

The Partner

May 2021



Collaborating in a crisis



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ICW Board Members



Lord David Evans of Watford
CHAIRMAN



Claire Ward
CHIEF EXECUTIVE



Christopher Kehoe



Douglas McCormick



Tim Bullock



Steve Abrahams



David Hawkins
CHIEF OPERATING OFFICER

Collaborative spirit gets us through an unforgettable year



Lord David Evans of Watford
CHAIRMAN

I am delighted to introduce the 2021 edition of *The Partner*, and oh, what a year it has been! In our 30th anniversary year we well and truly saw the benefits and advantages of collaborative working – from our incredible NHS staff, our care workers and blue-light workers, to our armed forces and volunteers – all collaborating very closely to provide life-saving services for us.

This has been a year which we will never forget, and certainly a year in which I am particularly proud to be chairman of the Institute for Collaborative Working. Our members, board and management team have had to overcome the dual challenges of the Covid-19 pandemic and the Brexit transition. However, it has been a year in which we have gained more members, raised our profile and moved closer together, and I would like to thank all of you for your hard work and support.

Despite the pandemic, ICW has been able to recruit new corporate and individual members, broaden our reach with other institutes and associations, and engage very successfully with government departments. Unfortunately, we had to cancel our 30th anniversary celebration, but

we plan on making up for that in the year ahead.

We have all learnt so much over the past year – having to adapt to lockdowns, home working and social distancing, much of which has brought valuable lessons that we can take forward. Certainly, the use of technology is something we will build on, and my compliments go to the Institute’s core team, associates and supporters who have left no stone unturned to keep our membership engaged.

It is true that any crisis brings out the best in most, and we have seen some remarkable examples of the power of collaboration. I was again privileged to chair the judging of the ICW Awards

in December, and whilst it was challenging to decide on the winners, it was stimulating to see how collaborative working has been a catalyst to help overcome aspects of the pandemic. It is particularly true where organisations had already established structured collaborations which made it much easier for them to react, supporting existing partners but also reaching out to other organisations.

It is not possible to look back over the past 12 months without again recognising the tremendous efforts of our NHS health staff and the key workers who have faced horrendous challenges. Here again we see how a collaborative

spirit and dedication can bring massive improvements to many.

There is no doubt that collaborative working is in the ascendancy, and ICW has so much to offer. The next year will be exciting, and I look forward to it with more enthusiasm than ever. ■

“Collaborative working has been a catalyst to help overcome aspects of the pandemic”

ICW has developed and strengthened to serve members through crisis



Claire Ward
CHIEF EXECUTIVE
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When we produced *The Partner* last year, working from home and in lockdown, we never imagined we would still be doing so in preparing the 2021 edition. What a year it has been.

The brief periods when we were allowed to meet others, socialise and visit restaurants, came and went and we returned to a more limited existence. During that time, not only did many of us have time to reflect on the “new normal”, but also to consider the opportunities and learnings from the crisis that we have endured.

Whilst we will continue to remember the tragic and catastrophic cost in human lives from this pandemic, we also know that there are fundamental changes that have taken place in the way that we live and work. Some of those changes have taken place in an accelerated time period that might otherwise have taken us years. The use of IT, collaborative platforms and flexible working are all developments that have been adopted faster than they might have in normal times.

For those on the front line during this time, the crisis has been very real and the

requirements for collaboration have been heightened. That collaboration has come in many different forms, some as formal structured working and some as a natural human response to the crisis. Our communities worked together to deliver support to the most vulnerable, volunteering at food banks and supporting vaccination programmes. Our industries have collaborated to develop vaccines and share progress in treatments.

The pandemic has necessitated collaborative leadership and whilst government responses around the world have been subject to challenge and question, those countries that have been most successful have indeed shown collaborative leadership, at least in some elements: bringing together those with expertise rather than egos, recognising that transparency of information builds trust and confidence, systemising processes to create uniformity whilst retaining flexibility to be agile in response to real time data. Countries that had the most success in keeping infections low and, or, responding fast to outbreaks, were those that

engaged many different parts of their communities to work together and shared honestly the challenges they faced.

In the UK, there have been some real examples of collaboration, especially in the development and deployment of the Covid vaccination. Whether structured formally or through the acceptance of common concepts, the outcomes have proved positive from collective action which recognises the individual strengths and expertise of the group. In the case of the vaccine development, world class scientific research capabilities, working collaboratively with the experience and expertise of commercial vaccine production, has resulted in a low-cost vaccine capable of being utilised for the benefit of both the UK and the global community. The Vaccine Taskforce brought experts together to see how public investment and expertise might be harnessed successfully. That foresight clearly paid off.

Other challenges

The pandemic is just one example of where good collaborative leadership to create problem solving processes has proved successful, if only in part, as we continue to adapt to the changing nature of the virus. We have other challenges ahead for the global community that will require collaborative leadership – climate change, poverty, educational opportunities and equality. These are not simply political issues, they are ones in which a myriad of companies

and organisations are implicated and impacted. Whether in the public or private sector, those involved need to work collaboratively if we are to see these issues reach any measure of success.

So, the skills that we learn in one crisis can be deployed to the next. It is the reason why ICW believes passionately that the development of skills and behaviours to support collaborative working are fundamental to success in business and beyond.

The strength of our character is resilience in the face of the crisis. In the last year, ICW has developed and strengthened its resilience in the way that we have adapted in order to continue to provide service to our members. We have moved our courses, training and events online. It may not be as sociable to do so without sharing a coffee or wine, but it has enabled some people to join our events without costly and time-consuming travel. Members across the world have also been able to join our events, when previously this was simply not possible.

We have built new networks through our Special Interest Groups – many more members are now engaging in these groups, which span a number of different subjects and specialities. At the start of the pandemic we brought together the newly elected Advisory Council. Where we had originally intended it would meet only four times a year due to the time and cost of travel to a central venue, we were able

to do so virtually every month over the last year and progress a number of activities including our revised Purpose and Vision for ICW. Together we developed a strategy to help us focus on the priorities for our members that would also strengthen and grow the Institute.

Our newly appointed

“We have other challenges ahead for the global community that will require collaborative leadership”

Ambassadors have continued to fly the flag for ICW, helping to introduce us to like minded organisations and institutes so that we can disseminate the work we do and increase awareness.

We have created a new route to Fellowship, as we recognise that our members need to continue their professional development and expertise and should gain recognition for doing so. We are looking forward to launching a new training platform this year to help our members capture and record their development and learnings. All of this helps to reinforce the importance of collaborative working skills.

As we adapt to the “new normal” – whatever that means – collaborative leadership is and will be essential to help us navigate our way through all the challenges that face us, both within and beyond ICW. ■

Crisis and optimism



David E Hawkins FICW
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The past year has seen us all – both personally and with our organisations – challenged as never before. Many have, and continue to suffer, as friends and families must come to terms with loss. We have all had to face the impacts of the Covid-19 pandemic and adapted to a world which, it seems, in some ways, will never be the same. There is now, however, a degree of optimism that says we shall over-come, and it will undoubtedly drive us all to think differently about the future. It would be easy to drown in the media deluge of negativity, but as an optimist, I think we also need to reflect on what we have learned about the human spirit and how we can emerge stronger.

As we move into what may be a long recovery, I'd like to think that the lessons learned will strengthen our resolve to help organisations harness the power of collaboration. During these troubled months while the impact of the pandemic has been all around us, there have been numerous examples of how relationship have been strengthened.

From the Institute's perspective there have been many things to be appreciated. Despite the constraints of lockdowns and restrictions it is great to think that we have survived through the support of our members, both corporate and individual, and to be thankful that we will emerge at least in the position

we were in before the pandemic. Although one or two corporate members have had to step back – hopefully just temporarily – we have experienced many other organisations wanting to join and share in our community, recognising the value of harnessing collaborative working.

We have learned much and seen many innovative and often selfless activities where collaborative approaches have helped to address challenges large and small. The ICW Awards programme shone a light on the many ways in which organisations with robust and structured relationships were able to adapt quickly and respond.

Virtual reality

Which brings me to remind you that the deadline for submitting entries for this year's collaborative awards is 31st July. We hope to see more people attending in person at this year's awards ceremony, but, with people taking part in the last event both in person and by video stream, that may well be an option this December too.

While we have lost much of our more traditional activities,

we have moved to embrace the virtual world of Teams and Zoom. I for one have found the lack of face-to-face activity particularly hard and not always the most effective way to help build relationships. It has, however, been perhaps the biggest boost to our Special Interest Groups (SIGs), which

continue to grow in topics, enthusiasm and numbers. The recent publication of ICW's research paper *Thought Leadership*

Insights into The Future of Collaboration heralds a focus on what is next.

We recently launched two new groups in response to government initiatives. The Cabinet Office Construction Playbook is a major step forward to improve the interaction between government and industry, the Construction and Infrastructure SIG led by Tyrone Fletcher (Skanska) and Kevin Tozer (Network Rail) will be focusing on how industry through our members can support this

initiative and turn policy into delivery. Second, the government green paper *Transforming Public Procurement* has provided the catalyst to bring together our membership to help drive better value through

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"Our Special Interest Groups continue to grow in topics, enthusiasm and numbers"
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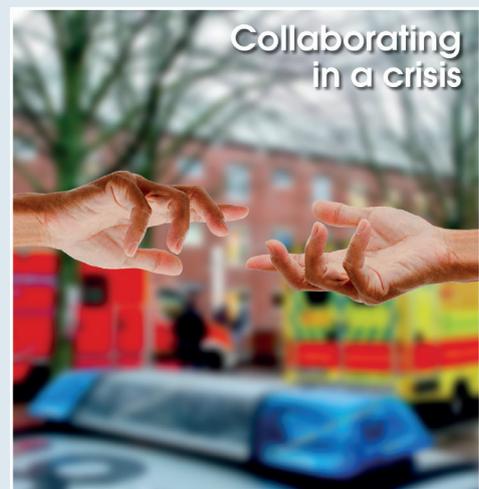
the public sector procurement processes by harnessing collaborative working. This SIG is being led by Liz Crowhurst (CBI) and Alan Hartley (Sellafield). We look forward to some interesting ideas.

Public sector

More recently, we have seen the public sector moving from collaboration rhetoric to taking a proactive approach to introducing more focus on how public and private organisations should work better together. This

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will be essential in addressing economic recovery, Brexit challenges, net zero emissions and creating societal value; something our newest SIGs will be supporting. We are seeing an increasing interest globally in the messages that we have been sharing on the value of collaboration and the international standard we helped to drive.

Whilst we should never forget the downside of the pandemic crisis, it is my belief that we can be optimistic about the future in general and the part our institute can play going forward. My thanks go to all those who have supported ICW, and I look forward to meeting up in the not too distant future and building on what we have achieved together. Stay safe. ■



How collaboration kept Babcock saving lives in a pandemic



Paul Westaway
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After 21 years in the ambulance service and a further 19 years within the helicopter industry delivering air ambulance operations, I was pretty sure I knew how to respond in a crisis. But Covid-19 truly tested us. In fact, it still does.

Babcock is the country's leading provider of air ambulances, and our job – at its most fundamental – is to help save lives.

The sudden arrival of the virus put our lifesaving operations immediately at risk and as another operator grounded their entire fleet of air ambulance helicopters overnight, we knew we were facing a critical moment. We needed swift and decisive action. Collaboration would prove to be key.

On 9 March 2020, I brainstormed areas of focus for the whole business to ensure we could continue to provide our services to our partners and customers and open up new ways of collaborative working with industry partners, some of whom were competitors. This was the first truly collaborative step in supporting air ambulance services nationally. These themes continue today.

We realised this complex challenge demanded a range of solutions. Most importantly we needed to find new, safe ways for our pilots and engineers to operate, particularly if they, or their workplace, were likely to be exposed to patients who could have the infection.

Personal protective equipment (PPE) became a priority. Masks, coveralls, gloves and eye protection were purchased, and detailed procedures were drawn up to enable pilots to fly in this new PPE. With over 100 pilots in our company, writing the flying staff instruction and securing the appropriate quantity of PPE was challenging, but once done, communicating that with our own workforce and our customers was essential.

On 5 April 2020, I took the decision to call other operators in the air ambulance industry in order to check their progress, learn what they were doing and offer to share our information and procedures. This day, in my opinion, demonstrated collaboration in action.

Babcock onshore

As the leading provider of air ambulances in the UK it is our mission to provide critical air operations for charity partners. We provide the aircraft, the engineers, the planning, the pilots, the training and many other critical and complex elements that keep the UK's air ambulances operational and responding to emergency

situations, 365 days a year.

Covid-19 suddenly demanded not just a plan to mitigate the new risk, but a deep and detailed review of our operating procedures. Our core activities were suddenly at risk, something that was made crystal clear when another operator – Devon and Cornwall Air Ambulance – decided to ground their helicopter fleet.

Would we have to take similar action? Not if we could help it!

We devised a plan, with collaboration at its heart, which ensured service delivery for our customers and their patients.

The first priority was to protect our flying crews by bringing in the right protective equipment, processes and procedures.

Some of this was really fundamental and needed to be developed and implemented in close collaboration with our customers. For example, in a clinical environment like an air ambulance, certain procedures generate aerosol particles that could circulate around the cabin and contaminate surfaces. Our Flight Operations team produced flying staff instructions that would limit clinical activity of this type.

We knew that communication was key, so we shared our thinking and reasoning with our customers ahead of putting this into practise. Together we took the collective decision to temporarily suspend these procedures, agreeing



crew from the medical teams, giving pilots the necessary protection to continue operations.

This was a key advance and we shared this technology with Devon Air Ambulance, allowing them to relaunch their helicopters and resume their life-saving service.

Since then, Devon have taken delivery of their new H145 Helicopter and we were pleased to be able to provide a new operational screen for that aircraft in order for them to introduce it to their fleet.

Isolation chamber – EpiShuttle

Isolation and containment was an initial and immediate requirement, with a limited number of customers in Scotland and Wales requiring a patient to be transported in an incubator style isolation unit. Ordinarily the design, manufacture, installation and certification of such a device would take months, involving detailed analysis, design drawings, manufactured prototypes and months of Aviation Authority approval.

Our team of designers in collaboration with the UK Civil Aviation Authority and our customers delivered a simple but safe interlocking system that would enable the effective transfer of the Norwegian produced isolation chamber into our H145 fleet in just 22 days. This truly remarkable development was rooted in a desire to collaborate and to develop a safe and effective response to transporting critically ill patients.

Respirator masks for pilots

The turning point in enabling us to carry Covid-positive patients came with the sourcing and testing of a full respirator mask that would still enable the pilot to communicate

that patients requiring this care should travel by road.

But the process remained dynamic and highly collaborative throughout, and as we honed our processes and safety measures, we were able to widen the criteria for patient transport to the point where on 6 February 2021 we knowingly undertook a critical transfer for a patient who was Covid-positive from Birmingham to Southampton.

Throughout the pandemic we have collaborated with our customers to share information on clinical requirements to protect both pilots and the clinicians on board, to agree operational criteria that would protect the service in order to remain operational and to collectively learn how best to widen the criteria for critical patient transfer.

Responsive to the challenge

Significant milestones mark our Covid journey, including the following developments:

- Design, manufacture and installation of protective cockpit screens
- Design, manufacture and certification of isolation chamber transfers
- Respirator masks for pilots.

On-board protection getting air ambulances back in the skies

On 1 April 2020 the Devon Air Ambulance Trust – a partner in the industry, albeit not one of our customers – took the difficult decision to ground their helicopter fleet in favour of providing immediate care in their rapid response vehicles.

The risk that Covid-19 presented was deemed too much for them to continue their service.

But Babcock teams in Spain and Italy, who were some weeks ahead in terms of the pandemic, had already faced this issue, and had developed a solution for their helicopters – a protective cockpit screen which could effectively separate the flight



EpiShuttle timeline



with Air Traffic Control during flight. Up until now tests had demonstrated that communication was possible with a FFP3 mask, but the nature of individual face fitting meant it would not guarantee

our pilots full protection. Sharing information with other Air Ambulance partners enabled our Flight Operations team to source a full respirator mask which had to be fit tested and sized for each pilot but would allow radio communications to be maintained throughout the flight. This mask, combined with

our other personal protective equipment, enabled our Flight Operations management to open the criteria fully for the transfer of Covid-positive patients. This has been the final step in ensuring our crews remain safe and can deliver the essential life-saving service alongside our clinical partners across the UK. ■



Collaborative working in a crisis, at Babcock International

Steve Abrahams
BABCOCK

As I write this piece we are still in lockdown and I have not been able to physically visit a site in 12 months. It has indeed been a surreal experience. My children question films that have crowds in them and they ask why the characters are not wearing masks! So how have we been able to continue business? How have we been able to continue serving our customers? The answer is: by having very strong, structured, collaborative relationships built up over substantial periods of time. Babcock try to ensure that the flow through from our suppliers to

ourselves to our customers all works together in a "smooth-as-possible" unbroken chain to ensure we deliver the services as expected.

Just like any personal relationship, business relationships require continual maintenance. Mutual benefit and ongoing communication are two of the most important ingredients to a successful collaboration. Overlaying these is the key ingredient, "trust". Trusting and showing mutual respect for each other's boundaries, being dependable for the other business

no matter what as you work together, means that both sides can feel safe.

In the long run, having close and trusting contacts will give you an edge, especially when other exterior unexpected forces, such as a global pandemic, are disrupting normality.

I was really pleased when three of our most integrated and collaborative partnerships were recognised at the ICW awards in 2020. These teams are unified in delivering a single purpose and are the epitome of what collaborative working should be.

I'm delighted that in this edition of *The Partner*, we can share some of these experiences. Let's look forward together.



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Connecting Leeds



Eleanor Westwood
BAM NUTTALL

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Since 2018, BAM has been at the heart of a transformative programme of public transport improvements in Leeds. With demanding timescales, a diverse myriad of stakeholders, busy and congested working environments – progressive thinking and agile collaboration are vital in meeting this colossal challenge.

No-one could foresee that at the height of the construction period, a global pandemic of disruptive proportions would strike, throwing everything known about infrastructure development and delivery into disarray. Reflecting over the last year, as we approach a more familiar “normal”, it’s fair to say that we have tested the collaborative foundations of this programme and learned more than a thing or two about what working together truly means.

Establishing solid foundations

Connecting Leeds launched in 2017 with ambitions to transform the public transport system in and around the city. Recognising the huge task ahead to double bus patronage from 2016 levels in ten years, with a funding window of four years to deliver £173.5m of infrastructure, Leeds City Council rethought the norm and breathed new life into local authority procurement, engaging with industry as delivery partners instead of suppliers.

Seven diverse partners from public and private sectors came

together, including Leeds City Council, development partner WSP, West Yorkshire Combined Authority, Department for Transport and two design and build delivery partners. BAM, and design partner Mott MacDonald, were appointed to deliver £90m of the programme, constructing new park and ride facilities, extending and improving bus corridors and priority measures.

Together we agreed on ways of working, establishing a collaborative hub in the city centre and breaking down the boundaries between our peers, supply chain, client, funder and a multitude of stakeholders.

The Connecting Leeds Charter commits the partners to:

- work together intelligently
- be a passionate, considerate and committed team
- be positive about change
- be flexible and adaptable
- positively communicate and engage
- be easy to do business with
- develop long-term successful relationships



Investing in our collaborative partnership became the touchstone for our resilience. As 2020 dawned, bringing Covid-19, unpredictable lockdowns, unprecedented change and volatile industry conditions, the Connecting Leeds team members would look to each other, supply chain partners and the public to stay on track to deliver against funding milestones, whilst maintaining safe working environments.

Crisis response

A Crisis Response Panel convened to agree on the plan that would safely keep the programme moving. Continually assessing wellbeing and safety, opting for the partner’s guidelines that were most robust. Partners shared best practice and agreed on a Covid-safe process for communal office space. This team has continued to meet fortnightly – learning, innovating and rising to meet the next challenge together.

We generated a Covid-19 risk schedule to assess budget and programme threat. Through



proactive behaviours and our partners working as one team, we have managed to reduce the forecast cost impact in a number of areas.

Natural problem solvers

Following the first frantic weeks of lockdown, fraught with uncertainty and tribulation, maintaining output safely was the focus.

Starting with site activities, we agreed on best practice standards to apply across the programme, including office rotas to ensure safe numbers, additional welfare provision, staggered break times, full-time cleaners, cleansing stations, temperature checks, WhatsApp groups and regular engagement through toolbox talks which were carried out, along with essential training within outdoor facilities. Inspiring the right team behaviours meant operations on the ground could continue at pace. We tweaked our work sequences to accommodate sufficient pavement space for the public to pass at a social distance and appointed Covid observers in every team who were stepped



back from the work activity to monitor safe distancing – allowing operatives to focus on their work activities.

Challenges did present themselves.

The mutant Covid-19 strain outbreak in Denmark delayed solar canopy steelwork. Suppliers faced closure and material supply issues were prevalent. We shared intelligence around logistics and resources through our Crisis Response Panel to ensure that every partner had materials at the time needed. We agreed new ways of working with the supplier of our park and ride terminus building, supporting remote

“Our people’s wellbeing was fundamental to our partnership and programme resilience”

product assembly to reduce the number of on-site personnel.

Safe accommodation spaces were created for inspectors in our offices when partner organisations suffered vital lost working space from temporary office closures.

Despite significant challenge, the programme on our largest site, Stourton Park and Ride, remains on track.

Maintaining connection in crisis

Our people’s wellbeing was fundamental to our partnership and programme resilience.

To stay agile, creative and productive as a team, we had to rely on the resilience of our people, a factor that had lain at the heart of the Connecting Leeds ethos from the outset.

Keeping apprentices and trainees at home to prevent overcrowding was necessary but difficult. Volunteers arranged pastoral support to those who isolated at home. Trainees were set research tasks and online learning when they could not be

directly involved at the site.

Regular social sessions ensured they were engaged and ready to spring back into action at short notice.

As we reflect on this past year’s achievements and challenges, it is clear that the solid foundations of the collaborative team, formed in “peacetime”, but tested to the extreme, forged a unique resilience that has kept us on track to deliver on our promises. Collaboration was – and is – the only way. ■



Collaboration is the foundation for resilience

Gillian Peters
BAM NUTTALL

Covid-19 brought businesses uncertainty and risk. Pandemic is the epitome of the low chance, high impact event for which organisations invest in crisis management planning. Reality has proven though that few could have predicted and prepared for the unprecedented events of the past year.

What we accepted as fundamental ways of working and living, changed overnight. People and organisations moved to “survival” and crises modes.

History shows us these moments present both challenge and opportunity. The way organisations react is inextricably linked to human factors. More than a year after the first “lockdown”, I have reflected on how BAM as an organisation responded.

As a business that lives and breathes engineering and infrastructure delivery – the opportunity to “solve problems” was seized. In April 2020 we witnessed innovative solutions to keep infrastructure delivery and the economy moving in a safe, socially distanced manner: from outdoor briefings with 2m distanced position placements, sanitising stations and one-way systems, to pre-packaged food and drinks, air-fed respiratory masks, and moving personal interaction to a digital front. Live feed CCTV cameras enabled experts to safely oversee works with livestreams to site teams. We embraced a breadth of online collaborative tools, using live video to undertake safety tours miles away.

We often hear “necessity is the mother of invention”, but let’s not assume this is always true, or that it happens by itself. Necessity certainly can *stimulate* innovation, as witnessed during previous crisis periods such as World War II with technological and industrial transformations, however, the right environment, culture and leadership are needed.

Collaboration is the *enabler* for opportunity and innovation to emerge from crisis.

By creating a culture for open collaboration and scalable learning, two of BAM’s values, our inclusive environment and collaborative leadership skills laid a resilient foundation. These values enable innovation and opportunity to thrive by encouraging diverse thought and experience, keeping the organisation agile and dynamic to respond to the fast-changing environment.

Focusing on both personal and organisational resilience was vital. Our people make our business and their physical,



mental and emotional wellbeing is imperative. We learned through listening how we could reach out and support people through a variety of channels: webinars, team check-ins, homeworking and childcare support, a confidential helpline with trained advisors and encouraging our mentoring and development programmes to move to online sessions. Having our leaders speak out during “Time to Talk” and “better sleep” webinars and bringing in coaches to support virtual collaboration, team building, insights discovery and personal resilience techniques all contributed to the support.

Collaboration with clients such as Network Rail, Highways England, Environment Agency, HS2 and Leeds City Council, national health bodies, peers, partners and suppliers strengthened resilience across the industry. Within days, networks across each region had formed to support resourcing, sharing ideas and lessons of what had worked well – and what had not. Key workers across the infrastructure industry kept Britain and the economy moving through the pandemic; a feat not possible without the collaborative maturity that underpinned these relationships.





BUILDING A SUSTAINABLE TOMORROW

Since 2018, BAM has been at the heart of a transformative programme of public transport improvements in Leeds.

Seven organisations are working collaboratively together from the public and private sectors delivering the Connecting Leeds programme, addressing air quality and climate emergency issues.

The vision: a well-connected, healthy city.

bamnuttall.co.uk





Structure spells success



Harold Pradal
BSI

How often do leaders say, or hear others comment “our people are our greatest asset”? While this is invariably true, there are many other important factors – from company culture and quality management to customer service – that support any successful organisation. One relatively low-key, yet fundamental building block, which provides the foundation for success in almost every area, is structure.

Value creation
Structure – or systems, processes, frameworks, call it what you will – facilitates the creation of value. Structure provides clarity of vision and understanding of needs, creating the right environment in which to build trust. It is the vehicle for ensuring the right behaviours are routinely demonstrated, and imposes the discipline required to ensure mutual benefits are derived.

A key element of any successful strategy is ensuring the correct company culture is in place and embedded, and this culture is built upon structure. It follows that establishing the right structure and systems in any organisation is a key enabler to creating the right company culture.

The right culture also provides the basis for achieving organisational objectives. We have all witnessed how quickly and comprehensively things can fall apart when no structure exists – or the implemented structure breaks down – and the wrong culture and behaviours can take over.

It should not be forgotten that

as organisational objectives alter, and the operating environment changes, so too must the organisational culture, and as a result, so must the systems and structure that underpins them.

Structured collaboration

Structure is one of the key elements for turning mere cooperation into lasting, productive collaborative business relationships, underpinned by the right organisational culture driving the right behaviours, such as fostering trust with collaborative partners.

Structured collaborative working is vital in facilitating the realisation of value, whether that is “hard” value measured in cost reductions and efficiency gains or, as is becoming increasingly relevant, “soft” value achieved in terms of employee wellbeing or meeting societal expectations for a sustainable, future-ready organisation.

Traditionally, we have seen value very much in hard financial terms related to factors such as cost, speed and risk, but other softer elements are now being prioritised, including work/life

balance, health and wellbeing, and a sense of community. Covid-19 too, has accelerated what was already happening in our society – for example, in the area of remote working – and this will increasingly be reflected in how we interpret value.

Sometimes hard and soft value – or the lack of them – go hand in hand: excessive business travel, for example, has negative impacts on sustainability and is increasingly inefficient for organisations as well as being draining and stressful for individuals.

Even where the creation of soft value requires investment, organisations may in future be willing to accept such costs as they increasingly understand and appreciate the benefits. Before the pandemic, our views were already changing on sustainability issues such as climate change, worker wellbeing, access to education and environmental regeneration. The last year has shown that the world remains a very uncertain place and will ensure these topics remain at the top of our list of priorities.

Standard approach

One of the most effective ways of creating robust structures is to adopt the frameworks provided by management system standards. For collaborative business relationships, ISO 44001:2017 provides just such a framework. Many organisations have already adopted the standard and its popularity continues to grow internationally, providing the basis for countless fruitful long-term relationships.

Collaborative business relationships based on ISO

44001 have been shown to deliver a wide range of benefits, enhancing competitiveness and performance while adding value to organisations of all sizes through improved engagement and efficiencies, stronger processes, improved risk management, enhanced

“Structure is one of the key elements for turning mere cooperation into lasting, productive collaborative business relationships”

skills, and more sustainable relationships.

Research by BSI has shown most of our clients derive significant traditional and financial benefits when they have committed to implementing collaborative business relationship standards. The positives include

substantial increases in business growth, competitive edge and new customers, as well as improved products and services, and better management of business risks.

So, right now, the structured approach to collaboration offered by ISO 44001 facilitates the achievement of objectives and supports us in meeting our current challenges. And it provides the framework on which organisations are building the systems that also realise soft benefits and prepare them for their next “normal”.

Looking ahead

Structured collaboration not only boosts organisational resilience to the challenges we know about, but also provides us with the tools to face those that lie in the future, and of which we currently know little or nothing. If there is one lesson we must learn from the

pandemic, it must surely be this.

In a world of complicated challenges, there are many, many more unpredictable scenarios and risks that will require diverse, multi-faceted solutions. What is also clear is that structured collaboration based on ISO 44001 is the magic ingredient that can help us to future-proof our society, for example, through:

- Agile deployment of contingency systems, such as alliances maintained in a form of suspended animation, that can be quickly activated and deployed when needed
- Catalysing, directing and focusing links between academia and industry
- Rapid coordination, when needed, between military and civilian/commercial resources
- Quick, low-cost access to urgently needed products that may suddenly become highly valued – and therefore scarce and expensive – such as reliable face masks in a pandemic.



There is no doubt that the post-pandemic world will continue to experience ongoing, rapid change, and it will continue to throw up new business and societal risks and opportunities. When they arise, structured collaborative business relationships that have been built upon the robust framework provided by ISO 44001 – and the enhanced organisational resilience that results from it – will undoubtedly make all the difference. ■

BSI is the business standards company that enables organisations to turn standards of best practice into habits of excellence, “inspiring trust for a more resilient world”. For over a century BSI has driven best practice in organisations around the world. Working with over 77,000 clients across 195 countries, it is a truly global business with skills and experience across all sectors including automotive, aerospace, built environment, food and retail, and healthcare. Through its expertise in standards and knowledge solutions, assurance services, regulatory services and consulting services, BSI helps clients to improve their performance, grow sustainably, manage risks and ultimately become more resilient.

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ISO 44001 organisations have resilience to weather unforeseen storms

Pietro Foschi
BSI

It is not surprising that many people think that we naturally collaborate in a crisis. In reality it's probably not collaboration that comes naturally but the desire to cooperate with others when we realise the challenges we face are ones that cannot be effectively managed alone.

Of course, the context of the Covid-19 pandemic is a prime example. Driven by the urgency of the problem, we have seen numerous instances where organisations and individuals have successfully worked together to address a pressing issue. Academia and industry have been working together to develop vaccines; organisations have been working together to bring effective personal protective equipment (PPE) to those that need it on the pandemic's front line.

We in BSI have been at the centre of those initiatives. Our Assurance Services team have been working with clients to test

and certify record numbers of items of PPE gowns, masks, visors and the like, to provide the trust that they meet the required standards to be truly effective. Our Regulatory Services teams have been ensuring new devices can effectively treat the sick, and our Knowledge business gathered globally recognised experts to produce new Covid-safe working guidelines in record time to help organisations keep their people safe. Our Consulting Services teams have been helping clients to understand and adopt best practices of health and safety and wellbeing so that their employees are safe, whether working in the company premises or from home.

We have seen that organisations who have previously invested in their ability to collaborate effectively with others have weathered the storm well, better adapting and transforming their business, building on the agile and collaborative culture of their

people, the most important element of the resilience of their organisation.

All of the companies we certify to ISO 44001 (Collaborative Business Relationship Management Systems) demonstrate daily that the investment they have made in their capability to deploy collaborative working best practices is enormously valuable in ensuring that they are continuing to operate and provide services that keep us safe and connected.

The collaborative business relationship management system they have adopted ensures that the mutual trust, collaborative leadership and processes are working effectively when most needed, supporting their customers and suppliers. And the demonstrated ability to work collaboratively with key partners along any supply chain is a crucial element of the resilience of any organisation.

A resilient organisation is not prepared just for the challenges it is both aware, and unaware of, but it is also an organisation that has the systems, structures, culture and skills in place not just to survive, but to seize the opportunities change brings to thrive in the long term.



The A14: Collaborating for success



Mark Berg
**COSTAIN / A14 INTEGRATED
DELIVERY TEAM**

mark.berg@costain.com

More than 14,000 people¹ have worked together as one team over the past five years to transform 21 miles of strategic A-road network connecting the Midlands with ports in the East of England. Jim O'Sullivan, CEO of Highways England was proud to declare that the A14 is the only billion-pound-plus project in Europe that has been delivered ahead of programme (eight months), and on budget.

The first phase of the Cambridge to Huntingdon improvement scheme was completed a year ahead of schedule, and the second phase was eight months early, with over £198m in efficiencies realised against the client target of £108m. One of the questions I'm often asked is "how?".

This complex scheme involved widening the existing road to a three and four-lane dual carriageway and improvements to over 20 miles of local road network. It was delivered by a Costain, Skanska and Balfour Beatty contractor joint-venture, working alongside designers Atkins and Jacobs, as an Integrated Delivery Team (IDT) with client, Highways England.

From the start, the IDT wanted to set a new standard for major project delivery, and to do that, we would need to foster a high performing culture of collaboration, continuous improvement and innovation. In this article, I'll explain how we used data and digital tools to help us

achieve this, and how we built trust – in the information and in each other – to deliver on budget, ahead of time, and with a strong safety record.

1 **Creating a collaborative environment**

We knew that one of our most significant challenges would be bringing together five delivery partners, our client Highways England and suppliers, and enabling people to work effectively – on site and remotely. Our solution was to create environments that supported collaboration.

From the outset we set up system access for all site offices to be the same, so people could move seamlessly from one physical space to another, without the hassle of accessing unknown systems. Consistency also helped us build a "one team" mentality.

But the scale of the project meant we had to go further to strengthen people's connections with each other.

2 **Agreeing strong leadership and common ways of working**

To ensure we had a high performing, Integrated Delivery Management Team (IDMT), a competency framework was developed and used to select the right person for the right role, with a strong focus on collaborative skills, behaviours and leadership qualities as well as technical expertise. This behaviours-led methodology was extended across the project and incorporated into supply chain procurement.

Every organisation involved in the project had its own way of working, so our next step was to develop a shared vision, values, culture and quality management system, or "integrated management system" as we called it, that established clear and consistent processes to guide our work. To do this, we drew on best practice from all joint venture partners. The initiative, which was led by the work streams rather than a central

¹ https://assets.highwaysengland.co.uk/roads/road-projects/a14-cambridge-to-huntingdon-improvement/BED20_0026+A14+end+of+scheme+brochure+FINAL.pdf

team, created a common way of working for the project – “the A14 way” – that people could relate to.

3 Establishing a single source of truth

As a leadership team, we had to make timely decisions on behalf of Highways England. We also wanted to be open with our client, partners and suppliers about our progress and performance in key areas. To achieve this, we created a cloud-based platform to hold project data and act as a single source of truth. We then spent six to 12 months working with our client to refine the content and frequency of the reports that would be generated from it.

4 Building trust in the data that helped us build trust in each other

To build trust in the single

source of truth, we started by encouraging people to move data from spreadsheets to our cloud-based platform, so we could unlock the value of the data that was held within individual, digital tools such as Oracle’s Primavera P6, Business Collaborator, Mosaic and EnterpriseOne – systems which normally don’t talk to each other. But in doing so, we were also asking people to embrace a more collaborative and open approach – and that took time to develop.

At first, some people feared the data would be used to point out where they might be under-delivering, and – understandably – they were reluctant to share information. We worked hard to drive change from the top down. As a leadership team, we demonstrated the trust we’d developed in each other, and shared data to promote

transparency and keep people informed. Having robust data to hand built our client’s and colleagues’ trust, enabled us to take an objective view of performance and identify areas of work that would benefit from receiving greater support.

Then, when it was clear the data was being used to inform and empower colleagues, people embraced it. Within six months, many realised its value, and a year on, they wanted to contribute even more. We also made sure that information was accessible – to our partners, colleagues and supply chain. The data was brought to life through dashboards that were displayed on 79 digital signs installed at three main compounds, two sub-compounds and permanent welfare facilities across the 35km site.



The power of collaboration

Simon Gilmour
COSTAIN

As we emerge from the third lockdown, let us reflect on the challenges we face in infrastructure and how positive collaboration helps us to create opportunity even in the most difficult of circumstances.

The events of the last year are unprecedented in our recent past and have completely transformed the way we work. They have also shown that our industry has such strong foundations that it can pivot and accommodate change effectively. I believe the industry’s ability to adapt is founded on the

high levels of collaboration set out in the motivation and intent of the Construction Leadership Council’s (CLC) Site Operating Procedures. Why? It had all the key ingredients for success – a common aim, a high-level strategic view, collaborative leadership, clear communication and trust.

When we collaborate, we achieve great things. By the end of the first week of lockdown last March, more than two thirds of Costain’s operations were back to normal levels and by the end of April, they were back to circa 98% of pre-Covid-19 levels. Costain’s

2020 Accident Frequency Rate was an industry-leading 0.03.

The accompanying article exemplifies the power of collaboration. It shows how Costain and its joint venture partners worked together as an Integrated Delivery Team to realise the transformational A14 Cambridge to Huntingdon improvement scheme. Through collaboration and the establishment of a one team culture based on shared values, the A14 team completed the first phase a year ahead of schedule, and the second phase eight months early, with over £198m in efficiencies realised against the client target of £108m.

We’ll need to embrace this spirit of collaboration if as an industry we are to stand up to the enormous challenges posed by climate change and meet our decarbonisation commitments. We stand ready to work with you to improve people’s lives.

5 Democratising data to enhance productivity, safety and innovation

Instead of asking colleagues to take a leap of faith, it was important to demonstrate the benefits of data – that is, provide the information they needed to respond to challenges or opportunities.

Productivity

The IDT developed an app called Andon, which enabled our surfacing works partner, Aggregate Industries and our slipform partner PJ Davidson, to monitor in real time when work on site was either ongoing, had paused or stopped, using digital signage in the construction operations office just like a control room. Having access to up-to-date data enabled us to boost surfacing productivity by 50%, Cement Bound Granular Material pavement by 50% and slip barrier and drainage by 30%.

Health, safety and wellbeing

Safety observation cards provide valuable insight into safety culture. But when we introduced our Observation app, the number of safety

observations increased from around 500 to more than 4,000 per month. More importantly, the data we collated demonstrated that as the number of positive observations increased, negative ones decreased, and the number of incidents reduced. That showed us how important it is to recognise the right behaviours. Making the data visible helped maintain our positive approach.

Innovation

A team called the “Red Team” was set up to reach out to the wider workforce when we needed help to solve difficult problems. The digital signs in the offices were used to share people’s good ideas and demonstrate how they were making an impact. In one case, we were struggling to find a way to build two bridges over the existing A14 without significantly impacting drivers or our schedule.

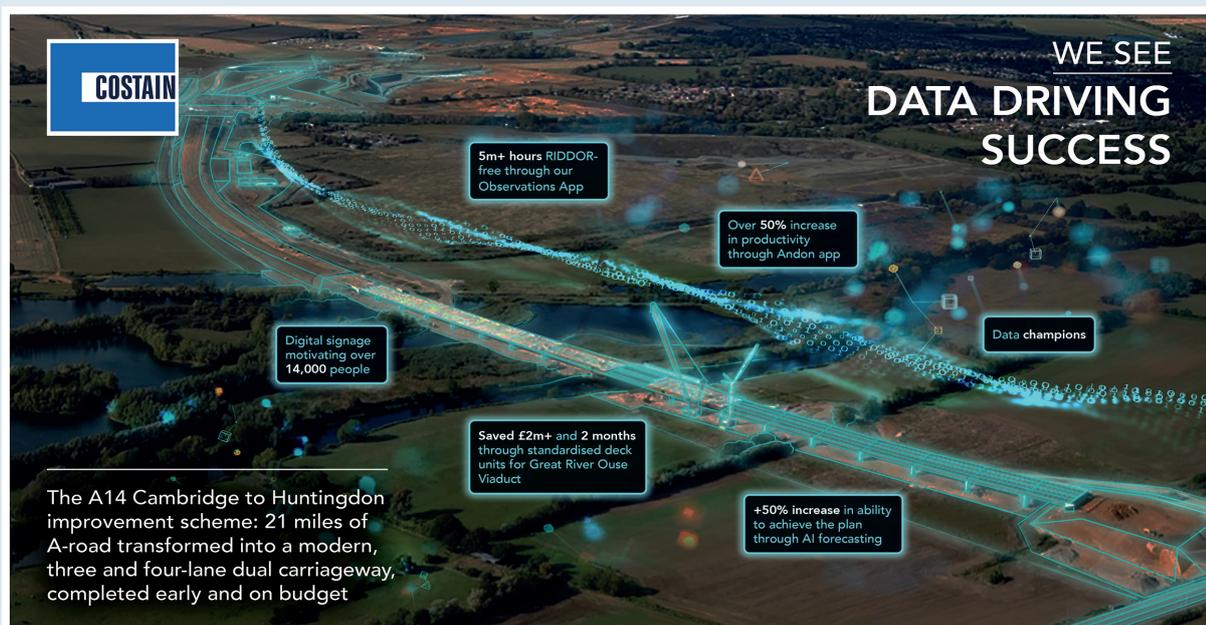
Inspired by a solution he’d seen on YouTube, a young engineer responded to our call for suggestions. He put forward a plan to construct the bridges off-site, transport them to the area, and lift them into position.

We worked with the engineer to develop the idea and conducted a digital rehearsal to demonstrate to our client that the innovative approach could work. The result was that two bridges were installed in one weekend, which meant we avoided 80 night-time full closures of the A14.

6 Sharing data and lessons learned

The cultural and digital initiatives the IDT implemented on the A14 improvement scheme helped us build people’s trust in each other and in the data. The digital solutions and real time reporting enabled the project to stay on programme and be handed over early.

Our team won Digital Initiative of the Year (Civils) and Overall Initiative of the Year at the British Construction Industry Awards in 2019. Ours was the first project to achieve ISO 44001 collaborative accreditation. The hope is that the cultural methodology, digital approach and data leveraged on this project will help the many projects that follow. ■





Showing our true colours under pressure



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In life, it's often when we're under pressure that who we really are becomes apparent – and that's as true for companies as it is for individuals. When the Covid-19 crisis hit, the EMCOR UK response deepened our “together as one” corporate value and our commitment to collaborative working.

Even before the Prime Minister plunged the country into a national lockdown in late March, we had already been closely monitoring the situation. Face-to-face events had been cancelled, digital interaction was the new norm, and only business-critical site visits were permitted. Speed of response was key and, having identified the potential threats early, our business continuity plans were immediately activated. EMCOR UK employees of all levels and specialisms came together in focused teams to determine the best way forward.

Our approach was threefold. A senior executive “Gold” team held daily virtual meetings to review changing Government guidance and make decisions quickly. An operational “Silver” team of representatives from across our business identified specific issues and actions. And our “Communications” team was crucial to ensuring that the direction of travel was clear, everyone was on board, and no-one felt concerned or left behind in a world which was changing daily, sometimes hourly.

When faced with crisis – by definition unexpected and unpredictable – input from all levels should be actively encouraged and valued equally. For us, this not only ensured breadth and depth of response, but it also encouraged multi-level collaboration and unrestricted sharing of ideas without the usual barriers which occur within the boundaries of set roles and

“The pandemic may have given us challenges no-one expected or planned for, but our embedded collaborative behaviours have powered our response”

responsibilities. We were all in this together from the beginning.

Evolving a joined-up and robust strategy is a real challenge when making decisions quickly or in isolation. And one common problem with rapid response

is that it can soon become a series of kneejerk reactions and unintended consequences. Having recognised this, our teams also began considering multiple scenarios and outcomes to be more prepared as the landscape and restrictions shifted.

The FM perspective

EMCOR UK is a facilities management provider with

customers spanning multiple sectors including life sciences, aerospace and defence, utilities and government – so the challenges we faced across our portfolio were varied and complex. An initial customer concern was protecting and safeguarding their production operations. We quickly addressed this by initiating a Covid-safe cleaning solution:

we added over 160 additional cleaning staff for one customer. Risk assessment was another urgent priority, however the practicalities of addressing this are huge. For one utility client alone, we delivered detailed risk assessments at 84

sites; we also set up and operated lateral flow testing facilities for key workers to ensure safety and operational continuity.

Some of the creative solutions we implemented were a direct result of collaborative interaction with our customers and the continuous exchange of ideas within our problem-solving teams.

- **Overcoming a national shortage of hand sanitiser**
Resolving this was imperative, not only to minimise transmission but also for people at all our locations to feel safe. In the early weeks, stock was impossible to source, so when one of our customers indicated they could produce a suitable product from a million litres of bio ethanol (a by-product from their production process) we immediately stepped up and organised distribution across our customer portfolio and to frontline key workers.
- **Alleviating fear and anxiety across the workforce**
Fostering wellbeing is fundamental to how EMCOR UK operates, so this was a real concern. Collaborating with our supply chain partners, we sourced and distributed well-being packs containing a face covering, anti-bacterial wipes and hand gel to all our employees.
- **Implementing social distancing**
We quickly realised that adhering to the 2m rule is much harder when you look at the total workplace environment. Staircases and lifts, kitchenettes

workplace 9, delivering confidence and a safe return to work



a better world at work during COVID-19

At EMCOR UK we have developed a Covid-19 standard, Workplace 9, to ensure best practice for the services we provide, as well as the physical environment during this current crisis. It not only puts in place the measures needed to keep your employees reassured but also implements an audit tool to continually monitor and maintain the required safety levels.

“Collaborating with customers to establish a combined response to this different world at work shall be our focus as we evolve how we design and manage workspace to re-imagine the future”

and smoking areas, hot desks and restrooms – the list is long. So, we planned ahead, undertaking virtual walk-throughs and brainstorming solutions long before essential workers physically returned to the workplace. We implemented Covid-safe action plans with fast issue resolution, shared these with customers, and enabled a safe return to the workplace.

The pandemic may have given us challenges no-one expected or planned for, but our embedded collaborative behaviours have powered our response. Not only have we navigated the crisis successfully, but we have also deepened positive relationships

with our customers and supply chain and created a sense of urgency to further collaborate. In these extreme times, there have been so many positives.

Collaboration continues as we journey towards a post-pandemic world and face the challenge of creating a different world at work. How we use and manage workspace in the future will continue to evolve; we will see more focus on environmental controls, convergence in technology and the creation of SMART buildings. The effects of Covid-19 will be far reaching. Collaborating with customers to establish a combined response to this different world at work shall be our focus for some time to come as we evolve how we design and manage workspace to re-imagine the future.

Success factors

- **Agility**
Faced with a rapidly changing situation, we remained quick to recognise issues and act decisively.
- **Democracy**
Creative solutions can come from a variety of sources, so everyone was encouraged to contribute without judgement, including our customers.
- **Engagement**
We continue to communicate regularly through multiple forums. We also share best practice widely to promote inclusion and inspire confidence. ■



Lessons learned in 2020

Jeremy Campbell
EMCOR UK

The last year has tested us all in so many unexpected ways. Now, as we push forward beyond the Covid-19 crisis, we must take time to consider the lessons learned. We've all learned how to adapt quickly to a whole new set of rules; we have redefined and reimagined our workplaces; we have learned more about what it means to connect and collaborate successfully; and we have further cemented relationships with partners and customers. The world has collaborated to foster better outcomes.

We have been reminded of one of the core tenets of collaboration: bringing together diverse experiences and multiple viewpoints to broaden our perspective of reality and

explore new possibilities. Multi-faceted perspectives present opportunities not previously seen, driving the discovery of powerful new solutions. Orientation of alternatives has ensured that at EMCOR UK, we have been able to adapt dynamically to the changing situation and move forward with confidence.

As the emerging path ahead becomes more stable, the necessity for constant, fast-paced, reactive response has finally shifted and we are now able to take a more measured and thoughtful approach. There are long-term Covid-19 implications clearly outlined in the recent budget. But our economic and social recovery also offers further opportunity to draw upon collaboration to discover the best way forward.

For EMCOR UK, our focus will now be on organisational resilience and creating sustainable solutions, helping to build a better world at work, bringing our best together to achieve this to build back better and stronger than before. We will continue to place the health and wellbeing of our people front and centre, and we will use this opportunity to build on what we have achieved. Collaboration has not only helped us successfully navigate this crisis, but it will also further bolster our approach to the next.



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Leading Area 9 Alliance through a pandemic



Scott Cooper
KIER HIGHWAYS

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The year 2020-21 has certainly been a challenge. However, despite barriers we had never imagined would be presented to us, we have remained committed to promoting and working collaboratively across our business and beyond. There are many examples I could share, but on this occasion, I would like to showcase our Area 9 Alliance.

At a time when we wouldn't have been blamed for choosing to put collaborative activities aside while we were navigating the impact of the pandemic, we instead chose to drive resilience in numbers through the Strategic Road Network (SRN) Area 9 Alliance, which proved that together it is stronger than ever.

The Alliance is a collaborative joint venture between 13 delivery partners formed to adopt a common focus and shared approach to deliver a sustainable balance between meeting the needs of highways users, improving quality and minimising costs. It has three joint strategic objectives: safety, customer and delivery.

Thinking back to the early days and weeks of the Covid-19 pandemic, we will all remember the experience of sourcing personal protective equipment (PPE), and battling our way through a never-ending stream of new rules and information was very real. For that reason, it seemed almost logical that anything other than managing delivery and health and safety took a back seat, and in doing this we experienced a strengthening of relationships and commitment from all our partners.

Underpinned by BS ISO 44001:2017 Collaborative Working Standard Principles, the Alliance gave the current collaborative working groups a Covid-19 twist:

- **A new weekly conference**

call convened for partners to share the impact of Covid-19 within their own organisations and to share knowledge and understanding to support the region's on-going highway demand.

- **Three Joint Improvement Teams (JITs)** continued but with a different focus.
 - **The Health and Safety JIT** focused on PPE stock levels, social distancing and Covid-19 site operating procedures, implemented across the built environment and created using guidance from the Government.
 - **The Customer JIT** focused on how to communicate with the customer.
 - **The Delivery JIT** focused on how to collaboratively continue to deliver schemes whilst taking advantage of the reduced traffic flows to undertake increased work in the region.
- **A virtual workshop** was hosted: "Collaboration. Overcomes. Viral. Impact. Delivers (COVID)", covering key themes including the impact of the pandemic on mental health.

The difference in how we worked together during the pandemic – with our supply chain, clients and workforces – led to increased care and support for each other and increased planning of activities, which contributed to improved safety performance. It is important we take this learning and change how we work going forward and long after the pandemic is ended.

Collaboration has been experienced at its strongest during the pandemic. It will continue to strengthen, within the Alliance and across Kier Highways. ■





Resilience is the new normal



Huw Jenkins
LEIDOS
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The supply chain demands of the military today are not unlike the demands on enterprise. And with help from Team Leidos, the UK armed forces are able to leverage best-in-class technology solutions that rival those deployed by private sector leaders like Amazon, FedEx and WalMart, who have spent decades reducing costs and improving speed and accuracy of their just-in-time inventory management. The £6.5bn Logistics Commodities and Services Transformation (LCST) Programme between Team Leidos and MOD is truly transformational as it brings digital advancement to military logistics by implementing resilient, cutting-edge systems and processes and employing technology commonly associated with online retailers.

However, commercial practices can't meet all of the challenges the military faces, like sudden surges in demand, natural disasters, and

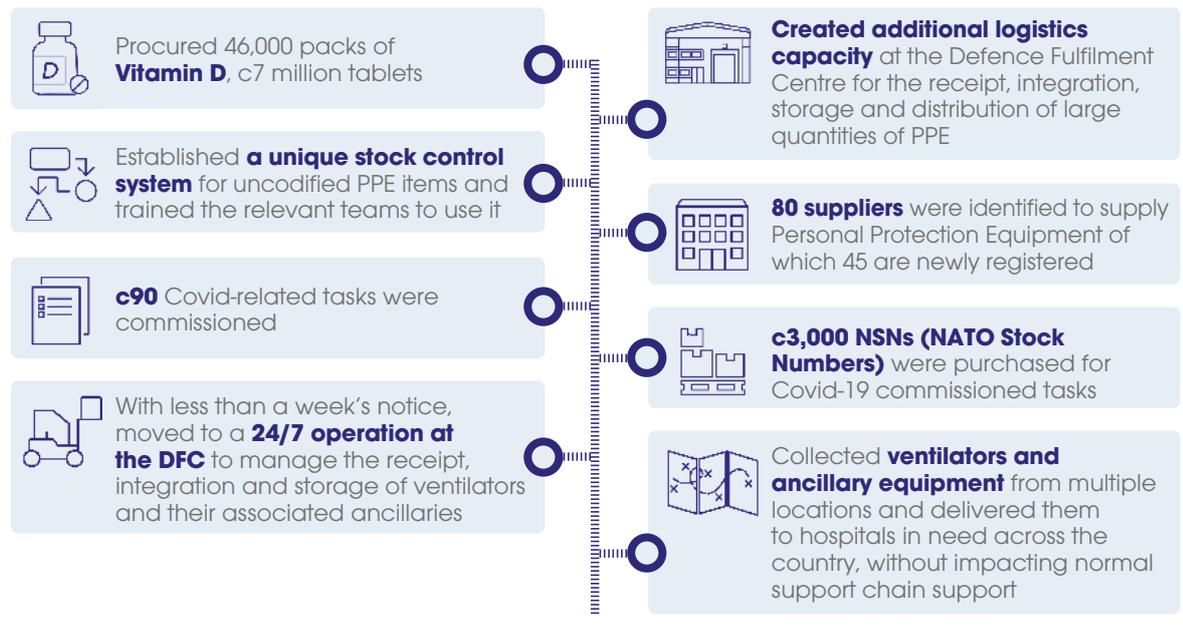
urgent operational or exercise requirements. The programme has resiliently worked with its partners through the pandemic to support the national response to Covid-19,

providing vital logistics services for the MOD and NHS.

Leidos and its partners have been involved in the acquisition of essential commodities through its LCST commodity services team, including essential Personal Protection Equipment (PPE). To offer up some facts on the scale of our contribution, 80 suppliers have been identified to supply Covid-19 commodities alone, of which 45 are newly registered. Around 90 new Covid-related tasks were commissioned and we procured items ranging from surgical masks to 46,000 packs of Vitamin D, about seven million tablets.

In less than a week of the first lockdown we moved to a 24/7 operation at the Defence Fulfilment Centre to cope with the rapid influx of new stock items. So our immediate priority was to create additional logistics capacity for the receipt, integration, storage and distribution of large quantities of PPE and for storage of ventilators

Team Leidos Covid-19 response – key milestones



“The response to Covid-19 worked effectively thanks to **fantastic collaboration and communication** with the MOD”

and their associated ancillaries.

In terms of operations, it was all new product to us, so uncodified consignments were arriving without being able to be logged into our supply chain IT systems. So we had to quickly turn this into a slick operation by consolidating logistics

processes, enabling us to accept and store PPE and ventilators so they could be quickly transported to Nightingale hospitals around the country. We established a unique stock control system for uncodified items and trained the relevant teams to use it.

We have also been assisting with what is known as “Military Aid to the Civil Authorities” or “MACA” activity, where the armed forces support civil requirements such as those you would see at times of extreme weather. We ensured our business operations were well-placed to support whatever MACA activity was undertaken by the military. Logistics is what the military and commercial partners like Leidos do best. The response to Covid-19 worked effectively thanks to fantastic collaboration and communication with the MOD – we were able to react much quicker by being given good information. Also, there’s a number of people who work in our organisation with military experience, so there’s definitely a culture of “can do” in our DNA.

The logistics industry is certainly going to change after Covid-19, and I believe much more focus will be given to collaboration. When lockdown first happened, some people in the logistics industry were significantly under-utilised and others really stretched. If you were in the food and online retail sector, suddenly you were seeing Christmas and Black Friday volumes. If you were in another sector, such as supplying the hospitality industry, you were stood down or furloughed. And what happened very quickly was that organisations shared facilities, infrastructure and assets to support the immediate priority, which was Covid-19. The way that the industry mobilised operations, collaboratively, was phenomenal. Supply chains must learn from this experience and become more flexible, building in resilient but adaptable systems and processes as an integral part of their logistics operations – an area where Leidos excels. ■



Building digital momentum

Tim Crofts
LEIDOS

The pandemic has taught us that people and organisations are more adaptable than we have given them credit for in the past and for the most part, there is now a visible demand for resilience and appetite for transformation.

Many organisations showed remarkable agility in quickly adapting how they work and how they interact with the public. Many other organisations similarly moved their services online, delivering technology platforms in just weeks or months that may otherwise have taken years to design and deliver. The necessity to continue to deliver vital services showed just what is achievable.

My hope is that this will be a positive outcome from the pandemic: that we will build on the momentum of digital transformation to reinvent our public services, making them more personal, accessible, efficient and accountable.

For this to happen the

government must put digital inclusion at the top of its priorities. For instance, Leidos worked in collaboration with ScotlandIS, a trade body and other technology businesses on the Connecting Scotland programme at the start of the pandemic, helping thousands of the most vulnerable in society get online to access vital services and stay connected to friends and family. We need to adopt a more data-driven and inclusive approach to public services, harnessing the wealth of data we have from both government and public sources to ensure we tailor public services to the current and future needs of society.

The public sector is in a strong position to build on the digital momentum to drive more improvements and efficiencies in public services. If 2020 showed us the art of the possible, let’s hope that 2021 inspires us to go further, making genuine improvements to society for generations to come.



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Collaboration in a crisis accelerates new work patterns and partnerships



Tim Mowat
LEONARDO

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The world of collaboration requires a combination of strategic vision and corporate maturity. Here, we consider how our approach has been tested by collaborating throughout a crisis.

It would have been difficult for anyone to predict the impact Covid-19 would have on society at every level, yet the enormity of the pandemic has touched almost every aspect of our lives, which undoubtedly will have changed forever. The global pandemic has reset the definitions forever on what constitutes a crisis, the effects of which will endure as business readjusts to operating under new norms and working patterns.

Since the pandemic began, Leonardo has invested heavily in providing the IT infrastructure for its teams to work securely from home, commissioning additional laptops, expanding the remote secure network and ensuring that all remote workers could do their job safely. Our teams quickly learned to make the most of the new tools

available and to exploit more fully some of the extant IT that was seldom used but is now an essential part of our everyday work routine.

To ensure the future of Leonardo in the UK as a competitive, forward-looking business, we've long seen it as essential to move towards a model where our teams

are empowered to decide where and how they work. While we had originally foreseen a more gradual change to reach this destination, the Covid-19 crisis has driven a dramatic acceleration of these plans. In fact, we have now rolled out a new model of work we call Custom Working, where a majority of employees will work remotely at least some of the time, across Leonardo in the UK.

National Cyber Security Centre's Industry 100 project

Towards the end of last year Leonardo was very fortunate to be working with the National Cyber Security Centre (NCSC) and the Institute for Collaborative Working (ICW) to present the NCSC's Industry 100 project in a webinar. This innovative project has a singular ambition – to make the UK the safest place to live and do business online, through collaboration.

Industry 100 is the NCSC's foremost initiative to foster a close collaboration with the best and most diverse minds from outside the organisation. It brings together secondees from the private sector to work with colleagues from the NCSC to challenge current thinking, identify systemic vulnerabilities and reduce the future impact of cyber attacks. Despite the working restrictions, the NCSC's achievements are impressive and Industry 100's contribution to those

“We certainly proved that not only is it possible to collaborate effectively over a distance, but it is possible to do it well”

3

AMBASSADORS

NCSC year four highlights



Handled **723** cyber security incidents



2.3 million suspicious emails forwarded to new SERS



Provided support to almost **1,200** victims



2.7 million visitors to the NCSC's website



Discovered and took down **166,710** phishing URLs, **65.3%** of which were removed within 24 hours



Produced **30** pieces of guidance and **60** blogs



Produced **414** threat assessments



Awarded **17,100** Cyber Essentials Certificates

stats is a fantastic testament to how collaboration can deliver critically needed benefits.

Our experience since pandemic lockdowns began is that, notwithstanding the challenges of restricted working and remote relationships, the need for collaboration has significantly increased. During 2020 we certainly proved that not only is it possible to collaborate effectively over a distance, but it is possible to do it well. For example, over that last six months, Leonardo has been working with KBR, Raytheon UK and Sopra Steria to bring together a team to meet a Defence Digital requirement. The team will be working together, with each partner responsible for different projects within the same overall programme.

We have established the team as a coherent whole through the pandemic period, which has meant that our engagements and team development were conducted

almost exclusively remotely. We found that the mechanics of bringing organisations together to build an effective team did not fundamentally change. The use of online communication did not slow down the maturing process, and the team has crystallised incredibly well. It seemed as though the remoteness of the team members accelerated cohesion as individuals in the team had to focus on the task in front of them that much harder. Moreover, there was, perhaps, a heightened sense of immediacy as the components of building the relationship were squeezed into hour or two-hour online time slots.

The team made extensive use of the CRAFT model and its internal collaborative working processes to structure engagements and accelerate the wider understanding of collaborating on a complex programme. In particular, the use of Relationship Maturity Assessments was hugely helpful as a tangible means of

“There are methods and approaches that our teams have developed, which will endure”





navigating the development of the team to provide feedback and to highlight areas for attention. The team developed its collaborative solution quickly, and such was the maturity that the relationship was presented for external audit in less than four months from a standing start.

Despite the challenges of the working restrictions and collaborating at a distance, the surprise was how readily established partnering processes and practices could be adapted to support the new environment. Fortunately, Leonardo could rely on its cadre of qualified Collaborative Leaders to enable the company to adjust quickly

to the new requirements.

The challenge now is to learn the lessons from how Leonardo adapted its collaborative capability to operate effectively in a remote working context. As we begin to move out of the crisis, or at least learn how to live with its constraints, there are methods and approaches that our teams have developed, which will endure, and our new Custom Working model has changed the fundamental working culture at Leonardo in the UK for good. They are new tools that will enrich our collaborative skill sets, which could make future collaborations more cost effective, more agile and even more responsive. ■



Time to consider lessons learned and how we take them forward

Tim Mowat
LEONARDO

A few years ago I was discussing hypothetically with some ICW colleagues, whether it would be possible to collaborate with an organisation you have never met, nor would be likely ever to meet. Despite my support for the suggestion, I felt I was distinctly in the minority. Time has moved on and we are now discovering that the hypothesis has proven true, and we have entered an era where relationships *are having to* be built remotely.

We have all seen the results of tremendous remote collaborative efforts in recent months and it seems to me that rather than

stifling collaboration, the crisis has encouraged and even driven collaboration. One example is the partnering of Oxford University and AstraZeneca for the development and production of the Covid 19 vaccine.

At Leonardo, we have also seen many examples of strong collaborative successes over the past year. From my personal standpoint, I've seen us strengthen our relationship with the Home Office and successfully negotiated a new collaborative agreement on a major programme, and forged a relationship with new partners on a significant defence sector opportunity; all of which

were conducted remotely.

Notwithstanding the challenges and working restrictions placed on collaborative endeavours, the need for and benefits from collaboration clearly remain. Perhaps the increased adoption of online technology to replace face-to-face meetings, which is now an everyday part of our working routine, will actually help bring collaborative working to a new dimension.

As such, we should all take the opportunity to consider what lessons we have learned from the turmoil, and how we take them forward to shape the new norms of collaborative business.

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Years of building strong relationships eased the crisis



Jack McCarthy
NATS

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This article outlines the steps that were taken by NATS as the Covid-19 pandemic began to impact the United Kingdom and flights reduced dramatically, within just a few days of a national lockdown being announced.

Back in early 2020, nobody at NATS could have predicted the impact that the Covid-19 pandemic would have. In late February, Microsoft Teams was relatively unfamiliar to many within the business. Little did we know how much we would come to rely on this system in the upcoming weeks and months and how this technology would allow us to continue and, in some cases, enhance the way we interact with our global partners and suppliers.

On 18 March 2020, NATS employees, except for our operational staff, were told to work from home. At the time of writing this article a year later, that day remains the last time many of us were in our office in Whiteley, Hampshire. All meetings and interactions with our suppliers and teams were now being held virtually. Virtual meetings have their pros and cons (I must mention the most used phrase over the last year: “you’re on mute”), but they have in many cases made us connect more frequently with our partners and suppliers, particularly overseas.

In the immediate aftermath of the first lockdown in the UK being announced, we had to act

decisively and quickly. As a result of the lockdown, the number of flights decreased dramatically, from around 42,000 flights a week during March to fewer than 6,000 flights a week by early May.

NATS had to react quickly to ongoing developments and found itself in a unique scenario it had never faced before, having to quickly develop a plan to preserve cash through the good will of our suppliers.

One of the first actions NATS took was to ask our suppliers to defer payments as well as agree to longer payment terms. The response from our suppliers was extraordinary and they were

“The response from our suppliers would not have been so accommodating if it wasn’t for the **strong working relationships that NATS has developed and maintained with suppliers** through years of working together”

incredibly empathetic to the situation that NATS found itself in. With help from our suppliers, NATS was able to secure a stable financial position to run its business, despite the sharp decrease in revenue from flights. It should be noted that our suppliers were also suffering shocks from Covid-19, but through constructive and supportive dialogue we managed to find a way that helped NATS without unduly hindering them.

Another step which NATS took was pausing our Long-Term Investment Plan for six months,

a decision which deferred significant funds from leaving the business. This decision did impact many of our suppliers – some were asked to absorb the costs of the pause and subsequent restart; some saw reduced revenue because of moving scope to the right or in fact removing scope. At a time of great



economic uncertainty, these were huge concessions to make. There is no doubt that the response from our suppliers would not have been so accommodating if it wasn't for the strong working relationships that NATS has developed and maintained with suppliers through years of working together. Our collaborative ecosystem and the emphasis we place on how we work with our suppliers certainly came to the fore.

NATS also implemented changes to its Purchase to Pay system. All non-essential spend was stopped, and to ensure that all purchase orders (POs) were essential, the approval process was enhanced. Additional levels of approval were implemented very quickly to provide oversight and assurance on all spend, and these changes ensured that all expenditure was justified and overall spend was reduced.

To give an indication of the extent to which NATS expenditure has decreased, the number of POs being issued each month is significantly less than previous years. Every month since April

2020, the number of POs issued has been lower than 50% of the levels shown in 2019.

Our objectives have also been adjusted in response to the pandemic.

- Deliver a safe, efficient, and resilient service
- Secure our long-term finances
- Simplify the business.

The supply chain team plays a key part in helping the company achieve its objectives, and our suppliers play an equally significant role. Our suppliers can help deliver a safe, efficient, and resilient service by adhering to the regulations and meeting the high standards of delivery that we expect. They can also help NATS secure its long-term finances as well as simplifying its business by continuing to show the flexibility and innovation that has been displayed throughout the Covid crisis.

What does the future look like?

The future is as uncertain as it has ever been, but with the potential success of the vaccine rollout,

there are reasons to be cautiously optimistic, and we look forward to when traffic volumes begin to return.

The way we work with our suppliers is unlikely to change fundamentally but there will be opportunities for us to make mutually beneficial improvements. An example of this is the acceleration of eTrading/eInvoicing; the number of POs being sent via eTrading through our eProcurement system has increased significantly in recent months. In May 2020, the percentage of POs being issued via eTrading was around 12%. In January 2021, that figure was up to 67%.

The benefits of this include

reduced administration time and costs; invoices can be paid in a much timelier fashion, which is a prominent issue for many of our suppliers. This is a great example of why it is in our suppliers' interests to help us achieve our objectives as we look to simplify our business through the cooperation of our supplier base, delivering a benefit to our suppliers as well as ourselves.

The pandemic has impacted every business and every person in some way, shape or form, but the aviation industry has

been hit particularly hard. NATS has had to make many tough decisions during this crisis. We have experienced one of the most challenging and turbulent times in the company's history but, despite this, NATS still finds itself in a resolute position, which is a testament to the strong working relationships we have with many of our suppliers and partners. Without doubt, NATS would not have been able to be in the position it is in today without the hard work of our suppliers and those relationships

we have spent years developing. It is true to say that collaboration has proven yet again the value it brings to our business.

Despite the continuing impact of the pandemic on our industry, there is much to be optimistic about and there has never been a better time to recalibrate and change our collective mindset to do things differently in the future. NATS is very clear that as demands change, so must our response. More than ever, now is the time for our industry to find new ways of working. ■



Vital we recognise the impact of our decisions on our suppliers

Tim Bullock
NATS

Thinking back through the major crises I've worked through during my professional life – from 9/11 to the 2010 ash cloud – nothing has come close to the impact that the Covid-19 pandemic is having on our industry as well as our own lives. Air traffic levels are significantly lower compared to 2019.

Aviation is vital to the UK's global trading position and its future economic prosperity. Neither airlines nor airports can function without air traffic control to keep airspace open and manage it safely. It is part of the UK's critical national infrastructure.

NATS is a prudent company and whilst we have enough funding to survive short-term shocks, the nature of this crisis is sufficiently severe that we have had to act quickly and decisively across the

company to ensure the reduced cashflow we are experiencing as a result of fewer flights is offset by appropriate actions on our part.

We are doing everything sensible to reduce costs, as you would expect at a time like this. However, the fixed nature of our costs combined with the need to continue providing what is a vital service and retain the capacity to support the industry's eventual recovery, limits the action we can take. Therefore, we will not make decisions today that would impair our ability to support the recovery of the wider UK aviation sector.

Since March 2020, many of our major suppliers have played a significant role in helping to support some of our actions to manage our finances and protect our business as we respond to the coronavirus pandemic. Their response has

been testimony to the emphasis we put on building strong relationships with our supply base.

What has been delivered over the last year has been an example of collaboration, with our supply chain team in regular contact with suppliers, stakeholders, and colleagues, to put in place actions that have helped us manage spend and payments, including longer payment terms, reducing the scope of work, or helping to revise project schedules.

It is important we recognise the impacts of our decisions on our suppliers, and we have been working constructively to ensure that they are not unduly penalised by our efforts. Only by working collaboratively together as an industry, will we find the best means of making a real difference to our future.

Remaining true to our values in a crisis



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The rail industry is a blend of private and public sector organisations that work together in a large and complex system. The service it provides is to connect people, places and goods, and is a key enabler for driving economic growth and improving social values.

The Covid-19 pandemic forced a sudden shift in the way we live and work, and brought a period of crisis to the industry. However, there were many examples of individuals and organisations who worked collaboratively to support each other and provide the required service to passengers and freight users. I've taken a few and viewed them through the lens of the Network Rail values. Remaining true to one's values through times of troubles shows integrity, honesty, and trust – firm foundations for long-term effective collaborative working relationships.

Values

Network Rail has four values: **teamwork, safety, caring and empowerment.**

Teamwork is key: This value is all about mutual support and pulling together as one rail industry. The pandemic gave the opportunity to show how the industry could work in collaboration behind one unifying vision to deliver across multiple organisations.

Tens of thousands of people across the industry worked harder and faster than ever to support

the people we serve. It is thanks to the commitment of everyone that those who needed to travel by rail could do so, and freight services continued to carry food, fuel, medicine and NHS supplies to where they were needed.

Network Rail Commercial and Procurement formed a dedicated Covid-19 task force focused on acting as one with the supply chain. This included daily and then weekly meetings on how to jointly respond to the crisis. This resulted in close collaborative working where business continuity plans were shared, and potential issues were openly discussed across organisational boundaries for

effective solutions. Cashflow was one of the key issues which, if not addressed, would adversely impact the whole industry.

Network Rail, with the support of the Government, made the early decision to change contractual terms so suppliers were paid as soon as possible, thus giving a vital boost to the supply chain when they needed it most. Similarly, supply partners offered to help Network Rail fill critical roles where the crisis risked shortages in vital areas such as signalling and electrical operators.

With fewer passengers using the railway, the lockdowns allowed Network Rail and its supply partners to accelerate maintenance and renewals work, bringing real benefits for passengers when they returned. At one point during the first lockdown Network Rail represented a quarter of all UK infrastructure spend.



“The imperative to deliver jointly a common goal of mutual benefit was the catalyst for an outstanding collaborative performance”

ACT power

I've got the power to

A C T

Empowerment

Always safe



Care about people



Teamwork is key



Care about people: Ill health in the rail industry is estimated to cost £790 million per year with a 3.9% absence rate – more than double the private sector average. With the British Medical Association concluding that Covid-19 would have considerable consequences on people's mental health, it signalled the time for action.

This prompted the cross-industry Rail Wellbeing Alliance (chaired in 2020 by Network Rail) to hold a two-day *Rail Wellbeing Live* virtual event comprising 80 sessions. Over 9,000 people across 600 rail industry organisations attended the event. No one organisation could have arranged such a wide reaching and timely event without a collaborative approach. Many still talk of the positive impact it had on their lives, and how it contributed to a healthy lifestyle during and after the lockdowns.

Always safe: As an industry, safety is not negotiable. It's an area where collaboration across different organisations holds no bounds. It was no different during the pandemic, where safe working, travelling practices and protection were swiftly agreed and implemented throughout the industry.

For those people whose job allowed them to work from home, collaborative applications such as Teams, Yammer and Zoom, were embraced. IT teams worked tirelessly to ensure the full benefit of remote working was quickly available. Not only did this provide a safe, non-travelling working environment, but also an easily

accessible and agile method for effective collaborative working. Seeing and speaking to people more regularly led to meetings being more open, inclusive and productive.

Empowered to act: Network Rail are empowered to do the right things for those who use the network. Since the first lockdown, this empowerment has led to new collaborative relationships being established for the common good.

The mutual objective to protect the NHS from being overwhelmed was the clear unifying vision which brought together Network Rail's supply chain and logistics experts, the NHS and army reservists, to deliver Manchester's Nightingale Hospital. This was a combination of organisations that hadn't previously worked together but felt empowered to do so. The imperative to deliver jointly a common goal of mutual benefit was the catalyst for an outstanding collaborative performance.

These few examples of collaborative working in a crisis show an organisation which has demonstrated commitment to its values, people, users, supply partners, and wider society. The trust this has built gives a firm foundation for future collaboration.

Observations

From a collaborative perspective, among the issues that resonate most are:

- People are much more powerful when working together towards mutually beneficial goals.

- The eco system in which we live, and how we impact each other, has become more transparent. Collaborative working requires systems thinking and inclusiveness so the bigger interconnected picture is considered.
- Easily accessible tools have enabled effective virtual communication and more opportunities to collaborate in an agile way. However, to be effective, it still requires the establishment of a trusting relationship along with other collaborative competence.

Future challenge

The challenge is to continue the effective application of these learnings in more normal times, and to remain focused on delivering positive outcomes through a culture of collaboration. Network Rail and the rail industry are well placed to make this happen with its people and enablers, including:

- The Commercial and Procurement Collaboration Policy providing a "true north" for how Network Rail can be an instinctive industry leader for collaborative working.
- Initiatives such as Project 13, Project Speed, Vested, and the Construction Playbook, which provide blueprints for working as one team across multiple functions and organisations, to be more efficient, high performing and to deliver value for money.
- The rail balanced scorecard developed in partnership with industry focused on driving social value, gives guidance for a sustainable future.
- PRISM2 (a 180-degree assessment tool) empowers two organisations in a project to jointly measure their relationship as an enabler to improving joint performance.

Working together as one industry team to achieve positive outcomes for all will deliver a brighter and more successful future. ■



Driving industry change: come hell and high water!

Stephen Blakey FRICS, FCInstCES, MICW
NETWORK RAIL

In times of crisis people will naturally coalesce, pull together, collaborate, particularly when they have either a common goal or a common "enemy". This was evident on Christmas Eve 2020, when along with a hundred neighbours, we battled to defend our homes from the Great River Ouse, which had burst its banks.

Our common goal was the defence of our homes, the common enemies being water (too much) and time (too little). People who have lived in close proximity for years met each other for the first time and shared physical resources (sandbags and effort), and intellectual resources (insight, experience and advice). And from this shared experience, we now have a common bond and an appetite for improved processes and systems for future risk management, mitigation and response.

The same is true at a macro level as we emerge from the Covid-19 pandemic. It's clear that in the midst of socio-economic change, "collaboration" has surfaced as a way of working across all sectors, and is a word that's being used in all walks of life. This illustrates that the term is being used to describe a host of interactions between organisations and individuals who perhaps haven't fully considered what collaboration actually is. Is it for example, a behaviour, value, culture, process, system, or profession? Or is it simply a network of organisations and individuals with shared values bound by a common crisis?

Of course, it's all of these things. But for these components to be effective and sustained, an agile yet structured approach is required; one that functions regardless of the presence of a crisis. What a crisis will do, however, is amplify the importance of shared values.

An example of this emerged in the rail sector where Network Rail drew on a mature capability for collaborative working to bring a highly effective response to the Covid crisis. Publicly, key suppliers and stakeholders have held Network Rail up as an organisation that role modelled a collaborative response to the pandemic. What is less well known is that our response included enrolling key suppliers to

.....
"It's clear that a crisis is a catalyst for collaboration and an opportunity to drive industry change"
.....

take an "ethical approach to profit" and forego unearned/"windfall" profits on Covid related costs.

It's clear that a crisis is a catalyst for collaboration and an opportunity to drive industry change. The challenge is to promote consistency of what collaborative working is, and ensure it continues to flourish after the component parts of a crisis recede. Experience and

effective collaborative leadership are key to meeting that challenge.

Collaborative leadership takes many forms and shouldn't be confused with seniority. Every day, graduates, practitioners and managers as well as their executives have the opportunity to role model collaborative working and show leadership in creating a collaborative culture across businesses and their supply chains.

For rail, collaboration is a key component in putting tax paying passengers first and our consistent, safe and timely delivery of fault & dispute-free rail investment. That investment needs to be value for money and sustainable to our environment, economy and supply chain; delivered in a way that instils stakeholder confidence in our people, process and systems. And throughout, we must demonstrate cultural values that are consistent, whatever "the weather".

Collaboration will also be a catalyst for rebuilding rail patronage. Whilst remote and virtual working is here to stay, I believe people will commute to collaborate, for being together in person will always be the best way to build trust and develop lasting and rewarding relationships.

We lost the battle to save our homes. Our challenge now is to retain that new sense of community, harness the collective experience and cement a collaborative approach that is effective not only through "hell and high water", but perhaps as importantly, on calm and sunny days.

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Turning crisis learning into habits



Steve Fulcher
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Advocates of continual cultural development that is focused on its impact on people, will probably feel as I do that the Covid-19 pandemic has underlined why it is essential that organisations should seek to create cultures that encourage mutually supportive environments. Culture cannot be changed with posters and soundbites; it takes emotional and behavioural investment and perhaps the nudge of a crisis to refocus direction. The coronavirus outbreak has prevailed over all and demands that we take a look at how we “do things around here” in times of relative tranquillity and in crisis.

You may be familiar with Stephen Covey's *The 7 Habits of Highly Effective People*. His “7 habits” still stand up today and are as true for a team as they are for an individual. His philosophy sets out how effective people operate, but when a team is made up of effective people, the strength of that team is enormous and creates a culture of proactivity and efficiency delivered by engaged and motivated people – just the kind that a crisis needs.

The following is how we and our partners in Defence have responded to the pandemic through the prism of *7 Habits*:

- **Be proactive:** Did we see the pandemic coming? It's probably fair to say that our plans were quite superficial. Without experience to lean on, how could they have any depth? As the threat emerged though, in Amey we completely reviewed our continuity plan in light of the

knowledge of the day. We are now up to version seven of that plan.

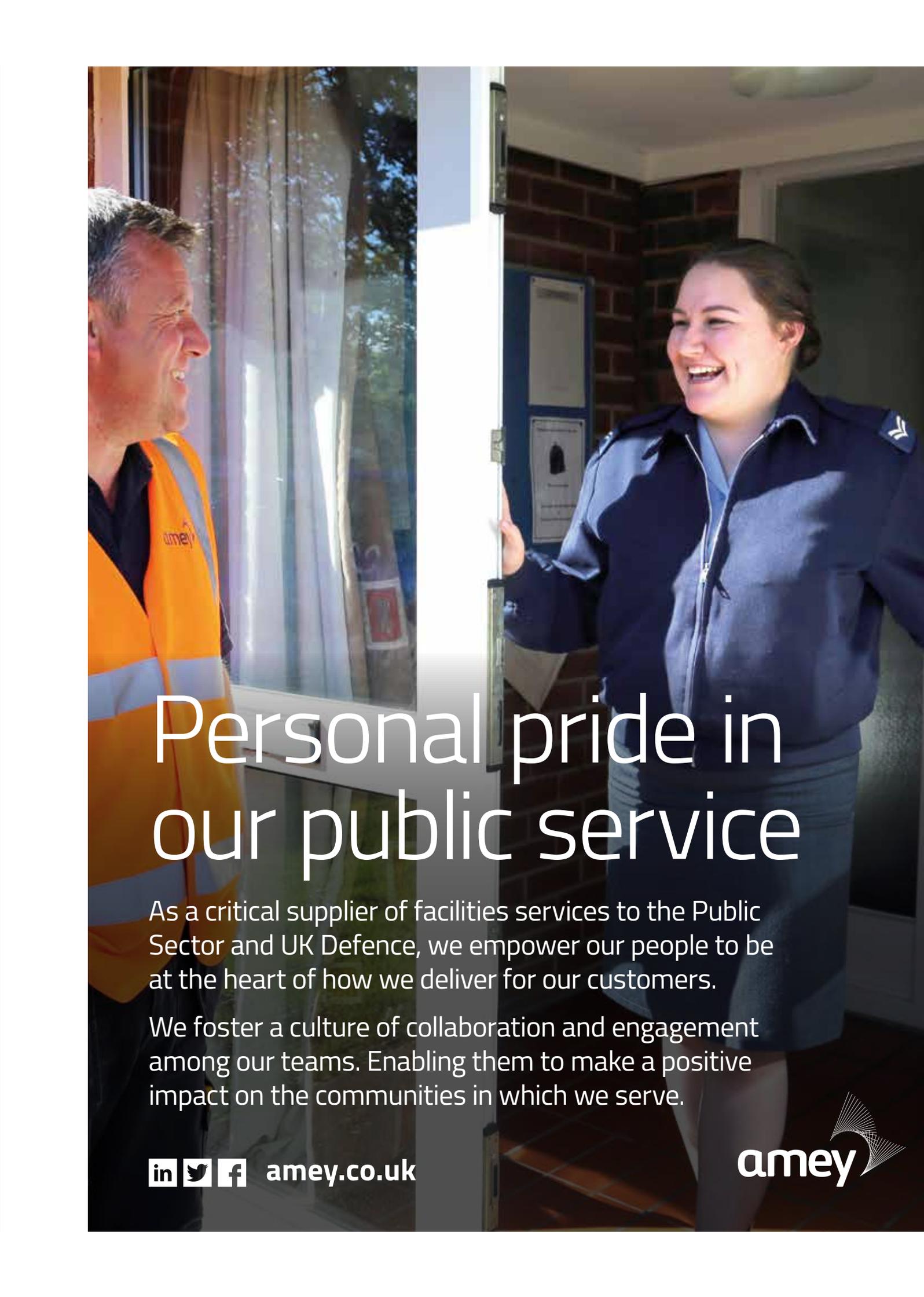
- **Begin with the end in mind:** During a crisis this is a complex consideration; there are different horizons. Of course the delivery of previously agreed objectives remain important, but for us and our partners we had to take a view on how we would shape up at the end. Whatever measures we introduced had to be transportable into the post-pandemic. As an example, our planning looked at enhanced

regular dialogue between the parties, which will now be a template for the future.

- **Put the first things first:** The 4-box approach of focusing on important and urgent tasks is liberating. I'm not certain pandemic planning made it up to top-left and was probably (and understandably) left to routine, and therefore kind of bottom-left. Risk management has now become a much more focused concept amongst our teams.
- **Think “win-win”:** It is human nature to want to win, and even to win just that bit more than others. Seeing others succeed is great, just as long as their success doesn't outmatch yours! But in truly win-win cultures, all parties win a bit more. In the Defence sector, our aims remained consistent in that our individual successes relied entirely on mutually beneficial outcomes.
- **Seek to understand then to be understood:** Emotions have run higher than ever before, but this crisis shows that none of us have all the answers and echo chambers are not places



All images were taken before the Covid-19 pandemic



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where cognitive diversity thrives. Our enhanced forums for discussion have created spaces for Amey and the Defence Infrastructure Organisation to understand each other even better.

- **Synergise:**

Best person for the job. It has been an interesting dynamic between our country's politicians and scientists hasn't it? They have tried hard to keep in their swim lanes yet for the most part have recognised who had the predominant view throughout. With some exceptions, the message alignment has been strong and has been something of an example for collaborative relationships. This is also about letting go a little and in a client/contractor relationship this takes some real collaborative leadership.

- **Sharpen the saw:**

Never has there been so much uncertainty and shifts in approach and policy from our leaders. But despite what media and commentators say, if looked through the prism of continual improvement, this is healthy. We have an unpredictable enemy and we can't afford to stick with the original plan. Our future relationships must seek to



“Our future relationships must seek to codify and enshrine what we've learned through a learning process that is beneficial to all parties. **This will allow us to be better at what we do routinely but also prepare us for future crises**”

codify and enshrine what we've learned through a learning process that is beneficial to all parties. This will allow us to be better at what we do routinely but also prepare us for future crises.

We had a brief glimpse in to the “post-pandemic world” last summer and I did sense a different spirit emerging. Of course, for some, the uncertainty and remote working has seen the adoption of entrenched positions and isolationist views; but that is the inevitability of change (either enforced or otherwise). The disenfranchised must not be forgotten or dismissed, but supported. Amey's Transformation Programme under *Freedom to*

Perform will touch everyone and be adaptable; our intention is that the principles of *Empower, Engage, Excel* will bleed into our clients' behaviours and be seen as a philosophy to follow.

Is there such a thing as the “wartime spirit” that we can harness? Never in our lifetimes has the whole world had the opportunity to coalesce around a common enemy. In Amey we are proud of our response in an area of critical national importance; the resilience of our teams, like in many organisations, has been remarkable. So as leaders, our role is to create an environment where our people help shepherd us all through any emerging crisis to relative calm – with a bit of help from another Stephen. ■

Atos ANTZ Mentor Programme: adapting fast in lockdown



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Atos partners with ANTZ to deliver mentoring to prison leavers and those hard to reach in the community. The programme is a collaboration of employees, clients and suppliers, unified by a shared goal to change people's lives by providing support and helping participants take steps towards the workplace.

In March 2020, businesses had to think and act quickly in response to Covid-19. Atos protected its clients' frontline services and prioritised the safety and wellbeing of its employees; but it also had to adapt support for its community-driven initiatives, which meant working fast and in partnership. The Atos ANTZ Mentor Programme showcases the best of collaborative working in a crisis.

The lockdown in March last year affected everyone in different ways. For those supported by the Atos ANTZ Mentor Programme, many of whom are from the most vulnerable groups in society, the impact was rapid and profound. Some experienced redundancy and money problems, homelessness issues intensified, and isolation exacerbated mental health issues already prevalent in this group. It was critical to keep them connected to people, support services, and society.

And yet, for many,

staying connected to the outside world was suddenly impossible. Prisons locked down and mentees were not permitted visitors. Elsewhere, the "digital divide" became even more apparent, and our mentees were much more likely to fall into the category of people without the means to access the internet or function remotely.

Mentoring during a pandemic

It was imperative to make some radical changes as quickly as possible to ensure the communities being served continued to receive the support they needed. The Atos ANTZ partnership and its collaborative network of employees, clients, suppliers, local charities and prisons immediately came together to piece together the jigsaw of support.

ANTZ launched "Digital Lifeline", an initiative providing urgent hardware and connectivity to those with no means of access to technology, and who therefore fell through the gap of support offered. This was crucial as a survey revealed that for every ten people, two were a significant risk with regards to their mental health.

Mentors increased the frequency of contact with mentees, providing a valuable lifeline through weekly rather than monthly calls. They supplemented these with texts, letters and even cards. For prison mentees, the initiative "Email a Prisoner" was set



“It was imperative to make some radical changes as quickly as possible to ensure the communities being served **continued to receive the support they needed**”

Programme impact

96 mentees supported on the programme

£1.4m+ cost saving to society

44 mentees have gone into employment

3,995 hours donated by business mentors

224 hours of training and supervision provided by ANTZ

up, in collaboration with prisons, allowing mentors to email their mentees. Prisons facilitated replies and the process proved to be an efficient way of communicating. All programme processes moved online, with supervision, training and mentor/mentee matching operating remotely for the first time. Finally, the programme’s fundraising events were re-crafted into a creative programme of virtual events to keep much needed investment flowing.

Impacting lives during adversity

At the peak of the pandemic, every day presented new challenges for the programme. A continued decline in mental health amongst a proportion

of mentees, as well as increased anxiety, unemployment and additionally a digital gap were part of the new landscape.

But there were positive impacts too. Four mentees secured new jobs. ANTZ’s Digital Lifeline began rolling out equipment and connectivity to mentees, enabling them not only to connect with mentors, but also to access ANTZ online support, job opportunities, banking and universal credit, and to keep in contact with family and friends. At the time of writing, 23 mentees had received help.

Expanding services to impact more lives

Throughout the pandemic, Atos and ANTZ have worked in partnership to adapt the mentor programme to ensure its communities continue to be supported. Not only has the programme continued to do more of the same, matching mentors with new mentees for invaluable one-to-one support, it has even extended the breadth of collaborative partnerships and

Making a difference for mentees and mentors

Mentors – Atos, client and supplier employees – have described how the programme has helped them develop a sense of meaning and personal growth and gain a greater perspective of the challenges faced by many...



“The Mentor Programme has taken me out of my comfort zone and challenged me in different ways. It makes me realise that although I have had many work challenges over the years, I have always been fortunate to possess a clear brain and a support network of family and friends. Others are not so fortunate”



“I originally signed up to help make a difference. So far, what has surprised me is how humbling the experience has been – to appreciate the challenges people have had to face and then find resilience and determination to change their lives around”

Mentees have greatly benefited from the support, a professional perspective and validation provided by mentors...



“Since being released from prison, my mentor has helped my assimilation back into the work place. If I did not have this focus and drive, I could have easily slipped back into a situation that would lead me back to prison”



“(The programme) is amazing: my mentor is very helpful and has given me excellent advice. I am now employed and my mentor is going to help me progress. I would give this project 10 out of 10”



services to impact more lives. The programme onboarded a new supplier, creating six additional mentor/mentee places. ANTZ successfully expanded its mentee referral network, building new relationships with HMP Probation Service, as well as local community charities across Greater Manchester to create brand new referral channels for the programme. And a new series of online workshops was launched, providing a new pathway for even more people in the community with career guidance, online skills and wellbeing coaching.

Steering the future together
The Atos ANTZ Mentor Programme has delivered over £1.4m in societal savings since 2015, supporting 96 mentees.

Our commitment is to continue

“Not only has the programme continued to do more of the same, matching mentors with new mentees for invaluable one-to-one support, it has even extended the breadth of collaborative partnerships and services to impact more lives”

to grow the programme, working with clients, suppliers and ANTZ’s wider network. The ability to adapt to changing circumstances also continues. We are working with ANTZ to find broader channels to support a wider demographic and positively impact our communities, enable employment and continue to change lives. ■

The value in building a collaborative culture



Christopher Kehoe
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“Unprecedented” is a word that has dominated our lives for over a year. The challenges we’ve faced as individuals, families and businesses throughout the pandemic have shaped our lives in ways that few could have imagined. However, it has also proven a period where people have come together to help each other with amazing results.

It is the power of collaboration to multiply the effectiveness of an action that sits at the heart of my belief in the importance of the Institute for Collaborative Working. In my new role as chief operating officer of the Edwin James Group, I’ve seen this in practice with teams from across the UK working together to deliver large engineering and asset care projects.

ICW shares many common values with the Edwin James Group, and it was natural for the business to become members. The management team quickly saw the value in building a culture of shared knowledge, developing effective business relationships and fostering collaborative working best practice.

We all hope that the vaccination programme provides a route out of the lockdown cycle

As a Group, we have continued to invest in future talent to ensure we can come out of this period stronger and ready for growth. We are addressing the skills gap and developing our talent pipeline with the largest investment in learning and development in our history.

We have committed to increasing our apprentice intake by 5%, and in Glasgow, a new Academy Hub will create new training opportunities for staff from

“It is the power of collaboration to multiply the effectiveness of an action that sits at the heart of my belief in the importance of the Institute for Collaborative Working”

and enables us to get back to life as normal. It is creating new optimism in the country, and people are looking forward to how we can build back better.

across the region. To further support STEM careers, we are also expanding the apprenticeship scheme and introducing the EngTech qualification to support a pipeline of talent nationwide to support the company’s ambitious growth plans.

Creating opportunities for sharing and learning is a key focus for ICW, and it’s vital to driving growth now and in the future. ■

Enterprise partnership keeps MOD Main Building staff safe



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Modus Services Ltd is the PFI special purpose vehicle (SPV) for the Ministry of Defence Main Building and is one of the many management services agreements (MSA) provided by Vercity. This is a report of successful Enterprise collaboration.

Modus utilised the Enterprise approach to collaborative working to maintain compliance and the continuation of services throughout MOD Main Building during the pandemic, and also delivered critical and rapid change to accommodate reactionary teams and new ways of working to keep critical staff operational and safe.

The Enterprise Partnership consists of the Modus client, Defence Infrastructure Organisation (DIO) and its facilities management (FM) partners Skanska and Amey. Having embarked on achieving accreditation for BS 11000 with DIO in 2016, recertification to ISO 44001 was achieved in late 2019, followed soon after by certifying the partnership between the two FM providers, creating a unique four-way "Enterprise" partnership. Little did we know how critical this journey and achievement would be to reacting to the impact and challenge that Covid-19 would bring to the MOD.

It is important to understand that the relationship was long founded between the four parties, initially coming together to work in

a single office in 2009, physically taking down the barriers to collaborative working and paving the way for an open, trustworthy, and respected relationship and singular common mission, to support Main Building by delivering safe, secure and effective services.

Dialogue

The first scenario planning took place in February 2020 as we saw the events beginning to unfold. Business continuity plans

were assembled, and critical services, personnel and outputs were identified. Minimum staffing levels and interventions were identified to maintain statutory and contract compliance as well as new ways of working across the Building. Open and constructive dialogue led to an early agreement of the commercial routes to facilitate rapid change and recognition of Government guidance and policy, and authority-instructed changes. This enabled the Enterprise to work together as a true cross functional team totally focused on providing the equipment and facilities to support critical staff and business outputs.



As the restrictions and requirements became clearer, we were able to reduce staff whilst creating split teams to establish resilience. New and additional supply chains were opened across the Enterprise to create multiple channels for new products such as hand sanitiser in significant quantities as well as new cleaning materials, delivery equipment and personal protection equipment.

Innovative solutions

The urgency to provide at sustainable value-for-money was understood across the Enterprise, and creative and innovative solutions were provided for the new challenges including in-house manufacture of sanitiser stands and dispensers, signage design and production from in-house reprographics, clearance of furniture, new delivery services and food supplies from catering outlets, additional cleaning processes, installation of new office equipment as well as recognising all of the hard FM impacts from reduced occupancy and usage.

All of this was managed by a completely new overarching governance process including daily operational reviews for all members of the Enterprise and

the Customer. Weekly senior meetings covered critical, high level actions, giving clarity of priority, responsibility, and delivery.

There is no doubt that there was significant pressure on the Enterprise to deliver. Our long-standing relationship and formalised processes and governance allowed split-shift working and extensive use of video conferencing to work effectively from the outset. Rapid deployment of new IT systems and equipment supported remote working, ensuring that all parties within the Enterprise were on shared platforms and able to share data and information seamlessly. Long hours and new responsibilities were taken on and, importantly, recognised by senior members of the MOD, upholding the collaborative way of working across the Enterprise.

Working in the MOD Main Building fosters a sense of common purpose and pride to “do your bit”. Formalising a collaborative way of working strengthens the trust between partners to enable significant, critical change, knowing that there is a dependable network of colleagues, working practices and formal process to underpin decision making, open dialogue and commitment to deliver exemplar service to the MOD.

It is of course a “people thing”. Collaborative working is successful at MOD because the framework and structure of ISO 44001 is delivered by great people with an aligned, common goal complemented by a long-term strategic aim all the way to handback (and beyond)! Vercity committed the resource to Modus to achieve and excel with collaborative working, and

“Long hours and new responsibilities were taken on and, importantly, recognised by senior members of the MOD, upholding the collaborative way of working across the Enterprise”



is now taking the best practice and learning from how Modus worked with DIO, Skanska and Amey during the pandemic impacts, to take back and include in its business strategy.

At the time of writing, the Enterprise is now coming together to look at the strategy for increasing occupancy and managing the wellbeing of staff as year-long working habits begin to change again. Collaboration is not just about working together on the here and now, but coming together to align strategic thinking and excelling in the “intelligent management of assets”. ■



intelligent
management
of assets

Handback Collaboration

Six step Methodology

SCOPING

1. Learn and Plan
2. Handback Scoping

QUANTIFYING

3. Handback Survey
4. Handback Plan

DELIVERING

5. Manage Delivery
6. Audit Outcomes

Vercity is an ICW Service Sector award-winning organisation looking strategically to the future based on collaborative partnerships with both public and private sectors, joint objectives and excellence in delivery.

We deliver rapid and effective change management using developed and proven staged systems and joint working approaches.

Our Six Point Handback Collaboration Methodology supports our clients in managing this process and planning for future success.

Vercity

vercitygroup.com

Flexibility and reliability in a crisis



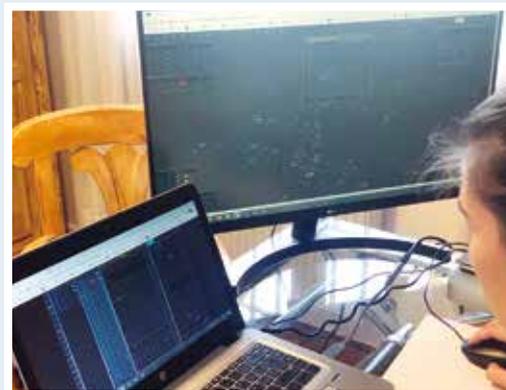
Jo Potter
INDRA

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The unprecedented challenges of the global coronavirus pandemic have hit us all hard and triggered an inflection point for the aviation industry. Indra has demonstrated reliability and flexibility on a daily basis throughout the crisis, reinventing our way of working to overcome travel restrictions and to guarantee the continuity of our clients' operations.

Collaboration in a crisis is to stand together with our customers and reinvent ourselves, rather than to concede defeat and step back; our leaders are driving transformation to make decisions in the short term, while also focusing on and preparing for the future. Due to the excellent collaborative relationships that Indra maintains with all our ANSP customers, we have been able to provide them with proactive support and guidance to address their own challenges. The crisis is driving profound structural changes for our customers in terms of their business and operational models and their technological needs, leading to a demand for different technological solutions with very high transformational speed and more pressure for greater efficiency. Adapting new capabilities and suggesting new possibilities to our customers is a key success factor.

Preparation for a Factory Acceptance Test milestone was performed virtually for the first time, involving intensive test activities with software and test teams working from home



with large-screen displays and external, secure access to test environments. The culmination of these activities is the Factory Acceptance Test itself, which was attended virtually by customer representatives who witnessed tests executed by Indra engineers using environments physically located in three different locations across two countries. The adaptability and commitment demonstrated by the internal teams together with the mutual trust and sense of safety displayed in our collaborative relationship with the customer, allowed this activity to conclude successfully and with no impact on the project schedule.

Rapid changes

The pandemic has imposed on everyone to reimagine and reset, and to understand the rapid changes that have been brought to our lives. A society powered by digital solutions has been reinforced by the crisis, and Indra is already delivering the benefits of digital transformation in transport and defence. In the aviation industry, Indra's trajectory-based ATM systems such as iTEC (Interoperability Through European Collaboration) can be deployed in a flexible, virtualised configuration,

accelerating the steps being taken towards a Digital European Sky with the objective to make the future airspace more scalable, sustainable, efficient, resilient, and predictable. We have been working with Microsoft to take iTEC to the Azure cloud infrastructure to facilitate the development and

validation of new functionalities, remotely train air traffic controllers and have a backup system to bolster air safety. The infrastructure has enabled Indra engineers to work dynamically, rapidly and flexibly to develop and verify system improvements from various work centres, reducing travel and installation costs.

Indra has played an important part in technology development during the crisis, leading to the opening of the world's largest remote tower centre. Two airports are already operational, and by the end of 2022, 15 airports will be remotely managed from the centre in Norway. Validations to enable operators remotely

indra

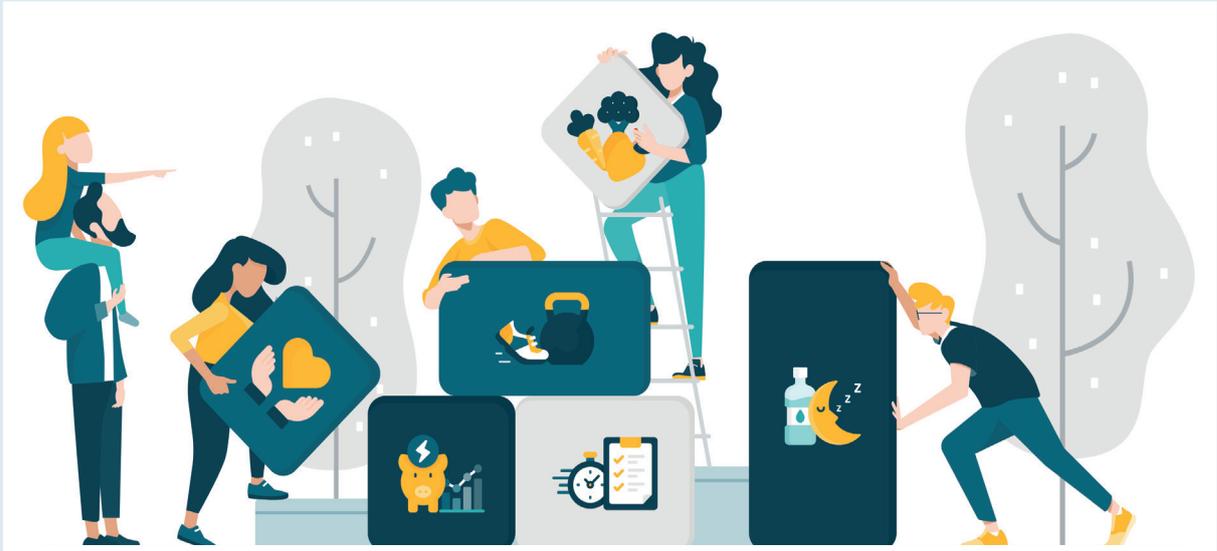


We boost evolution from the core

We are the main technology
partner for our customers'
key operations worldwide

indracompany.com





manage multiple airports from the same working position are being carried out in 2021, as part of the Single European Sky ATM Research (SESAR) programme.

The pandemic has forced airports to reduce their activities to a minimum, and the implementation of innovative technologies is helping them plan resumption of regular operations. Indra is facilitating digitalisation, automating protection mechanisms and promoting a culture of safety. We have deployed a passenger temperature control system in busy airports, reducing overcrowding during security screening, minimising risks for airport staff and increasing protection and mobility for passengers.

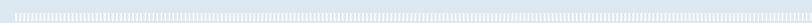
People are Indra's most important asset. Our wellness initiative is helping employees to address workplace stress and

build relationships with co-workers through activities, challenges and online workshops. Development and training programmes have been adapted to support employees in remote working environments, and with the unexpected fusion of work and private life, promoting new ways of doing things that enable us to operate in a dynamic and flexible way.

Indra was already conducting a corporate digital transformation programme and had just rolled out new collaboration tools as the pandemic hit. The sudden change to remote working accelerated our adaptation to a new model of collaboration, immediately exploiting the new, agile capabilities these tools gave. Our internal collaborative initiatives reinforce our ability to support our client partners to facilitate remote

collaboration during the crisis and to continue to deliver on our commitments.

These examples demonstrate Indra's flexibility and reliability – core values of the company – in the face of unprecedented circumstances. Organisations are operating in an increasingly volatile, uncertain, complex and ambiguous environment that has been profoundly accentuated by the coronavirus crisis. The pandemic has brought an acceleration in the continual evolution of working practices, setting the path for the next generation ITEC. We are using technology and data in new and creative ways, accomplishing difficult tasks remotely and achieving positive results, creating new opportunities and adding value through the culture of collaboration. ■



Indra (www.indracompany.com) is one of the leading global technology and consulting companies and the technological partner for core business operations of its customers worldwide. It is a world leader in providing proprietary solutions in specific segments in transport and defence markets, and a leading firm in digital transformation consultancy and information technologies in Spain and Latin America through its affiliate, Minsait. Its business model is based on a comprehensive range of proprietary products, with a high-value focus and with a high innovation component. In the 2019 financial year, Indra achieved revenue of €3,204bn, with more than 49,000 employees, a local presence in 46 countries and business operations in over 140 countries.

Surge phase of crisis brought lessons in collaboration



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Dealing with a crisis can bring out the best in people and organisations. A crisis provides clear purpose, requires collaboration, and demands action. In the early stages of response, people and organisations are relatively selfless, focusing on bringing the situation under control and working with the expectation that recognition and compensation will be sorted out later. It's in the early stages that collaborative behaviours are at their best.

This was illustrated in spring 2020 as the UK government scrambled to prepare for an anticipated surge in Covid-19 infections. Mott MacDonald offered support to the Department of Health and Social Care on 20 March 2020. This resulted in almost immediate requests for assistance, placing us at the centre of the response. Through late March to May, we took diverse roles in the delivery of four of the UK's six Nightingale hospitals – healthcare facilities created in exhibition and sports venues to relieve pressure on NHS hospitals. In all, we helped to deliver 7,000 fully serviced hospital beds in less than two months.

- **London, 4,000 beds:** While the NHS and army focused on converting London's Excel exhibition centre into a hospital, we assessed the site-wide infrastructure needs. As well as providing the project management office service and technical helpline for the

whole project, we designed and managed delivery of site access for ambulances, deliveries, staff and visitors; civils and drainage; clinical waste management; the site-wide fire strategy; perimeter fencing and security; power generation; and traffic management. We started on 23 March. The facility opened on 8 April.

- **Cardiff, 1,500 beds:** We started on site on 30 March within 24 hours of receiving a request for help. We assembled the team and ran the build, handing the first 300 beds over on 11 April and handing the entire facility over to the NHS on 25 April.
- **Glasgow, 1,000 beds:** We ran the project management office for conversion of the Scottish Exhibition and Conference Centre on 30 March and completed its conversion into the Louisa Jordan Hospital on 17 April.



- **Manchester, 633 beds:** We were asked to manage construction of Manchester's Nightingale Hospital at the GEC on 28 March; our team was on site on 30 March, with work completed on 12 April.

We worked in teams with other companies, and mobilised trusted partners and collaborators to provide the required breadth and depth of expertise and capability, across the entire construction supply chain. The ultimate goal was simple and clear: to provide the necessary beds and supporting services so that the NHS could cope with the anticipated surge in coronavirus infections. Clinical performance specifications were set by NHS staff; experts across the supply chain pooled their knowledge and resources to solve other parts of the puzzle, including site access and security, temporary structures, ventilation, supply of medical gases, power and communication.



Open management

To accomplish this, each project had a central co-ordinating and integrating function characterised by an open management structure that promoted:

Communication:

Regular briefings using simple, clear tools helped to establish transparency, understanding and trust; robust processes for upward and downward communication promoted engagement and clarity of purpose for individuals and teams responsible for the overall project through to individual tasks.

Rapid and focused decision-making:

To achieve rapid progress, decisions were based on best available information, underpinned by robust decision-making methodology; issues were swiftly addressed; all decisions were focused on clearly defined and agreed outcomes.

Gap analysis:

Early action was taken to identify and close gaps in knowledge, services, capacity and resources.

Appropriate allocation of responsibility and risk:

Individuals and organisations were appointed to roles based on knowledge, experience and skill set; they were empowered to take decisions and get things done, with the expectation that risks would be registered and addressed collaboratively; risk was shared.

“How we collaborate in a crisis should be applicable at all times, on any complex project”

Mutual support, accountability, trust and respect:

A “one team” culture was established, with all involved working collectively to enable personal, professional and project goals to be achieved; all undertook to keep commitments, own the consequences of their actions and supply information to manage expectations.

Challenge and innovation:

Questions and alternative points of view were welcomed to improve understanding of issues and check assumptions; the team culture encouraged new ideas and enabled them to be put into practice without fear of failure.

Continuous improvement:

Information and lessons learned were shared across all parts of the project team to achieve real time learning; challenges and failings as well as successes were communicated across teams responsible for different aspects of each project, and between the teams working at each of the different hospital sites.

Simplicity and flexibility:

Standardisation and multiplication were embraced to meet the high-volume repetitive demands of each project; shortfalls in equipment and unique solutions required by the project sites were overcome through rapid prototyping, approval and adoption.

Forward planning:

The teams designed and constructed the Nightingale hospitals with a view to future decommissioning, enabling disassembly with minimal waste and the return of materials and equipment to suppliers.



Normalising collaboration

When the pressures of a crisis diminish, parties often revert to contractual relationships and ways of working: collaboration wanes and behaviours can become more self-interested. During the six weeks of intense activity to deliver the Nightingale hospitals, many participants were working at cost and procurement processes were truncated. All involved worked on trust.

Collaborative leadership is about cultivating and sustaining the behaviours that were seen during the crisis response when projects are being run under normal commercial conditions. How we collaborate in a crisis should be applicable at all times, on any complex project. The building blocks are:

1 Collaborative leadership

The leader must be clear on what needs to be done, and confident that the team has the necessary expertise. The leader requires the social and emotional intelligence to orchestrate many players, understanding their role in achieving the desired outcome. The leader must be able to make clear decisions under pressure, empowering the team to achieve progress.

“All parties were required and willing to make the best decisions they could with the information to hand. This is common in a military context, but not in civilian infrastructure, where decisions are often deferred until more information is gathered. In Cardiff it happened thanks to: military liaison officers working alongside NHS decision-makers; the unique circumstance which made leaders of people who would not ordinarily have been responsible for this level of decision-making; and the way we packaged and presented information and choices in a transparent and collaborative way – using the military model. This enabled swift decisions and concurrent action.”

Ciaran Willcocks

Mott MacDonald project director and stadium build lead for NHS Dragon's Heart, Cardiff (Principality Stadium)

2 Technical competence

The leader must be able to assign responsibilities to individuals and organisations who are competent. Boundaries, interfaces and interdependencies must be clear. All parties need to respect and value the capability and expertise of others in the team, and be willing to help each other, anticipating needs.

3 Structured ways of working

Structured working encompasses communication, managing interfaces, governance, identifying and resolving issues, checking that objectives and activities are aligned, and managing risk. It doesn't have to be

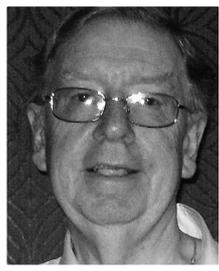
complicated – indeed, the simpler the better. But all these requirements require continuous attention and improvement, with communication being especially important.

4 Clear purpose

Why we are here. What we are doing. Where we are going. These statements provide a team with common purpose: the collaborative leader must be able to articulate them with crystal clarity. It is important that people believe in the purpose. ■

View the story of Mott MacDonald's involvement in the NHS coronavirus surge response at: <https://bit.ly/3958fFc>

True collaboration in a crisis: saving jobs and the environment



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The work being done at the Sellafield site in Cumbria is vital to the safety of the country. Sellafield Ltd has a 100-year mission to create a clean and safe environment for future generations, by removing high hazard waste from its ponds and silos and ensuring it is stored safely until it no longer poses a threat.

The company has always seen the value of more collaborative working to find ways of speeding up that process, and last year worked for, and got, ISO44001 certification.

Then the biggest crisis of our times hit – Covid-19. Unusually for Sellafield, it was being affected by factors beyond its control. But the pandemic didn't stop the work we were doing to improve our collaborative working.

We know that collaborative working is a key enabler to change the way the organisation has traditionally operated, and that true collaboration will deliver changes in our culture and behaviours.

It will enable more innovation and enhance the mutual value that can be realised through our partnerships, creating additional benefits for us, our supply chain and our stakeholders both in the communities we operate, as well as national government.

The company received ISO 44001 certification for its collaborative working practices in March 2020, just as the pandemic hit, and the business joined others across the UK, and the world, in

lockdown. All non-essential work on the site was stopped and much of the workforce found itself working in new ways.

The Sellafield site is not the kind of place that can simply stop what it is doing. Its facilities and stores need constant monitoring, and every day its workforce is not engaged on mission critical work is another day added on to the day when the organisation can say it has completed its mission, and that clean and safe environment has been created.

So, from the moment the site stopped all non-essential work on 23 March 2020, its teams were making plans for a re-start. That came quickly in May, on a project-by-project basis, starting with our Box Encapsulation Plant Product Store Direct Import Facility – a piece of infrastructure vital to removing waste from one of our legacy silos.

As the construction projects came back on-line, the company also brought people back into its deserted offices in Cumbria and Warrington – having identified who among the thousands of office staff needed access to continue their work (mainly our designers working on future projects).

The sheer amount of quick change being dealt with – not





just in the restarts but with new technology and ways of working being introduced alongside it – meant that collaboration was vital – both inside the organisation and in its dealings with its supply chain and unions.

We were able to use a collaborative working environment to bring people together and get things done. One of the things we thought we were looking at towards the beginning of lockdown was the possibility we would have to make 800 people in our supply chain redundant. We didn't want to do that, so we worked collaboratively towards an outcome. We were able to talk to our trade unions and supply chains and agree a flexible approach which meant that we reduced 800 potential redundancies to below 30, easing the effect on both our supply chain and our local communities.

Having ISO 44001 in place was absolutely vital. It demonstrates our commitment to want to work differently, which is more powerful than a written or verbal intent.

It equips us with an approach and the tools needed to identify strengths and weaknesses in our partnerships. Doing this creates a

foundation from which we can work collaboratively around a set of aligned objectives and outcomes. It helps us engage with potential partners, setting relationships up for success from day one.

And that is exactly what we did when it came to dealing with the lockdown – identifying and agreeing those joint outcomes we could work together towards.”

The work done to deal with the issues created by lockdown, and how Sellafield found an early way out of it, shows the value of having ISO 44001 certification. It allows us to focus on how we develop added mutual value into any relationship, creating a one team approach, having absolute clarity around objectives/ outcomes, from which we can jointly manage performance more effectively and deliver stunning results with a right first-time mindset.

It's not just about getting through a crisis – collaboration is seen as key – a golden thread that is being embedded across the business. The infrastructure that will help the business achieve its purpose is being delivered through a ground-breaking 20-year

partnership approach, called the Programme and Project Partners (PPP). Effective collaboration will be vital to its success.

And during the pandemic, the organisation created and introduced its new enterprise strategy and manifesto, with its nine behaviours – from “we are one team” to “we trust and hold to account” – holding collaborative working at its core.

Effective collaborative working is fundamental to the successful working arrangements for future delivery, including through our PPP and other strategic supplier arrangements.

Sellafield believes true collaborative working needs:

- Joint objectives: if you're being truly collaborative, you need to have these. It means that everyone is clear about what they're here to do
- A strengthened risk management process
- Senior leadership/ executive buy-in: without an understanding at the highest levels, true collaboration won't happen. It needs to have the full backing of everyone involved
- Competency assessment and training: to ensure that all the people involved – including those leading – have the right skills and approach
- Effective team integration and improved engagement: building and developing a “one team approach”
- Agile / quick mobilisation to changing conditions: this has been particularly evident during the Covid-19 crisis. ■

We build for a better society.

We believe that we achieve more when we work together, in diverse teams with our customers, partners and communities.

Through our commitment to creating an inclusive culture that is open and collaborative, people feel able to bring their whole selves to work and deliver their best.

It means we innovate, learn from each other and generously share our expertise – leading to better outcomes for our customers and society.



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From crisis to business as usual:

Collaboration in supporting frontline services



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Organisations of all sizes have had to change their business operations in one way or another to maintain operational efficiency since the pandemic struck, whether that was through the adoption of new technology to support digital transformation efforts, or to support the transition to a remote workforce. Continuing with business operations whilst addressing the new challenges brought by the pandemic is something that no organisation could have anticipated.

One of the biggest impacts of the Covid-19 crisis on businesses is that it forced organisations to reconsider what “collaboration” means both internally and externally. A year on, and we’re now seeing initiatives that started out as crisis management responses being weaved into day-to-day business activities.

At Sopra Steria, we were not immune to the impact of Covid-19, but, thanks to the unwavering resilience and dedication of our teams, we successfully reduced the impact it had on our business, our people, and on the services we provide to our clients and partners. Although the events of the last year have meant that we have had to respond and react rapidly to change, we have seen many benefits to this. As such, we have started to integrate these learnings into our own future of work.

Our approach to crisis response

At the start of the pandemic, we created a three-tier crisis management team – Gold,

Silver and Bronze. This ensured a quick response to changing government advice and to the needs of our customers. The highest level (Gold) consisted of executive committee members and risk and continuity experts to support our vital services.

As part of this crisis management structure, key decisions were made to lessen the impact on operations and keep our people safe. The most significant of which were: the mass deployment of our people to work remotely at home; reducing disruption to our business and customers; and making the workplaces that remained open “Covid secure”. This was supported with regular communications and engagement around the need to stay safe, whether that’s working from home or at one of our offices.

As we continued to operate through the pandemic, the ways in which we adapted our working processes in response to the pandemic became woven into the day-to-day running of the business. This resulted in a new, if not unintended, operating model

that has helped create a more resilient organisation whilst also supporting our people’s wellbeing.

How adapting at speed delivered value to our clients and partners

Remaining nimble and moving with agility has helped keep our business operations running, and our teams communicating and working productively. More critically, it’s allowed us to maintain the service delivered to our customers and partners. This has been crucial, especially since much of our work has included supporting food retailers, central government departments, and key frontline workers such as healthcare professionals and police officers, who have kept our country running throughout the pandemic and three national lockdowns.

Supporting government infrastructure throughout the pandemic has been a common theme at Sopra Steria. We have supported the Ministry of Defence by enabling a rapid move to home working whilst furthering their ability to work across



government departments. This was no mean feat, given the nature of the critical work of our clients in this space. We worked in close collaboration with our clients to accelerate change in response to their needs while providing reassurance that risk was being managed appropriately. Our collaborative efforts were key to ensuring that not only our people, but our clients, continued operating efficiently. Without this collaborative effort, none of the results we see today would have been possible.

“We’re now seeing initiatives that started out as crisis management responses being weaved into day-to-day business activities”

Learnings to take into the future of work

As we reflect on how we operated during this period of uncertainty, our actions all tie back to collaboration. At Sopra Steria, a collaborative approach with our people, clients and partners is something that has been embedded within our culture, but this was highlighted even further during the pandemic.

There are various trends that have emerged from the pandemic that will stick with us and change the way we work in the future. These include flexible working practices becoming a part of our business as usual as well as a continued focus

on evolved ways of working, technologies and tools that support a hybrid workforce, and keep our teams communicating and collaborating effectively. With our clients, this is no different: collaboration has been key to successful relationships and delivery of critical services in extreme circumstances. Our teams have established various new ways of working with, and for, our clients, underpinned by effective communication, agility and exceptional teamwork. When crisis is universal, we have learnt that close collaboration will always prevail and keep us moving forward.

The post-pandemic world is still unclear, however, this crisis has taught us that it is important for businesses to have the agility and flexibility to adapt to the unknown, and to learn and evolve in the process. As we’ve found at Sopra Steria, having the right culture and working practices in place to support collaboration is essential – not just to help our own business succeed, but to ensure the organisations we work with thrive in the long-term too. ■

A woman in athletic wear is captured in mid-air, jumping over a concrete bench. She is wearing a black long-sleeved top with white and red accents, black leggings, and red sneakers. Her arms are outstretched, and her hair is blowing in the wind. The background is a blue wall with vertical lines, and the ground is paved with light-colored tiles.

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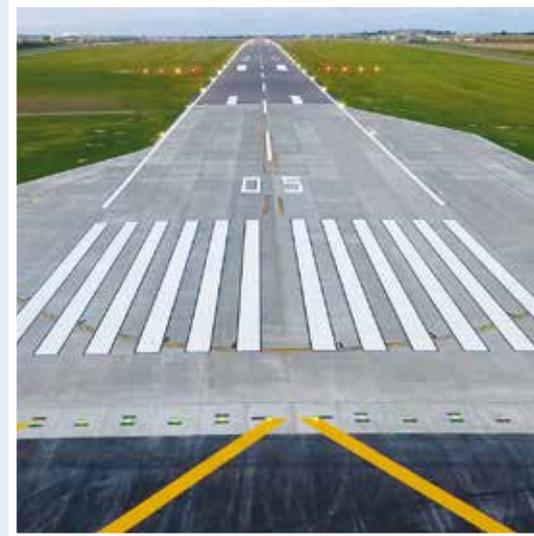
Lossiemouth Development Programme:

Enabling strategic capability in the face of Covid-19



Ian Richardson
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The delivery of upgraded runways and new aircraft parking areas ahead of schedule and in budget during the Covid-19 pandemic is testament to the good relationships, excellent communications and strong leadership underpinning this challenging programme.

Governance underpinning collaboration

The 2015 Strategic Defence and Security Review announced the re-introduction of a maritime patrol aircraft (MPA) capability and an increase in combat air mass through the introduction of two new Typhoon squadrons. As a result, RAF Lossiemouth in the North East of Scotland would need significant infrastructure development to accommodate the new P-8A Poseidon MPA and one of the new Typhoon squadrons.

At the end of 2016, Tetra Tech (then WYG) were commissioned by the Defence Infrastructure Organisation (DIO) to project manage the Lossiemouth Development Programme (LDP) and have been integral to this complex infrastructure programme totalling circa £350m since then. LDP supports several different programmes and funding lines including: P-8A, Typhoon, United States Navy (USN), and general Royal Air Force (RAF) infrastructure sustainment funding. Thus, there were several potentially conflicting priorities and

requirements, as well a complex stakeholder environment. Although the projects progressed swiftly from the outset, the lack of overarching governance and programmatic approach for LDP was having a detrimental impact on relationships and delivery.

Tetra Tech had been recommending a programme approach supported by governance for some time, which in 2018 led to the RAF establishing Programme Director and asking Tetra Tech to establish the Programme Management Office (PMO). Implementing the governance and communications immediately supported improved dialogue between the RAF, DIO, Defence Equipment and Support (DE&S), USN, industry and construction partners, as well as the Tetra Tech team providing the project management and design services. This structural change in governance led to increased trust and confidence, and significantly improved collaboration. By 2019 stakeholder confidence in LDP had improved markedly; furthermore, the shared programme goals and trust that the governance underpinned led to the RAF, DIO and Tetra

Tech agreeing a set of 12 Principles for Collaborative Working to support joint delivery of the programme:

- **People:** collaborative leadership, vision and values, collaborative competence and behaviours, trust and commitment.
- **Process:** information and knowledge, relationship management, business objectives, governance and processes, risk management.
- **Outcomes:** value creation, relationship measurement and optimisation, exit strategies.

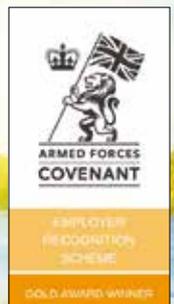
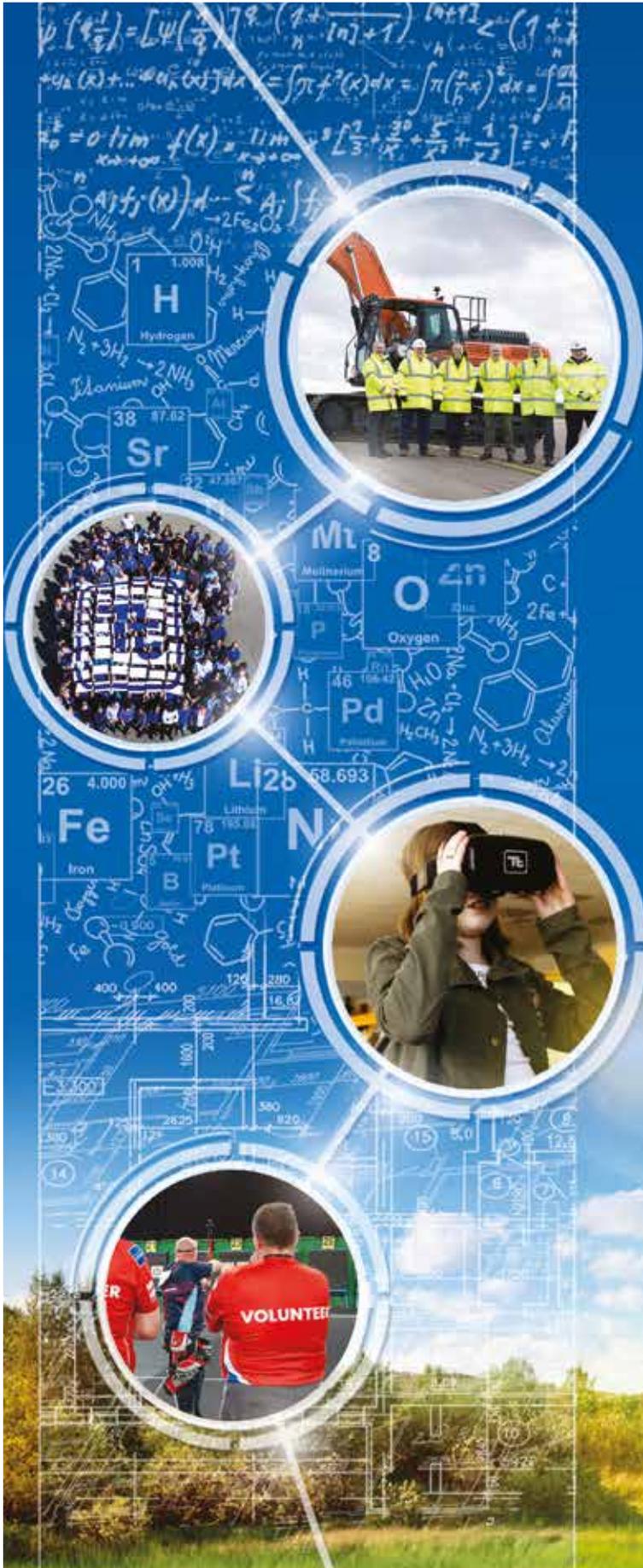
Our team was located at RAF Lossiemouth working alongside the RAF and seeing first-hand what the customer faced. Along with our organising joint events, such as risk management training and social activities, our location significantly aided the development of the collaborative relationship. The team's motivation and support to the joint goals was greatly enhanced by the RAF and DIO briefing them on the strategic importance of LDP and the capabilities it supported.



Demonstrating that the whole is greater than the sum of its parts

by creating an inclusive and collaborative environment where our clients, colleagues and partners thrive, and so do our communities!

Tetra Tech is using a **Leading with Science®** approach to provide consulting and engineering services with over 20,000 associates working across the full project lifecycle.



We're always pleased to hear from people interested in our collaborative ways of working:
infouk@tetrattech.com

tetrattech.com |





“Strong relationships had been built up over time, relationships that could deal with challenges and setbacks but remain focused on delivering the programme’s goals”

Collaborating to enable strategic capability

Several key milestones were scheduled for 2020: the delivery of the RAF’s initial four P-8A Poseidon aircraft, the declaration of both P-8A and LDP Initial Operating Capability (IOC) and the resumption of Quick Reaction Alert (QRA) at RAF Lossiemouth following construction work. P-8A IOC and Typhoon QRA were both dependent on the completion of the runways, taxiways and aircraft parking area construction works, which started in November 2019. Covid-19 could have significantly delayed the construction schedule, impacting two projects of national strategic importance and the UK’s defence of its northern flank.

Delivering the airfield operating surfaces was not the only challenge facing LDP: the P-8A strategic facility was being completed; work on facilities for the new Typhoon Squadron had started; and, several projects to improve RAF Lossiemouth’s capabilities and living standards for the personnel based there were having their designs finalised and business cases prepared.

Fortunately, the collaborative

relationships that had developed through co-location, the implementation of effective governance and agreement with the 12 Collaborative Principles, were sufficiently robust to enable clear, honest, and effective communication despite lockdowns and homeworking. We trusted each other and understood each other’s strengths and weaknesses. Moreover, the whole LDP team and Volker FitzPatrick, the construction contractor for the runways, were working to shared goals – everyone understood the strategic importance of this airbase in Northern Scotland.

A whole force effort

Delivering LDP had become a “whole force” effort; the LDP PMO was led by Tetra Tech’s David Morris and included other Tetra Tech colleagues, RAF Regular and Reserve personnel, and support from Boeing. Neil Malcolm, Tetra Tech’s programme manager overseeing our project delivery, had been supporting LDP since 2017. Strong relationships between those delivering LDP had been built up over time, relationships that could deal with challenges

and setbacks but remain focused on delivering the programme’s goals. Everyone involved was committed to delivering LDP.

These relationships and the trust that had been earned over time enabled the wider team to communicate effectively in the absence of face-to-face meetings. By the end of 2019, the key LDP stakeholders benefitted from a shared understanding of the challenges and priorities, underpinned by an understanding of each organisation’s challenges and constraints. The Collaborative Principles for LDP may have been based on ISO 44001 but they encapsulated the collective behaviours that had developed.

The work by the LDP team to deliver IOC and enable the strategic milestones was recognised by a Team Award in the RAF’s New Year Honours List: *In reaching the Lossiemouth Development Programme – Initial Operating Capability, the Programme Team has achieved success beyond expectation and is deserving of recognition, setting a benchmark for future Royal Air Force major infrastructure projects to follow* (RAF Programme Director). ■

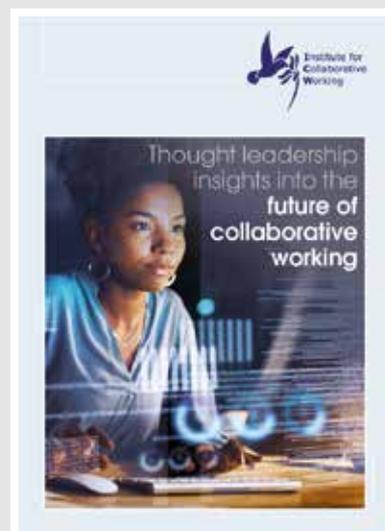
Insights into the Future of Collaboration



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ICW's Thought Leadership Special Interest Group recently published the report *Insights into the Future of Collaboration*. It aims to examine the case for collaboration in the future and provide insights, based on research and consultation with experts, indicating how it will help meet the challenges of tomorrow, highlighting those key areas that need to be further embedded, developed or bolstered to enhance more widespread collaborative adoption and capability.



In the next pages we reproduce the *Executive Summary*. A full copy of the report is downloadable on the ICW website. You can circulate

it among your colleagues and stakeholders, as we are keen to promote the advantages that can be realised through increased and improved collaboration. ■



Executive summary

This report provides insights into the future trends and direction of collaboration, evaluating the impact of factors including megatrends, changes in business norms and social attitudes, influencing organisational interactions, and relationships. The objective is to highlight the key challenges and opportunities ahead for organisations and individuals and how these can be addressed or realised through collaboration.

Compiling the report brought together experts with extensive experience in collaboration, with a broad range of backgrounds and accomplishments. Benefitting from a research-led approach, the findings of this report derive from desktop research on megatrends – collective experiences of experts who were carefully selected as thought leaders in collaboration – the findings of which were further corroborated by a comprehensive survey that provided both qualitative and quantitative information. This informed our thought leadership in producing this paper.

From the research undertaken, several key themes have emerged which provide insight into the future of collaboration and how we expect effective collaborative working can continue to unlock value, deliver improvement and drive success at a business, social and economic level. The key themes are:

How context defines collaboration

Collaboration has become a somewhat overused term for explaining a whole range of interactions between organisations and individuals. The report considers how factors including advances in technology,

knowledge sharing, data analytics and human behaviour are key enablers, without which collaboration is often just a label.

The key success factors

Collaborative working practitioners told us that these are collaborative leadership, vision and values and relationship management. Without these core principles and practices in place, organisations do not have the key ingredients to achieve sustainable long-term collaborative success.

Benefits of a structured approach

Effective collaborations need a structured approach that is highly adaptable and agile, and that enables them to manage risk and develop relationships rapidly, with different types and sizes of organisation. A structured approach is the difference between working together and collaborating; it is a key ingredient for the future of collaboration. It provides:

- A clear understanding of the objective for collaboration
- A mutually agreed understanding of what value is and what value is expected to be accrued
- Knowledge and information sharing, building trust
- Governance structure(s) that encourage desired behaviours
- Clearly defined ways of working together

- Expectations around behaviours and the development and maintenance of trust within the relationship
- An embedded approach to working across the organisation, not dependent on an individual
- A culture of mutual respect.

Structure is important but it needs to be easily understood and accessible

Methodologies and standards, such as ISO 44001 Collaborative Business Relationships, are highly important, but need to be made more agile and accessible to more organisations of all sizes in the future. The current perception is that structured collaboration, in its present form, is targeted towards large organisations. When this perception changes, the use and benefit of the ISO framework and a structured approach to collaboration will be more effective, and the value added will be more widely adopted.

A growing move to collective capability

Collaborative networks and communities are becoming more widespread and some organisations are moving quickly in and out of collaborative projects. This is increasing the need for agile mobilisation and, as a result, new methodologies need to be developed and communicated in a language and structure that makes them easily accessible to all participants.

More remote working and building trust

Trust is key to enabling sharing, learning and openness, which in turn is key to supporting an

agile and dynamic collaborative environment. As remote and virtual working becomes a more common practice, this will challenge how we build trust and develop relationships. Organisations will need to find new solutions in a digitally based world to build individual and corporate relationships that display trust and appropriate behaviours.

Taking collaborative behaviour seriously

Collaborative behaviours have always been a key component of working well together and are the foundation for developing resilient and sustainable business relationships. New ways of learning will need to be developed to address behavioural aspects, and these new ways should become embedded in our culture by employers and professional institutions. Strong consideration should be given to balancing relationship skills with technical skills to emphasise and implement collaborative working.

Adopting new solutions for better collaboration

Structured collaboration will look somewhat different from how it looks today, as we will see virtual teams that rarely meet face to face, using technology such as Zoom and Microsoft Teams. These technologies will respond to the challenge by continually improving the user interface and the virtual meeting experience to facilitate enhanced collaboration in a more virtual world.

Shared values and ethics

Understanding our collaborative partners will have greater

significance in the future, and both sharing and demonstrating our values will be vital to success in a more virtual world. We will need to develop the skills to do business with organisations from different cultures and with different values, while still staying true to our own corporate values as we provide products and services that result in real social value. This makes a strong case for a suitable benchmark that validates an organisation's collaborative and ethical credentials.

What organisations value

How organisations seek to re-interpret value will be one of the key lessons learned from the Covid-19 pandemic experience; emphasised by how strong relationships were seen to contribute to better outcomes during times of difficulty and uncertainty, rather than relying on adversarial contractual arrangements. As challenges change and the circumstances under which we operate evolve, organisations might need to look again at how they measure and understand the value of collaboration in a more flexible and dynamic world.

The challenges that we face today – such as climate change, sustainability, increasing social care for the elderly and the vulnerable – are so large in scale that the solutions we are developing to address them require multi-faceted technologically diverse solutions.

Collaboration offers a way to meet these and other challenges, alongside culturally aligned organisations – through merging and innovating around each other's intellectual contributions,

discovering new and alternative solutions, solving problems and dealing with risks together. Unification with other parties and expanding networks provides the means to grow and enhance the thinking and capability of organisations and their people. The "win-win" principle should not be a platitude or unobtainable myth, but should in fact represent a strong motivational force and goal when multiple parties agree to galvanise their resources in pursuit of the same or aligned objectives.

It is only through organisations from multiple sectors, both public and private, working together and expanding their horizons that effective, long-lasting solutions will emerge. It is difficult to see this being attainable or working effectively unless it is pursued through a structured collaborative approach.

The future of collaboration is an exciting prospect with greater use of technology and collaboration with more diverse partners to address new challenges in new ways. Our skills will change, our systems will develop and our leadership techniques will improve, and we will see more and better tools to facilitate collaboration and build trust.

The fundamental principles that underpin collaboration today will continue to hold true in the future. Several things will remain critical: behaviours that foster mutual trust, objectives that bring value to all involved, demonstrable and skilled collaborative leadership that results in innovation, value creation and a working environment where trust, respect and integrity are paramount. ■

Benefits of structured collaborative relationship management



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In a world of dynamic change, interdependency and, more recently, the impact of the Covid-19 pandemic, we have seen many examples of how investment in developing and adopting a structured approach to collaborative business relationships has paid dividends. These show where, in times of crisis, organisations which had invested in their relationships, found themselves more responsive and agile for finding solutions in a crisis.

What is clearly important is that organisations identify and develop an approach that is robust, sustainable and aligned to their values, as seen of late in the pandemic, and reflected in many of the submissions to the ICW collaboration Awards. Organisations large and small relied on their established relationships for help, often delivered without being asked. The embedded collaborative ethos prompted many organisations to step outside their own business environments to support others. Most had already, or were in the process of, adopting the framework structure to shape and enhance their key relationships.

There has been a myriad of concepts and initiatives which have promoted the benefits of collaborative working, including those voiced by Partnership Sourcing, now the Institute for Collaborative Working, since its creation in 1990. These perspectives from the business world, consultants and academia all proffered their specific

approaches whilst incorporating mostly similar principles.

However, while these diverse methodologies in isolation were, in parts, successful, what was not taken into consideration was that different organisations took advice from separate sources, and so there was no common structure. This delayed effective

“The embedded collaborative ethos prompted many organisations to step outside their own business environments to support others”

engagements, creating confusion as a result of misunderstandings, and damaging relationships through one party imposing their solution. As a result, for example in the 1990s, where collaboration under the banner “partnering” was popular, it is generally accepted that 80% of partnerships were considered failures. This came

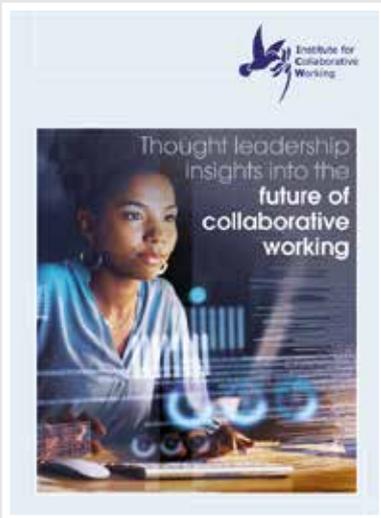
down in many cases to partnering not being applicable, and those that were not being approached in a structured way relied on more traditional command and control management.

It was with this dilemma that in the early 2000s we took the decision to harness our network’s collective experience to formulate a neutral structured framework i.e. CRAFT, within which organisations could come together and agree an approach in the context of their specific case. It was this concept of a structured approach which continues today as the basis for the ICW thinking.

The evolution through a

national standard BS 11000 and then international ISO 44001 retains at its core the principles of a life cycle model. As collective good practice

drawn from an international group of practitioners, it provides a framework which can help organisations structure their collaborative solution, embracing the expectations of the parties involved and, where necessary, the peculiarities of application. It remains the aim of those participants, representing 29



countries, that the standard would provide guidance to help the development of structured relationships which could be certified if an organisation so desired, and not simply be the focus for certification.

Collaborative context

Unfortunately, it is a widely held misconception that standards are solely developed to support and promote certification. Since the publication of the BS 11000, we have witnessed the conflicting dynamics of sharing good practice through a common language and structure, and the parallel promotion of certification and compliance. Where the latter is seen as the solution rather than a process of validation of competence, there are valuable benefits to certification if approached with integrity. With this mind, ICW is working with UKAS to help ensure such assurance,

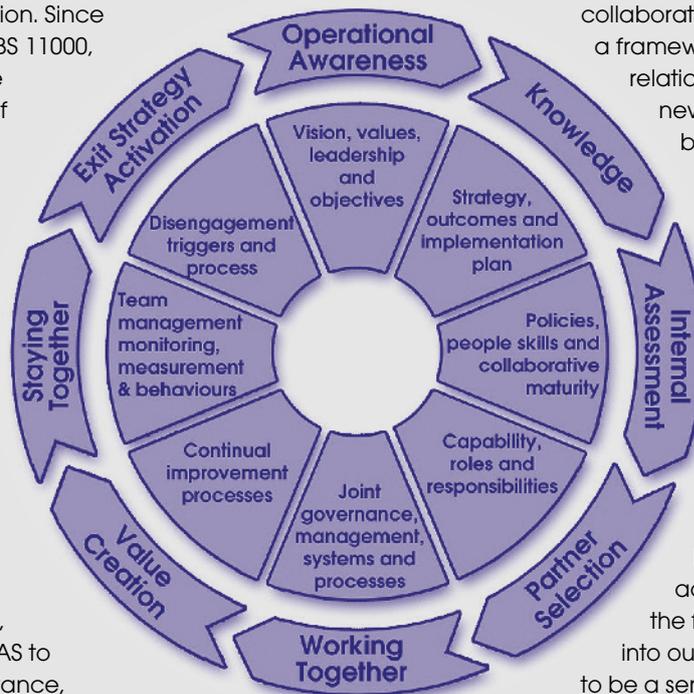
and as such, is providing a level of confidence around the culture of potential partners. We also work to avoid customers mandating certification, which in a collaborative context, is an oxymoron.

As collaborative working gains recognition both in the public and private sector, we see the absolute necessity for structured relationships embedded in both the development, operational, execution and long-term support of major programmes. Interestingly, two significant developments right now have been the publication of the government's *Construction Playbook* and the increased discussion around the Project 13 enterprise model. Each will rely on robust and sustainable relationships across a broad spectrum of participants. Each has established principles, all

of which can be supported by the standards framework to support the engagement process and execution as complementary elements, not alternatives.

I make the above point because, as outlined earlier, we have seen the benefits that come from a structured approach to collaborative working that is embedded in an organisation using the standards framework as a tool to support implementation. Particularly since the publication of the international standard, some assume that the standard is only about certification. Obviously the two positions can work together, and certification can bring a degree of rigor and discipline, but for committed organisations it is not essential.

This perception can frequently deter people from considering how the framework can help build sustainable relationships beyond individual enthusiasm, to harness collaborative working, establishing a framework to support building relationships and to support new interdependent business models. The recent report *The Future of Collaborative Working* by ICW's Thought Leadership Special Interest Group, highlights growing need for collaborative working and how this requires a structured approach. So, reflecting on the benefits that have been achieved and looking to the future, putting structure into our key relationships has to be a serious consideration. ■



ICW widens further the opportunities for CPD



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Mentoring and coaching

The Professional Development Special Interest Group is reaching out for mentors and coaches to offer some time to support other members of ICW in their collaborative working journey. Our SIG will help match willing mentors, coaches and mentees across our membership as well as providing guidance and support materials to help facilitate the relationship. In addition, any participation as a mentor or coach will contribute to gaining points for our developing continuing professional development (CPD) programme and also help you towards fellowship.

Mentoring offers a wealth of benefits to those participating in a relationship of this kind, such as learning from experience, developing communication and personal skills, helping you set short and long-term goals and having the option to speak to another person as a sounding board, amongst many other benefits.

We recognise that many organisations will already offer their own mentoring programmes, but at times there may be a need to look outside of your immediate organisation to gain an alternative perspective. We are hoping this added member benefit may support you with your aspirations to either share your knowledge and experience with others or to be supported by a mentor or coach. This programme will only be successful, though, with your support and we would love to hear from you, so please reach out to one of the SIG members if you would like to participate. ■

CPD portfolio

An online CPD tool is going live this year, allowing all members (AICW, MICW and FICW) to record their collaborative working CPD activities.

CPD is beneficial to members and enables showcasing of knowledge, skills and achievements, demonstrating collaborative attributes, abilities and attitudes across the five ICW competencies:

- Leadership
- Knowledge
- Levels of experience
- Behaviours
- Participation in ICW activities.

CPD includes any activity that will help members move forward with their collaborative working development in areas such as work based learning, professional activities, formal and informal education and self-directed learning. It is an expectation of all members to achieve at least 150 CPD points each year. More details can be found on the CPD pages of the ICW website. ■

Fellowship route

ICW Fellow status recognises role models for the collaborative working profession, committed to promoting and sharing the ethos of collaborative working at the highest level, and who have made an outstanding contribution to the field of collaborative working, demonstrating that they:

- are a peer-acknowledged expert with acclaimed contributions to field of collaborative working
- have developed and supported the careers of others, especially less experienced professionals in the field of collaborative working
- have made a voluntary contribution in the field of collaborative working through other means, including activities started as part of a work requirement but taken beyond the original brief
- have made an impact in the field of collaborative working through voluntary contributions to ICW.

Third sector SIG progresses after Covid work diverted members



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The Third Sector Special Interest Group (SIG) focus started well in 2019 with Kirsty Kelly as the first chair, channelling the network members' time to understand how collaboration works in the third sector. The 2020 pandemic abruptly ended some opportunities to further explore this, nonetheless a good baseline was formed with NESTA's involvement and contributions from a broad mix of experts from large charities, social enterprises, consultancies, and corporate social responsibility leads.

The joint working between voluntary and corporate sectors to support the health crisis alongside government sectors, highlighted how organisations can overcome personal biases to build strong collaborations around shared community goals. This enabled the work of the Third Sector SIG to be picked up again towards the end of 2020, with me,

(Director at Caudwell Children) as chair, and developing a 2021 focus around "developing case for support for collaboration frameworks" and recruiting new membership.

Towards the end of 2020 and in the first quarter of 2021, this has involved conversations with procurement leads in one national and one local government agency,

operational leads of two large UK Charities and one local charity and two CSR leads from the private sector. The second quarter will see a focus to re-engage the SIG network with more formal objectives around:

How collaborative working adds value for:

- Charity to charity: converting the competitive nature of charities into collaboration around shared goals
- Charity to industry: paying more attention to the responsible business agenda and environmental, social and governance goals than just CSR, and more to win-win partnerships than just philanthropic giving
- Charity to government: being a credible civil society partner and delivering outcomes at scale for national government priorities. ■

To be considered for fellowship, applicants are required to:

- have been a continuous member of the Institute for Collaborative Working for a minimum of five years
- submit a portfolio demonstrating outstanding contribution to collaborative working
- submit a current and up to date record of Continuing Professional Development (CPD) covering no fewer

than three years

- submit references from two existing actively participating members of ICW, one of which should be a Fellow of the Institute. The referees will also support the applicant and their portfolio development from their first-hand experience (referees must have been continuous ICW members for a minimum of five years)
- undertake a panel interview.

The panel holds the final decision as to whether the criteria for fellowship have been met, and it comprises representatives of ICW Executive, Ambassadors, Advisory Council and Professional Development SIG.

Interim arrangements are in place for members who already qualify to apply. ■

Focus turns to internal collaboration



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When introducing organisations to the principles of collaborative working, often within the first hour of a workshop, a participant will say “we could do with this internally”. It is a cry for better internal cooperation and collaboration. It has also been recognised by many organisations on the ISO 44001 journey that once the structures and processes are in place, the challenge to deliver real value is often in enabling teams to collaborate effectively.

In addition, of course the Covid-19 pandemic has highlighted the need for improved collaboration, whether organisationally or individually. Technology has provided a tool for this, but the solution to effective collaboration is much broader than just IT.

ICW has recognised this, and internal collaborative working will become the future focus of the Thought Leadership Special Interest Group.

The scope of understanding “internal collaboration” will include, but not necessarily be limited to:

- Functional collaborative working within a single organisation

- Collaborative working between employees of different organisations engaged on a joint project, including an alliance, joint venture or similar arrangements
- Collaborative working between standalone business units of a diversified Plc, multi-division or distributed organisation
- Improved collaboration within a single team
- Any other instances where cross functional or cross organisation working is a feature of a collaborative venture.

A recent survey to assist the scoping of the project identified several reasons why Internal collaboration may be difficult to achieve. The top five of these in order of importance were:

- 1 **Organisational culture and behaviours**
- 2 **Lack of leadership commitment**
- 3 **Conflicting goals**
- 4 **Lack of knowledge and skills for collaborative working**
- 5 **Poor communication**

Key parts of the work of the Thought Leadership SIG will be:

- identifying the driving and constraining forces which hinder effective internal collaboration, and
- developing effective models and frameworks from which members can benefit.

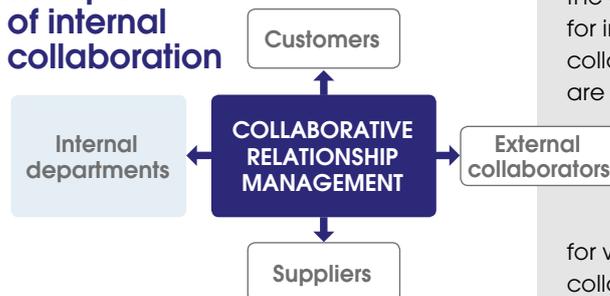
We believe that the framework shown in the Thought Leadership SIG’s publication *The Future of Collaborative Working* will be able to be used for the understanding of how the principles adopted in ISO 44001 can be adapted as an effective framework for developing internal collaboration solutions.

It is understood,

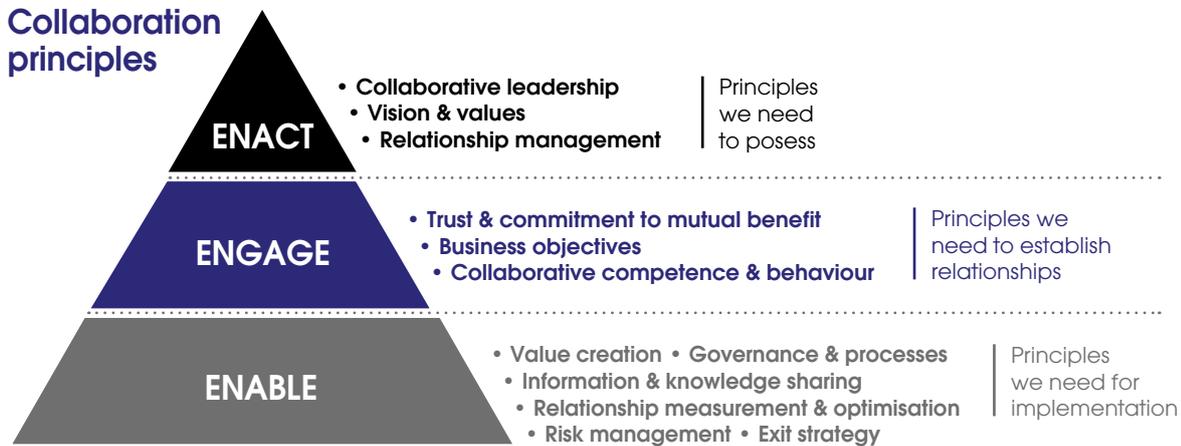
however, that the challenges for internal collaboration are likely to be heavily influenced by the context

for which collaboration is being used

The sphere of internal collaboration



Collaboration principles



or intended to be used. It is therefore anticipated that the solutions will need to be tailored, based on an understanding of the individual organisation's current situation, and it is hoped that tools will be developed to enable organisations to understand this.

Whilst much academic work has been done in the areas of, for example, team working, and culture and behaviours, it will be the SIG's intention to develop models and frameworks that

"Internal collaborative working will become the future focus of the Thought Leadership Special Interest Group"

enable organisations to improve their value from effective internal collaboration and / or increase the return on investments such as ISO 44001 by improving internal collaborative working. ■



If you would like to be involved in this work or have a contribution to make than please contact: John Osborne, john.osborne@icw.uk.com or Adrian Miller, adrian.miller@icw.uk.com

Collaborative leadership: an exciting topic for all sectors



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A key factor of any successful endeavour is leadership. That is not to say that it must be hierarchical. In the past, leadership was often considered from a command and control perspective. However, the delivery environment has changed. Projects, stakeholder management, business relationships, government and politics have evolved into complex interactions and interdependencies that are challenging the capacity for leaders to cope if they do not have the mindset to lead collaboratively.

Collaborative leadership is the type of leadership required to get effective and efficient results across internal or external organisational boundaries. A collaborative leader invests time to build relationships, handles conflicts in a constructive manner, and shares control. This spans all industries, organisation sizes and third sector organisations, and is critical in establishing

collaborative relationships and delivering through collaborative working.

The vision and purpose of the Collaborative Leadership Special Interest Group is to support the purpose and vision of ICW through the understanding and development of collaborative leadership. Through the SIG, we will promote the use of collaborative leadership so as to enhance value creation developed by collaborative relationships for the benefit of all parties. Our primary objectives in the coming year are to:

- define collaborative leadership
- extend current ICW knowledge on collaborative leadership
- determine how we might evaluate collaborative leadership.

This is an exciting and relevant topic that will be of interest across all sectors, and will provide practical insights to collaborative leadership. ■

Small-Medium Enterprises SIG leads the way



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Over the past year the Small-Medium Enterprises Special Interest Group has been working towards introducing a simplified scheme for small and medium size organisations. This is now being finalised to support the publication of ISO 44003, a principles-based guidance to enable SMEs to start a collaborative working journey.

Transforming into collaborative behaviours and challenges



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The Collaborative Behaviours and Challenges (CB&C) Special Interest Group (SIG) is new for 2021 and has transformed from the Collaborative Behaviours and Attitudes SIG that investigated the practical resources for individual and team selection and development of collaborative behaviours that are key to success.



The CB&C SIG is focussed on understanding the barriers and challenges to promoting effective collaboration. Its purpose is to support leaders to steer and embed effective collaborative behaviours within their organisation to enable efficiencies through an enabled and empowered workforce.

More than ever, leaders are beginning to understand just how important collaborative behaviours are in today's changing business environment.

“Leaders are beginning to understand just how important collaborative behaviours are in today's changing business environment”

The performance of any organisation depends on how well it can combine the potential of its people and the quality of their outputs with the ability and willingness to share knowledge throughout an organisation and beyond.

The SIG will explore what behaviours are prevalent and those that are needed in different business contexts – leadership, processual, project and individual levels – to understand what good and bad look like in any organisation. By identifying how behaviours can influence performance, organisations will be better placed to understand the benefits of taking collaborative behaviours seriously, so that they develop as a cornerstone in corporate culture.

CW has led the way in efforts to help SMEs harness collaborative working, and through our links to the International Standards Organisation (ISO) we have supported the development of the guidance which could underpin their capability through collaboration, working together or in networks, by developing mutually beneficial engagements.

This five-stage scheme aims to provide a basis to address how collaborative working initiatives by micro, small and

medium enterprises can develop mutually beneficial engagements by adopting the principles and processes. It is a standalone approach and can be adopted without the initial rigor of ISO 44001, but is based on ISO/TR 44000 principles for successful collaborative business relationship management. This scheme recognised that SMEs and their customers may be satisfied to stagger or hold development at any stage. ■

Through new leadership and membership comprising representatives from a diverse cross section of industry including behavioural experts and academics, the CB&C SIG is at the start of its exciting journey. It is one that will challenge, impact, influence and inspire others. ■

ISO 44003 update

New guidance to support SMEs harness collaborative working



Adrian Miller
ICW

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ISO 44003 is the latest publication in the ISO 44000 family of standards and is specifically designed to help small and medium size enterprises (SMEs). It is entitled *Collaborative business relationship management – Guidelines for micro, small and medium-sized enterprises on the implementation of the fundamental principles*.

The ISO 44003 guidelines are constructed around the 12 principles for successful collaboration, set out in ISO 44000. It is designed to help SMEs by explaining why and how they might consider and address each principle to suit their collaborative vision and objectives.

The primary aim is to help SMEs increase business opportunities by enhancing relationships through collaboration. The guidelines are designed to provide a basis to address how SMEs work together with another party or in a network, and can develop mutually beneficial engagements through adoption of the principles and processes embodied in the guide. It adopts a simple structure to ensure it is easy to follow and apply, in respect of each principle, as follows:

What: summary of the intent
Why: explanation of relevance
How: implementation guidance.

The guidelines can assist SMEs to gain advantages through a range of collaborative based initiatives, including but not limited to:

“The primary aim is to help SMEs increase business opportunities by enhancing relationships through collaboration”

- Quick access to complementary resources, markets and new customers
- Innovation, research and development
- Greater economies of scale
- Sharing risk, costs and resources
- Accessing knowledge, expertise and competences
- Efficiency and stability.

It is a standalone document and can be used without reference to ISO 44001 (Collaborative Business Relationship Management Systems – Requirements and Framework), or ISO 44000 (Principles for Successful Collaborative Business Relationship Management). The core informative content is around 20 pages, so it strikes a sensible balance between manageable but sufficiently comprehensive guidance. The publication was due to be available from mid-April 2021, as this edition of *The Partner* went to press, and can be purchased from national standards bodies, which in the UK will be BSI.

In conjunction with the publication of ISO 44003, ICW has developed a new five step collaborative roadmap for SMEs to build capability and evidence to support their collaborative ambitions.

Later in 2021 an additional complimentary publication – ISO 44004 – will also be available, entitled *Collaborative business relationship management – Guidelines for large organisations seeking collaboration with MSMEs*. The purpose of this will be to ensure that guidance is available to help larger organisations be more SME friendly. As with ISO 44003, it will be a publication that should help all sizes of organisation work better together where there is a collaborative intent and opportunity to create shared value. ■

ICW five step SME collaborative roadmap

STEP 1
Evaluate the business operations against ISO 44003

STEP 2
Seek external confirmation of alignment

ICW APPROVED REVIEWER

ISO 44001 update

Collaborative working updates



David E Hawkins FICW
ICW

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In my role as chair of the ISO committee, the last 12 months have been challenging, given the constraints of the pandemic, but equally encouraging. Through the power of technology, we have been able to keep in touch with the international members and continue to make progress. Interest in the international standard grows as we see take-up in many countries, which provides the impetus for new developments. These include Australia, Canada, China, Italy, Japan, Portugal, Spain and New Zealand, all of which is very encouraging, as it supports our aim to spread the adoption of collaborative working.

To support MSMEs (micro, small and medium enterprises), ISO have recently published guidance under ISO 44003. As mentioned by Adrian Miller. This guidance is structured around the 12 collaborative principles.

ICW, with the support of our executive network members, is launching a scheme which aims to provide a basis to address how collaborative working initiatives by MSMEs together or in a network can develop mutually beneficial engagements by adopting the principles and processes. It is a standalone approach to encourage small organisations and can be

adopted without the initial rigor of ISO 44001, but is based on ISO/TR 44000 principles.

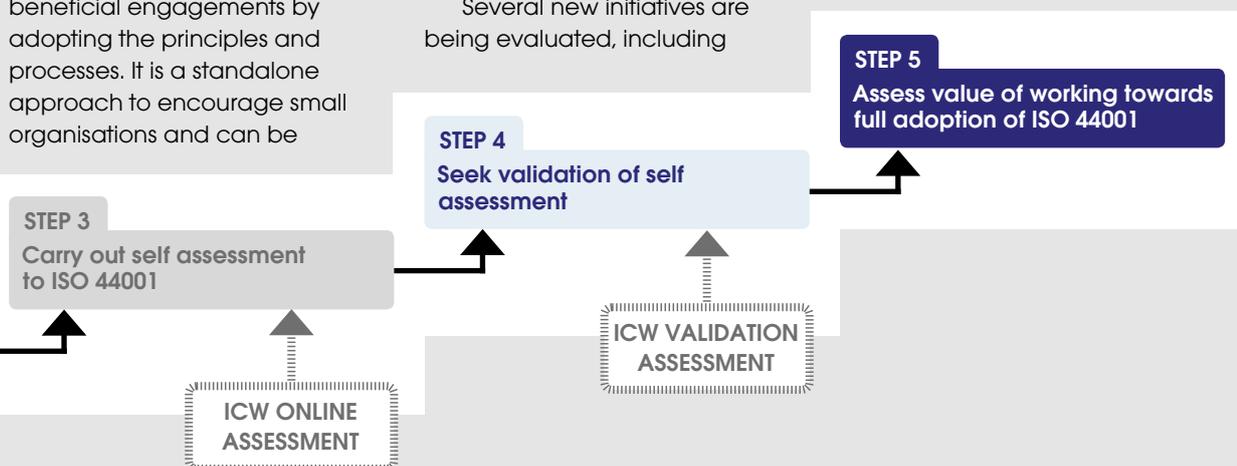
The role of smaller organisations is recognised by both the public and private sector, but is often challenged by systems and processes. The committee is on target for later this year also to publish ISO 44004, which is directed towards helping larger organisations to consider and adopt practices which can make themselves more accessible to smaller companies.

Several new initiatives are being evaluated, including

how ISO can promote the standard and provide accessible training. There is research work underway to consider how universities and industry can better collaborate. In addition, guidance on collaborative working in the service sector can be supported. This latter topic coincides with the committee taking on responsibility for ISO 35700 – the guidance for outsourcing, which is equally interesting for ICW UK as there are plans to revamp the Cabinet Office *Outsourcing Playbook*, which we understand will be re-titled the *Services Playbook*.

Following the publication of ISO 17021-12, which addresses the competencies for certification bodies, ICW is working with the United Kingdom Accreditation Service (UKAS) supporting their pilot programme to establish an accreditation programme for ISO 44001 to drive greater consistency to provide customers with increased confidence.

In the meantime, the recent launch of ICW Special Interest Group on the future of ISO 44001 has started to collect experiences, challenges and ideas which we can feed through to future developments at the ISO level. ■



ICW Industry Collaboration Award winner 2020: BABCOCK WARSHIPS TEAM, DEVONPORT ROYAL DOCKYARD

Collaborative working in a pandemic



Richard Smith MICW
BABCOCK
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Maintaining operational effectiveness of Royal Navy assets throughout the Covid-19 pandemic brought a unique set of collaborative working challenges to Babcock International's Warships business.

The pandemic presented the greatest challenge that the Warships Team has faced. The collaborative relationship between the Class Output Management (COM) Team and the Waterfront Service Provider previously relied on the physical co-location of the teams to ensure that communications between the parties was maintained. However, with the COM working from home, we were forced to adapt. Initially the team relied on phone calls before utilising new technologies to provide stronger, more meaningful relationships, whilst building trust and transparency.

With preparations for ship maintenance periods under way, Warships needed to maintain close communications with sub-contractors and suppliers to ensure continuity of the material and resource required. The vast majority of suppliers continued to adapt and deliver, with some required to work to international quarantine rules and isolate from their families. One team of contractors even lived on board HMS Albion for four weeks due to a shortage of hotel accommodation in the region during the first national lockdown.

It has been interesting to see how we have relied on the

relationships built previously when talking remotely. It is vital for a successful programme because it facilitates the engagement process and acts as a way to build trust.

Our Relationship Management Plan supports trust-building by detailing the goals and responsibilities of each party and how they can add value through collaboration. Coupled with open communication, an essential part of the trust-building process includes defining at the start of each discussion what information and knowledge is available to fellow collaborators and what is not to be shared. Therefore, trust in our collaborative environment brings its own challenges.

Trust indicators

Identifying trust indicators in a collaborative environment has, without doubt, been challenging, and the team looked at how their behavioural and maturity matrix could pull together some detail for them. Measured against performance, communications, honesty, problem resolution and a whole host of performance measures, simplicity was key.

Using Slido, an online "Q and A" polling app, everyone in Warships was able to share their views in real

time about how they were working and coping during the pandemic.

We established three primary indicators: prompt response to queries; openness and transparency of communications; and ensuring people had the tools, equipment and knowledge that they needed to do their job remotely. Ultimately, the trust gained from working collaboratively over several years has enabled us to operate effectively when we cannot all be on site together. These surveys helped identify strengths and opportunities that are available to us, but also acted as a measurement of openness and transparency, which in turn drives trust. The recent surveys have been communicated to the Warships team and have endorsed their commitment to deliver together with different ways of working.

A new challenge was presented around how we welcome new joiners into the business. The Warships on-boarding and induction processes have been tailored to support home working – using Skype and Zoom – and are hosted on a range of platforms suitable for everyone in the business. This has enabled a wider stakeholder group to engage simultaneously, and embraces the new ways of working, putting people first and ultimately improving our new-start experience.

Warships' long standing collaborative relationship ensures each and every opportunity to increase certainty of delivery in maintaining and supporting Royal Navy global operations. Collaboration has created additional value, and benefits allowed us to operate differently, with remote working supporting the on-site project delivery teams. ■

Our people, our focus

Grant Steven

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Ensuring the safety of our people – whether Babcock, customer or supplier – is our number one priority. Our team responds to a variety of crisis management situations during our daily working and we do this through collaboration. We work closely, with our customer, industry partners, suppliers and regulators, and ensure we maximise flexibility to each different scenario to deliver collaborative solutions.

Collaborative leadership and the role of the Senior Executive Responsible is pivotal in maintaining oversight – it also enables us to strengthen the 'One Team' ethos within Warships. Our leadership team has empowered our employees to focus on the outputs we can realistically deliver within the pandemic constraints. Social distancing, shielding vulnerable team members and remote working were all real challenges that we had to work through.

Collaborative working in a crisis, such as Covid-19, brings a new dimension to our operations.

Maintenance, repair and global support to our customers has, without doubt, driven innovative thinking and blended solutions, enabling us to maintain critical programs, docking activities and overseas support and routine workscopes.

There have been limited times when we needed to physically meet with the customer and we have been fortunate to have the space on site to safely accommodate this in line with social distancing measures. Meetings have been limited to only the most critical session to support operations and discuss key issues in real time. This included the docking and undocking of ships, defect repair, maintenance and deployment of staff to support global operations.

The restrictions and challenges posed by the pandemic has impacted every facet of our Waterfront Support. From implementing social distancing routines on board a Warship to enabling new ways of working in the most complex of environments, we have had to change. Even

ideas as small as re-thinking our working routine and how and when people cover shifts. We have responded well, with the ability to re-plan work at short notice and maintain outputs whilst we keep our people safe and secure.

Delivering engineering support amidst the worldwide restrictions has been incredibly difficult – from organising sub-contractors and original equipment manufacturers, to sourcing materials and spares, or coping with personnel shortfalls due to isolations and confirmed Covid-19 cases. The strength of our collaborative relationship has been key to achieving success and delivering for our customer over the last 12 months and more. Regular dialogue, open and honest communication and the ability to overcome challenges together has kept the availability of our strategic Royal Navy assets at continued high levels.

Throughout the pandemic, and as a collaborative team, we have continually adapted to government guidelines, delivering innovative solutions to engineering, including robotic vehicles, remote sensing and adapting project outputs supported by home working and flexibility.

Kerry Cardew

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People are our key focus, especially when operating under very different circumstances in a pandemic environment. Utilising bespoke software we undertake anonymous monthly pulse surveys across the team, measuring responses to a variety of topics including engagement, environment, autonomy, management support and strategy, enabling us to understand

and improve our operational environment whilst ensuring a fully diverse and inclusive culture across the collaboration.

Two other key communications routes include our Warships Team Voice newsletter updates, used to share the key operational themes with our employees – these include topics from business to baking, and health and wellbeing to diversity

and inclusion. We have also made use of our social learning and engagement platform, called Hive, to engage management at all levels and encourage open discussion on topics such as bias, physiological safety and mental health. This enabled us to put our people first by bringing collaborative leadership teams together in a virtual network and allowing them to share knowledge and experiences to support the delivery of a high performance collaborative team.

ICW Collaborative Awards 2020

The ICW 2020 awards in December sponsored by BSI were different in many ways. First, based on their experience over the past couple of years, the judges decided that, while retaining various categories, this had the potential to exclude very good submissions within each category. So, the judges decided to select the best submissions and then allocate the best of the best to an appropriate category. It proved challenging, based on the quality of the submissions.

The second challenge was the pandemic. Instead of our annual event at the House of Lords, we had to change venue to the Lansdown Club and were restricted to only 30 people being present. However, with the team from BSI and Guy Hawkins' camera crew, we were able to live stream the whole event (and the favourable feedback suggested it was a success). So, in the end we were able to congratulate all those shortlisted and present the awards in person, albeit socially distanced.



Industry DEVONPORT ROYAL DOCKYARD

Babcock Devonport Royal Dockyard has a long history of delivering support for the Ministry of Defence and the Royal Navy, applying a highly collaborative approach to supporting surface ships, submarines and associated systems and equipment. Babcock's Joint Ways of Working Charter and certification to ISO 44001 is evidence of their long-term approach to working with a range of stakeholders and suppliers in a complex and critical field.

Public Sector WILTSHIRE HIGHWAYS SERVICE

The Wiltshire Highways Service is delivered in collaboration with Atkins, Ringway and Tarmac to ensure effective and efficient highways building and maintenance services for the local community. The collaborative approach has driven a closer working relationship, including innovation, sustainable outcomes and support to the council's carbon neutral targets.

The judges

Our immense gratitude goes to the panel of judges: ICW Chairman, Lord David Evans of Watford; Frank Lee, BSI UK and Ireland Product Certification Technical Director; and Dr Mehmet Chakkol, WBS Professor of operations Management, Warwick University.

We have captured the essence of the winners' submissions and will schedule a webinar for later this year, so some have the opportunity to present more detail.



organisations including Highways England and a range of contractors working in collaboration to improve highways for the road user. Its integrated collaborative structured approach enabled it to respond effective to the Covid-19 pandemic and keep working.

Service Sector MOD-MODUS SERVICES

The Enterprise Approach model adopted to support MOD's Main Building in Whitehall brought together DIO, Modus, Skanska and AMEY to deliver facilities management services, which have improved services, delivered savings and supported the rapid changes required throughout the pandemic's restrictive measures.

it forced air ambulance services to be grounded across the country. Babcock UK Onshore set to work to address the issues of protecting crews for their own fleet. With a solution in place, they then looked to work collaboratively with Devon Air Ambulance to enable them to also start flying again.

Social Impact – Third Sector ATOS AND ANTZ

The ATOS ANTZ Mentor Programme was developed to bring businesses and hard to reach communities together. Working with the Ministry of Justice, the scheme has helped reduce re-offending and has made societal savings. It has changed the lives of people by positively impacting on the health and wellbeing of the mentees as well as clients and Atos employees.



Social Impact – Sustainability REGIONAL PRIME SOUTH EAST DIO-AMEY DEFENCE

To improve service provision, both DIO and Amey recognised that to enhance their joint

Supply Chain SELLAFIELD LIMITED

Sellafield is the UK's most complex nuclear site, dealing with the hazards of nuclear legacy. Through collaborative working with their supply chain, they are delivering efficiency, greater agility, innovation, improved performance and value for money.

Supply Chain BABCOCK UK, ONSHORE DEVON AIR AMBULANCE

When the Covid-19 pandemic hit,

Infrastructure AREA 9 SRN ALLIANCE

The SRN alliance involves 15

performance, a more collaborative approach would be essential. The deployment of ISO 44001 was seen as a template to harness greater integration. What was evident is that whilst the main focus for development was to improve the support to armed service personnel and their families, much of the activity was strongly supported by a focus on social improvements and sustainable objectives.



Defence and Security RAF HADES TECHNICAL SUPPORT

The HADES technical support programme for the RAF selected Babcock International for their collaborative credentials and commercial flexibility. The contract includes aircraft maintenance, engineering and training for the RAF. The relationship was built around specific deliverables, but also the desire to drive innovation and continual improvement. The structured approach to collaborative working has generated higher performance and greater agility to support frontline operations through a culture of openness, trust and mutual respect.

Chairman's Pathfinder Award EDAROTH AND LAMBETH COUNCIL

The EDAROTH collaboration with Lambeth Council focused on optimising social housing opportunities, utilising small brown field sites (above) and innovative design approaches. Creating a collaborative model between local government, industry and its key supply chain, these first steps have shown what can be achieved and the Judges through the Chairman wanted to further encourage the developing approach.

Collaborative Leadership ODILON SERRANO

Since his first engagement with ICW, Odilon has been proactive on all fronts in promoting ICW to the wider world and being an evangelist for collaborative working. He has brought a wide-ranging experience in the world of major projects internationally. Odilon has contributed to the work of several Special Interest Groups, leading the development of the Collaborative Leadership SIG, as well as being a member of the Advisory Council.



ICW Collaborative Awards 2021

The programme for the 2021 Awards will be open at the end of May and we hope that we can meet in person in December for the presentations.

Left: Odilon Serrano receives his award from Lord David Evans of Watford

Collaboration training embraces technology



David E Hawkins FICW
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What a difference a year makes! Dominated by the Covid-19 pandemic and the need to keep social distancing and, for some, isolate, we have all had to find new ways of working. ICW have embraced this change by making the move to online training delivery. For some, the convenience of learning from the comfort of one's own home can have tremendous benefits. But for others, disruptions, poor internet connections and a lack of familiarity with the IT software used for delivery, can bring new challenges and additional stress.

For ICW, the challenge was to maintain our high standards for delivery and learning.

This meant mastering new platforms, including Microsoft Teams, Zoom and Adobe Connect, modifying presentation content and exercises for online use, and, importantly, adapting tutor delivery style to combine all these changes while maintaining high quality education.

The change has been significant, but delegate feedback suggests there is value in the new approach. While convenience is a clear benefit, it has been acknowledged that the level of interaction between delegates, and the subsequent cross learning, is not as effective as in the classroom. Also, where an exam is undertaken, the results are generally lower. This is possibly due to the additional stress of adopting all the changes to work from home. However, the objective of gaining a better understanding of collaboration and ISO 44001 is still being met.

So, is online training here to

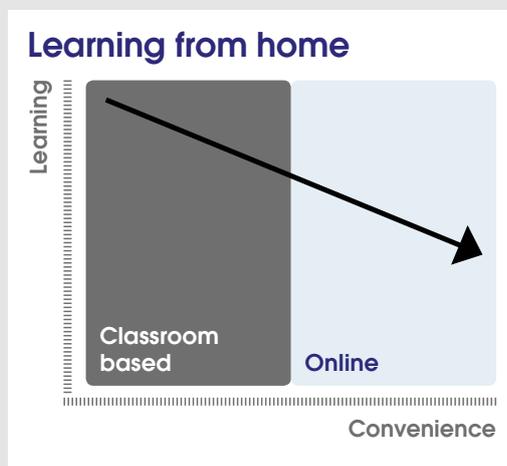
stay? For some, yes.

The benefits are clear and far outweigh the downsides of online learning. For others, the enhanced learning from face to face delivery is key.

Ultimately, it will come down to individual and organisational choice. For us at ICW, we will endeavour to provide the best learning experience in any given situation. During lockdown, this means offering all our courses

“For ICW, the challenge was to maintain our high standards for delivery and learning”

online, even our Collaborative Leaders Course. But in line with our feedback, we long to get back to more effective classroom delivery as soon as we can! ■



ICW support to UKAS accreditation of certifying bodies for ISO 44001

ICW (David Hawkins and Bill Taylor) were approved by the UK Accreditation Service (UKAS) as the ISO 44001 technical experts to support the UKAS accreditation of the certifying bodies (CBs) to certify organisation to ISO 44001. The UKAS pilot scheme initially comprised six CBs to achieve accreditation and for UKAS to develop the accreditation scheme requirements. Due to the Covid-19 pandemic, the pilot was delayed but has subsequently been underway using online auditing. Following a Phase 1 passive review of the CB supplied Head Office documentation, the CBs were given time to improve on their processes or methodology for the Phase 2 review.

ISO 44001 Collaborative Project Leaders Course dates, 2021:

- May 17-20
- July 19-22
- September 13-16
- November 15-18

So far, three CBs have completed the second phase, which included an online assessment of Head Office staff competency requirement, processes, and the ISO 44001 Scheme Manual. The assessment included a randomly selected number of current certifications where the end-to-end process was reviewed against the requirements of the CB Scheme Manual. The review includes interviews of sales staff, auditors, reviewers, and the Scheme Leader.

Phase 3 is underway at time

of writing, and includes a witness of either a real time recertification audit or a Stage 2 audit. It is hoped these will be completed by the end of Q2 this year, and the final UKAS accreditation scheme documentation released for comments.

The UKAS scheme paves the way for the other international accreditation bodies to adopt a similar approach. ICW have played a significant part in the assessment and subsequent advice to UKAS on the development of the accreditation scheme. ■

“The change has been significant, but delegate feedback suggests there is value in the new approach”



ICW guidance of ISO 44001 certification of temporary organisations

Following the ICW work with UKAS, an approach to certifying temporary organisations has been agreed, and guidance for members has been developed to provide clarity for achieving certification. Temporary organisations are generally known as unincorporated JVs and alliances, and are normally bounded by an alliance/JV agreement or a framework contract.

Under the rules for certification, the certifying body (CB) must be assured that the certification entity (alliance/JV) can have a legally binding arrangement with the CB, and the members of the alliance/JV are all equally liable for the performance of the collaborative business relationship management system and its application, and for the fulfilment of the contract with the CB should the CB request it. Without this assurance the CB cannot certify the alliance/JV. Normally, the alliance/JV selects one of its members to act as the contracting party with the CB, but the alliance agreement or contract clearly reflects the liability requirements.

The certification certificate must show that it is the alliance/JV only that has received certification with the named alliance/JV members either in the certificate or in an appendix, and not the members themselves. The scope of certification would specify whether the alliance/JV entity

relationship is with a customer, supplier, external collaborator, or internal; the latter reflecting that it is the alliance/JV that is certified and covers the relationship between the alliance members. The key is that whatever relationship type is included in the alliance/JV, the certificate wording must reflect that the named partners are within the alliance/JV entity. An alliance/JV certified on its own would typically be used for networks, clusters etc. who undertake joint product development, R&D, bulk buying, etc. for the benefit of the members or for the delivery of a programme of work.

ICW members seeking advice on the certification of temporary organisations should contact Bill Taylor or David Hawkins of ICW, who are leading on this guidance. ■



Moving to a hybrid working environment



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The Covid-19 pandemic continues to have a big impact on many organisations and their people, not least because of restrictions around both personal contact and access to the workplace. With the growing prospect of a possible return to some degree of normality in the coming months, many organisations are looking forward at how and on what basis they can welcome their teams back to an integrated working environment.

The challenge for many of these organisations is how to continue to harness the benefits identified during the past year arising from remote working, whilst combining them with the advantages associated with integrated working. Achieving the right balance is likely to make a big difference to the morale and wellbeing of an organisation's people, the quality of their team and interactions, and how they respond to and support their leaders and managers.

As one recent source observed: "It's about making sure you get the best of both worlds rather than the worst of both worlds". There have been many articles written of late about the challenges of returning to the workplace, offering potential solutions to some of the different aspects of the dimensions that contribute to a harmonious workplace. Whilst this readily available advice appears to offer some partial direction, in truth there is no simple answer, although there is likely to be a

lot of overlap and reusable ideas and solutions. What is obvious is that every organisation is going to need to assess and design their own solution based on their specific operations, business landscape and stakeholder needs, both inside and outside of their organisation.

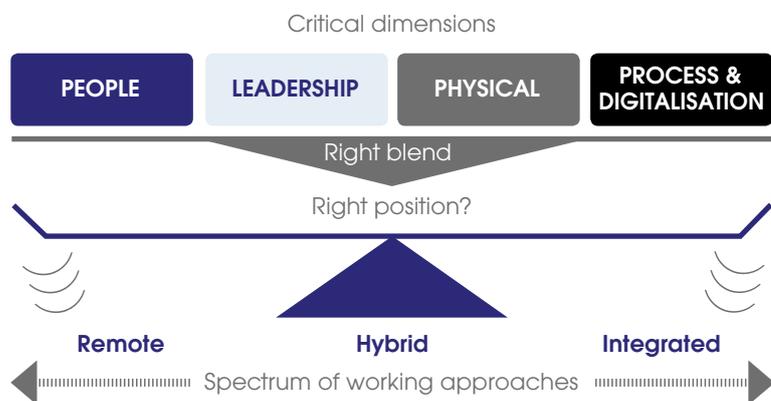
A new ICW initiative

Many organisations are likely to need to make quite significant adjustments in order to embrace this new way of working and look

to put in place a variety of different approaches or resolutions where circumstances allow, to create the environment that is right for them. Although it stands to reason that each organisation will need to consider their own specific solution, which is likely to be slightly different from the next, there is a lot of scope for commonality. We believe that the critical dimensions of what needs to be addressed are broadly the same.

Furthermore, some of the solutions are closely related to collaborative challenges that we are already working on, such as collaborative leadership, behaviours, embedding trust and information sharing. All of this can be adapted to be applied to different organisational needs for improving their internal ways of working in a hybrid environment.

Getting the right balance for your organisation



Recognising these strong parallels, and with the access we have to a large collaborative community, the Institute has been prompted to launch a focused piece of work to look at how we can help our members move to a hybrid working environment. The initiative and work plan has three aims:

1 Construct

using a simple model based on four critical dimensions – people, leadership, physical, process and digitalisation – establish the initial pointers and considerations for organisations looking at creating a hybrid working environment. The four critical dimensions are characterised as follows:

PEOPLE

What the organisation needs to think about to retain, motivate, attract, develop, engage, look after, their people resources

LEADERSHIP

What leaders and managers need to be thinking about and how they should act to help their people and organisation to be successful

PHYSICAL

What organisations need to be thinking about and implementing for their people to ensure they have the most effective and positive physical working environment

PROCESS & DIGITALISATION

What working processes, practices and infrastructure needs to be changed or honed to enable a seamless hybrid working environment

“The Institute is to launch a focused piece of work to look at how we can help our members move to a hybrid working environment”

2 Share

because we expect that our collaborative members are already actively looking at their own needs, share our model, populated with its initial details for feedback and suggestions and create an opportunity for sharing good practice.

3 Develop

continue to develop and improve the initial thinking and material, based on input and feedback from the ICW membership’s practical experiences.

Work has commenced on populating the initial model and this will be on the ICW website for members as soon as it is ready. It will be accompanied by an open comment forum, so that we can receive feedback and members can share their ideas and successes. We will monitor this in order to create a consolidated set of ideas and approaches in line with the model, enabling members to draw on good practice to help them consider how to get the balance right between remote working and integrated working for their organisation. ■

International branches

ICW Scotland Mike Healy

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Scotland is known for influencing science, education, engineering, finance and medicine

throughout the world. So, we were delighted to offer our virtual Scottish Conference focusing on “harnessing collaboration” and to see it so well attended. Scotland’s history is a testament to enterprise, hard work and independence but collaboration has found its way to the centre of economic and political activity in Scotland.

In 2011 The Christie Commission placed collaboration at the centre of public services, re-quiring the Scottish Government, local government and other partners and stakeholders to work to reform and improve Scotland’s public services. The work continues to this day, with many notable successes, some of which we heard about at our conference.

In 2013 The Wood Review placed collaboration at the centre of activities to maximise the economic recovery of oil from the UK continental shelf. The review culminated in the Energy Act and the setting up of the Oil and Gas Authority, whose job is, among other things, to promote collaboration within the industry and progress enhanced oil recovery.

We have seen great collaborative successes between public sector organisations

and be-tween private sector organisations. I hope the conference started a new wave of success in collaborative working between public and private sectors. Many private sector organisations in the supply chain often don’t realise that the final customer for their largest projects are public sector organisations. The two sectors often see the world differently, but the opportunities for collaboration between public and private sector are huge. In 2019, before the pan-demic threw everything into a tailspin, the Scottish Government procured around £11bn worth of goods and services a year through 5,782 regulated contracts awarded by 115 public bodies.

No one really questions *why* we should collaborate anymore: the common sense of collaboration is obvious to all, especially when it comes to big issues such as climate change or dealing with a pandemic. The real challenge comes from working out how different organisations with

different perspectives, drivers, motives, systems and people can align themselves around common objectives.

The ICW’s stated purpose is “to support people, organisations and business to understand the value of collaboration and the benefits achieved through collaborative working.” But the experience of the organisation and its members can also be harnessed to show us all how to go about doing it well.

Our Scottish conference reflected that continued support and the experience available from some of the most experienced players working in some of the most exciting and challenging collaboration projects around.

ICW Scotland has already developed a network of contacts and organisations keen to collaborate with customers, partners and others in their supply chain. If you would like to learn more, contact Mike Healy, ICW Director, Scotland at mike.healy@faceoffgroup.com or **07799 466281**. ■



Photo: Energies Industries Council

ICW Wales Dr Jane Lynch

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There is no doubt that collaborative working is high on the legislation and policy agenda in Wales: Collaboration

is one of five ways of working mandated in Wales under the Well-Being of Future Generations (Wales) Act 2015, and collaborative working is noted as key to the delivery of the recently updated Wales Procurement Policy Statement (WPPS). Collaborative procurement is a recognised approach for leveraging sustainable value from procurement contracts and for engaging with key stakeholders.

From my position at Cardiff Business School, I am delivering a module with Professor Martin Kitchener on “collaborative planning for integration” as part of a postgraduate diploma in healthcare planning. Cardiff Business School has won a six-year contract with NHS Wales to deliver an executive diploma for approximately 125 planners across a variety of NHS Wales healthcare organisations. Multiple collaborative frameworks (including ISO 44001) for managing collaborative working effectively and research insights from ICW’s recently published Thought Leadership Special Interest Group report *The Future of Collaborative Working* are built into the module. The programme is interdisciplinary in nature, bringing together expertise from Cardiff



Photo: Siemens

University’s School of Mathematics, School of Medicine and Business School to address the variety of skills needed within a planning role. Participants are introduced to a range of topics including data analytics, managing innovation, and leading change.

£738m Welsh Rail Alliance has collaboration at its heart

Transport for Wales (TfW) has some major projects underway. One of these is the Core Valley Lines (CVL) rail programme in South Wales. It is a £738m project to improve rail services between the Welsh valleys and Cardiff, which is due for completion of main works in 2023.

TfW recognised this highly complex work would require an alliance to be formed to provide the best opportunity for a successful project. Building a tender process which encouraged collaboration from the outset has resulted in the formation of the Craidd Alliance. This is a collaboration between TfW, Amey Infrastructure Wales, Balfour Beatty, Siemens and Alun Griffiths, with the possibility of a sixth member joining in the near future. These specialist organisations have been working together since 2018 and have embedded

the principles of collaboration within their relationship to good effect. Successfully navigating a blockade in January demonstrates the ability of this collaboration to work effectively.

For those involved, this comes as no surprise. It began with an evaluation of collaborative working as part of the tender submissions, to reduce the risk of potential conflict between organisations during the programme. It then progressed with the successful parties working together to:

- review the contract and allocate work packages to the most appropriate party
- evaluate risk and ensure those who can control and influence it, own it
- assess the behaviours which are likely to be driven by the contract and amended it as necessary.

In addition, due to the positive experiences of the members using collaboration previously, the Craidd Alliance have agreed to pursue ISO 44001 certification in 2021. It is pleasing to see organisations in Wales taking a voluntary approach, rather than being mandated by a contract. Even though the programme is only a few years in, the signs of collaboration are strong. ■

ICW Portugal Bruno Marques

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The development of ICW PT in 2020 continued its path to raise the awareness of collaborative relationships as

a key enabler of competitiveness and sustainability in Portuguese business and academic communities.

Two major initiatives were developed during this difficult and challenging year.

For one hand, working close

with the ISO technical committee and with the Portuguese technical working group, during 2020 we have initiated the translation of the ISO 44003, focusing collaborative relationships in micro, small and medium-sized enterprises – under developing.

The dimension of the Portuguese organisations is smaller than the average in the EU, and Portugal is the second country in the EU where small companies have a greater role in the economy. This reality highlights the relevance of the future ISO 44003 and we are very excited by the impact of this standard in Portuguese organisations.

On the other hand, ICW PT

was a partner in several workshops, conducting presentations about collaboration in the context of the future of leadership and as a driving force to address different challenges in today's complexity.

We highlight David Hawkins' valuable and much appreciated participation in different webinars, focusing on the future of collaborative leadership and how to collaborate wisely in the context of the Covid-19 pandemic.

We will continue our mission of introducing *Collaborative Business Relationships* to our community; for sure, there is a bright future in the development of collaborative working in Portugal. ■

ICW New Zealand Dave MacDonald

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Our vision is "better results together". Our three strategic goals are aligned to ICW strategic

objectives and are:

- expand our reach and influence in New Zealand by demonstrating thought leadership, insight and knowledge sharing
- provide effective training advice and mentoring to support the adoption of collaborative working
- Resource ICWNZ appropriately.

"We are working closely with ICW Australia and are currently finalising a joint relationship management plan between us"

Over the last four months we have held training sessions using the two-day Collaborative Practitioners Course. We are presenting two in March and May this year and expect at least two more to be arranged to meet the demand.

Through our Associates we are providing support around collaborative processes for a number of clients such as KiwiRail, and Let's Get Wellington Moving. We are working closely with ICW Australia and are currently finalising a joint relationship management plan between us. Joshua Choong from ICWAU is attending a course along with two

regional reps from Affinitext.

Opportunities are occurring on a regular basis. We are seeing a definite increase in contacts being established and resulting in work.

We again thank David Hawkins and Bill Taylor for their support and assistance. ■

- Dave MacDonald, who established ICWNZ in 2016, is looking to reduce his involvement and Chris Olsen will take over the lead role in mid-2021. For long-term continuity we have appointed Erik Barnes as a director, very much with the future in mind.

ICW Canada Andy Akrouche

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ICW Canada continues to promote collaboration as the most effective means to manage

change and uncertainty, and for delivering improved outcomes in complex projects and business arrangements.

Key 2021 activities to look for:

- 1 With our 100% virtual delivery capability, ICW Canada in partnership with SRS are embarking on a channel-based training and implementation support programme. Under this approach we would be

training and delivering our services through or under the name of other organisations. SRS has signed a LoA with Canada-India Centre for Excellence at Carleton University (CICE) to promote and deliver collaborative training to India's business community from Canada. There are two other channels with similar opportunities.

- 2 Initiate a process to create a North American Executive Network and leverage it to increase memberships.
- 3 We plan to run a joint ICW (UK and Canada) information sharing and networking event on ISO 44001 and its implications on business in the third quarter of 2021. This event will bring together public and private sector leaders from a cross section of the local Canadian community and will

feature keynote speakers from industry leadership who have embraced collaboration as a cornerstone of their corporate strategy.

- 4 The ICW Canada team will be involved in building and operationalising two major collaborative frameworks for the government of Canada and major industry groups.
- 5 ICW Canada is a participating sponsor for an open two-day course on enabling collaboration on 3 and 4 June 2021. Contact us at relationships@srscan.com.

As the Director of the Institute in Canada, I am proud of our accomplishments and very excited about the year ahead. I would like to thank the team in the UK, under the leadership of David Hawkins, for their continued sponsorship and support. ■

ICW Italy Adarosa Ruffini

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The activity of the Italian delegation present in ISO TC 286 was oriented in the year 2020 on two fundamental guidelines. The first one produced the publication of a volume entitled *Time for Agreements, Time for Collaboration – the Rules of Partnership*, published by Franco Angeli editore, written by Ivano Roveda and Adarosa Ruffini.

The text aims to draw attention to how much the contemporary era leads to a reorganisation of the existing relationships between the multiple entrepreneurial realities, and how the verticalisation of

organisational structures, which has contributed to creating the archetype of economic and competitive, should be revisited within a globalisation that moves sideways and encourages, on the contrary, collaborative models. And this on the assumption that individual achievement should be measured not only in terms of acquired wealth, but rather by the variety of experiences matured by each and by the calibre and content of relationships.

The structure of the partnership, declined in its final part as a business collaboration, and referring above all to SMEs, which constitute the hard core of the Italian and European entrepreneurship, thus becomes an instrument of real economic

solidarity and introduces the cultural change of business management.

The second guideline, which envisaged in UNI TC 43 the development of the standard *Business Collaboration – Requirements for Establishing and Managing Collaborative Relationships for Micro, Small and Medium-sized enterprises*, constitutes an obligatory work of voluntary standardisation. This is because it was considered appropriate to develop a standard which, without entering into conflict with the ISO 44003 standard, would allow minor entrepreneurial realities to apply a process for the construction and management of collaborative relationships specifically referred to the Italian entrepreneurial reality. ■

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