

ICW's bi-monthly newsletter encompassing all things collaborative, from within ICW to the great wide world beyond.

## GET READY FOR THE 2024 ICW AWARDS

This year our awards window will be opened on the 15th May, so please start considering your submissions.

The following categories will be available:

- Public Sector (including PFI, PPP etc)
- Defence & Security
- SME
- Internal Collaboration
- Sustainability/Net Zero – ESG
- Industry to Industry (Peer to Peer)
- Alliance/Enterprise/Ecosystems
- Supply Chain
- Social Impact/EDI
- Innovation & Transformation

As usual our awards are kindly supported and sponsored by



### The Partner 2024

Also, in keeping with our usual tradition, we will be launching the 2024 edition of our flagship publication **The Partner** at the upcoming **Annual Collaborative Working Reception** at the House of Lords, on **Wednesday 15th May**. It will be available - in printed and digital versions - shortly afterwards. Keep an eye on **our website** for further details after 15th May.



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## EXECUTIVE NETWORK MEMBER FOCUS: Collaboration in Aviation

By Graham Turner, FREQUENTIS

Airspace World 2024 showcased the dynamic landscape of the aviation sector and the power of collaborative working for navigating the industry's challenges together.

Over the three days in March (19th – 21st), in Geneva, Airspace World brought together the world's air traffic Management (ATM) industry across over 22,000 square metres of exhibition space, in the largest Airspace event in the world.



Photo: Graham, David Wilson, Jennifer Mclellan (all Frequentis UK Ltd)

A mix of exhibition stands and a variety of conference speakers and side events, brought industry issues and key concepts to life.

As Head of ATM at Frequentis UK since 2023, and my first experience of this show, I was very impressed with the vast range of technology and ideas being presented, highlighting the immense potential for advancement in this sector.

Looking ahead, the aviation industry does face challenges, including capacity, resilience, and sustainability, emphasising the need for collective action and cohesive approaches.

Engaging with prospective clients, strategic partners, and colleagues over the three days, underscored the importance of collaboration for driving industry progress.

Frequentis, alongside partners and clients, is committed to embracing innovation while safeguarding operational integrity. Our investment in cutting-edge technology and expansion in local regions reflects our dedication to fostering growth and resilience on a global scale.

As we navigate the complexities ahead, it is collaboration that emerges as the cornerstone of success. Together, we can overcome challenges, embrace innovation, and usher in a new era of aviation excellence.



Photo Collation: 1 - Frequentis stand

## MEMBER SPOTLIGHT: Angela Watson Managing Director, The ISO Specialists Ltd

**I have been a member of the ICW for 5 years now. My awareness of the ICW came about following an internet search after hearing about ISO 44001:2017 at a Nuclear Industry event in Manchester in November 2017.**

I was employed at that time by Sarah Purdham, MD of Prima Uno Ltd Prima Uno (an award-winning consultancy specialising in project controls, forensic planning, risk / value management, programme and project management, dispute resolution, training, quality, and collaboration) and it was my second day in the job as Quality and Office Manager.

During one of the presentations, we were made aware of the ethos and principles of ISO 44001, and we wanted to find out more. This led to the internet searches and my subsequent awareness of the ICW. Before long I was on a train on a Sunday afternoon in January 2018, heading for a weeklong 'Leaders' Course at Warwick University. I am happy to say I passed the course, and the rest as they say, is history!

I think it is true to say that my real learning started then and continues to this day. As Sarah and I came to know more about the Standard we began our own internal assessment into our collaborative capabilities, behaviours, and values. Would another organisation want to collaborate with us? Did we have the right internal culture, capabilities and behaviours that would give that confidence and build trust in us from an outside perspective? Where could we add value to another organisation through collaboration?

We began to apply the Standard from the 'ground up' internally and looked externally at our relationships with other organisations particularly our supply chain. Prima Uno has successfully managed multi-million pound collaborative business relationship contracts, for over 10 years now, and won awards for doing so, and gained certification to the Standard in 2018. What we learned during the process of embedding the management system into our day-to-day activities supported our internal culture and beliefs, behaviours, and values, and gave us a firm structure to work from for the future.

3 years ago, I started my own company during lockdown, and it has been quite a journey on which I have learnt most about my self – my strengths and my weaknesses – and I continuously strive to grow and learn something new every day.

I could not have got where I am now without the support of family, friends, and previous work colleagues – a unique collaboration all of its own.

Collaborative relationships come in all shapes and sizes, and for me have varied from the large contracts mentioned above to:

- Collaborating with other businesses to provide funding for a local primary school to enable the children to do some personal development activities such as canoeing
- Working with other organisations to create WIN Cumbria (Women in Nuclear) – which has its 5th birthday on the 8th of March – International Women's Day – winning a Northern Power Women Award
- Working with other organisations to develop an idea for a community skills centre, providing skills for local people and the creation of a commercial nursery growing trees and providing skills and jobs for residents of a local open prison
- Collaborating with other local businesses to provide 16–18-year-olds with mock interview practice and work experience

I value being a member of the ICW and am proud to be. For me it means friendship and support and access to knowledge and information. I have formed friendships with other members through the Ambassador Wellbeing Forum and through working with others on collaborative projects. I have recently joined the Sustainability SIG too. Support and advice I have found, is always available, readily on hand and freely offered. I look forward to the future and the people I haven't yet met, new things I will learn that I don't know now, and the new collaborations waiting to made.



**Northern Power Women Award for  
WiN Cumbria**

## ISO 44001 AND CONTINUAL IMPROVEMENT INSIGHT

by Denis Leonard

*The Sixth Stage of the Collaborative Lifecycle Model of ISO44001 (Collaborative Business Relationship Management Systems) is that of Value Creation. This has a fundamental focus on Continual Improvement. Clause 8.7 Value Creation refers to establishing a value creation process, capturing innovation and ideas for improvement, their analysis and evaluation, creation of initiatives and a review of their success.*

ISO44002 (Guidelines on Implementation of ISO 44001) shows that targets can include costs, cycle time, operating processes, resources, specifications, and performance. These can be evaluated through such criteria as performance, cost, and time.

ISO44002 8.7.2.3 states that continual improvement activities can include Lean and Six Sigma. These are just two examples of the sorts of approaches/methods/tools that could be used.

The key benefits of Lean and Six Sigma include providing structured methods of improvement to reduce waste, reduce defects and shorten production time, reducing cost, reducing lead times, promoting concurrent work, accelerating activities, improving planning and control.

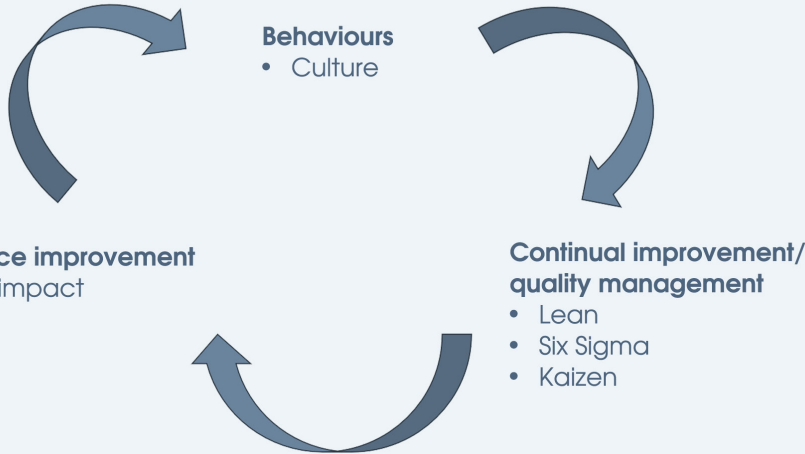
One of the key issues to address for Lean is waste and a focus on TIMWOOD or waste in the form of: Transportation, Inventory, Motion, Waiting time, Over production, Over processing and Defects.

The Six Sigma concept of Define, Measure, Analyze, Improve and Control (DMAIC) can be used as a five-step improvement process. This can be used as a wider improvement project or initiative framework to help lead and coordinate. This is a simple but effective way to introduce the concept of six sigma.

There are broader strategic non-prescriptive approaches that can be used such as the EFQM Model or Framework for Organisational Change and Performance Improvement which was developed in Europe. There is also the USA developed Baldrige



### Behaviours & CI Cycle



ISO44002, 8.7.2.2 refers to continual improvement as 'enhancing performance'. This is directly aligned with ISO9000 (Quality Management Systems, Fundamentals and Vocabulary) which defines Continual Improvement as a 'recurring activity to enhance performance.' ISO9001 (Quality Management System Requirements) 10.1 states that 'the organisation shall determine and select opportunities for improvement and implement any necessary actions.' There is of course direct alignment with ISO9001 and the use of continual improvement or quality tools and techniques to achieve this.

Excellence Framework and its Criteria for Performance Excellence. Both are used internationally and include methods for self-assessment.

There are also fundamental operational level quality tools that fit within all of the above such as, Pareto chart, Control Charts, Flow Charts (or Process Maps), Cause and Effect (or Fishbone or Ishikawa Charts) and Checklists. There are also tools such as 5S that consider Sorting, Systematic arrangement, Spick and Span, Standardization and Self-discipline. 5S can relate to the office, warehousing, storage of equipment etc for ease of location and reducing space and damage.

There is also A3 where on one A3 sheet an approach like DMAIC can be summarised and tracked. It's a problem-solving communication, visual tool. There is also 5 Whys or getting to the root cause by drilling down into deeper questions ie you ask why a problem happened and then ask why that issue happened!

Finally, here are some prompts to think about when looking for improvement ideas:

- Remove intermediaries
- Reduce or recycle



**CI Processes can include the methodologies/approaches of:**

- Lean and/or Six Sigma
- Kaizen
- EFQM/Baldrige/Shingo Models
- Etc.

**ISO 44001 Lifecycle Model & Links to Continual Improvement**

- Eliminate the things that are not used or necessary
- Do tasks in parallel
- Smooth work flow
- Minimize hand offs
- Develop alliances
- Implement cross training
- Optimize the level of inspection
- Focus on preventive maintenance of tools and equipment
- Standardize
- Develop contingency plans
- Use visual job site displays to communicate project information



**Biography**

Denis Leonard is Head of Integrated Management Systems with GRAHAM. GRAHAM specialises in Building, Civil Engineering, Fit Out and Facilities management across the British Isles. Denis has a degree in Building Engineering an MBA and PhD in Business and Management and is a MICW and FCQI. Denis has led GRAHAM to achieve ISO44001, two ICW Collaboration Awards and most recently become an Ambassador organisation for ICW.

## DRIVING POSITIVE IMPACT WITH DIGITAL AND SOCIAL MEDIA COLLABORATIONS

Iwona Karcz, Marketing and Administration Manager, ICW

In today’s interconnected world, fostering collaboration in social media and digital marketing is more important than ever. In the digital realm, collaboration isn’t just a way of working together: it’s about cultivating a culture of knowledge sharing and continuous learning where every interaction has the potential to unveil new opportunities.

Based on a survey of more than 500 marketing executives around the world, a report by DMI and the Economist titled “Perpetual Evolution: The Interplay of talent and Technology in the Future of Marketing” (2019) demonstrates that working collaboratively is a key competence of successful marketers. It not only helps in achieving marketing objectives but also contributes significantly to broader organisational goals.

At ICW, working collaboratively with the marketing teams of our Executive Network and individual members is at the heart of our mission to promote and encourage collaborative working and its advantages to address the challenges facing all types of organisations, people, and communities. We proudly share the success stories and thought leadership content of ICW members who uphold the same core value: Collaboration. Social media, if used adequately, is a powerful tool that helps amplify this message to a wider audience.

If you are considering contributing to a guest post for a blog or a joint social media campaign, we encourage you to reach out to us. This collaborative approach can greatly benefit you and your organisation.

### Let’s have a look at some of the benefits of social media and digital marketing collaboration:

- 1. Increased Reach and Brand Exposure:** Working collaboratively with the marketing teams of our executive network as well as individual members on a joint social media post allows us to tap into each other’s networks, expanding our reach and visibility to a broader audience. We regularly highlight the professional achievements and positive experiences of our growing membership, who completed the Collaborative Leaders Course, and how this benefits them and their organisations. User-generated content, such as testimonials from ICW Ambassadors, plays a pivotal role in amplifying our reach and enhancing our brands’ reputations and advocacy.
- 2. Creative Content Opportunities:** We regularly share our



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3,107 followers  
2mo • 🌐

Thrilled to share the transformative impact of our Collaborative Leaders Course on the professional and personal development of our members. ...see more

**“ The ICW Collaborative Leaders Course is a must-attend for professionals in leadership positions who want to understand what modern Collaboration looks like in practice.”**

★★★★★  
Nonsee Mathe MEng MICW  
Associate Director, Turner and Townsend

Adrian Miller and 31 others • 2 reposts

Like Comment Repost

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ICW Ambassador Insight: **NATS's Clare Craigie (MacDonald)** shares the importance of working collaboratively and the positive impact of structured collaboration on achieving NATS' business objectives. ...see more

**AMBASSADOR**

**Clare Craigie**  
Head of SCM ATM & Collaboration

**NATS**

“ Collaboration is extremely important to me, both personally and professionally. Our business relies on an ecosystem of partners and suppliers working together to help NATS deliver its business objectives. The ICW has been key in us setting up this ecosystem and helping our partners and suppliers see the value of working collaboratively.”

Lord David Evans of Watford and 93 others • 2 comments • 6 reposts

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ICW is pleased to announce that **BAM UK & Ireland** will be sponsoring the 2024 annual collaborative working reception at the House of Lords on 15 May, with its UK and Ireland COO **John Wilkinson** attending as a keynote speaker. ...see more

**bam**

**ICW**

members' case studies and papers on digital platforms to amplify their voices and raise awareness about the benefits of structured collaboration, which is our shared objective. We also welcome our members' contributions to co-writing articles for the ICW website. Not only will this be optimised for SEO to make the content more discoverable and appealing to a wider audience, but collaborating will also spice up your business content, resulting in more engaging and diverse output. Additionally, more recently, we added a backlink exchange with our Ambassadors to our digital strategy to increase the authority of our respective websites and boost organic traffic.

- 3. Knowledge Sharing and Learning:** Collaborating on social media platforms facilitates knowledge sharing (one of the key collaborative behaviours). Whether it's sharing industry insights, collaboration best practices, or educational resources, collaboration can foster a culture of continuous learning and professional development, which are indispensable to thrive in a constantly changing business landscape.
- 4. Growing Our Social Networks and Engagements:** Building a robust network can lead to valuable connections for mentorship, collaboration, and career growth. Social media is a valuable platform fostering our collaborative community and support networks where individuals with shared interests and experiences can come together to share resources and ideas. By fostering engagement and interactions among our members, this network can offer a valuable source of support, motivation, and a sense of belonging. We strongly encourage recognising and celebrating the collaborative efforts and achievements of our members online (and offline) and sharing these positive experiences with our online community.
- 5. Cost-effective Marketing:** Social media collaboration often involves sharing resources, such as visual and/or written content or expertise, which can significantly reduce marketing costs compared to traditional methods.
- 6. Enhanced Trust and Brand Reputation:** Collaborating brands often promote each other's content, exposing them to new audiences. This cross-promotion enhances credibility and trust as audiences perceive the endorsement from trusted sources.

By harnessing the power of digital and social media collaborations, we can maximize our reach, foster collaborative behaviours, and forge meaningful connections.

I extend a warm invitation to all of you to join us in our journey towards driving positive impact. Whether it's sharing your story, testimonial, or valuable content, or exploring opportunities for joint marketing campaigns, your participation is key.

Email: [Iwona.karcz@icw.uk.com](mailto:Iwona.karcz@icw.uk.com)


Do you want to enhance your collaborative capability?

Explore New **FACE OFF**'s online tools designed to help individuals, team ...see more



**Enhance your collaboration skills with ICW & FACE OFF's NEW partnership**

Exclusive ICW member discounts on FACE OFF's workshops

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Structured collaboration stands as a vital element for organisations aiming to achieve outcomes ...see more

ICW Article · 1 page

**Special Interest Group**  
THOUGHT LEADERSHIP

**Does transformation need collaboration?**

Richard Holm  
ATKINS



In the last 50 years the language of business has slowly evolved. At times it has seemed glacial, but still changing, nonetheless. Although more recently it seems to be gathering pace.

The first step to this conscious change is the self-awareness of organisations and the importance of their respective purpose, of having the mirror held up to "what we do" and how it affects "what we do", and ultimately what we achieve. And so, as I take up as chair for the Thought Leadership Special Interest Group (SIG), I find myself asking an old question: "What is value beyond financial value?" with "if there is value beyond financial value, what is it? Where is it? How do we know if we are successful in capturing it? Is it appreciated by others, such as stakeholders?"

During this year the Thought Leadership group will explore how people can recognise whether the business relationships that they have, and rely upon, are contributing towards their organisational purpose (however any organisation chooses to define it). Or alternatively, whether they could be identified as having the potential to add even more value, with some additional conscious effort.

Collaboration as an enabler  
Structured collaboration is focused around creating additional value, so what happens if the greatest value you can create is not financial? Does it become secondary to pure commercial motives? And because of this, are some organisations missing an opportunity?

And in a UK corporate culture where perceptions and myths about the impact of collaboration still permeate leadership teams, how can thought leadership help bridge the gap between theoretical principles and a lived reality? Consider that collaboration is an enabler to social impact, such as inclusion, supply chain resilience, environmental impact, and in creating high-performance cultures.

Organisations often consider transformational activities and some of the agendas above as isolated or "layered" aspects of continuing operations, whereas

conscious and competent collaboration provides a single aligned focal point ("value") for all of these otherwise disconnected topics. Appreciating this and using it within your organisation can be a huge advantage.

Collaboration as a competency  
And so our SIG would like to lead not just on the latest thoughts in collaboration (as that is as much the great work by other SIGs), but on leading members and potential members through their own "thought journey", as we guide you through the important questions we need to ask ourselves, what they mean, and how to use collaboration as an enabler to achieve value creating outcomes.


During our future discussions we will touch upon some of the core pillars (as well as some emerging themes).

At every step starts with a question: In this case: "How good are you at getting the most out of your business or organisational relationships?"

"Consider that collaboration is an enabler to social impact, such as inclusion, supply chain resilience, environmental impact, and in creating high-performance cultures"

An invitation to challenge and join us on this journey  
Of course, due to the scale of the journey we are looking for additional support. In providing diversity of thought, challenge and insight into the development and delivery of our questions, and our delivered responses. So, if any of the topics or the question sound interesting, please reach out to me for a conversation. 🌐

[instituteforcollaborativeworking.com](http://instituteforcollaborativeworking.com) 79



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📌 Has your organisation realised the full potential of collaborative working?

Collaborative business relationships have been shown to deliver a wide ...see more

**Benefits of Collaborative Business Relationship Standard**

<p><b>Business growth</b></p> <p>79% increases our competitive edge</p> <p>62% attracts new customers</p>	<p><b>Business improvements</b></p> <p>55% improves products and services</p> <p>53% manages business risk</p>
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Source: BSI Voice of Customer Survey. Anticipated benefits of certification to BS 11000 (the standard ISO 4400) is based on).



**BSI Academy**

The Importance of Structured Collaboration

On-demand eLearning course





## TO BE FRANK...

Welcome to the latest edition of Insight! As we move through 2024, it's abundantly clear that the pace of progress here at The Institute for Collaborative Working shows no signs of slowing down. In fact, if anything, it's accelerating. Over the past few months, we've embarked on several new initiatives aimed at further modernising our institute and securing a bright future. Allow me to share some highlights with you.

Throughout the summer, we'll be diligently mapping out our internal processes to ensure they're finely tuned and optimised for maximum effectiveness. Our goal is to provide our members with a consistently exceptional experience.

Additionally, we're undertaking a comprehensive review and update of our membership records. This ensures we not only capture all pertinent information but also ensures its accuracy and relevance, enabling us to deliver top-notch service that meets your needs and expectations.

To complement these efforts, Jeremy Campbell will be reaching out to many of you in the coming months. His aim is to ensure you're fully aware of the diverse support services and benefits available to you as members. So, you can maximise the benefit you receive from your membership. These conversations will also help us better understand your needs and preferences.

Our Technical team have been working in collaboration with Professor David Loseby from Leeds University Business School, and we're thrilled to unveil our latest offering: a two-day training course for collaborative practitioners. This cutting-edge curriculum, available for both in-house and public delivery,

represents a significant leap forward in our training portfolio. If you're interested in learning more, don't hesitate to reach out to any member of our team.

Stay tuned for updates on special events tailored to specific sectors, as well as our upcoming Supply Chain and Social Value event in partnership with Leeds University Business School on July 10th.

Reflecting on the multitude of initiatives and activities underway, I feel immensely privileged to lead our institute during this dynamic period in our history. I'm grateful for the unwavering support of Lord Evans and our board, who share my vision for the institute's future and enthusiastically support our investments.

As you know, fostering collaboration to support a sustainable future of which social value is a key part, is at the core of our mission. That's why I'm honoured to join forces with **Forests with Impact** to raise funds for **Walking with The Wounded** through the **Cumbrian Challenge**. This incredible organisation provides crucial support to veterans facing mental health challenges, unemployment, homelessness, and more. Your donation, no matter how small, will make a meaningful difference in the lives of those who have served our country.

Please consider donating via <https://lnkd.in/eBXmBbVu> and demonstrating the unwavering support of the ICW community for our veterans.

**Frank Lee.** ICW CEO





## JEREMY CAMPBELL JOINS THE ICW CORE TEAM

I'm excited to announce that I have joined the Institute and am eager to support Frank and the team with our mission and strategy. As a long-standing member of ICW, I have been involved in various initiatives and committees, including the creation of ISO44001, technical committee 286, and Special Interest Groups. I have written thought leadership articles for The Partner and contributed to ICW publications. I am a strong advocate for collaboration, as I believe it is the key to driving progress, delivering sustainable results, and enhancing lives.

In my new role, I will be working closely with our Executive Network Members to ensure they are maximizing their membership benefits. I will also be supporting our Executive Membership with access to special interest groups, forums, events, and evidence-based thought leadership. Additionally, I will be providing my energy, experience, and skills to our Nuclear and Highways forums, supporting both Chairpersons and contributors to deliver positive outcomes and societal impacts.

I am honoured to be a part of this vibrant and dynamic community and look forward to contributing to its continued success as we enter a new era. Together, we can achieve great things and uphold my personal mantra of 'together we are better'.



## NOTE BY THE EDITOR

Welcome to the May issue of Insight and with the arrival of May let's hope we get some more warm summery weather to brighten up our outdoor collaborative activities! It's great to see in this issue of Insight an interesting selection of articles - challenging, thought-provoking and broad-ranging enough to be interesting to a broad range of readers.

In the huge number of years since I joined ICW our modus operandi has changed hugely. Now (in common with elsewhere) there is rightly much emphasis on training and development; this is borne out by the popularity of the increasing number of opportunities we create. With that in mind we'll continue to announce the dates of interesting events.

I hope you've all enjoyed this issue. Your comments would be very welcome and helpful.

All the best,

Nicky.

## ICW EVENTS FOR 2024

# 2024

Dates and further events, including topics for the next **Drop-In sessions**, will be announced on the ICW website as they are confirmed.

May	2nd	16:00-16:30	Wellbeing by John Sidebotham	Team - Apply
	15th	12:30-14:30	<b>ICW Annual Reception at the House of Lords</b>	Venue - Invite
	23rd	16:00-17:00	Drop In - Integrated Management	Teams - Drop-in
June	6th	16:00-16:30	Wellbeing by John Sidebotham	Teams - Apply
	20th	16:00-17:00	Drop-in - Value Creation	Teams - Drop-in
July	3rd	10:00-16:00	<b>ICW Members Day at Goodenough College</b>	Venue - Invite
	4th	16:00-16:30	Wellbeing by John Sidebotham	Teams - Apply
	10th	09:30-15:30	<b>Supply Chain Summit at Cloth Hall, Quebec St, Leeds</b>	Apply - online signup
	18th	16:00-17:00	Drop-in - TBC	Teams - Drop-in

### Members Notes and Dates for Diaries

1. Please note that the Members Day and conference will be held on the 3rd July at Goodenough College, London. Invitations will be sent out in due course, please make sure your individual membership is up to date.
2. As Graham from Frequentis has done, if you have attended exhibitions or conferences that may be of interest to other members, we would love you to write an article for us. To learn more contact Jamie at [jamie.brener@icw.uk.com](mailto:jamie.brener@icw.uk.com).
3. We would like to share more about our members so if you are interested in introducing yourself to the ICW community through the Member's Spotlight, please contact Jamie at [jamie.brener@icw.uk.com](mailto:jamie.brener@icw.uk.com).
4. **The ICW Awards 2024 submissions will be opening on 15th May, so get your submissions ready now. For more information on the awards please contact Alan at [alan.maud@icw.uk.com](mailto:alan.maud@icw.uk.com).**

## THE PARTNER 2024

The 2024 Partner is currently under production, and we are looking forward to publishing it at the ICW 2024 Annual Reception.

If you have not got a hard copy of the 2023 edition of the Partner and would like one, please contact the office at [enquiries@icw.uk.com](mailto:enquiries@icw.uk.com) and we will be pleased to send it to you.

