



Welcome to this edition of **Collaborative Insight** featuring the annual ICW House of Lords Collaborative Working reception sponsored by Lockheed Martin.

Also featured is the very successful Collaborative Working in Energy event held at Ironmongers Hall on 5th July sponsored by BAM Nuttall. Mike Hogg who recently joined ICW as an Associate Director to focus on Energy, used his extensive network of Energy sector contacts to organise an impressive group of speakers.

The 2016 Collaborative Working Awards process is now closed for further entries with a significant number of submissions. Short listing by BSI followed by face-to-face judging by an independent panel will now take place for the decisions to be announced at the House of Lords on 8th December.

BS 11000 continues to flourish as evidenced by the number of certificates presented at the House of Lords reception. Since then recent certifications include 3 x firsts – a Scottish company, a Spanish company and the 1st for a multiple supply chain cluster. This augurs well for the on-going evolution of BS 11000 into ISO 11000 expected to be published in early 2017. This will represent the culmination of 15 years focused effort from when CRAFT was conceived in 2002 – perseverance pays!

Publication of ISO 11000 is likely to significantly raise the interest in Collaborative working particularly for the ICW Training portfolio. The strengthened ICW team is well prepared for this expected growth in activity in the UK and beyond.

Nicky Painter has taken on the role to orchestrate the growing ICW Individual Membership Scheme. She welcomes ideas for issues to add value to this membership process.

Regarding the Executive Network, ICW is pleased to welcome 4 new members – **Carillion** (Infrastructure), **DNV** (Assessment / certification), **Greencore** (Food) and **t** (Construction).

ICW has a full schedule of events for the next 12 months with the next event addressing Collaborative Working in Wales in September at Cardiff University. This is followed by Collaborative Working Across the Emergency Services Value Chain in October sponsored by Bluelightworks. The second ICW Collaborative Working Awards evening event will take place at the House of Lords on 8th December sponsored by BSI. The first event of 2017 is expected to be Collaborative Working across the Commonwealth held at Marlborough House. The annual ICW House of Lords Collaborative Working reception for 2017 will take place on 11th May.

ICW looks forward to working closely with the growing International Collaborative Working community as the future unfolds.

Les Pyle
Chief Executive

House of Lords Reception

11th May 2016

LOCKHEED MARTIN



Record attendance in 16 years for ICW House of Lords Reception

This year's Annual House of Lords Reception, hosted by our Chairman Lord David Evans and sponsored by Lockheed Martin, was attended by the largest number of guests since the annual reception was first held in 2000. This reflects the ever increasing interest and support for the work of ICW in promoting collaborative working and driving the thought leadership for BS 11000 and its migration to an International standard. Les Pyle (ICW CEO) was able to report growing success with membership, research in association with Warwick University, expansion of its capability development and training portfolio, overseas developments and the continued progress towards the launch of ISO 11000. **(cont'd overleaf...)**



House of Lords Reception (cont'd)

Our special thanks to **Lockheed Martin** for sponsoring this year's reception and for their continued support in the future reflected by their MD **Mark Cooper** in his overview on the value of collaborative working in terms of their growth and the work of ICW in being at the forefront of collaborative thinking. In addition we were joined by HS2 CEO **Simon Kirby**, who has been a strong supporter of collaborative working and the Institute.



HS2 has Collaborative Working at the Heart of its Strategy for the Future

Simon took the opportunity of the ICW annual reception to reaffirm his and HS2 commitment to ensuring that collaboration will be firmly embedded in the construction of the High Speed programme to support the building of an industry legacy. He reiterated his support for the work of ICW and the value of utilising the principles of BS 11000 to underpin sustainable relationships at all levels to deliver the largest civil programme in Europe and harness this unique opportunity to bring innovation to deliver benefits beyond the implementation of the route itself.



Highest Number of BS 11000 Certificate Awards in a Single Day

At each ICW event we aim to recognise those organisations that have achieved BS 11000. The Annual reception this year provided a focal point for our largest ever series of presentations by **Frank Lee**, Director at BSI. In total of 13 companies were invited along which is indicative of the growing recognition that the standard is getting and the value it can help deliver. The companies were; Telefonica O2, Interserve defence, Buckingham Group, Gleeds, VVB, WSP, Walker construction, MOD Royal Fleet auxiliary, Cammell Laird, A&P, Hempel, Lloyds Register Marine and Trimline





Collaborative Working in Energy 5th July

The prestigious surroundings of the Ironmonger Hall provided the backdrop for the latest ICW knowledge sharing event. Our thanks to **BAM Nuttall** who sponsored the day and to the speakers who provide a varied perspective on the energy sector.

Louise Kingham OBE FEI is Chief Executive of the Energy Institute (EI), the leading professional body for energy, which promotes excellence by developing knowledge, skills and good practice in the global energy sector.

Louise outlined the challenges in the UK Upstream Oil and Gas business that a sub-\$50 bbl oil price brings and it was important for the industry as a whole to respond quickly, effectively and to be smarter with less to improve its efficiencies and simplify the way it works to survive in an aggressive world energy market. Working together with other operators, it is possible to pool resources, collaborate to reduce cost loading to the individual organisations for key critical operations by establishing a shared common position of good practice.



Louise Kingham OBE FEI, Energy Institute



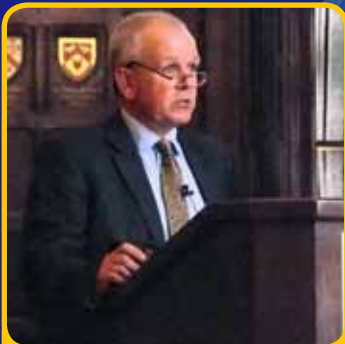
Mike Dyson FIMechE, Navigant

Mike Dyson, director in the global Oil & Gas segment of Navigant's Energy Practice, reiterated the challenges for the Oil & Gas sector but that collaboration was not well understood across Governments and Agencies, Industry Partners, Supply Chain, Communities and Third parties both from a formal and informal perspective, his theme being ...recognition that we will fail or succeed together.

Professor Simon Hogg, Executive Director of the Durham Energy Institute, highlighted how Durham through its Energy Institute was endeavouring to help face significant global challenges in the energy domain, including Future energy security, creating sustainable low carbon energy systems, developing affordable energy services, reducing the risks associated with new energy technologies. This requires interdisciplinary knowledge and collaboration between academia, industry, government and society.



Simon Hogg BSc PhD CEng FIMechE, Durham Energy Institute



Paul McCracken, BAM Nuttall

Paul McCracken, Business Development Manager Major Projects and Rail Sector at BAM Nuttall Ltd, outlined how BAM Customers wanted to collaborate and how the company recognised the potential benefits of adopting BS 11000 but wanted to ensure it was not just a piece of paper it HAD to add value to all parties. The BAM approach was to adopt a process right across the business starting with the customers, understanding their requirements and aligning them with BAM's. He presented an number of cases where collaboration had been a major success factor including; Queen Elizabeth Olympic Park, Blackwall Tunnel, Borders Railway, Chiswick Bridge, RNLI and Cow Lane Reading.

Ross Dornan, Lead Business Adviser at Oil & Gas UK, highlighted how Oil & Gas had been traditionally a highly competitive sector which now had to explore new ways of working, requiring significant cooperation and collaboration. Wood Review: A Blueprint for Maximising Economic Recovery identified the need for "Greater constructive collaboration across industry". A lack of collaboration and overzealous legal and commercial behaviours had contributed to increased costs, resulted in project delays and cancellations which had led to reduced hydrocarbon recovery rates and the need for a new, proactive regulator to ensure co-ordination and collaboration to drive cultural change to underpin our success in turning the sector around.



Ross Dornan, Oil & Gas UK



Kyle Martin, Energy UK

Kyle Martin, Senior Energy UK, Senior Policy Manager, said "The role of a trade association, by its very nature is very collaborative, we have over 80 members including small hydro right the way through to large coal and nuclear power stations. Needless to say, they don't always agree with each other! Part of the work we do is to try and take everyone's views and present a single message to government, due to the range of generators and retail members we consider that a joined up message (through collaborative working) has much more of an impact."

Key Messages from Pathways to 2030 Report was a focus on: Solar and onshore costs falling – subsidy free in the near term, embedded generation coupled with battery storage could be a real game changer, Decentralised energy, with flexible networks, interconnection, smart grids and DSR provides a dynamic future, requirement to use energy more intelligently – energy efficiency and smart meters key to customer engagement. A range of technologies, giving the best opportunity to deliver a secure, low carbon and cost effective power capacity.

Mr Nirmal Kotecha, Executive Director responsible for UK Power Networks' Major Capital Programme and Procurement, offered his perspective on the adoption of collaboration when it supports UKPN principles of being the employer of choice, respected corporate citizen and delivering sustainable efficiency. Relying on its supply chain UKPN saw alliancing as the only way to meet these requirements. The Business Case for Alliancing needs to overcome a number of barriers and recognise that UKPN and the supply chain need to be ready for Alliancing – requires time! The UKPN EDISON Alliance was the culmination of three years of business / supply chain readiness.



Nirmal Kotecha, UK Power Networks



The case study presented by BAM Nuttall **Agent Darren Main** focused on the BAM/Siemens partnership in response to Matching SSE's Aspirations and expectations to set new performance benchmarks for substation delivery focused on four core themes: Behavioural safety transformation, Excellence in design and construction, Value through collaboration and Innovation. The presentation provided insight to the governance that ensure transparency and engagement at all levels to focus on outcomes by focus on the core strengths of the partners.



Darren Main, BAM Nuttall



Alec Harley, Lockheed Martin

The Lockheed Martin IS&GS case study centred on their support to Scottish Power where they were experiencing; higher than desired CAPEX spend, EFOR increasing, property damage/repair costs increasing, lower than desired Plant Availability, annual insurance premiums increasing and production stops due to HSE enforcement notice. **Alec Harley**, Energy Sector Director at Lockheed Martin, highlighted the hurdles and the resulting HSE case study and change in regulation and the journey they had taken based on collaborative working.

Matthew Knight, BEng, CEng, MIET, Director of Energy Strategy and Government Affairs for Siemens plc, offered his perspective based on the developments of wind energy and the challenges for the industry which was tackling new technologies in hostile environment. He referenced key areas where collaboration was crucial including; cost reduction, safety, developing new skills and most importantly how Collaboration is personal.



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The panel session that followed facilitated by **David Hawkins** addressed a number of key issues which centred around the need for education to develop both technical skills and the need to redress the commercials skills around developing contracting approaches that supported collaboration.

ISO 11000 Continues its Progress

The most recent meeting of the International committee in Milan agreed the final draft of the standard which has now been sent to ISO for its next round of comments with the expectation that the voting in October will see the standard approved for publication.





21 January 2016 - ICW Presents to Telford Executive Leadership Programme

As part of the growing overseas interest in the activities of ICW and supporting the development of ICW-Canada, David Hawkins travels to Ottawa to speak at Telford Executive Leadership course as part of Ottawa universities leadership programme. 30 students from across the Canadian Government and industry participated in with an interactive programme around the benefits of a systemic approach to collaboration. The growing interest in Relational Contracting promoted by ICW's Canadian partner SRS and forthcoming publication of ISO 11000 provided a lively and heated session in opposition to the winter weather (20° below).



26 January 2016 - ECI Conference NEC Birmingham invites ICW to Share Discussion on Collaboration

Focusing on 'Collaborating for Cost reduction' for the Oil sector the event provided the opportunity for participants to share ideas and case studies around how collaboration can support the current challenges. ICW's Clive Winkler and David Hawkins provided background on BS 11000 and its migration to an International standard.

28 January 2016 - ICW & WBS Launch 'Collaborative Working Academic Forum'



"Developing Future Thinking to Enhance Collaborative Working"

Hosted by Warwick Business School this first meeting attended by representatives from a cross section of universities, including WBS, WMG, Cardiff Business School, Heriot Watt, Cranfield School of Management, Birmingham City, West of England, together with Network Rail, BAM Nuttall and ICW met to lay the foundations for greater collaboration across academia to develop and promote programmes to enhance collaborative skills and future research. The aim is to make these gathering a regular feature on the ICW's calendar.

10 February 2016 - ICW Management Strategy Review

The 12 ICW foundation members forming the our management Board met to review the current and future direction of the Institute. The board had previously met following each of the Main ICW events but it was felt that as the role and activities of ICW increases we need to focus more time to develop the direction and needs of members. The next meeting is schedule for the 29th June 2016.

11 February 2016 - ICW Guests at Rail Industry Awards

Lord Evans ICW chairman and David Hawkins were guests of BSI at the 2015 Rail industry awards in London. A significant category in the awards is Collaborative Working, which is judged by ICW's David Hawkins and this year the winner was the Staffordshire Alliance



22-26 February 2016 - ICW/WMG Delivers Collaborative Leadership MSc

The first running this year of the ICW Collaborative Leadership MSc module took place at Warwick University in February. The group included participants from Jaguar Land Rover and the defence Industries Organisation. This programme is a key high level development course focusing on how Collaborative leadership requires and different style and approach to be success. The next course is scheduled for November.



9 March 2016 - Executive Network Members Meet to Consider Future Training Needs

Representatives from across the ICW executive Network meet at Warwick University to consider the future demand for collaborative skills development. The session reviewed the increased emphasis on competencies and behaviours in the draft ISO standard, feedback from WBS research together with future projections on resources. The outcome of this initial session was to clearly support the view that organisations and academia need to be putting more focus on collaborative skills. Further sessions will be scheduled later in the year.



Latest ICW Membership (MICW)

BS 11000 Leaders course was run in March and May with 14 candidates successfully completing the programme and receiving their membership of the Institute. All found the course enjoyable, informative, valuable whilst challenging. The Next course scheduled for September which is open for bookings.





Individual Members' Day

30 of our members gathered for the first Individual Members day of 2016. Based on early feedback the session was run using the World Café model which provided a valuable opportunity to share ideas and experiences with other members. We are now looking to schedule additional meetings where we can draw on the ideas which the March meeting identified.



ICW Commences Programme of Collaborative Working Courses for DIO



ICW's Associate Director Bill Taylor commenced this month with a programme of courses for the Defence Infrastructure Organisation (DIO) across the MOD estates. The programme developed by bill in association with DIO aims to raise the profile of the need for and benefit from more effective collaboration and lays the foundation for the DIO plans to certify to and deploy BS 11000.

ICW Delivers Course on BS 11000 for the Offsite School

ICW's David Hawkins travels to Coventry to deliver the latest in a series of half day workshops for small and medium size organisations in the construction sector as part of the Offsite School which is sponsored by some of the ICW executive network. This latest workshop was sponsored by Costain

The US Army Material Command (AMC)

The Anniston Depot, Alabama was the location for AMC pilot workshop to evaluate the benefits of BS-ISO 11000 standard. The 2 day session attended by both Depot personnel across all functions and two of their contractors (BAE Systems and Honeywell) provide an opportunity to validate how a more systemic approach to collaboration would support optimisation of their activities.

The pilot was the prelude to the AMC Civilian Executive Forum at the Aberdeen Proving ground, Maryland, where ICW's David Hawkins was invited to facilitate a day long session with 100 executives from across the Army Material Command to introduce the Collaborative Standard.





Individual Membership Scheme

The recent ICW management board endorse the initiative to focus on growing the individual memberships and we pleased to announce the appointment of Nicky Painter taking over as membership secretary. Over the coming weeks we aim to create a committee to explore how we increase the value to individual members and encourage support from the executive network members.

2016 Collaborative Working Awards

The 2016 Collaborative Working Awards submission process closes on 31st July and will be judged ready for final presentation on 8th December 2016 at the House of Lords.

Thought Leadership

BREXIT and Collaboration

It would be surprising if in this issue we did not address the recent UK BREXIT referendum now that the initial shock has subsided and we face 2 years or more of upheaval as the UK seeks to withdraw from the EU but endeavours to retain access to the European market place.

There is little doubt that this period of negotiation and debate will challenge organisations working across European borders and probably meeting some tensions along the way. Some might suggest that the principles of CRAFT and the British Standard could have served the politicians first in developing the EU but certainly in focusing on an Exit strategy that seems to be missing right now.

Notwithstanding the political fallout the business community will have to continue to function throughout these troublesome times whilst the waves may eventually settle. It will likely be that relationships will be stretched as parties on either side try to work out how best to carry on in the shadow of uncertainty.

Collaboration is easy when things are going well but the value of strong relationships with partners comes to the fore when there are bumps in the road. Now perhaps more than ever when faced with economic and political turmoil is the time for a robust focus on collaboration.



Executive Network Members

