and set out the high level service. Thirteen localities with 30-40 GPs and healthcare professionals have met monthly further to develop the thinking; nine chief executives have met twice a month to debate and develop the new way of working – with the respective chairs, governing bodies and boards having specific sessions to ensure the public voice was included. A significant number of clinicians have then worked in five clinical working groups with over 20 sub-groups on developing the detailed clinical design.

Over 3,500 members of the public have taken part in the ongoing involvement network, feeding back on regular progress updates, while 25 members of the public, led by an independent patient champion, have pored over all the clinical evidence from the working groups and have co-designed the solution. Working groups for finance, estates, workforce, communications, digital and IT, assurance, quality and benefits groups – as well as a significant number of public events, press and interest group meetings – have explored the implications, impact and feasibility of the developing service solutions. And with all

of this extraordinary effort to get the health and wellbeing right for Dorset – business as usual has continued.

So what have been the learning points to date? With the best will in the world it is almost impossible to be organisation agnostic. The deeply embedded way in which people at all levels identify with their organisation, their profession and their location almost always puts a constraint on the discussion. Where polarised views exist it's exhausting trying to get agreement or at least consensus. In such conversations, even in a room with over 100 people – when two people in the same speciality disagree it has been better to pause. Then to regroup.

Keeping the person at the centre has been key to the success of progress to date. Although the NHS tendency to turn that into patient, and then further into clinical, need has unintentionally put up massive barriers for the local authorities. A refocus on wellbeing and the fact that over 80% of the determinants of health sit outside the NHS brought down this unintended consequence. In such a regulated environment, challenging people to think differently takes more time than expected. Even with substantial evidence from other areas many have struggled with reframing their views. Keeping going using different meetings, different configuration of the groups and focusing on the topic in different ways has really helped here.

Being clear that there are no winners and losers has been a difficult one to crack. And much of the anxiety amongst the system leaders has been around perceived organisation loss – which is completely understandable, but not always helpful. Building confidence has taken time and building trust is a continual activity with simple triggers quickly unravelling what has built. Transparency of the work and the changing information has been a game changer in terms of working together – although there have been a few humorous moments where people have refuted the accuracy of the data they provided.

Having a clear process and sticking to it, particularly when swamped with suggestions for improvement from a well-educated and well-meaning audience, requires a significant amount of tact. Pace helps and in many cases avoiding explaining logically

why pace is important helps even more. In taking a leadership role the CCG made a real difference so the focus could be on the vision and strategy for the people of Dorset rather than a particular organisation. This coupled with a real co-production approach to the work has not only helped ownership but has produced a better answer. It's not without its challenges. On a number of occasions there has been a push for a commissioning decision so that operations could then figure out an answer as to how they would implement – when what was needed is the work actually to figure out the question.

The one real struggle has been getting the balance right between engagement and involvement. Working at pace at a system level with a complex programme of change has created a high volume of changing opinion, logic and evidence. Keeping key stakeholders up to speed on the changing picture has been the toughest nut to crack. In such a dynamically changing environment, keeping a cohort of over 1,000 active contributors working in over 100 locations not just up to date, or engaged but actively involved in delivering the work has been the biggest drain on energy. Assumptions that organisations would cascade information through their formal and informal structures were seriously flawed. Storytelling, was the missing ingredient. And the very first resource to secure.

In a profession where people join because they care, the commitment to the work has been incredible. A Project Management Office was fully staffed by the existing workforce with directors giving up vacancies to fund it. The chief executives, clinical leaders and patients have kept going and, at what will be two years from the start, are at just about every meeting, working on every request for effort; still turn up; still contribute; still care.

It's relatively straightforward to think about working together when there are two; working collaboratively when there is a team; delivering a partnership when there is a project or programme – but when it's needed as a system... well that's the Dorset story!

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Turkey's risk dichotomy

Nicola Crawford, Institute of Risk Management

To most Turkey represents an attractive holiday destination with the allure of white sandy beaches, warm weather and friendly locals. In this context the only considerations of risk are around the safety of Turkey as a place to travel, given recent security events in the region, and how far one's money will go. To others, considerations about risk issues go much further and present a risk dichotomy that requires an excellent risk management capability to ensure that time and investment are not squandered.

Turkey's young population, expanding consumer base, strategic access to a large economic area and entrepreneurial business community provide a wide range of opportunities for those looking to expand into this market and/or invest in an emerging economy. Yet, Turkey's complex domestic politics, family-centred business culture and conflicts in its neighbouring countries make it a highly complex proposition for those unprepared for the myriad of risks currently on the horizon. According to Gökhan GÖKÇEOĞLU, lecturer and Audit and Risk Management Director of AYDINLI GROUP, political risks aligned with security/terror issues, unprecedented foreign exchange rate fluctuations in the wake of foreign assets scarcity/export decrease due to diminishing political relations with trade partners, operational risks on the public sector caused by excessive "nepotism", are the predominant risks facing Turkey today.

Political and geopolitical risks have not only led to an upheaval in consumer confidence but are reflected in declining tourist numbers and depreciating value of the Lira. This has both direct and indirect impact on revenue for many businesses. Although a depreciated currency can provide benefits, such is not the case for Turkey. There is the ongoing wavering of consumer confidence or the high share of imports for each unit exported. The benefits of lower oil prices may be offset as a result of the currency and companies with loans in USD will have to mobilise more of their cash to address the currency mismatch. Add to this the growing migrant population, recent deals

with Europe and increasing corruption the reputation risk for foreign companies trying to do business in Turkey may become too much, detracting investment and exacerbating the current country risk profile.

The need to balance the risks and opportunities facing Turkey represents a true risk dichotomy for those looking to take the challenge. The need to understand the relationship between political and economic risk factors becomes extremely important as does the capability to balance risks and rewards.

The development of risk management capability in Turkey has, in the past, been an ad hoc journey for most. Improved maturity in the financial services sector borne out of the Basel Accord and the introduction of the revised Turkish commercial code in 2008 have contributed to a more robust development in recent times. The Institute of Risk Management established a Regional Group in Turkey in 2008 to support the development of risk management and today has an active community of professionals who contribute to risk management debate and events. And although there is still a significant shortage of skills required for effective risk management and to manage the risk dichotomy that Turkey is experiencing – there is an ongoing willingness among local and foreign professionals to share experiences. Coupled with training in risk management provided by professional bodies such as the IRM, the Turkish Risk Managers Association and the growing provision of qualifications in universities, there is an opportunity to overcome this challenge

For businesses willing and able to accept this risk dichotomy, their calculated risk taking will reap expected rewards both now and into the future.

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International role for collaboration



John Johns, lately DOD

In May 2015 I had the privilege of being invited to address the ICW reception at the House of Lords in my role as Deputy Assistant Secretary of

State of Defense. Last December 2015 after 30 years of government service I took the decision to tackle new challenges in industry. I am grateful for the opportunity to share with you some extracts of my thoughts on collaboration which I spoke on at my last public forum, the Department of Defense Maintenance Symposium in December, at which ICW's David Hawkins supported the drive for more Public Private Partnerships.

The world is a complex, dangerous, and unstable place with evolving threats, both new and old. The reality is we are facing skilled, determined enemies that would just as soon strike at us as they would take a breath. They clearly do not share the same view on humanity, nor the value of life, as we do. This environment demands the flexibility, agility and lethality that only our United States Military can provide.

Our greatest enemy is the dangerous mix of tolerance and mediocrity, fuelled by those lacking honour, judgment, courage and determination, and the tyranny of tolerance characterized by slumbering apathy, a comfortable denial of reality, and paralysing bureaucracy. This toxic mix, this deadly combination, creates or fuels all other threats, allowing what would be a simple challenge to evolve into danger. Our enemies demand greatness of us; our partners in the world, to which we have made commitments, demand greatness of us; our soldiers, sailors, airmen, marines and coastguardsmen demand greatness of us; those that have made the ultimate sacrifice demand greatness of us. And we should demand it from

ourselves. But, in the absence of clear and present danger, we approach greatness hesitantly and inefficiently and only when compelled – operating at the edge of greatness and at risk of losing it.

There is much at stake and we cannot afford to aspire to anything less than greatness. And we should remember our actions, or inaction, affect the strength of our military, the posture of our country, and the security of the world. I would not be speaking to you this way if they did not, if somehow the world spun on, immune to our words and behaviour, but that is not the case. Every day we send soldiers, marines, sailors, airmen, and coastguardsmen into harm's way. We send them to defeat an enemy that tests the will of our United States Military. We send them to provide aid and comfort to those in need, and we send them to mature foreign security forces and governments struggling to shape their own destiny. In executing these missions they not only secure our liberty but also serve as the single greatest symbol of liberty in the world. Collectively, they are the most capable force that has ever existed. Every day they signal to a world at war that both the hand of compassion and the sword of justice extend across the world.

Now, I could say, let's just all work it out. Let's bring everybody together on any infinite number of problems, conflicts, disagreements, and just work through them. How simple that sounds. Surely that would work. But haven't we tried that before? How many times have we tried that before? And, yet, here we are still facing some of the most vexing problems we have ever faced. In fact, at times it seems that we are reliving some things we thought we had solved, only to see them re-emerge.

The fact is we tolerate too much. We tolerate mediocrity or even incompetence. We tolerate lies and half-truths. We tolerate irresponsible self-interest. We tolerate political expediency. We tolerate any other innumerable demonstrations of misbehaviour. But let's not confuse tolerance with much needed compassion, empathy, and flexibility. Certainly, we need to see other perspectives and accept alternative paths. And we know empathy

and flexibility are key ingredients in collaboration, but that doesn't mean we need to tolerate things that are fundamentally wrong, whether government or industry, things that will lead us down the path to ruin.

We must have the courage to recognize good performance, regardless of whether it is politically correct, and deal appropriately with bad performance. We must have the courage to speak truth to those below us, around us, and above us. Ambiguity, half-truths, misleading messages, and lies demonstrate poor judgment and lack of courage. Tolerance of this, at best, creates inefficiency and weakness, and at its worst, danger. We all should have the judgment and courage to recognize this, call it for what it is, and dedicate ourselves to eliminating it.

And just because we can see the need for collaboration doesn't mean we can just wish it into being. There is a science to collaboration and we must be well practiced at it. In fact, we should all be experts because we must accept the simple fact that no truly great thing is achievable without others. No great accomplishment was, or ever will be, possible without collaborative effort. In fact, the more complex a thing, the more challenges we face, the more disciplines are involved, the more integration is required, and the more collaboration is demanded. It is time for collaboration based on respect for well-argued positions, respect for expertise, and respect for remarkable performance. It is time for collaboration rooted in both art and science. It is time to put in place principles that bind us by covenants and not just contracts or legal documents. It is time to evolve from practitioners to experts and evangelists.

There is clearly science in this, but science is not enough. We need the 'artist'. We need the artist to apply the principles of this science. Like any great piece of art, it is not simply a collection of canvas and paint applied in the correct order. There is an ingredient that only the artist can provide, an ingredient that differentiates a common work from one that is uncommon. And what makes relationships so difficult is that more

than one person is painting on the canvas at the same time and, still, the result must look as though only one artist held the brush. We need the artists; we need the leaders that know this and have the skill to execute it.

It is time; it is always the time, to carefully and ruthlessly choose leaders that demonstrate extraordinary courage, honour, determination, and judgment; leaders that understand how to nurture and protect innovation; leaders that understand and can enable collaboration. For it will be only those leaders that will take us to new heights of performance and to deeper connections between all parties necessary to solve the most complex problems of our time. It will be only those leaders that will move us aggressively forward in the right direction, intolerant of misbehaviour and relentless in the pursuit of excellence.

I commend the work of the Institute in blending both science and art as thought leaders for collaboration and trust that as the new international standard emerges it will be a benchmark for collaboration on both sides of the Atlantic and beyond.

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*A fragile
place...*



The Commonwealth's continuing commitment to collaboration

"Throughout my life and career, I have always recognised that the best solutions to challenges and problems come from focusing first on what we agree on and then developing ideas jointly to reach mutually agreeable conclusions. This for me is the underlying ethos of collaboration... The nature of international business and intergovernmental relationships has never been more complex... the most effective solutions will come through increased collaboration at all levels."

Rt Hon Baroness Patricia Scotland QC, Commonwealth Secretary General Designate, November 2015

Michael Mapstone, The Commonwealth Secretariat

In September last year, the world came together at the United Nations in New York to adopt the Sustainable Development Goals (SDGs), otherwise known as *Transforming our world: the 2030 Agenda for Sustainable Development*: seventeen goals and 169 targets to end poverty and hunger, improve health and education, make cities more sustainable, combat climate change and protect our oceans and forests.

These goals are hugely ambitious and, arguably, SGD17 (revitalising the global partnership for sustainable development) will be the make or break goal. Recognising that the 2030 Agenda is too big, too complex and too interconnected for any one sector to tackle alone, the SDGs call on all parts of society – government, civil society and the private sector – to take collective action on a scale we have not seen before.

The need for a global partnership is apparent. The challenge, however, is in how to foster collaboration when there are so many competing priorities, when such a diverse range of actors have differing objectives and at a time when resources are so scarce. I believe it is here that The Commonwealth can provide leadership.

At its foundation, The Commonwealth is a partnership of 53 Member States, representing 2.2 billion people, bringing together, on equal terms, some of the world's largest, smallest, richest and poorest countries, spanning



five regions. For more than 65 years, the Commonwealth has worked in partnership, pooling resources, to develop mutually beneficial solutions to national, regional and global challenges.

There is no clearer example of this as in how The Commonwealth is tackling the rise of violent extremism. Commonwealth leaders have recently committed to supporting an initiative that will strengthen the Commonwealth's national, regional and global approaches to prevent and counter violent extremism and promote peaceful societies through civil society networks, education, and empowering young people as positive actors.

The economic benefits are also clear. Trade between Commonwealth countries has seen phenomenal growth, rising from about \$200 billion in 2000 to more than \$600 billion today, and it is likely to surpass \$1 trillion by 2020. Building on this and in partnership with the ACP (African, Caribbean and Pacific Group of States) and the EU, the Hubs and Spokes programme is providing over 22 Regional (Hubs) and National (Spokes) technical trade advisers to support our most vulnerable members.

Our partnership working, however, goes beyond inter-governmental collaboration. The Commonwealth is often described as a 'family' of nations and peoples. This is most apparent in the network of Commonwealth Accredited Organisations – more than 80 societies, institutions, associations, organisations and charities that are specialists in a range areas from education to urban planning, all working towards sustainable development.

At the heart of this family are three intergovernmental organisations. The Commonwealth Secretariat, providing guidance on policy making, technical assistance and advisory services to support Commonwealth member countries to help achieve inclusive sustainable development; The Commonwealth Foundation, which builds the capacity of and provides grants to local NGOs; and the Commonwealth of Learning, which helps developing nations improve access to quality education and training.

Our range of partnerships promotes the values in our charter including democracy, the rule of law, human rights, good governance, social and economic development and climate change mitigation, for instance our collaboration with The Commonwealth Games Federation, where

we are working closely to build on our shared values to drive – through sport – the impact, development and profile of the Commonwealth and Commonwealth Sports Movement.

Another innovative example is the Commonwealth Green Climate Financing Facility – a partnership between The Commonwealth Secretariat, The Commonwealth Enterprise and Investment Council, The Prince of Wales' International Sustainability Unit and the private sector. This \$1 billion facility will be capitalised initially through sovereign contributions and then through so-called green bonds, which raise funds for specific climate-related programmes or assets.

There are many more examples of collaborative working across the Commonwealth. Working in partnership is a fundamental aspect of the Commonwealth which has sparked innovation, raised our influence and, importantly increased our impact. The Commonwealth is ready to take on the challenge of the ambitious 2030 Agenda and we will be actively seeking new partners, recognising that we have a lot of experience to share and, importantly, aware that there is always more to learn.

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Arif Zaman, Commonwealth Businesswomen's Network

When at the suggestion of the outgoing and incoming Commonwealth Chairs-in-Office, the former PM's of Trinidad and Tobago and Australia – and first women in the roles – the Commonwealth Businesswomen's Network (CBW) undertook a review of its remit and impact at the time of the Perth Commonwealth Heads of Government in 2011 it had a dilemma. It had limited reach, capability and time to do so and indeed then operated as a programme of the Commonwealth Business Council. It therefore set out on an ambitious and unprecedented journey of collaboration with two leading businesswomen organisations – the International Federation of Business and Professional Women (BPW International) and the British Association of Women Entrepreneurs (BAWE).

All three organisations had a single key question – what value can the Commonwealth add in the area of women's economic empowerment given the growing number of initiatives and programmes already in place or being established? After probably the most extensive consultation in the Commonwealth's history with women in business, the private sector and policy-makers – much it undertaken face to face – three words emerged to frame and focus the Commonwealth Businesswomen's Network's work: trade, talent and training or 'the 3Ts.'

Last year for the first time all Commonwealth governments accredited (formally recognised) the Commonwealth Businesswomen's Network as the lead organisation working on women's economic empowerment as an entity in its own right.

What we learnt from that journey is that a more open and committed approach fostered greater confidence on all sides resulting in more productive engagement. Increased visibility led to more constructive problem solving which in turn reduced perceived levels of risk. More inclusive relationships resulted in enhanced scope, more innovation and greater certainty of outcomes on all sides of the relationship. Indeed these were also the findings from the Benefits Realisation from Collaborative



Working report, from which Baroness Scotland's words are taken in the Foreword. Only this month, McKinsey have published a note emphasising that fast-changing global markets put a premium on simplifying processes radically and breaking through silos so making collaboration across functions a reality.

To unleash and unlock the power and potential of a billion women across 53 countries that account for 20% of world trade, we have now crafted our collaboration around the 3 Ps of partners, procurement and platform. We have built a strong coalition of Regional Partners from the Pacific, Asia, Africa the Caribbean and Europe and several strategic partners including the Commonwealth Enterprise and Investment Council, the UN, the ACCA and the Association of Executive Search Consultants and Global Board Ready Women.

We have also partnered with UN Development Business (the leading channel for dissemination of tenders from multilateral development banks) and the Chartered Institute of Procurement and Supply to provide training in procurement. We want to enable women to connect, collaborate and do commerce and also develop consortia so they can undertake collaborative contracting to more quickly address the gross imbalance of such tenders that go to women-owned businesses (less than 1% according to the World Bank).

The other 'P' is perhaps the most powerful – the establishment of the world's first integrated electronic platform across 5 continents for women in business so they can do business, acquire knowledge and connect with each other to make the benefits from trade, talent and training available and accessible to businesswomen across the Commonwealth.

With the Commonwealth's first female Secretary General taking the helm, we are determined to accelerate progress towards making that happen. On that journey, collaboration and indeed ISO 11000 will remain key.

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The Hybrid Corporation: chaos or consolidation the collaborative working imperative

David Hawkins, ICW

What are the implications of evolving business models into the 21st century where the traditional corporate models are giving way to a variety of alternative approaches – challenging corporate leadership, operating structures and interdependence and increasing the need to build more systemic collaborative relationships?

Background

In the early part of the 20th century the conventional wisdom was that companies and corporations would develop around traditional command and control operating models as epitomised by Henry Ford. Growth and reach would be based on organic development or through merger and acquisition. This model set the trend for hierarchical management structures operating under dynastic leadership.

Looking back, global trade was based on dominating resources and protecting the trade routes. This model largely remained until the Post WWII era when social influences began to erode the traditional industrial hierarchy. Corporations from the industrialised countries found themselves competing for resources, dealing with newly formed governments to secure concessions to feed their existing industrial complexes.

This trend towards overseas manufacture and shortages of resources prompted corporations to consider dismembering their more traditional fully integrated manufacturing model in favour of exploiting global sourcing opportunities. The concept of 'Just in Time' emerged in Japan post WWII and was followed by many countries. At the same time technology was emerging which stimulated consumer demand and offered opportunities to streamline manufacturing and reduce labour dependencies. In the developed world consumer demand for goods placed pressures to satisfy demand competitively. The extended supply chain became an integral aspect of many, if not most, operations.

We have seen over the years various engagement models develop and come into fashion to enhance

competitiveness, reduce costs and in some cases spread risk. These ad hoc arrangements were often entered into as off-shoots of functional groups within the corporate hierarchy, whether these were R&D, marketing and sales, manufacturing, supply chain management or services. They have been managed outside the main stream structures and frequently poorly integrated into cross-functional alignment. Equally the management of them tends to cascade from a traditional management approach (stemming from that Henry Ford model) and the risks of interdependence were frequently underestimated.

In addition, the USA decision in 1976 to disconnect the dollar from the gold standard severed the link between tangible assets and perceived value. This moved both countries and corporations from their value being aligned to hard assets and creating what some would call '*perception economics*'.

Many will say 'so what?' as we have had this situation for close on 50 years. The fact is that companies have transferred much of their delivery capability to external organisations and their value is now based on how others perceive their viability or credibility. We would not have challenged the worth of the Ford Empire but in a world of networked interdependent operations the perceptions of a corporation's worth rests on the robustness of its external relationships.

Discussion

There are many differing views on what the future corporation will look like. The cyber technologist will say there is no need for permanent structures: the functional hierarchy will give way to flat, lean, central management and individuals will largely work from home or temporary offices. Progressively, employees will be less tied to a company because they will frequently be freelance specialists, raising issues of company loyalty, resource stability, security and, for the individual, increased dependence on his or her personal reputation. Scientists will say that, increasingly, functions requiring human interfaces will be replaced by robotics.

These concepts offer one dimension of the future but the reality is that we are a long way from this technology based utopia. Additionally, if we want 'things' someone somewhere has to be involved in making them whilst for the foreseeable future service functions will be reliant on people. Against these visions of the future we must however consider how our world is developing as a background to the challenges facing tomorrow's leaders. Given the pace of change over the past three decades it is easy to assume that the next two or three will take us into even more complexity and change. The overall conclusion of the Future Connections study in 2005 was: progressive growth in changing business models to harness capabilities and develop solutions through networks demanding the need for greater Collaboration.

The developing countries have also been growing economically, offering in some respects a challenge where, through increased education, they are utilising their own human resources and youth premium. The changing demographic patterns are narrowing the arc between developed and developing areas. As economic growth is declining in aging countries, demand will increase for both skilled and unskilled workers which will put pressure on the economies of developed countries and their speed of change. These trends may paint a potentially dark picture or just raise awareness to the risk and opportunities that exist. What is certain for many corporations is that their existing business models are already at risk. Change is a certainty and what we see is that it will take on an even greater pace where corporations will need increased flexibility and agility to survive and grow, linked to external capabilities.

In adopting devolved operating models a key feature will be the impact of compatibility of culture and the robustness of external relationships, where third party organisations take on significant aspects of operational and market interfaces. Historically the driver for creating these external relationships was cost savings driven by traditional contracting arrangements that failed to deliver. In some cases customer backlash stimulated a rethink and risk assessment. In the future these initiatives, which many corporations adopted to provide short term competitive edge, will become essential elements of a fully integrated hybrid operating model. This evolution from bolt-on, or ad hoc, temporary variants is likely to become the shape of future corporations requiring an alternative type of leadership. How well these models are developed will also affect customer and investor confidence.

The Future Hybrid Corporation

Many will see this concept as nothing new and in part

they are right. What is perhaps missing is that, as the global dynamics change and organisations progressively extend the scope and range of their external interfaces, their ability to ensure a cohesive operation becomes weaker. Already many organisations have relinquished capabilities and would struggle to bring the activities back in house so the ad hoc functional initiatives of the 20th century are becoming main stream resources. The drivers however are changing and in many cases integration will depend on collaboration to replace traditional command and control.

The Hybrid Corporation



Efficiency will in many cases depend on informal or formal cross-interactions, as with a more traditional in-house approach. In this mode the challenge for 21st century leadership is to ensure a much more integrated and systemic structure which ensures that selection, governance and operations are robust and reflective of the culture and behaviours necessary to support the corporation's goals.

Organisational change is always a challenge but looking at what is already happening in terms of integrating or transferring capabilities externally, it is clear that some organisations are sleep-walking into the **Hybrid Corporation** model. Others may fail to understand the future challenges of the market place and be seeking only to dabble in ad hoc external relationships for short term gain.

Considering the future demands on resources, corporate strategies for the 21st century ought to be reflecting where the next shift will come and how well they are positioned to address these. When corporate leaders look at where they are today the vulnerability of the external relationships is already a consideration. As they move forward integrating Hybrid thinking may be the next game changer for competitive advantage.

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IP challenges in multi-partner collaboration

**Frank Tietze and Ghita Dragsdahl Lauritzen,
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The complexity challenge

To ensure continuous innovation and competitiveness, firms increasingly leverage external knowledge through collaboration. Collaborating to develop jointly new technologies, products or services with different partners, small or large firms, even competitors, young ventures or universities is often associated with the notion of 'open innovation'. Collaboration with one specific partner is often complex enough, but designing and effectively managing multi-partner collaboration (MPC) is a completely different game. Our interest is particularly focused on the intellectual property (IP) related challenges in MPCs. For example, developing the Wifi 802.11 standard required coordination among 91 patent owners across seven different countries who own more than 100 patent families. Accumulating the fragmented IP to utilize the technology economically is not trivial. Aligning the potentially diverging interests of multiple partners of different sizes, from different industries and with different ownership structures, who are driven by different incentive structures and objectives, can be incredibly challenging. This is what drives our research. At the Innovation and IP Management (IIPM) research group we take a relational perspective on IP with a particular focus on complex multi-partner collaboration. This article discusses MPC types and related IP challenges with a focus on emerging (manufacturing) technologies.

Early stage MPC for emerging technologies

Emerging manufacturing technologies with potential industrial relevance in 10+ years often arise from public or private research laboratories, such as in universities. Looking at the six most ever cited (i.e. highly relevant) 3D printing patents filed in the late 1980s/early 1990s, three of them were developed at MIT (USA), two at the University of Texas and only one by a private company. Due to increasing technological complexity, we observe that

occasionally (and now more frequently) multiple actors come together at an early stage to team up to enable joint technology developments, such as the case in the UK catapults and the German Fraunhofer centres. These MPCs are often associated with the notion of scale-up centres, where different partners (governmental and private) invest R&D resources to take a lab-proven technology to its next stage for enabling large volume production.

An example is the US based scale-up centre NASCENT, an MPC for developing high throughput, reliable and versatile nanomanufacturing systems. NASCENT brings together three universities (UNM, University of Texas and Berkeley) with more than 15 industrial partners, including 3M, Canon, Lockheed Martin and smaller companies. To manage what they call their "innovation ecosystem", i.e. aligning and governing the interests of the different partners, NASCENT developed a model for coordinating complex IP issues. For example, this model ensures IP conflicts are avoided by enabling the licensing to start-ups of technologies that evolve from the centre.

Another joint development is the KICs (Knowledge and Innovation Communities) set up by the European Commission. KICs bring together multiple partners from education, research and business with the aim of promoting innovation in Europe. Each KIC is organized around a legal entity and is set up for a temporary period – typically about seven years. As with the scale-up centres, KICs face different IP challenges, such as managing the IP that the different partners bring into the collaboration ('background IP'), identifying the ownership of jointly developed IP ('foreground IP') and deciding who owns the spill-over IP, in which none of the partners has a particular interest, but which may lead to spin-offs ('sideground IP'). Figure 1 illustrates the flows of background, foreground and sideground IP in MPCs.

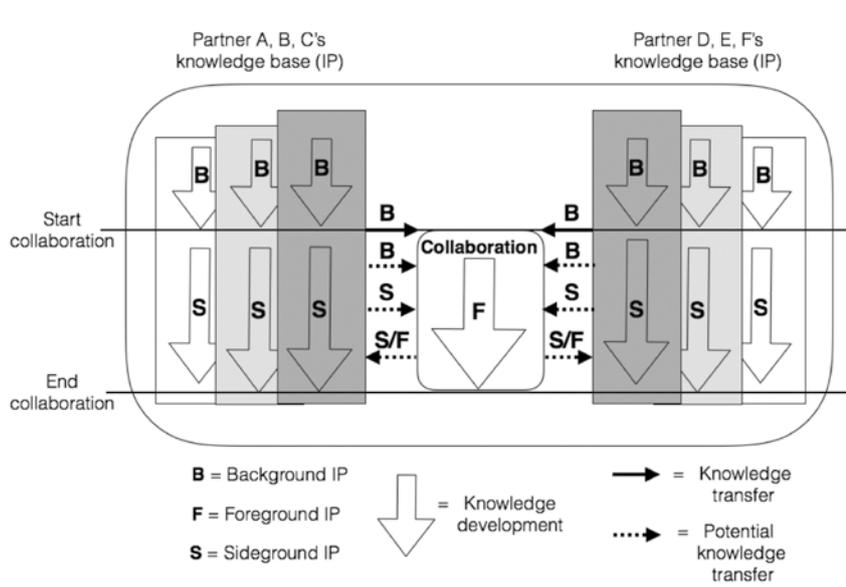


Figure 1. IP forms and flows in multi-partner R&D collaborations*

* Inspired by Granstrand, O. and M. Holgersson (2014). "The challenge of closing open innovation – the intellectual property disassembly problem." *Research Technology Management* (Sept/Oct): 19-25.

Later stage MPC for emerging technologies

At later stages of emerging technologies, firms get involved in developing technology standards, which comes with challenges related to what is called standard essential IP. One may differentiate at least two standard types. First, we see standards that are developed and coordinated by official governance organizations, such as standard setting bodies. These include large well known public organizations like BSI or ISO. Second, standards are set by governments through legislation and a wide range of standardization committees. For example, the Internet of Things. Here, standards are currently developed in at least seven areas, e.g. machine-to-machine interfaces (M2M), smart grid, e-health and device management. Only related to M2M, standards are developed by the 3GPP, oneM2M, ipso and ETSI. In all these organisations, different firms sit at the same table trying to agree on an industry standard, which involves solving related IP issues. The IP might well be fragmented across different, potential competing partners. These need to agree on FRAND (fair, reasonable and non-discriminatory) licensing terms to avoid antitrust problems granting other players (including competitors) access to a technology, while all partners pursue own interests to advance their competitive advantage. At the end, firms will try to establish their proprietary technologies as an industry standard and strategically influence the dissemination of a technology with measures in place to accelerate technology adoption.

So called patent pools should also be considered as MPCs and undoubtedly play an important role when discussing standards. Here, different firms team up (e.g. through cross-licensing agreements) to solve potential deadlock situations evolving from fragmented IP landscapes (also known as the "IP assembly problem") and to reduce transaction costs. For example, Via Licensing LTE is the patent pool for the fourth generation of wireless communication technology. It brings together more than 30 partners, including multinationals (e.g. Bosch and Google), telecom operators (e.g. Deutsche Telekom and at&t) and research organizations (e.g. Fraunhofer IIS). Setting up a pool and developing an IP based business model to govern the pool without conflicting with antitrust rules, is a considerable challenge.

The above examples illustrate the complexity of IP related MPC challenges. With our research we aim to deepen understanding of the different MPC types, and develop practical frameworks and tools that help technology and innovation managers solve some of the associated IP challenges, such as those concerned with decision-making and the development of IP based business models.

You can contact the IIPM research group at the Centre for Technology Management at: www.ifm.eng.cam.ac.uk/research/ctm/ctmresearch/im/

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Managing tomorrow's supply chains

Jane Lynch, Cardiff Business School



We live in a time of growing economic and societal change. Universities have a responsibility to ensure that graduates are not only equipped with the necessary knowledge but that they acquire the right skills to address future grand business challenges.

Cardiff Business School, Cardiff University, is widely regarded as one of the leading business and management schools in the UK, ranked 6th for research excellence (REF). We welcome some 3,000 students annually, including 1,000 international students. We promote an internationally focused community with staff, students and alumni from over 120 different countries. The School also has a strong and active PhD programme, with 130 PhD students studying at the School at any one time. A substantial proportion of these students

is funded by scholarships obtained from funding bodies, including the ESRC, EPSRC and a number of private sector organisations.

We have recently launched a new Public Value based strategy. The Dean of the School firmly believes that business schools should direct their research and teaching towards addressing the grand challenges of the 21st century, delivering social and economic benefits. Collaboration is at the heart of academic practice and the new Public Value ethos: effective and meaningful research often requires an interdisciplinary approach for developing innovative research.

The Logistics and Operations Department (LOM) has developed a critical mass in several areas, such as logistics, supply chain management, forecasting, operations, shipping and procurement.



The LOM is developing sector strengths in health, construction, fashion, automotive, shipping and international logistics management in an effort to raise and nurture the next generation of international leaders in logistics, supply chain management and operations management.

As a lecturer for the LOM department (also a facilitator for BS 11000 and Senior Associate for ICW Wales) I am really pleased to be a module leader and tutor for the purchasing and supply chain modules. These modules form part of BSc Business and Management (Logistics and Operations Management), MSc Logistics and Operations Management and MSc International Transport. A core part of these programmes requires students to study topics such as e-SCM, collaborative working, contract management, forecasting, logistics modelling, project management, ethics, sustainability, supply chain flexibility, supply chain resilience, network design and supply chain risk. Students are encouraged to think more critically about managing supply chain relationships and research innovative approaches.

BS 11000 has been incorporated into the content of these modules as a proven method for better managing partnership relationships, by encouraging supplier consolidation, emphasising the importance of partner selection and agreeing an exit strategy, thus minimising supply chain

risk. The launch of ISO 11000 is well timed to support business managers for more effective management of global supply chains. Too often newspapers and social media are reporting unethical practices which arise where there has been poor relationship management and lack of transparency across the supply chain. Tensions often arise with international collaborations if managers neglect the importance of cultural practices and traditions such as Guanxi and Kieretsu. UK and international students studying the Cardiff logistics programmes are encouraged to explore these cross cultural issues and challenges. They are taught the eight principles of the ISO/BS 11000 framework as an important process for managing collaboration.

A key aspect of effective collaborative working is establishing a joint focus on identifying and delivering value and innovation. This may result in the creation of new knowledge, product enhancements and performance improvements. In turn this will create a positive and more sustainable societal and economic impact.

More information about logistics programmes and research at Cardiff Business School can be found here: www.business.cardiff.ac.uk/research/logistics-and-operations-management

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Collaborating with Scotland's most international University

**Elaine Collinson, Heriot Watt University
and Bill McKechnie, ICW Scotland**

Introduction

ICW (Scotland) established a partnership with Heriot-Watt University's School of Management and Languages (HW) in 2015. The focus of this collaboration is to build a partnership in the Scottish university sector, offering practical executive education to industry and undertaking academic research. ICW(S) and HW have designed a 2 day programme to equip both SMEs and public sector buyers to apply the principles of BS 11000. The research collaboration will investigate what makes collaborations successful, assist in the understanding of the complexities of collaboration across cultures and identify barriers to successful collaborative partnerships.

The university sector has a long history of successfully collaborating with both industry and government at both the national and international levels. It is in this international arena where HW leads the way amongst the Scottish institutions. Based in Edinburgh, it was the UK's first university to establish a campus in Dubai's International Academic City, educating students from across the Gulf and in 2014 opened a new purpose built campus in Malaysia. Its focus on transnational collaboration is long established outside these two international locations, delivering degree programmes to 11,800 students in 150 countries around the world. This is achieved through HW's innovative Approved Learning Partner network, comprising 43 institutions in 35 countries. Transnational education enables students to undertake their education across the globe, increase their inter-cultural awareness, work in international teams from the outset and be better prepared for future employment in a global market.

Collaborations with business and industry are at the heart of HW, with research collaborations with companies in over 25 countries. The HW Working with Industry initiative is a £6.5million project to transfer knowledge and expertise to Scottish businesses to benefit the wider economy. It provides a network of academic expertise, promoting business interactions and income generating partnerships and facilitates cross-disciplinary collaborations.

Centres of expertise to support business development include the Centre for Sustainable Road Freight and the International Centre for Brewing and Distilling. In addition to specific sector support, the university also participates significantly in the Knowledge Transfer Partnership UK which helps businesses to improve their competitiveness and productivity.

Collaborations – academia and industry

Collaborations between academia and industry are long established and diverse, including anything from week long student internships, guest lectures by leading CEOs, bespoke research projects and structured Knowledge Transfer Partnerships. From HW's perspective, the past 10 years have seen a move towards understanding the impact of academic research and collaboration with industry, enabling the sector better to quantify its additional value and contribution to the bottom line.

A recent report by Universities Scotland (February 2016) showed Scottish institutions performing extremely well, with the minimum estimate of the economic impact of the Scottish Higher Education sector activities at £441m. Knowledge Transfer Partnerships have delivered between £7.50 and £8.00 GVA for every £1.00 of funding and Scotland has the highest share of UK spin outs at 28%. In 2013-2014, the Scottish government's Knowledge Exchange Index was 9.2% above the baseline year (2007/ 2008), showing sustained growth over the last seven years.

Understanding the environment within which collaborations take place is crucial to success. Scottish universities' collaborations with industry are all set within the context of the Scottish Government's CAN DO strategy, which seeks to achieve sustainable growth by accelerating entrepreneurship and innovation across Scotland. It is in this context that ICW and HW are working further to enhance successful collaborations.



Research expertise in collaboration

Umit Bititci, Professor of Business Performance and Head of Department in Business Management has focused his research on improving business performance and he is passionate about enabling businesses with the tools for success. Over the last 25 years he has collaborated with a range of sectors, researching what makes some businesses more successful than others and identifying the role played by collaboration in this success. His paper 'Managing Synergy in Collaborative Enterprises (2007)' investigated why collaborations often fail and offered a Synergy Model to support success. Key reasons for failure were identified as:

- Lack of **commitment**, leading to problems with **trust** and eventual failure of the relationship.
- Failure to identify a **common ground**. The partners cannot answer the question "What **additional competitive advantage** is the collaboration going to create?" and for which **markets/customers and/or shareholders?**"
- Unrealistic **objectives of partners**, with the expectations of each partner not being made explicit and shared.
- Failure to fulfil objectives and **needs of partners**.
- Failure to focus on **customers' needs**.
- **Focusing on individual short-term benefits** rather than focusing on long-term benefits collectively.
- **Unfair distribution of benefits**.
- Absence of an **operational system** to manage the collaborative enterprise. It is critical that management systems are in place to provide the partners sufficient visibility to allow them to manage the collaborative enterprise.

What are the conditions in which collaboration works?

Team working is key. A collaborative enterprise can be seen as a team of organisations rather than a team of people. Research in this field classifies performance factors as:

- Teaming factors – is the team capable of working together?
- Process factors – performance objectives and criteria of the business process within which the team is working.
- Team management factors – has the management created the right environment for the team to work and succeed as a team?"

Enabling success – a synergy model

The approach suggests that a number of areas require to be aligned to enhance the potential for success:

- Strategic Synergy – ensure that participants have a common ground and that their individual objectives and expectations are understood and consistent with the competencies and contribution of each partner, as well as the additional value and competitive advantage to be delivered through the collaboration.
- Operational Synergy – ensure that each partner's internal management difficulties are understood and resolved and that customer focused operational systems extend across organisational boundaries.
- Cultural Synergy – ensure that the mind-set, organisational culture and management styles are compatible between partners and that there is a sufficient level of trust and commitment in place.
- Commercial Synergy – ensure that the short and long term expectations, benefits and risks are understood and appropriate agreements have been put in place with regards to distribution of risks, as well as benefits arising from collaboration.

Heriot Watt University's School of Management and Languages and ICW Scotland are working closely to ensure that the benefits of collaborative working are shared across the whole community.

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ICW in action

David Hawkins, ICW

One of the only constants in life is change and as I write this report we are surrounded by boxes settling into our new office. The past seven years at Sullivan house have been great but life moves on, as does the Institute, and every day there are new opportunities and challenges. The last twelve months have been no exception.

The development of ISO 11000 has made good progress and by the time of publishing the Partner we hope to have a clear picture on the potential publication date. Moving the concepts of BS 11000 within the new ISO High level structure has not been easy, though the International committee has managed to blend in the life cycle model through consensus and in the process the opportunity has

been taken to clarify and streamline. Certainly some sectors of our community would have liked specific changes but the ISO process relies on establishing common agreement to ensure broad applicability. We are now working on developing an approach to replace BS 11000 Pt 2 guidance.

The promise of an international standard has progressively over the year greatly increased interest in ICW activities across all 6 continents. Our core team based on the Draft international standard (DIS) is already working on transition plans and refining our support for implementation.

In anticipation we have added new associates to the core team which has broadened our knowledge base and capabilities so welcome to

Alan Maund, Jill Clancy, Bill McKechnie, Neil Black, Leigh Lawry and Mike Hogg. In addition our overseas links are building further reach through Canada, Australasia, Africa, ASEAN region and the US.

Our training portfolio is growing under the management of John Osborne and plans are in hand to start delivery through the branches. The Training and Development day 9th March at Warwick provided some



Malaysia



New York



July leaders course

useful insight into what organisations are looking for in addition. Our joint activities with Universities continue to grow and our support to BSI training is now taking on a broader perspective. Training and Skills development now represent a significant proportion of our activities reinforcing the role of the Institute.

The publication of the research by Warwick Business School has also stimulated lots of interest and as an Institute we consider the more we can harness data, the greater the appreciation of what we have been promoting for years. The next wave of activity has started utilising input from our second Individual Member's day (22nd March). This will progress throughout 2016 and we expect to publish our next report in the autumn.

November saw the first ICW collaboration awards with over sixty submissions. We were delighted with the opportunity to celebrate practical examples of collaborative working both from organisations and individuals. Special thanks is due to BSI (Frank Lee) who not only sponsored the event but also played an active role in assessing and judging the entries, supported by our chairman Lords Evans and Mehmet Chakkol (WBS). Registration is now open for the 2016 Awards, the presentation of which will take place on the 8th December at the House of Lords.

A fundamental aim of the Institute is to see collaborative working recognised as a professional skill and the Individual Membership Scheme continues to expand. We have now run two Members' days and these have raised many issues facing those in the front line responsible for delivering collaboration. We shall be addressing these over the coming year.

During the past year the ICW team have supported a wide range of events and conferences, from Aberdeen to Arizona, promoting the benefits of collaboration and the role of the Institute. Our aim is to share our knowledge and be as inclusive as possible through other Associations and Institutes so events have included ECTIB, ECI, NDA, BCI, IUK, CE, LEPs, Commonwealth, DCSM, DIFD, DOD, AIA and many others.

ICW continues to help many organisations to implement the BS 11000 systemic approach and address the challenges of collaborative working. These have included transport, rail, defence, infrastructure, technology, emergency services and construction.

What next?

So the past year has seen us extend our reach and reinforce our role as thought leaders but what do we see as the opportunities and challenges ahead?

- With a following wind, the publication of ISO 11000 and the start of work on supporting transition and implementation.
- Expanding our activities in Wales and Scotland and rolling out courses through our overseas branches whilst supporting their development.
- Completing our next round of research and expanding our knowledge base to further the aims of our members.
- Developing a range of additional training media.

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Do your teams have collaborative skills and competencies?

John Osborne, ICW

Whilst processes aimed to support collaboration are important in creating the right environment for collaboration to prosper, the key differentiator for effective relationships is having teams in place that understand how to behave and interact in a collaborative relationship.

With teams often brought up on traditional contracting arrangements the behaviours required in a collaborative environment often appear to challenge team members. This presents problems for those leading relationships and those working as part of the team.

The early drafts of the proposed ISO 11000 have recognised this challenge and the requirements for individuals to demonstrate the appropriate skills and behaviours has increased presence throughout the standard. Organisations will need to demonstrate a robust approach to defining, implementing, appraising, and developing the appropriate skills and behaviours. If you are in any doubt about the intent have a read of Annex C in the current version of BS 11000. This table shows some of the required competencies and behaviours.

To support organisations and individuals who wish to develop appropriate models ICW have developed a series of short courses.

The following courses are run at Warwick University Conference Centre but could also be delivered on company if you would like to train a number of staff.

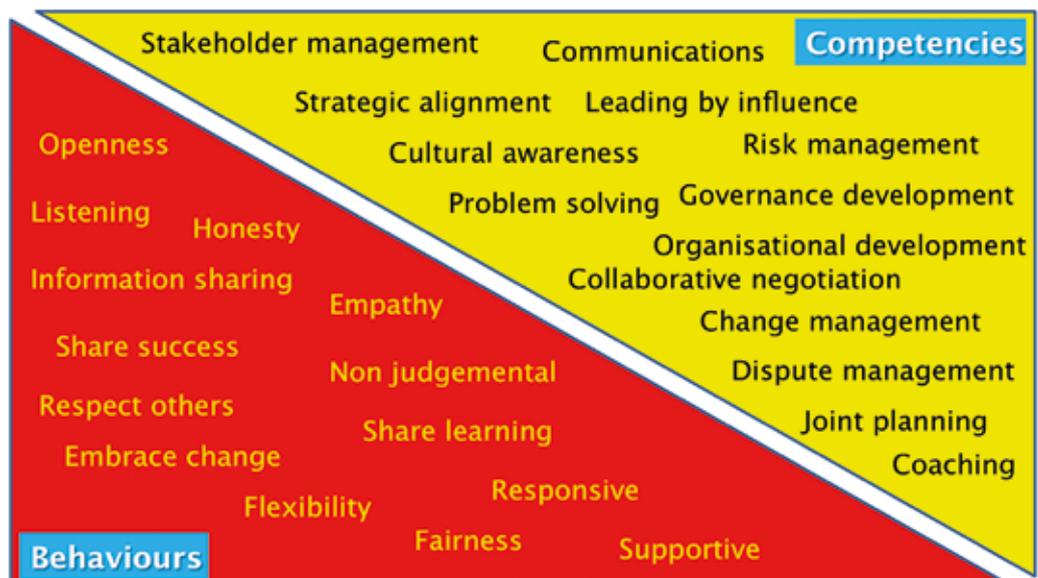
Choose from:

Collaborative Working Awareness Workshop

To support the adoption of a collaborative working strategy by creating an awareness at the individual level of the behavioural and organisational differences, compared with traditional contractual relationships.

Providing those who attend with the ground rules for working in a collaborative environment and the knowledge of how working in a collaborative environment is:

- a** different,
- b** beneficial to them,
- c** beneficial to the business and
- d** beneficial to the project.



Behaviours and Competencies

Collaborative Culture and Behaviours

The foundation for robust and effective collaboration relies on both the operating processes and the interactions of the parties involved. This two day course focuses on providing insight on the impacts which cultures and behaviours have on performance, and how to identify, monitor, measure and address both positive and negative behaviours.

Collaborative Leadership (MSc module)

This 4.5 day Master's level course for business leaders is delivered by experts from WMG (University of Warwick) and ICW.

Successful delegates will gain improved understanding of collaboration impacts, enhanced strategic leadership skills, cross-functional understanding, enhanced skills in generating value propositions, improved partner selection processes and an enhanced ability to recognise opportunities for resource and cost optimisation.

Training support for your BS 11000 programme

We would be pleased to design a training programme for you and your teams based on a thorough understanding of your needs and the business objectives or you can choose from our range of courses run at Warwick University Conference Centre. Our experience suggests that such a programme typically consists of:



We would be very happy to discuss additional support such as pre Certification audits, Relationship Management Plan and Exit Strategy Guidance.

As part of the continued development of its training capability ICW has recently come to an agreement with BSI to deliver jointly certain BS 11000 courses and to promote the awareness of others. Details of BSI courses can be found at: www.bsigroup.com/en-GB/bs-11000-collaborative-business-relationships/bs-11000-training-courses/

In addition to its relationship with BSI, ICW Scotland in partnership with Herriot Watt University, ICW Wales with Cardiff University and our newly formed ICW Canada are developing tailor-made courses for their markets, focused on their understanding of client requirements.

Transition to ISO 11000

ICW are already planning to deliver at least two courses in conjunction with BSI which will assist those already certified with transition guidance, such as:

Auditor Migration – Learn the changes between the standards, the changes to the requirements and the differences in the auditing process.

Implementation Migration – Identify and apply the requirements of the high level structure, learn the new requirements for leadership responsibilities and documented information.

For full details of all ICW open and in-company training programmes go to: www.instituteformcollaborativeworking.com/Training/Training_Overview

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ICW Branches

Given the growing interest in the activities of ICW, together with the appreciation of the work led by ICW around BS 11000, we have expanded our links internationally as well as strengthening our activities in Wales and Scotland. We are also seeing growing anticipation of the publication of ISO 11000.

ICW has opened branches overseas in prime positions in order to take forward the collaborative message. Below are short descriptions of the branches: Canada, South Africa, Australasia and Asia. But we'll kick off with our two ICW 'at home' Branches: ICW Wales and ICW Scotland.

ICW Wales – led by *Dr Jane Lynch*
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From Cardiff Business School, Cardiff University, Jane is very enthusiastic and is generating a strong momentum, about collaboration. The aim in Wales is to leverage the use of good collaborative practices to improve social and economic value. The successful launch of the Joint Bidding Guide by Welsh Government highlights the principles of BS 11000 with supplier consortia delivering real value to Wales and the Welsh SME community. An event held in Cardiff during November 2015, sponsored by ICW, gave a great impetus to both buyers and suppliers for better understanding the sustainable benefits of collaborative working. To get more of a 'feel' for what ICW (Wales) is doing, take a look at Jane's article on page 92.

ICW Scotland – led by *Bill McKechnie*
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The focus is succinctly captured in its motto "**Scotland works better when we work together...**" The representative office of ICW Scotland, aims to be the voice of the Scotland's collaborative-competitive economy. Through knowledge transfer and advisory and development services, they aim to help design and implement collaborative programmes that improve the performance, competitiveness and resilience of Scottish organisations, of all sizes and from all sectors. Collaboration is vitally important to all

sectors of the Scottish economy. In the private sector, SMEs account for 99.3% of enterprises and 54.8% of employment – so collaborative/consortium approaches are vital if these businesses are to "punch above their weight" in national and international markets.

The public sector is tasked with finding collaborative approaches to reform public service delivery in the face of reducing budgets and the Scottish Government's Innovation strategy, involving the creation of innovation centres in key focus sectors, requiring the harnessing of government agencies, academia and industry in high performing collaborations if they are to deliver. ICW Scotland has considerable value to offer in addressing all these challenges. Read more about the partnership between ICW Scotland and Herriot Watt University in the article on page 94.

ICW Australasia – led by *Dave Macdonald*
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The journey in Australasia began with registration of ICW Australia to be modelled on ICW as a think tank and knowledge transfer for collaborative working. The intention is to develop a network of organisations to become foundation members to co-develop the way forward for the Institute in New Zealand. It's intended that some of these will be both Australia and New Zealand based with the intention of considering foundation membership in both Australia and New Zealand.

Government organisations, both Central and Local will be sought as members along with Universities that have a culture and interest in developing collaboration. Resources to support the growth of ICW in this part of the world will be developed to become associates as required.

Dave and his team look forward to learning and sharing with ICW in London and the growing family of kindred organisations around the world.

ICW Canada – led by *Andy Akrouche*
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The formation of this ICW Branch is timely as

the collaborative message has been recently been taking centre stage in Canada because the new prime minister, the R. H. Justin Trudeau continually promotes and practises an inclusive and collaborative approach to governing.

The public sector in Canada is beginning to look at relationship management, rather than contracts, as the real pivot for improving public sector performance. Industry associations, practitioners and public and private sector organizations are beginning to see collaborative working as the engine for enabling successful relationship management and maximising benefits realization.

ICW Canada is looking forward to ISO 11000 as the standard that will help organizations develop and establish the disciplines and processes needed to create a more collaborative culture.

ICW Asean – led by Michael Chiam
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ICW Asean focuses on the 10 nations which are collectively known as 'Asean' which has emerged as a global powerhouse due to its wide geographical coverage in Asia and a combined population of 600 million people. Sitting on the edge with China, South Korea and Japan, it has strategic importance for the Western economies. Most importantly, part of ASEAN is transforming to the developed economic status and the shift to Financial and Technology Industries riding on knowledge management backed by strong manufacturing and industrial nations. Not to be forgotten some of the ASEAN countries are still very dependent on food production and agricultural industries.

Standard development on collaboration is still very much a green field but the fast pace of industrial development has called on the industries to refocus and subscribe to the workings of collaboration for value creation, business strategies and leadership in their engagement with their Stakeholders. Malaysia have taken a leadership role in the promotion of the benefits of collaboration framework and the benefits from the BS 11000 collaborative standards. Globalization and Trade Agreements wove the requirements for

organizations to be in compliance with standards and the principles and role of the collaborative framework will be an important agenda for all industries and business leaders. The potential is immense in this part of the world. The challenge is to expand and extend the knowledge and benefits of collaborative working to the Asean region.

ICW Africa – led by David Drummond
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ICW Africa was founded in South Africa to promote collaborative working and the BS 11000 standard. With increasing urbanization, high youth unemployment, a requirement to transform society and a strong reliance on the private sector to provide education and training, collaboration with government has never been more vital. So there is currently a huge opportunity for government and suppliers to build public trust in the effectiveness of public sector procurement based on open and transparent collaboration and internationally accepted standards.



The ICW Collaborative Awards



The first Awards were presented by our Chairman, Lord Evans, at a ceremony in the House of Lords in December 2015 which was jointly sponsored ICW and BSI (who also provided professional critical support for the evaluation of applications). Encouragingly we received 64 nominations across the seven categories – all of high quality – which made the task of evaluating, short listing and selecting the final winners very challenging. The winners have provided the following short case studies.

Collaborative Pathfinder Award

won by **C360 Costain and Skanska**

Since 1972 Costain and Skanska have worked in a joint venture arrangement, CSJV, which has delivered 18 projects nationally, enhancing and improving infrastructure that has touched the lives of many. Through collaboration and shared growth in the relationship, many facets of the businesses have matured to become relatively intertwined influencing a deep-rooted knowledge of each other's technical and commercial capabilities and providing a platform for an unwritten charter of solidarity, mutual respect and admiration.

Day-to-day extensive channels of communication, created using the principles of BS 11000, reach into each organisation to drive forward projects that affect millions. Collaboration enables effective planning and consistency of approach to forming collocated teams that work for the benefit of projects, customers and the end-user. CSJV strives to understand and champion collective virtues and nuances by proactively extending its philosophy and working practices to client teams and all other key stakeholders. Collaboration is simply the way that the JV works.

Supported by a BS 11000 collaborative framework, this collective approach and experience has contributed to significant savings for the public purse, whilst improving road and rail conditions. By using collaboration and innovation to enable the growth of the partnership, Costain and Skanska take immense pride in standing side-by-side to deliver projects that matter and serve to engineer Britain's needs for a better tomorrow.

CSJV have achieved many outstanding project successes over the years including Health & Safety Records with 650 days without incident (as of July 29, 2015) and no less than 20 awards, several of which related to environmental awareness.

Public/Private Sector Award won by **Network Rail Reading Station Redevelopment – Track Project**

A structured approach to collaboration combined with a motivated team displaying the right behaviours are the key ingredients for unstoppable success. These elements are permeating the rail industry and having a positive impact on its image. At the forefront of this is the Reading station track project. The challenge was to increase capacity and performance. This entailed laying 22 miles of new track and 137 new switches and crossings, whilst ensuring minimal inconvenience to the 16.3 million passengers using the station each year. This was tantamount to open heart surgery on one of the busiest railway stations outside London and therefore there was only one way it could be delivered... collaboratively!

The first green shoots of collaboration started with early contractor involvement which enabled Network Rail and Carillion to benefit from a stable delivery team, involved from design to hand-over. Selecting those with the right skills and collaborative competence paid many dividends when it came to the inevitable construction issues involved in any large infrastructure project. The 600 variations to the fixed price contract could have resulted in commercial conflict but, on applying the BS 11000 'working together' methodology, a collaborative commercial process was developed which protected both organisations in line with the contract – at the same time keeping focus on the bigger picture of delivering for the client and the travelling public.

Collocation next to the construction site, shared systems and open and honest dialogue with all stakeholders created a new threshold, blurring organisational boundaries. Stepping into this new collaborative environment brought a willingness to challenge areas traditionally viewed as 'somebody else's problem'. Combining construction stages

of work; extended access to the railway; better utilisation of well performing contractors and everyone home safely were now shared objectives, which when managed holistically would deliver benefits both to the project and wider stakeholder community. An individual organisation would find it difficult to deliver consistently the high standards expected of the considerate contractor and the good lineside neighbour. But working together with a structured approach and common collaborative language made this complex challenge enjoyable and the results to flow.

As well as the industry awards, the Carillion/ Network Rail collaboration has received praise from rail operators and resulted in both organisations maintaining their BS 11000 certification. From a safety perspective, with 7,963,677 million man hours worked it had a minimal accident frequency rate of 0.16. The joint management team has created a flexible environment where collaboration flourishes. Not many other infrastructure projects could boast that they delivered safely and reduced the project timescales by 12 months, whilst significantly reducing the overall cost.

Industry to Industry Award won by NATS

NATS received this award to recognise its collaborative work with its strategic partners in the air traffic management industry. NATS is the UK's leading air navigation services provider and the award recognises the strong relationships developed with key technology partners, Indra and Lockheed Martin, through its major technology programme in support of the European Union 'Single European Sky' initiative.

To achieve its Single Sky aims, NATS has taken a multi-partner collaborative approach that builds on an established relationship management programme. Collaboration is critical to success because the programme is a highly complex undertaking with multiple dependencies between NATS and its partners and suppliers. It will harness the respective capabilities and expertise of a number of leading-edge, international organisations to meet the challenges of developing the future delivery platform for air traffic management.

Ramon Tarrech, UK Director, Indra

"We are extremely satisfied by the award received by NATS. Collaborative working on an extended enterprise basis is a powerful tool for delivering value to customers and performance in advanced technology projects. The award encourages Indra to seek for innovation in cooperative arrangements in infrastructure projects and continue nurturing its partnership with NATS."

Stuart Crawford, ATM Programmes

Director, Lockheed Martin *"For more than a quarter of a century Lockheed Martin and NATS have worked in partnership to deliver safe, efficient skies for the travelling public. The core values that have underpinned our relationship since the beginning – collaboration, innovation and transparency – have never been more in evidence."*

Tim Bullock, Director, Supply Chain, NATS

"This award acknowledges the successful collaborative approach we are taking by engaging with our industry partners to create the delivery platform for the next generation of air traffic management."

The work under way with Indra and Lockheed Martin is the start of a programme designed to reduce cost and improve efficiency and service for NATS' customers.

NATS selects its partners based on performance and capability, coupled with collaborative behaviours and appetite to innovate and create value. It applies BS 11000 principles to establish the right foundation for collaborative working and that the engagement and management aspects of relationships are suited to a long term, successful association.

The award was presented to NATS but it is essentially a joint award, recognising the contribution and commitment of all three parties to working co-operatively together.

Collaborative Skills Development Award won by Connect Plus

Connect Plus won the collaborative working award for Skills Development for the work it did with its supply chain. With a £1.6bn 30 year contract for the maintenance and operation of the M25 motorway, Connect Plus had an unique opportunity to develop strong, authentic relationships and sustainable ways of working on a long term basis with its supply chain. In 2012, it adopted a Sustainable Business Culture Model to deliver circa £50m of renewal works and £75m of improvements schemes, each year. The model and the associated tools focus on how to work together and become a learning organisation as well as on the more traditional programme, commercial and quality measures.

The parties in the M25 Community include Connect Plus, Connect Plus Services, Jackson Civil Engineering, Tarmac, Osborne, Skanska, Bam Nuttall, Volker Fitzpatrick, Aggregate Industries, Balfour Beatty and Highways England and relationship management expert Temporal Consulting. All organisations showed an appetite to work better together and to change the way they worked if necessary. Connect Plus invested in creating something different from the industry norm: an environment in which the M25 community could collaborate and deliver value together – a sustainable collaborative culture. The critical success factor was the investment in people to develop the behaviours and the skills required to implement, maintain and evolve the cultural change required. This included:

- **Leadership development** – at director level across the community, to develop self-awareness and an understanding of their impact as leaders
- **Accredited framework facilitators** – As visible cultural ambassadors for the community, 25 trained and accredited framework facilitators (from a cross-section of key roles throughout the supply chain) work to strengthen and maintain collaborative working competencies.
- **Balance Scorecard dialogues** – each scheme is an opportunity for a structured Balanced Scorecard with a facilitated dialogue in a 'safe' environment, to focus on continuous

improvement, and generate a greater understanding of how well things are working by exploring each other's perspectives and needs. Since 2012, over 85 packages have been completed.

- **Relationship management training** for functions (Project Managers, Commercial Managers, Designers and the construction teams). Since 2012 over 40% of the community has had over 50K hours of training in relationship management skills.
- **Collaborative forums** to take forward innovation, improve safety, and deal with 'Hot Topics' as they occurred.
- **Community inductions** focusing on 'how we work' so everybody working in the community knew what to expect and what was expected of them.

Small and Medium Enterprise Award won by Furrer & Frey

Crossrail Anglia is the £1.5bn multi-disciplinary scheme to upgrade the Railway from Pudding Mill Lane to Shenfield that makes up the eastern section of the Crossrail project. Like all mega-projects there are complex interfaces, dependencies and contract strategies. Within the project, Furrer+Frey are the overhead line electrification engineering designers, sub-contracted to Atkins, lead designers for the project working for design and build contractor Costain.

Furrer+Frey GB were one of the first SMEs to achieve the BS 11000 certification and actively used it to educate its partners on the Crossrail Anglia project in knowledge and behaviours. So they were delighted to receive the SME Collaborative Award. Within the project team there is a mix of collaborative relationships, with both formal BS 11000 audited relationships and more informal collaborations.

It was not a eureka moment of "let's be collaborative", it was understanding that the key to a success is the dedicated, rigorous time spent with the wider teams, understanding their needs and creating solutions around them and with them. Though the size of the team is small in comparison, through collaboration it has

managed to reduce costs, reduce waste and improve efficiencies with our design supply chain, clients, construction teams, and sponsors to create bespoke, value for money design solutions.

Furrer+Frey have helped establish design and construction forums where collaborations are encouraged, ideas healthily challenged and win-win opportunities created – irrespective of commercial differences. The collaboration has overcome risk management concerns by openly discussing and managing them. This has all been achieved through a backdrop of shorter construction times, restricted resources, and tight design deadlines while keeping train journey disruption to a minimum.

Individual Award won by Stephen Blakey, Network Rail

Stephen Blakey (Commercial Projects Director) was the driving force behind the Commercial Directors’ Forum (CDF) launched in 2011 to drive industry change across the rail sector and establish collaboration as the dominant approach in the rail supply chain. Today the sentiment, dynamics and sense of empowerment across the 70 regular delegates of the National CDF are widely recognised as market leading and its list of achievements is impressive, with a number of industry-changing improvements including:

- A rail sector Fair Payment Charter – an industry first
- A rail sector Sustainability Charter – an industry first

- Introduction of a minimum 5% tender weighting for Sustainability – an industry first
- BS 11000 certification of Network Rail and an increasing number of its suppliers
- Payment terms reduced from 56 to 21 days and the retentions removed
- Improved assessment of safety competencies during the tender process, joint development of a consistent framework for collaborative behaviours and the creation of a number of alliances, long term frameworks and deployment of NEC3.

It’s taken a lot of collective effort to maintain momentum and two facets have been fundamental to success: the building of trust through open and honest exchange and the concept that the ‘*price of participation, is participation*’. Convening every 6 months, each national CDF working group reviews progress across the supply chain. The real test of the strength of any collaboration is how it responds to stress. The rail sector’s ability to plan, control and deliver its programme of works in a safe and efficient way has recently been challenged, culminating in the reprogramming of some works. Nobody has been immune to the challenges and ambiguities of this, which is expected to be reflected in the latest survey results. But if it’s an honest view and doesn’t in itself affect the integrity of the CDF or the relevance of the work-streams, it will ultimately reflect the maturity of supply chain relations and be a key indicator of collective progress.

Andrew English (then Commercial Director, Skanska) said *"No other client organisation has pushed the collaboration agenda directly with its supply chain more than Network Rail has with the CDF".*

Stephen Blakey comments *"whilst the award from ICW is personally satisfying, I see it more as recognising the collective progress of a unique cross industry collaboration and the commitment of the CDF delegates to make a difference"*

Andy Dixon, Commercial Director, Costain said *"The CDF has established an unprecedented cohort of decision makers and influencers who think about commercial issues at an industry level and are motivated to improve things for all."*

These sentiments are echoed across the supply chain and a key enabler of Network Rail’s collaborative strategy and its relentless approach to collaboration.

Collaborative Innovation Award

won by **EMCOR UK**

EMCOR UK have been thought leaders in the field of facilities management and, in 2008, they embarked upon a sector-leading Key Account Management (KAM) development programme, in conjunction with Cranfield School of Management, to assist in customer retention and account growth. The innovative approach adopted by EMCOR included embedding the requirements of BS 11000 in the KAMs programme rather than using a parallel process. They were the first company to achieve certification to the standard, initially against PAS 11000, by integrating the full requirements within their operational processes. This innovative approach ensured that collaborative working was at the heart of their customer engagement which has supported an alternative approach to Total Facilities Management.

In developing their overall approach EMCOR UK supported their approach by developing a total of over 175 key account directors/managers and senior functional support staff who completed the Cranfield programme with approximately 40% of the training being delivered by previous EMCOR delegates including the alignment with BS 11000.

EMCOR uses the BS 11000 framework to underpin its use of KAM as a business tool to support its customer engagement to develop added value services, cost avoidance measures and enhanced risk management. To date the KAM's approach has enabled a further 5 major accounts to achieve BS 11000 certification – AWE, BAE Systems, Dept of Health, NATS and UCB. Cranfield has described the tools and methodologies developed by EMCOR as 'world class key account management'. The relationship-focused KAM model has proven to be such a vital tool, that it is now used in all EMCOR training programmes across the business, and is used extensively in the recruitment and development process.

Judges' special award

won by **Staffordshire Alliance**

The Stafford Area Improvements Programme (SAIP) is a £250 million multi-disciplinary programme of works delivered by the rail

industry's first pure alliance – a collaborative partnership between Network Rail, Atkins, Laing O'Rourke and VolkerRail. SAIP is designed to remove the last major bottleneck on the West Coast Mainline. With passenger demand expected to double over the next 20 years and the route nearing capacity within the next 5, the project will create capacity to run more services by replacing life-expired signalling and by constructing a new grade separated flyover to provide a faster, more reliable network. The adoption of an integrated, one team approach, has not only successfully delivered the first two stages of the programme but is aims to complete the grade-separated junction over a year ahead of the original deadline of December 2017.

Key to success has been creating an environment which allows all parties to work towards an aligned outcome. The project team, systems and processes have been developed on a "best for project" basis allowing them to work towards the shared vision that everyone wins or everyone loses – a principle that is at the centre of all decisions made on the project. This non-adversarial approach also encourages a culture of quick and early resolution of emerging issues in the most efficient and cost-effective way. An example is the implementation of the principle of "Design for Manufacture and Assembly" which allowed the Alliance to construct bridges across and adjacent to the West Coast Main Line without the need for disruptive possessions of Britain's busiest railway line. This required a collaborative effort from all the partners, utilising Atkins' design, VolkerRail's experience in working on 'live' railways and Laing O'Rourke's civil engineering expertise.

Implementation of a robust control room process has ensured the day to day coordination of the complex interfaces associated with the delivery of a multi-disciplinary project. All disciplines work collaboratively to ensure that the decisions being made on a day-to-day basis are aligned with the projects objectives, a philosophy that has allowed the Alliance to achieve all major milestones to date.

The Alliance's collaborative environment has driven a real determination to do things

differently. Innovation is at the core of the way the Alliance operates, with a dedicated Innovation Manager constantly challenging processes and the industry norm, resulting in the generation of 130 ideas for assessment of which approximately one third has been implemented. Overall, a collaborative alliance is better able to help clients shape solutions early and allows for the development of trusting long-term relationships. From the client's perspective, things get done faster, more efficiently and at lower cost.

Chairman's Award won by Bluelightworks

In 2012 Selex ES and a number of like-minded organisations formed an alliance to look at collaborative and innovative ways to support customers in the Bluelightworks sector. The main challenges were the fragmented customer base: 43 police forces in England and Wales which can procure goods and services independently, and the large number of suppliers, from multi-national service providers to niche SMEs.

To address these challenges a 'champion' Bluelightworks' customer was identified who would act as a conduit for engagement with the wider customer community. The alliance then evolved into an engaged partnership bound by agreements that would be open, inclusive, and acceptable to organisations, regardless of size. At an early stage BS 11000 was identified as the right tool to support this and, with the assistance of ICW, the Bluelightworks journey began. Concurrently the Home Office (HO), with an initial focus on policing, recognised the barriers to industry engagement and developed a route to enable the provision of evidence-based decision support from industry to Bluelightworks customers. Innovation in service delivery and a positive relationship between the HO and industry were key aims in the provision of such a service. All this increased the pressure on Bluelightworks to crystallise as a tangible capability through the creation of a Partnership Agreement and a Partnership Charter. This was a major success, securing a single and common agreement from the legal departments of large service providers (who in many cases were direct competitors)

and SMEs. Seeking to protect the Intellectual Property that is their lifeblood, was no easy feat!

In summer 2013 the HO instigated a competition for a Delivery Partner to provide an evidence based decision support capability. This included a mandatory requirement for an established pool of a minimum of 20 organisations to enable the capability to be utilised immediately after contract award. The contract was awarded to Selex ES, supported by over 20 of the Bluelightworks partners – and in November 2013 Bluelightworks became a live, funded capability. Since then Bluelightworks have directly supported over 20 customers, provided outputs benefitting a further 50 and grown the Bluelightworks Partnership to 110 members, of which 70 are SMEs. Bluelightworks continues to be a trusted decision support service to transformational change and, since its inception, has identified significant benefits that could be achieved through collaboration in police procurement and organisational savings of several millions per annum.

Recognition is always positive and the ICW Chairman's Award reflects the hard work that has gone into making Bluelightworks a success and the efforts of all concerned. In early November 2015, Selex ES received an extension to its BS 11000 certification. Key to this was the demonstration by Bluelightworks of its ability effectively to manage in excess of 100 organisations – a further recognition of the work that has gone into making Bluelightworks the absolute success it is today.

Note: Selex ES is now called 'Finmeccanica'. See their article on page 33.

Collaborative Awards 2016

We look forward to the 2016 Awards which will be presented at the House of Lords, on 8th December. Nominations should be submitted to ICW not later than the end of May in accordance with the Entry Requirements set out on ICW's website.

ICW Individual Membership Scheme (IMS)

Note by the Editor

Have you joined the IMS yet?

ISO 11000, expected to be launched in the autumn, will differ from BS 11000 in an important way: there will be a much greater emphasis on individual competences and behaviours and on the identification of the right people to work in collaborative programmes. Consider these questions:

- Are your collaborative skills being recognised?
- Are you developing your collaborative working capabilities?
- Are you looking for ideas or guidance to meet collaborative challenges?

Where better to develop your capabilities than through ICW which brings together knowledge, experience and expertise through its Executive Network, whose collective knowledge and experience helped to inform the development of BS 11000 and is now fundamental to the development of ISO. So, if you haven't yet joined the IMS – now is the time to do it! Here's a reminder of what it's all about:

Aims of the IMS

The overall aims are to promote the key principles of effective collaborative working as part of the ICW Collaborative Capability Pathway by:

- Promoting and supporting the recognition of collaborative working as a professional business discipline
- Providing a platform for knowledge sharing
- Creating an organisational skills and capability development process
- Establishing an individual skills and capability accreditation process
- Creating a centre of excellence for collaborative skills
- Developing educational programmes



Members' Days

An important part of the IMS is our Members' Days. The second took place on 22 March this year. It was attended by 30 members and run using the World Café model which provided a valuable opportunity for everybody to get involved and share ideas and experiences. The day was focused on the following topics:

- Measuring Value
- Benefits versus cost mind set
- Contracts
- Executive sponsorship and leadership

The day was judged to be most valuable. The feedback will be used to configure future Members' Days which we intend to run more frequently now the IMS is well established.

Decided to join?

You won't be disappointed – and of course you get letters to put after your name too! Contact Clive Winkler (cwinkler@regentsmead.com), the Membership Manager and long-term ICW Associate. He's always charming and helpful and will answer any questions you have.

GO FOR IT!

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