



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

Introducing the ICW

We are a non profit making membership institute. We bring together a range of businesses and organisations, across a variety of industries and sectors in the private, public and third sector, committed to promoting the benefits and proven methods of collaborative working.

Through our membership we share best practice and expertise on developing successful collaborative business relationships. Working with our academic partners, we support our members with thought leadership, high quality research, training and development to underpin the value from better business relationships.

Our ambition is to see collaborative working recognised internationally as a professional business discipline that requires a structured methodology to support key relationships and deliver additional value through improved efficiency and effectiveness.



Our background

Formerly known as PSL the Institute was established in 1990 by the then DTI (now BEIS) and the CBI to take forward the Government's partnering initiative within the public and private sectors. Over the years the Institute has developed into a focal point for expertise and advice on the successful development and management of collaborative business relationships.

Our knowledge and expertise was integral to the launch by the British Standards Institution (BSI) of BS 11000 – the world's first standard for the Management of Collaborative Business Relationships in December 2010. This has now been superseded in 2017 by ISO 44001 the International Standard for collaborative working.

Our team

The ICW is led and supported by an expert team with practical experience in collaborative working relationships and in developing valuable business networks. We are supported by our main board which is led by Chairman Lord Evans of Watford.

“Membership of ICW gives you instant access to a professional network as well as thought leadership knowledge”

EMCOR UK

Getting to know who we are

Claire Ward CHIEF EXECUTIVE

claire.ward@icw.uk.com



Claire Ward was appointed to the role at ICW in January 2019.

A former Member of Parliament and Government Minister (1997 – 2010) she has an in-depth understanding of the importance of engaging with government and the public sector. Her more recent experience working within pharmacy and healthcare, as a former CEO and Non Executive Chair of a trade association, offers new areas for expansion and development for the ICW. She holds a number of external Non Executive Director positions.

David Hawkins CHIEF OPERATIONS OFFICER & KNOWLEDGE ARCHITECT

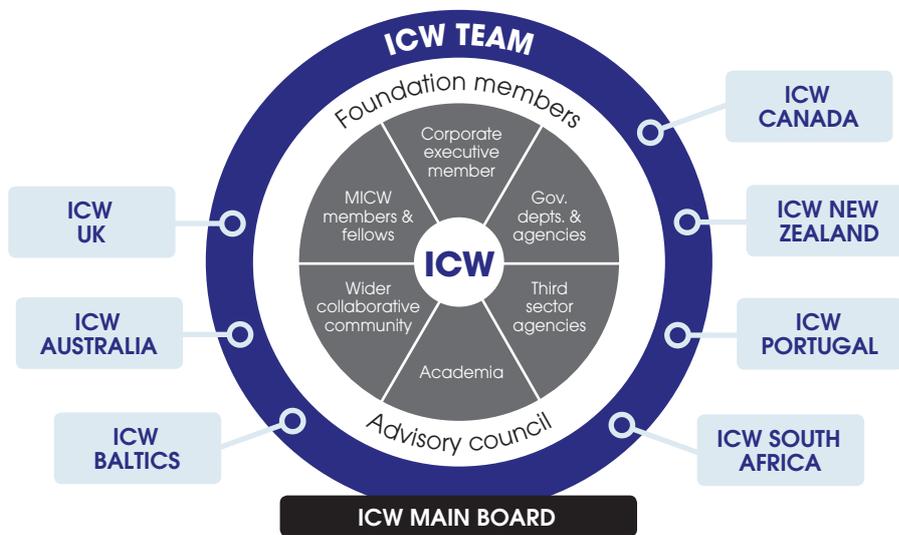
david.hawkins@icw.uk.com



David Hawkins has been the thought leader and developer of the CRAFT methodology which formed the basis of the British standard and ultimately the ISO44001.

He is the UK's foremost expert in collaborative working, recognised in his role as the Chairman of the International Standards Organisation committee for collaborative working. He is also authored a number of books on the subject.

Together with our trainers and associates, we deliver a high standard of support and engagement with our members.



All sectors benefit from our executive network

Our executive network brings together industry leaders, government and public sector and academia. Corporate members are the backbone of this network whilst our public and third sector, academia provide enhanced opportunities to develop and promote our work.

Our corporate members come from a variety of sectors, with strong representation from defence, engineering, construction, infrastructure and facilities management. Yet our reach goes far beyond these industries as we are increasingly recruiting new members from IT companies, finance and healthcare.

As a result of the introduction of the ISO44001, our membership has continued to grow as more companies recognise the value of joining an institute which can enhance the opportunities to learn from others on a similar journey to gaining full accreditation for their collaborative working relationships.

“Working with ICW provides innovation, differentiation and customer value in our go to market and operations”

INDRA

Benefits of Executive Network Membership

The key business benefits of Executive Network membership:

Knowledge Sharing & Networking

The Institute runs regular knowledge sharing events, each one designed to provide an opportunity for our members to share and learn from others in the collaborative space. We are in the process of expanding our events programme to include breakfast events and webinars. Attendance is free to members and their guests.

Typically these events involve presentations from industry experts followed by an open debate with ample opportunity, often held in high profile venues.

A full schedule of future events is shown on the ICW web site

Thought Leadership

Most Executive Network members are prepared to share their knowledge and experience using ICW as the conduit. ICW distils this knowledge for the benefit of the wider business community by promulgating good practice,

challenging conventional thinking and promoting collaborative working business relationship thought leadership. The executive network provides a forum to meet others developing their collaborative relationships and to share those experiences between sectors.

Research

We build relationships in academia to enhance the understanding of collaborative working and to underpin our methods with quality research. We have a number of papers available to our members and are continuing our commitment to research with new projects being commissioned, including with the University of Warwick, where we hold most of our training events. We recognise that our members' experience and expertise provides a further enrichment of that evidence and we encourage our members to participate in research.



A growing global presence

As the value of collaborative working and the awareness of ISO 44001 continues to grow, ICW is broadening its operational base to provide local access to our expertise. We have a network of MICW.

We work in collaboration with the Cardiff University Business School and with Aberdeen University. Across the rest of Europe there has been considerable interest in ISO44001 and opportunities to support clients, notably in Sweden, Italy and Portugal. We are working closely with others across the

Baltic States including Latvia, Lithuania and Estonia and believe that there will be considerable opportunities for training and development.

More widely, we continue to support training and development activities in relation to the ISO44001 and the promotion of collaborative working in New Zealand, Australia and Canada.

Individual Membership

In order to advance the professional status of collaborative working, ICW has established an individual membership designed to recognise those who have excelled in their understanding and practical application of collaborative working. We encourage our executive members to enhance the value and recognition MICW amongst those they employ and engage in collaborative working.

ICW Collaboration Awards



The annual ICW collaboration awards are held each December at the House of Lords providing an opportunity for our members to celebrate excellence and outstanding achievements in collaboration. These awards cover a variety of specific categories offering the opportunity to recognise high performing organisations and individuals across Industry, the public sector, third sector as well international collaboration.

Training & Skills Development

ICW continues to invest in a wide range of collaborative working training courses from 1 day awareness sessions to fully accredited ISO 44001 training courses. These courses are both generic to the subject and where appropriate tailored to support the specific and sector needs of a client.

Most of these training offerings are delivered in conjunction with Warwick University – ICW's foremost academic partner.

Our network members receive preferential discounts of 20% - 25% for the majority of our training courses and programmes

The annual membership fee is £7000 + VAT

Special Interest Groups

Periodically we establish special interest groups to share and develop topics which are of key interest to our members. Currently there are 8 in existence some of which are focussed on driving internal changes to enhance members benefits and others such as Attitudes and Behaviours, which stems from the increased focus on people skills and SME engagement a keen topic for most major organisations.

Delivering a wide range of benefits

Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to organisations of all sizes. The publication of the ISO 44001 is a landmark for business as the first International Standard in the world for collaborative business relationships.

Collaboration between organisations may take many forms from loose tactical approaches through to longer term alliances or joint ventures. ISO 44001 does not enforce a single rigid approach and recognises that every relationship has its own unique considerations whilst harnessing a range of benefits. For those organisations with well established processes the framework provides a common language that can aid engagement whilst for those starting out on the framework creates a road map for the journey.

“The ICW enables channels of communication with like-minded individuals to facilitate improvement in culture between organisations”

BABCOCK INTERNATIONAL

The Framework

The standards lifecycle model is successfully integrated with the international high level structure with the objective of creating a robust platform to maximise the benefits of collaborative working by supporting the culture and behaviours necessary to optimise integration.

The evolution to an International standard required the blending of the Life cycle with the harmonised High level structure for ISO management standards. The HLS was structured for individual organisations based on standard clauses 4 – 10. In developing a standard for collaborative business relationships the detailed specific requirements for establishing, developing and managing third party relationships utilising the 8 stage life cycle model have been address within Clause 8 (Operations) since in a collaborative relationship effective operation relies on specific mutually agreed joint interfaces, processes, roles and responsibilities and may require specific variations to in house processes. In creating the High Level Structure the International Standards Organisation aims to harmonise management systems through a series of key management requirements.



Context of the organisation

(clause 4) seeks to set the overarching rationale for the adoption of a collaborative business relationship approach.

Leadership (clause 5) outlines the key requirements for the executive level and leadership to identify the objectives for collaboration, develop and implement policies and processes to ensure effective operations.

Planning (clause 6) focuses on ensuring that effective risk and opportunity management is in place aligned to its operational objectives and identify where these may be supported or enhanced through the adoption of collaborative working approaches.

Support (clause 7) establishes the platform to ensure the appropriate allocation of resources with the right competence and behaviours.

Operation (clause 8) incorporates the 8 stage life cycle to address:

- **Operational Awareness** – How the cascading of management systems will be influenced by the impact of divisional and industry sectors where customer, regulatory, geography or operational requirements may introduce specific adaptations.
- **Knowledge** – Developing business strategies by establishing the influences that will stimulate success where collaborative working offers most benefit.
- **Internal Assessment** – A collaborative relationship is a two-way process requiring not just processes, procedures, systems but also leadership, skills and motivation, which will govern the behaviours that build trust between the parties.
- **Partner Selection** – Understanding the dynamics of a collaborative approach and assess the strengths and weaknesses, whatever the route to selection, to build



confidence in the choice of the right partner(s).

- **Working Together** – Effective and sustainable collaboration requires a robust governance to establish a working platform on which collaboration can deliver the benefits of combining skills, resources and driving innovation.
- **Value Creation** – To harness added value means challenging the traditional thinking and creating new value. A structured approach to value creation encourages teams working together.
- **Staying Together** – It is also important to recognise that as relationships evolve they will undergo change, so to ensure the maximum benefit it is

important to undertake regular validation to maintain focus and efficiency.

- **Exit Strategy Activation** – The lifespan of any business relationship will vary. Adapting to change is a crucial part of developing effective collaborative partnering arrangements. The development of effective integrated activities requires the building of trust. Being open about all opportunities allows the partners to focus on every aspect of integration.

Performance and Auditing (clauses 9-10) As with any management systems they must be effectively maintained and reviewed to ensure their continued appropriateness.

“Being part of the ICW gives us access and insight into collaborative thought leadership, combined with **the credibility of an international standard, and helps deliver tangible business improvement**”

NATS

Meet the ICW members

Foundation members



Corporate members



Government



Academics



Affiliates



For more information...

For more information about the Institute see our website
www.instituteforcollaborativeworking.com
and to find out more about joining the ICW contact
Chief Executive: claire.ward@icw.uk.com

"Being an ICW member means we have a wide range of materials and support at our finger tips"

KIER HIGHWAYS

"We're at the centre of collaborative thinking – a great way to support our business strategy"

LEONARDO

"The thought leadership and networking facilitated by ICW, provide a platform for more effective collaborative business working"

GATTACA

"The ICW provides a great opportunity to share best practice and experience from across all industries to help us develop the benefits of collaborative engagement"

BAM NUTTALL



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Collaborative
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The foundation members

