

ICW Members Day 2021

19th October 2021



Lord Evans Chairman ICW



ICW Members Day 2021



Claire Ward CEO ICW



ICW Members Day 2021



Baroness Armstrong of Hill Top Chair Public Services Select Committee House of Lords



ICW Members Day 2021



Morning Break



ICW Members Day 2021



Professor David Mosey King's College London



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Collaborative procurement: escaping the Bermuda Triangle (and Groundhog Day)

Professor David Mosey
Centre of Construction Law
King's College London

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Is the “*Construction Playbook*” collaborative?

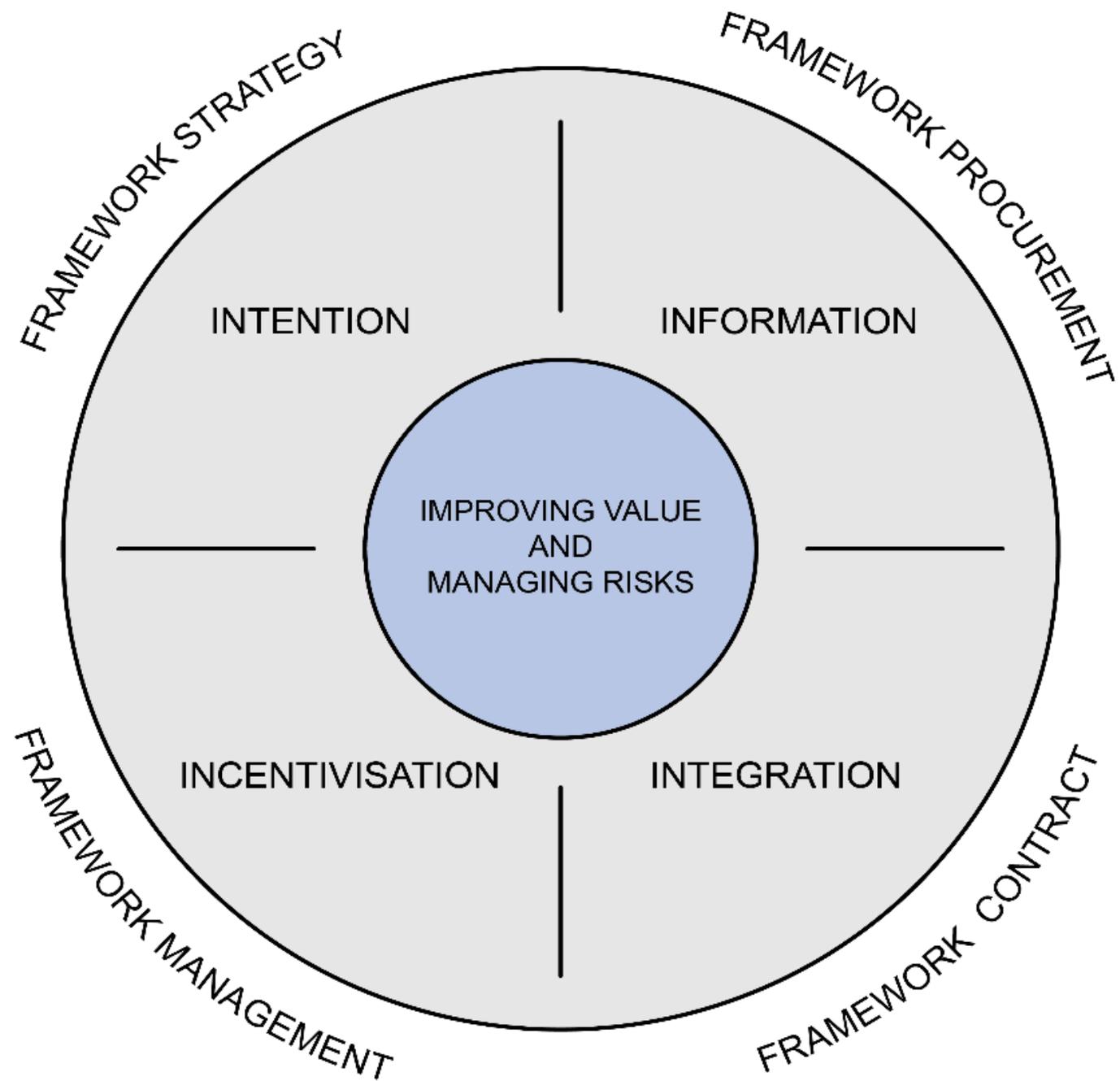
- Published December 2020 on a “*comply or explain*” basis linked to public spending controls, and designed to deliver “*better, faster and greener solutions that support our recovery from the COVID-19 pandemic and build the economy of the future while improving building and workplace safety*”
- Requires clients to adopt modern methods of construction, to embed digital information management, to use “*early supply chain involvement*” and “*outcome-based*” performance measurement, to agree accurate costs and protect profits, to pay promptly and allocate risk fairly
- Requires collaborative procurement through long-term contracts governing multiple projects and commits to review public sector construction frameworks so as to create a new “*Gold Standard*” (review commissioned February 2021)

But is there a “*Bermuda Triangle*” of collaborative procurement initiatives?



And can we escape this Bermuda Triangle?

- The Construction Playbook promotes collaborative commitments through frameworks “*based around principles that align objectives, success measures, targets and incentives so as to enable joint work on improving value and reducing risk*”
- But many other collaborative procurement initiatives have quickly disappeared into a “*Bermuda Triangle*” of idealistic debate, cynical criticism and unrealised good intentions
- The Framework Review “*Constructing the Gold Standard*” attempts to avoid these risks by proposing specific collaborative systems for construction frameworks, framework contracts and action plans that are based on evidence of successful collaboration and that integrate framework strategy (“*Intention*”), procurement (“*Information*”), contracts (“*Integration*”) and management (“*Incentivisation*”)



Do frameworks also escape the “*Groundhog Day*” of missed opportunities and lost learning?



And why are frameworks important for effective collaboration?

- There is a frustrating sense of “*Groundhog Day*” in rebuilding relationships and systems from scratch with each new team on each new project because:
 - Procuring one-off projects provides little opportunity to capture and adopt improvements in value on other projects
 - Trust is limited if the personnel on each new project team are not familiar with each other
 - Investment, innovation and motivation are limited if there is no clear prospect of winning additional work
- The most effective way to escape this “*Groundhog Day*” is to create a construction framework where clients and suppliers join forces to procure multiple projects

How can frameworks improve procurement?

- Mark Farmer in 'Modernise or Die' (2016) reported that *“clients tend to fixate on lowest initial tendered prices, and this is often perpetuated by their advisers”*
- The McKinsey Global Institute (2017) reported that overcoming poor productivity in the construction sector requires us to *“rewire the contractual framework”*
- Judith Hackitt in 'Building a Safer Future' (2018) urged an overhaul of procurement systems to avoid a *“race to the bottom”* where currently *“the primary motivation is to do things as quickly and cheaply as possible rather than to deliver quality homes which are safe for people to live in”*
- Construction frameworks can only address these problems if they comprise a balanced evaluation process, an attractive pipeline of work, fair call-off procedures, fair incentives and shared systems through which to improve value, manage risks and embed learning

Current frameworks– what is going wrong?

Industry review contributions reveal how money is wasted and opportunities are missed because clients often:

- Treat frameworks as a quick fix rather than a vehicle to deliver improved economic, social and environmental value
- Use inconsistent and unfair approaches to prequalification, evaluation, framework contracts and measurement
- Destabilise relationships by shopping among many different frameworks based only on the lowest management fees
- Do not participate in strategic framework objectives or even use their own frameworks
- Appoint team members from unconnected frameworks or use consultants with no interest in framework objectives

What changes will lead to a Gold Standard?

Clients and industry review contributors confirm that frameworks can offer the best way to deliver improved project outcomes **if** they adopt:

- Better framework management
- Clearer commitments to Net Zero Carbon
- Commitment to pipelines of work (most suppliers will not bid for frameworks without clear pipelines)
- Better use of digital technology
- More active joint risk management
- Better support for SMEs and social value
- A whole life value model for projects
- Better collaboration across frameworks

The potential of framework alliance contracts

- Frameworks cannot achieve their objectives if their value improvement and risk management systems are vague or optional, if they do not connect multiple clients, suppliers and supply chain members and if framework contracts govern only call-off, risk transfer, measurement and termination
- The review highlights collaborative *“Trial Project”* framework contracts through which clients and industry have delivered an average of 18.5% agreed cost savings plus improvements in quality, safety, social value and environmental value
- Review contributors support the wider adoption of a standard form *“framework alliance contract”*, for example based on *“FAC-1”* which is recognised in the Construction Playbook as *“a standard form framework contract that can achieve many of the ambitions set out in this Playbook”*

“*Gold Standard*” framework contracts

The review recommends that framework alliance contracts should create and use:

- Outcome-based strategic briefs that drive economic, social and environmental value and that explore and adopt strategic supplier proposals for delivering those briefs
- Multi-party relationships that align objectives, success measures, targets and incentives, combined with shared commitments to work on improving value and reducing risk
- A timetable of strategic framework actions to improve integration, value and outcomes, for example using MMC, digital technologies and early supply chain involvement
- Transparent costing, call-off, performance measurement and incentives that provide a fair return for suppliers and that drive value rather than a race to the bottom
- Framework management systems that support collaboration and avoid disputes

“*Gold Standard*” frameworks enable a strategic vision of collaborative procurement that escapes both the Bermuda Triangle and Groundhog Day



Your questions are welcome....

Martin Perks & Chris Richardson Highways England



ICW Members Day 2021



Integrated Project Delivery:

Glimpse reality in road building.

October 2021





Connecting the country

Subtitle goes here

DD Month YYYY

Our road network

We and our partners manage over 100,000 miles of motorways and major roads in England known as the strategic road network



20,000

bridges and other structures

150,000

signs

100,000

sensors, including traffic sensors

10,000

miles of carriageways

100,000

street lights



3,500

electronic messaging signs

4,300

miles of motorway and major A-road



Established in 2015, we're a government owned, publicly funded company

Everything we do, from designing our roads to clearing incidents, helps keep traffic moving 24 hours a day, 365 days a year.



Working with the Department of Transport and other government bodies, to ensure investment in our roads delivers the maximum benefit for taxpayers.



People rely on our roads

To connect people and to drive the economy



95
billion miles
travelled on the
SRN every year

Carrying
3x
more people than
the UK rail network

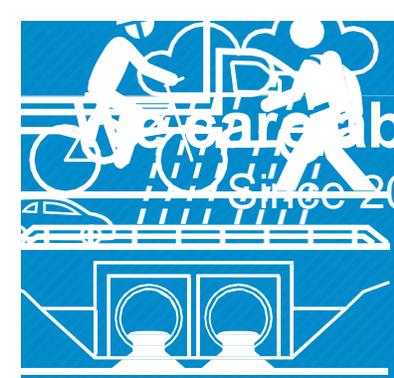
34%
of all traffic

and
68%
of all freight

Since 2015
We have reduced
the number of
casualties on
our roads by

↓ 18%





We care about the communities that live alongside our roads

Since 2015 we have committed over £528 million to projects which have:

Reduced Noise



Alleviated flooding

Protected biodiversity

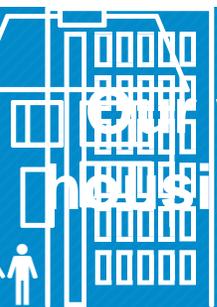


Reduced air pollution



Produced alternative routes for walkers and cyclists





Our work helps unlock housing and employment sites

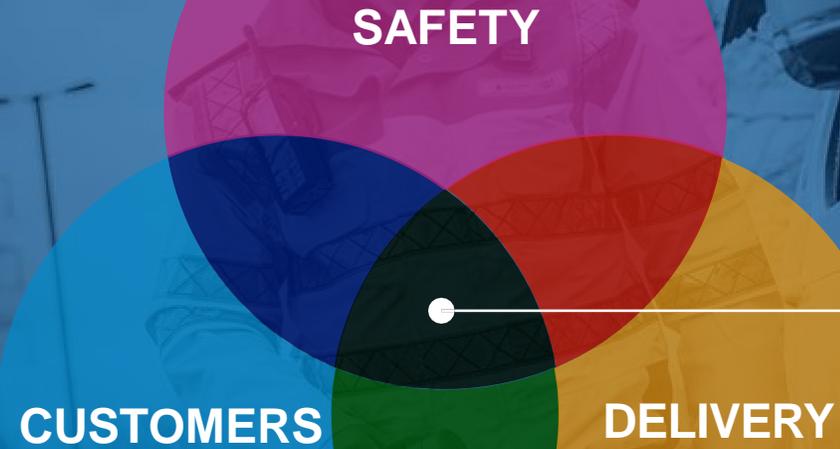
Since 2015 our investment into our Growth and housing fund will have helped create:

44,000
houses

45,000
jobs

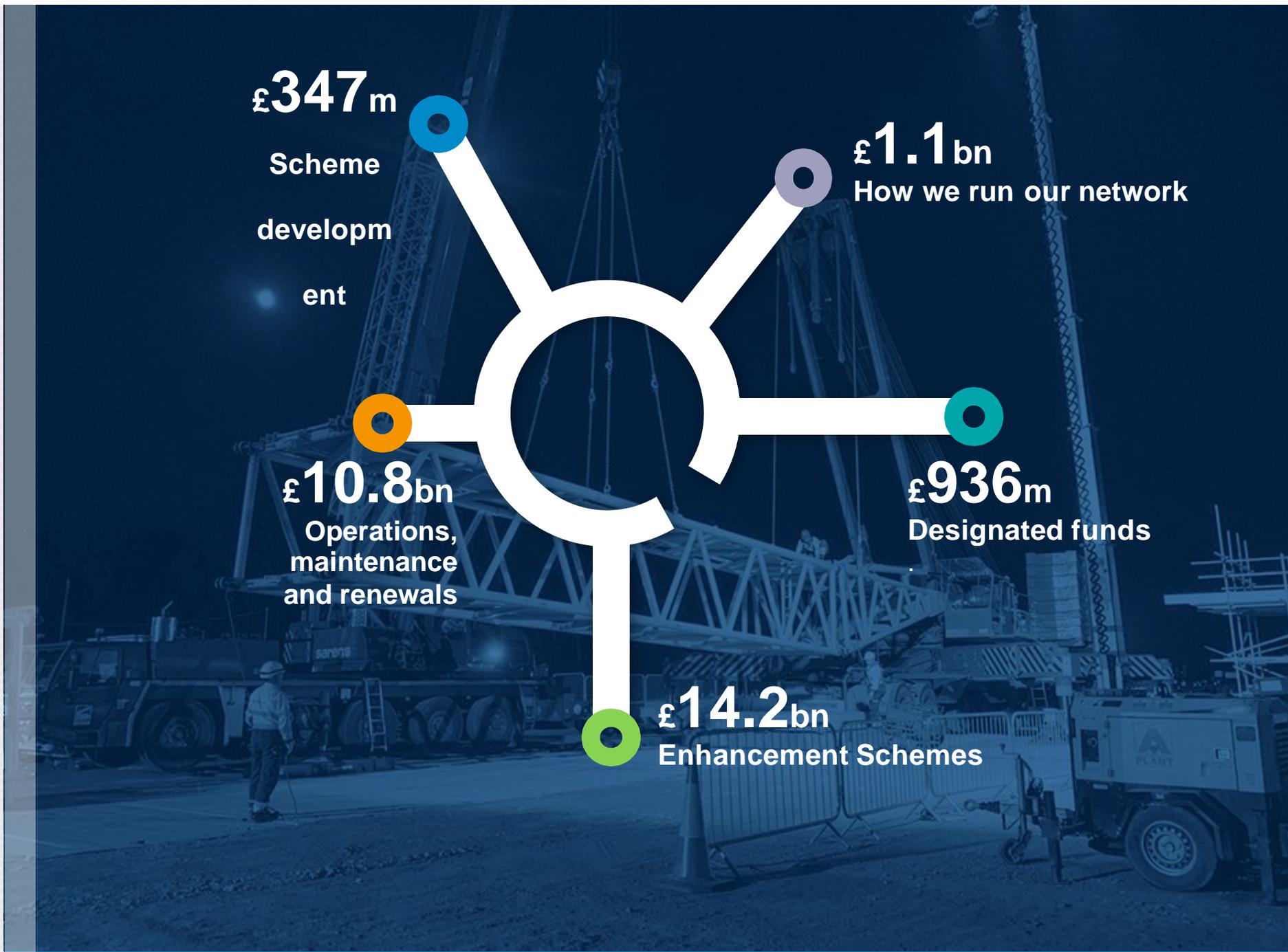


**A focus on
safety,
customers and
delivery**



Our three
imperatives underpin
everything we do

Between 2020-2025, we will invest £27.4 Billion in our network

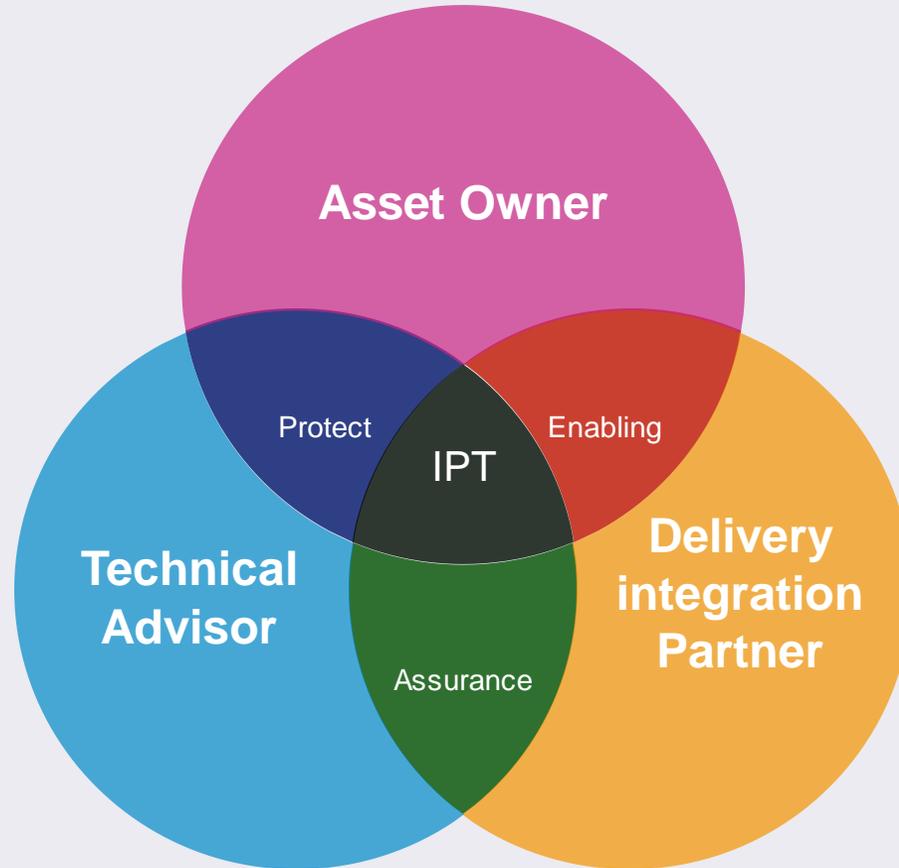


Integrated Project Delivery

We're delivering enhancement projects using a new and bespoke delivery model.

Regional Delivery Partnerships has been designed to be an "Opt-out" model.

To achieve the committed to improvements in predictability, efficiency, outcome focus and value improvement, suppliers have to deliver as an IPT



Regional Delivery Partnership IPT model structure

Reviewing progress

We commissioned Bourton Group to undertake an independent assessment of IPD

We reviewed; 12 active IPTs

200+ participants

In 3 staged reviews

Over 18 months Against

4 key areas

The IPT Maturity Assessment

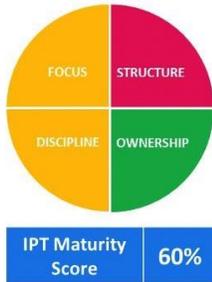
How we Report

Focus	Structure	Discipline	Ownership
<ul style="list-style-type: none"> Understanding Clarity and communication of requirements Is there a scheme strategy Clarity of leadership Measurable objectives Reviews and continuously improved. 	<ul style="list-style-type: none"> Structural elements in place Is HOW clear Governance Roles, RACI, systems, communications etc. Capability and capacity. Integrated systems, processes and ways of working including dashboards Reviews and continuously improvement. 	<ul style="list-style-type: none"> All IPT same goals Behaviours' ways of working. Multi-level dashboards to improve performance. Rewards aligned to IPT success. Reviewing and continuously improving performance. 	<ul style="list-style-type: none"> Buy-in to shared outcomes Understanding of high-level requirements and contracted commitments . Commitment to Integration beyond collaboration. do teams understand scheme IPT strategy. Is performance reviewed against strategy to continuously improve performance.

How we Assess

Contract	Integrated Systems	Lean and Continuous Improvement	Leadership, Organisation & Culture
Clients High-level Requirements; Contracted Commitments; RDP Incentive Model; Scheme specific Strategies etc.	Data & File Sharing; Ease of access to Scheme base data; Technology Platforms; Role of BIM	Assessment using the Highways England Simplified Lean Capability Assessment (SLCA) model	IPT structure; IPT Values; Communication of IPT goals & strategies; IPT understanding; KPIs

Individual Assessment Tools

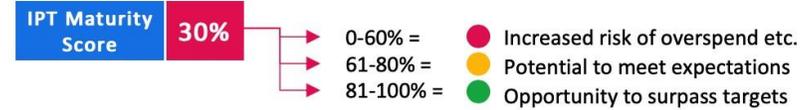


Objectives

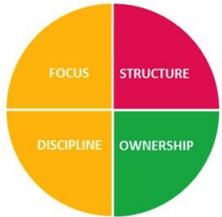
- To ensure all have a common understanding of the Integrated Project Team (IPT) Maturity Assessment and how it is being conducted
- To discuss enablers & constraints to onwards development of IPD and IPTs
- To review the latest findings and observations and to highlight emerging, common themes/trends
- To discuss impact potential for improved IPT maturity
- To communicate next steps

What did we find

Overview of Assessments



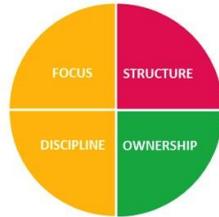
A30



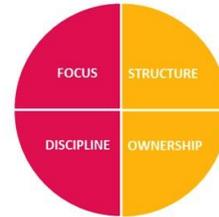
M42 J6



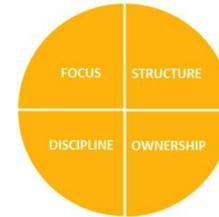
A46 (Coventry)



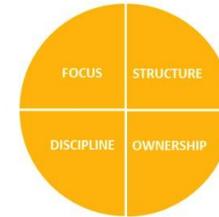
M54



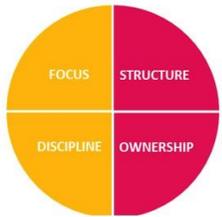
M6 J19



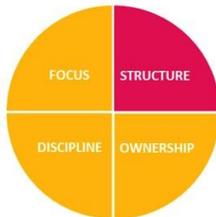
M2 J5



M621



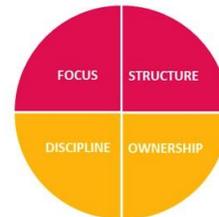
A47 (Tuddenham)



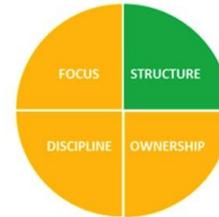
A52 (S. Junctions)



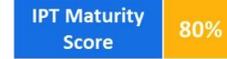
A27 (EoL)



A585



A19 N2W



4 months on

At the second review we measured the level of change going on in the ITPs following review 1 feedback



Where are we now?

The final review findings are draft, but the observations are;

- Recommendations triggered action driving 're-set' in IPTs
- Understanding remains broadly low
- Storming phase has taken 2 years
- External alignment, Client and Supply Chain, continues to impact
- Face to face working especially in construction is positive
- Only 3 DIPs have created 'reach back' to align corporate strategy

What did a review of IPD activity do?

It's a journey, some travel quicker than others, some are cruising!

Current status



Questions for Chris or Martin



highwaysengland.co.uk



Twitter



Instagram
Facebook

V-WALL Update ICW Members Day 2021



ICW Members Day 2021



Commander Mark Rowbotham RN & Mike Thompson Babcock International



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Strategic Collaboration Industry and the Royal Navy



Commander Mark Rowbotham Royal Navy
Senior Naval Officer HMS BULWARK

Mike Thompson
Amphibious Class Output Management Team
Leader











'Strategic Collaboration with Industry and the Royal Navy'

Strategic Collaboration

- Balance Scope Vs Budget

Operational Collaboration

- Employment of Support Role within RN Ships Company

Tactical Collaboration

- Lock Out TagOut (LOTO)







babcock™



Make sure YOU have the
Tag Out / LOTO for the
task YOU are doing!



No **LOTO** No **JOB**

Why it works

- Communication, Communication, Communication
- Conflict is healthy BUT when we have finished discussing we must all support the single agreed plan.
- Intelligent Recruitment
- The whole is greater than the sum of the parts



Time for Questions

Fred Sugden Associate Director Defence & National Security TECH UK



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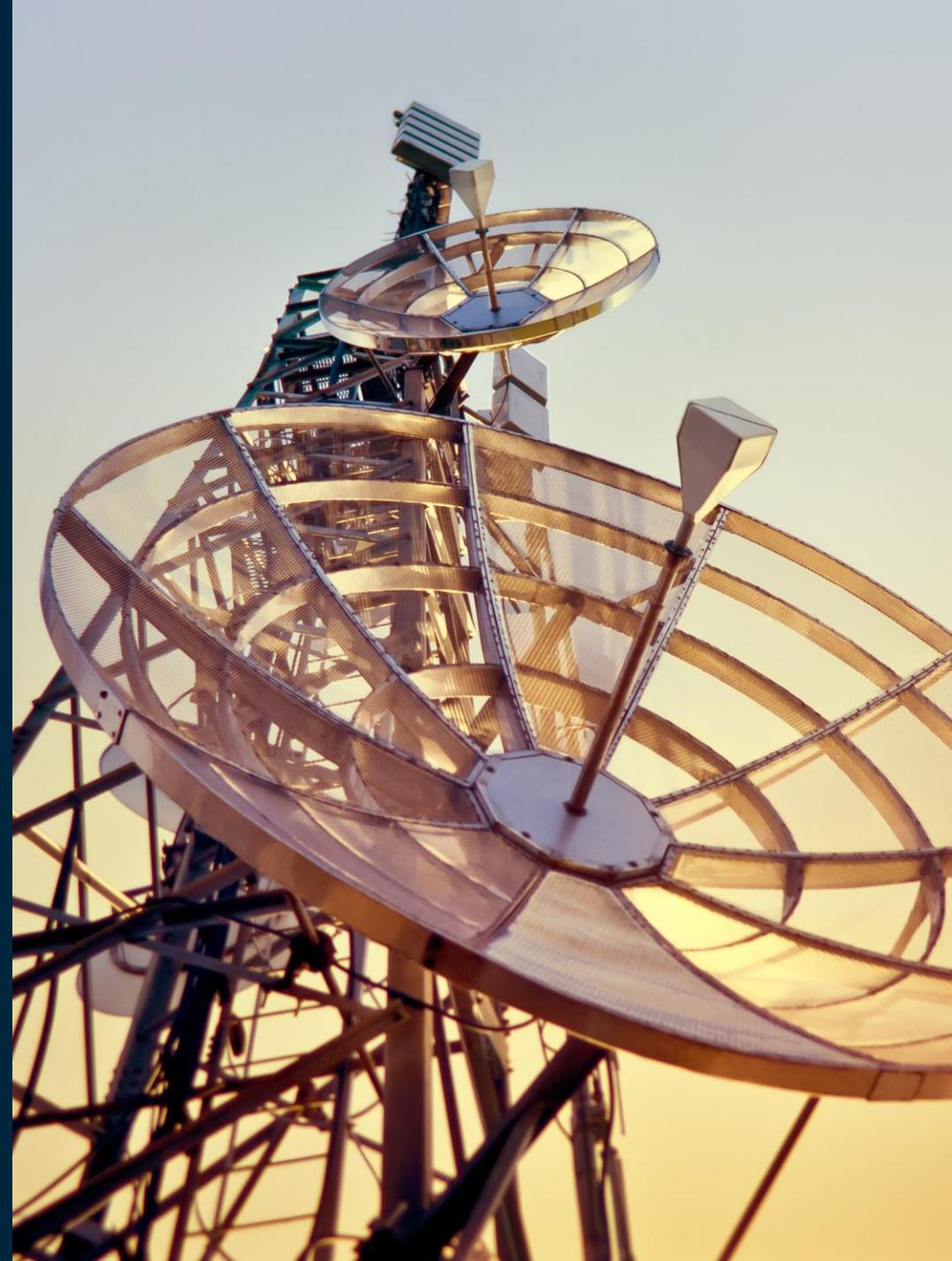
techUK & Defence Digital

Code of Practice for Collaboration

Fred Sugden

Associate Director, Defence &
National Security

techUK



- techUK is the national trade association in the UK representing the technology and digital industries. Currently there are over 800 members;
- techUK is a convener and facilitator of MOD/Industry engagement through our Defence Commercial Business Forum;
- The DCBF enables MOD and industry to come together informally outside of commercially sensitive interactions to jointly address issues and concerns held by the department and its suppliers;

Origin of CoP and the challenge it seeks to address

- MOD/supplier engagement was broadly limited to competition activity with limited interaction in between competitions;
- MOD held suppliers at arms length, with limited opportunity to drive added value to drive innovation;
- Contract management issues quickly led to exchange of legal letters as a matter of first recourse;
- MOD/supplier interaction remained at a transactional/tactical level; without flexibility to become more strategic;

What did we do?

- MOD/techUK established a collaboration working group. This led to the creation of a Code of Practice which commits DD and suppliers to improve ways of working by:
 - Providing a framework to liberate public sector commercial officers to allow them to build deeper relationships with industry;
 - Improving the visibility and engagement of industry on existing and future business opportunities on a timelier basis;
 - Encouraging more dialogue with greater focus to resolving issues rather than both sides defaulting to contractual mechanism prematurely;
 - Increasing the use of ISO 440001 “Collaborative Business Relationship Management Systems” in contracts;

Key Outcomes

- DD no longer hold suppliers at arms length, providing opportunities to drive added value and innovation in contracts;
- Improved contract behaviours – increased use and application of ISO 440001 “Collaborative Business Relationship Management Systems” in day-to-day supplier management;
- The Collaboration Charter has become the cornerstone highlighting the change in how DD intends to operate with suppliers. DD is now embedding this in all its dealings with suppliers at every level of the organisation. With nearly 100 supplier signatures and growing this has shown both the need and willingness to work more collaboratively;

Lunch



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Getting Value from ICW Membership

Join a community of practice
focused on harnessing the
power of
collaborative working

David E Hawkins
ICW Chief Operating Officer
& Knowledge Architect

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ICW Purpose and Vision

Purpose

To support people, organisations and business to understand the value of collaboration and the benefits achieved through collaborative working

Our Vision

To be the home of collaboration where good practice is shared and supported with research, experience and training, building a global community that recognises the development of skills and knowledge of collaborative working practices.

Through our community we will enhance the professional relationships of business, public sector and wider society to produce greater value in the outcomes for all.





Institute for
Collaborative
Working

30 years of a collaborative working community

30th Anniversary



Institute for 
Collaborative Working

1990-2020

CELEBRATING
30 YEARS

AS A PROFESSIONAL COMMUNITY



A brief history of the first 30 years of the Institute for Collaborative Working

Compiled by Nicky Painter, Senior Associate since 2000



The ICW Community





ICW evolving International links

Institute for Collaborative Working





Institute for
Collaborative
Working

ICW Ambassadors





Institute for
Collaborative
Working

ICW Executive Network



Institute for
Collaborative
Working

Join a community
committed to
collaborative working



Creating the future is better than predicting it!
Join the growing thought leadership
community that is harnessing the potential
of collaborative business relationships

**The ICW Executive Network
comprises of Corporate
members together with
Government departments,
associations and academia,**





ICW Advisory Council

2020 ICW took a major step in its development with the creation of an elected Advisory Council. The 16 elected members represent both corporate and individual members who meet regularly to provide insight and ideas to support the Institutes direction of travel.

Corporate members

Babcock
International
BSI
EMCOR UK
Gattaca
Indra
Leonardo
Network Rail
QinetiQ

individual members

Adrian Miller
Bryn Richards
John Doyle
Lois Love
Louise McMahon
Odilon Serrano
Steven Fulcher
Trevor Gore

2021

new elections will take place in two stages Individual members then Corporates and we will be removing that categories.



This is an opportunity to get involved and shape the future of your institute



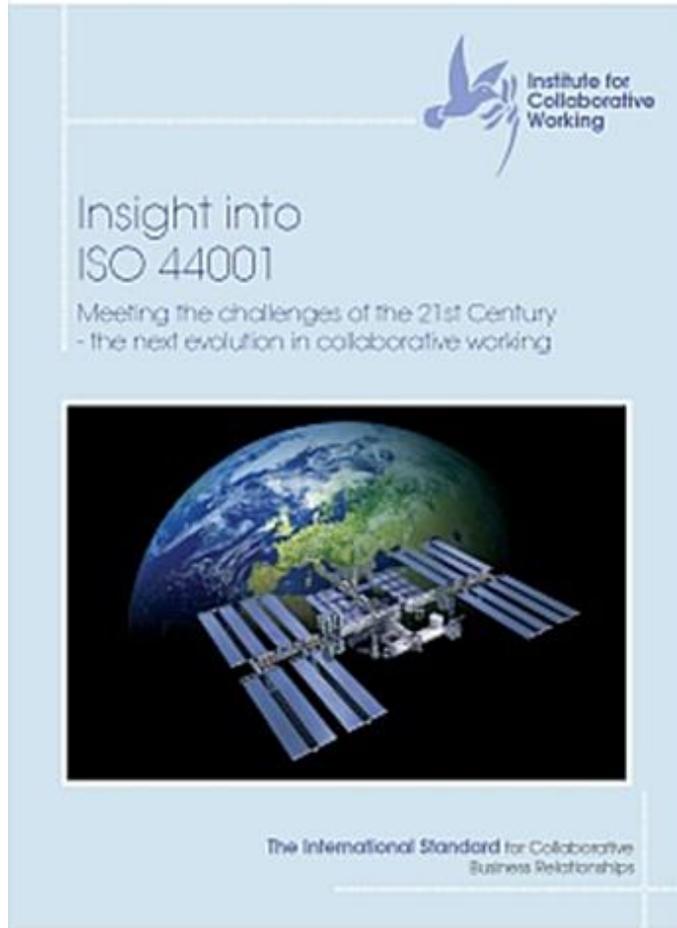
Are you taking advantage of what is ICW all about





Institute for
Collaborative
Working

ICW International Leadership



From the original concepts of **CRAFT** ICW and its members have been at the forefront of developing the worlds first international standard for collaborative working





The 44000 family grows

ISO 44000 Principles

BSI ISO 44000-2019



BSI Standards Publication

Principles for effective adoption and implementation of ISO 44001

1. Relationship Management
2. Visions and Values
3. Business Objectives
4. Collaborative Leadership
5. Governance & processes
6. Competence and Behaviour
7. Trust & commitment
8. Value Creation
9. Information & Knowledge sharing
10. Risk management
11. Relationship measurement
12. Exit Strategy

bsi. 

ISO 44001 Requirements

BSI ISO 44001:2017



BSI Standards Publication

Collaborative business relationship management systems — Requirements and framework

- Structure for systemic application
- Relationship life cycle
- Framework model
- Aligned to HLS management standards
- Common language
- Neutral starting point

bsi. 

ISO 44002 Guidance

BSI ISO 44002-2019



BSI Standards Publication

Collaborative business relationship management systems –Guidelines on the implementation of ISO 44001

Structured to help organisations address the requirements of ISO 44001

- What does the standard require
- Why is the requirement included
- How suggested approaches to support implementation

bsi. 

ISO 44003 MSMEs

BSI ISO 44003-2021



BSI Standards Publication

Guidelines for micro, small and medium-sized enterprises on the implementation of the principles of collaborative business relationship management,

- MSMEs develop collaborations with other MSMEs to create robust relationships which can deliver value;
- Groups of MSMEs building collaborative networks to address larger scale opportunities;
- Individual or groups of small companies collaborating with larger organizations

bsi. 

ISO 44004 Corporates/MSMEs

BSI ISO 44004-2021



BSI Standards Publication

The principles can support any number of MSMEs collaborating with larger organizations or each other. Large organisations enhancing their engagement and collaborations with MSMEs to create robust relationships which can deliver value

Groups of MSMEs networks to address larger organisations to scaleup for wider opportunities

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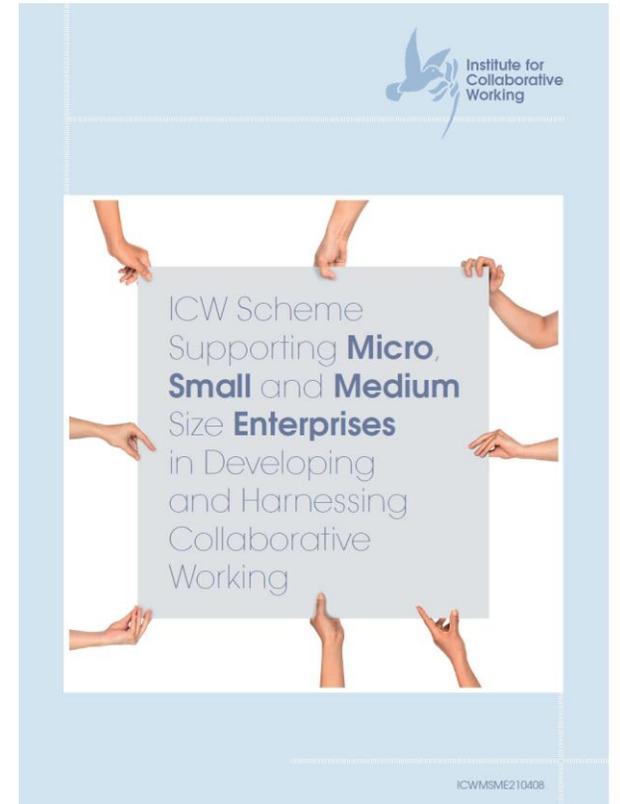
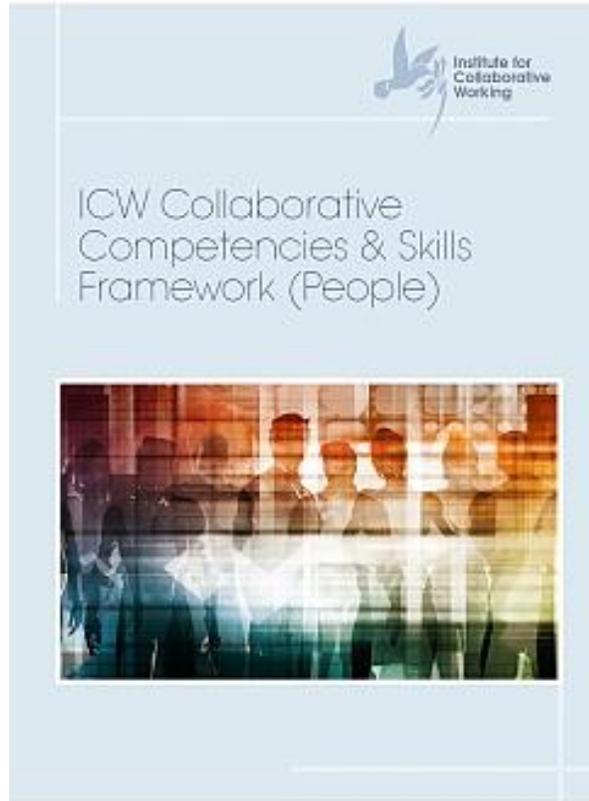
Built on the experience of ICW and Its members





Institute for
Collaborative
Working

Thought leadership





Professional development are your skills recognised



Professional ICW Membership
Knowledge, Networking
and Collaborative Skills



Enhance your professional development
with MICW accreditation

The institutes' individual membership programme provides a transferable qualification to recognise capability through its unique CPD structure ;

- Associate membership (AICW)
- Memberships (MICW)
- Fellow (FICW)



Help develop your skills and have them recognised





ICW Special Interest Groups

Thought Leadership

Small Medium Enterprises

Collaborative leadership

Third sector

Defence and Security



Professional development

Collaborative behaviours

Future of ISO 44001

Sustainability

Communications

Academia

***Harness the opportunity to share
new ideas, explore challenges
extend your network develop
research and build your
knowledge base***





Share and Learn Programme

ICW run regular share and learn sessions via the internet which enables people to join us for a couple of hours with the aim to provide an opportunity for members and those interested in the topics to share their experiences on a variety of topics. We also use these events to foster engagement in our Special Interest groups. Recent programmes included ;

- *Defence and security*
- *Thought leadership*
- *Collaborative leadership*
- *Sustainability*
- *Future of ISO 44001*
- *Covid19-collaboration-new normal*
- *Behaviours and assessments*

Get involved your opportunity to share your ideas, explore challenges with like minded colleagues





Research, case studies, Guides, Publications



What more can we do to help your development



Institute for
Collaborative
Working

ICW Course and Workshops



Institute for
Collaborative
Working

Building collaborative
capability for the 21st
century



Skills development programme for effective
collaboration including implementation of ISO
44001, the international standard for collaborative
business relationships

ICW offers a wide range of skills development course and workshops and customised facilitation including Cultures & behaviours, risk management, Contracting and a portfolio of support for ISO 44001 implementation and development.



What courses would be most helpful in your world

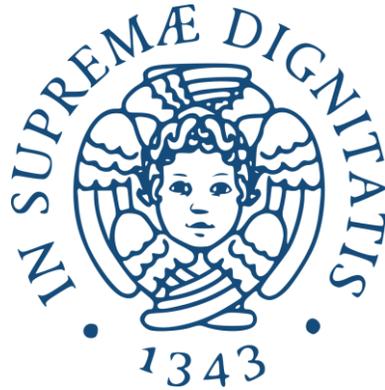


Institute for
Collaborative
Working

Collaborative Working Academic Forum



WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK



universidade
de aveiro



UNIVERSITY OF LEEDS



Cardiff Business School
Ysgol Busnes Caerdydd



Thank you

Make the best of your membership

David E Hawkins
ICW Chief Operating Officer
& Knowledge Architect

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Special Interest Groups working Session



ICW Members Day 2021



Be sure to promote today's event



Social Media Posting Guide



Before Posting...
While we truly value your engagement and voice, please reflect on the following considerations.

Step 01

Is it Mindful?
Is my post/comment helpful, relevant and non-self promotional?

Step 02

Is it Respectful?
Make room for others and comment considerately.

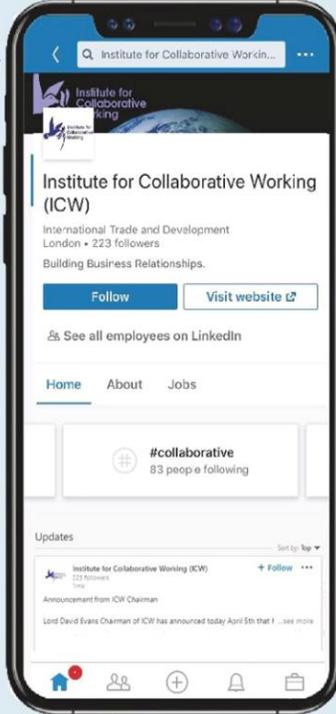
Step 03

Is it Positive?
Will this post help our members with accurate and proactive information?

Step 04

Please Post!
Our LinkedIn Page has information by you and for you! Thank you.

Step 05



Use Hashtag #icw_memday21



@ICW_UK



@institute-for-collaborative-working

Have a question or wish to feedback during the event?



You will have received an email enabling access to 'vWall'. We encourage you to use this virtual tool to ask questions and to also feedback anything specific against each Topic which will be covered today.

Claire Ward Closing remarks



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