

The Partner

May 2023



**Collaboration in
uncertain times**

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Board Members



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CHAIRMAN



Claire Ward



Christopher Kehoe



Douglas McCormick



Tim Bullock



Steve Abrahams

Collaborative relationships: a positive force when faced with adversity and rapid change



Lord David Evans of Watford
CHAIRMAN

Collaboration is rapidly becoming one of the most frequently used terms in business, which of course is fantastic for raising its awareness and helping us communicate the purpose and potential of the Institute for Collaborative Working.

This last year has clearly shown the continued benefits of collaborative working, where organisations large and small have collaborated with their supply chains and customers to achieve cost savings, to achieve efficiencies and to improve their overall performance. Furthermore, collaboration is now officially recognised as an important and key business discipline by government and business alike because when it is done properly it leads to some fantastic outcomes. Which is why we believe our members lead the way in delivering additional value by working collaboratively, underpinned by a structured approach.

We have a very exciting year ahead of us and I thank all our incredibly enthusiastic Associate Directors, Ambassadors, Special

Interest Group members and HQ support team for their invaluable help and input.

At ICW we are expanding our range of services to our members and increasing our influence and

"Our members lead the way in delivering additional value by working collaboratively, underpinned by a structured approach"

good standing. I am delighted to confirm my warmest welcome to our new Chief Executive, Frank Lee, who has the highest level of collaborative working experience. Frank has been a good friend to me and the Institute for many

years, helping us wherever possible, and his progressive plans for developing ICW are truly inspiring. Frank will ensure our members are supported by the Institute in their collaborative endeavours, to help them deliver greater economic and social value for their own organisations, their customers, and their wider stakeholders across the public and private sector.

I take this opportunity to thank Tim Mowat for his hard work and professionalism as our Interim CEO last year, providing a platform for expansion and

development. Also, of course, I thank Dave Hawkins for his many years of loyal service, playing a vital role in establishing the Institute and supporting growth as both Chief Operating Officer and then Chief Knowledge Officer.

The theme for *The Partner* this year is "collaboration in uncertain times" and our contributors will be telling us their experiences of how collaborative relationships are a positive force when faced with adversity and rapid change. ■

Five-year plan takes ICW to new heights



Frank Lee
CHIEF EXECUTIVE OFFICER
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It is such a great honour to have this opportunity to write this foreword for *The Partner* magazine as CEO of the Institute for Collaborative Working.

First, I would like to thank our friends at Leidos for sponsoring our House of Lords reception this year. Leidos have been great supporters of the Institute for many years and are an organisation at the leading edge of structured collaborative working. Our relationship with them is one we value and appreciate enormously.

My association with the Institute goes back a long way and so I take up my role as CEO with both pride and a clear vision to build on our great history and to take us into a brighter future.

To support this, I have developed a comprehensive five-year strategic plan that has been approved and endorsed by our main board. This strategic plan is designed to see the Institute reach new heights, with an aspiration to double in size over the five-year period. It includes us undertaking academic research to provide empirical evidence of the effectiveness of structured collaborative working, as well as expanding the value-added

services and support we can offer our membership.

Under my leadership I want this Institute to be an organisation that has a purpose: a purpose that all our members can buy into and support, a purpose that drives better outcomes for our members and the communities in which we are part, whether they be commercial, social, environmental, or people. That is because we know that the opportunity to achieve benefits across all of these, can be delivered or realised more effectively with a collaborative approach.

We are a member driven organisation, promoting, and encouraging collaborative working and its advantages in order to address the challenges of today and the future which impact all types of organisations, people and communities. As a purpose driven organisation, our mission is to demonstrate the vital role structured collaborative working can play in delivering key outcomes for our members and their stakeholders.

We have several key objectives for the year ahead. They are to help our members and their partners to achieve:

- better economic and commercial outcomes
- goals towards achieving net zero and other sustainability targets
- social value benefits to the communities in which they operate
- collaborative behaviours to be a more inclusive and diverse organisation.

The key to achieving these objectives is for us to communicate and interact with our members as often and as widely as we can, and already I have been regularly meeting as many of you as possible. I also invite members to contact me or our Membership Services Director, Adrian Miller, to discuss how we can support you better, add value to your organisations and work with you to promote collaboration through your achievements and relationships.

To achieve our objectives, we support our membership through:

- **Access:** connecting a community of progressive, committed, diverse organisations that have similar aspirations and values in relation to collaboration.
- **Influence:** raising the profile and relevance of collaborative working for better commercial, sustainability and social value outcomes.
- **Growth:** supporting our members in increasing their capability and opportunities for their collaborative relationships through promoting their achievements and potential.

are constituted from our member base, have conceived the ICW Travelator, which plots out a journey that any organisation can undertake, starting with a desire to collaborate effectively, leading to being at the cutting edge of collaborative development and achievement. This Travelator can also be applied to organisations that are seeking to work with the most developed collaborative practitioners, offering a way of readily identifying them. You will see a short article about The Travelator later in this edition of *The Partner*.

Along with my team, I intend to demonstrate to you during the

coming year a range of actions we are implementing to bring additional member value. This has already started and includes:

- Under the leadership of Jill Clancy, you will see us improving and increasing our

events online and in person to support sharing, learning and networking.

- Building on our individual membership; key for us is to encourage younger members to join us and help us create a more diverse progressive Institute.

- Building relationships and patronships with likeminded organisations so we can cross transfer knowledge or create the capability to offer additional or more comprehensive services that can help us increase our influence and support our membership more effectively. Examples of this are working with BSI on online training, and our tie-up with the National Centre for Diversity (there are specific articles about both in this issue of *The Partner*).
- Increasing and improving our connections with government departments and agencies and other key national infrastructure providers to help them gain the most from taking a collaborative approach.
- Exploring how we can work with some of our new and existing connections to increase our capability through technology and digital solutions.

I am proud to have been asked by the board to lead ICW, but I don't intend to maintain the status quo. My intention is to build on our existing strong foundations to work collaboratively with the excellent membership base that we have and to take our Institute to the next level, through building new and stronger relationships. ■

“The key to achieving these objectives is for us to communicate and interact with our members as often and as widely as we can”

At ICW we advocate structured collaboration – this is broader than ISO 44001, which remains vitally important but not the only solution to embedding an effective approach. We offer guidance on a range based on need and maturity. Our special interest groups, which

The focus of our Annual Associate Directors Seminar for 2023 was “building the Institute of tomorrow”.

Our new vision and mission were key elements in our discussions, as well as how structured collaboration addresses the challenges we face today.

Being a member-focused organisation, we also looked at how we add value to our members now and what we can do going forward.

Professor Paul Connor joined us, detailing how he is helping us build our new communications and marketing strategy.

The event took place in March at Warwick University – one of our longest-standing academia partners.





Keeping our 'collaborate' principle at the heart of what we do



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At Babcock, our commitment to collaborative working is underpinned by our involvement in the UK Cabinet Office's Strategic Partnering Programme (SPP) framework. Set up to foster strong, effective relationships within the MoD's strategic suppliers, the framework provides a means to deliver improved performance, hold strategic conversations and deliver mutual benefits.

Strategic Partnering Programme

A core component of the SPP framework is the application of "workstreaming". Workstreams are agile, joint teams, empowered to deliver tangible programme output improvements. The use of consistent workstream practice helps to unlock the potential to form collaborative and transformational partnerships and sets the conditions to continuous improvement.

Dr Luc Bardin, Crown Representative, The Cabinet Office, said: "True strategic partnering is a science over an art. Success is measured as transformed or enhanced joint performance for the involved organisations and requires the enduring and systematic application of a disciplined cooperative operating model. Any organisation that is serious on this ethos and endeavour needs being ready to change their ways of working, their culture and even some of their people. The reward can be extraordinary on trust with partners, alignment

on joint strategies and solutions and strategic mutual value delivery.

"This is the decision that Babcock has made and the journey it has been on for some time. Among other changes for the company, it has placed performance as a precondition to everything else, co-development and joint working as core to delivery, cooperative behaviours as

central to people appointments and rewards, joint strategising as defining the path, transparency and earned trust as a compass."

He added: "I understand this is what Babcock calls the 'New Babcock'. Is the company fully there yet? Evidently not, as it is a long and not easy journey. But positive progress is real on building the practice and yielding mutual advantage with and for their stakeholders. Hence congratulations and appreciation on the headway to date and deep encouragements to the company and anybody who wants the best from and for them to support Babcock's next steps on partnering."

Babcock's Six Principles



**BE
CURIOUS**

We believe in positively challenging the status quo and asking "how might we?"



**THINK:
OUTCOMES**

We believe in measuring success by the results we deliver and the positive impact we make



**BE
KIND**

We believe in being kind to ourselves, kind to each other and kind to the planet



COLLABORATE

We believe Babcock is greater than the sum of its parts



**BE
COURAGEOUS**

We believe in being brave, ambitious and determined



**OWN AND
DELIVER**

We believe our collective success depends on individual actions



Type 23 Life Extension Programme

Originally conceived in the late 1970s for anti-submarine warfare in the North Atlantic, the Type 23 Frigate (T23), which first entered service in 1989, has proven itself a highly capable platform. With its replacement – the Type 26 Global Combat Ship – still some years from operational service, the Type 23 Class will continue to operate well beyond its original design life. Our commitment and capabilities, working with the other members of the Surface Ship Support Alliance, is making this aspiration a reality.

In support of the National Shipbuilding Strategy and build programme of the Type 31 Frigate, we reflect on the continued support of our Royal Navy assets deployed globally. The T23 Frigate remains the backbone of the fleet until the new ships come online and, as aged as the T23 are, they deliver a potent capability. Approaching 30 years old, these frigates have been continually upgraded with new weapon systems, machinery upgrades and improvements, all focused around a highly collaborative environment with the Ministry of Defence, Babcock and supply chain partners to deliver the Life Extension (LIFEX)

and Power Generation and Machinery Control Upgrade (PGMU). These upgrades will extend the operational life up to another 10 years, a true testimony of how collaboration can be an enabler to successful delivery.

To ensure successful delivery

“We are rightfully proud of our commitment to create value through collaborative working, bring benefits, trust and mutual respect to all our customers and stakeholders”

of these complex update and upgrade programmes, we have made significant investment in our facilities, processes and people. We have established a combined systems engineering and programmatic approach, including generating a realistic and achievable Class maintenance operating cycle, technical analysis to ensure the ship can reach its planned out of service date, co-ordinated management of the physical and functional integration activity, and integrated scheduling and management of risk for delivery.

This programme has been running for nearly a decade and

successful certification to ISO 44001 in 2019 underpinned the value and ethos these integrated teams can and continue to deliver. Since the commencement of the T23 Lifex programme in 2015, there has been a steady tempo of frigates entering the Frigate Support Centre

(FSC), ensuring the FSC has done exactly what it was designed to do – provide essential containment for up to four frigates in deep maintenance and provide the supporting facilities and infrastructure to achieve this level of intrusive maintenance across up to four ships simultaneously.

Even throughout the Covid pandemic, the resilience of the team maintained the delivery programme through difficult circumstances, including social distancing, remote working and supply chain resilience. We are proud of our commitment to create value through collaborative working, bring benefits, trust and mutual respect to all our customers and stakeholders.

ICW Awards

We are delighted to have been awarded three prizes at the ICW Collaborative Working Awards at the House of Lords in November 2022. The event celebrated the value of collaborative working in action. We would like to

highlight the following teams and their achievements:

- Babcock and BAE Systems' Team Convergence won The Chairman's Award for their work in creating a UK maritime weapons centre of excellence that increases capability, improves reliability, and delivers better value on maintaining the 4.5" Naval gunnery system.
- The Operation Unify Team, which was set up by Babcock, DE&S and Field Army to build confidence in the delivery of critical equipment support for the British Army, won the

Public-Private Collaboration Award.

- The Armour Centre, set up by Babcock DSG, Babcock TMASS and the Customer, to reduce lost training days and enable fleet reduction decision, won the Collaboration for National Security Award.

Details of these projects are in the Awards section of this issue of *The Partner*.

In recognition of our successes, collaborative partnerships, and opportunities, we would like to share some advice to inspire all

businesses to view collaborative working as an integral part of business practice. All collaborative parties should have a clear and concise shared purpose or vision and preserve trust and integrity by remaining transparent throughout all processes. Successful collaboration seeks a beneficial result for all involved that could not have been achieved as quickly or efficiently alone. Therefore, it is important to maintain strong communication with regular check-ins that ensure priorities and goals are aligned. ■



Collaborating for a sustainable future

David Lockwood
BABCOCK

I am pleased to see ICW continuing to push the importance of collaboration in times of uncertainty. We are certainly living in uncertain times – war in Europe, a cost of living crisis, the threat of climate change, global security concerns and a volatile geopolitical situation.

In uncertain times it becomes easy to think that collaboration is a 'nice to have' rather than a key part of business strategy. However, I think it means the opposite: that collaborative working becomes more important than ever.

At Babcock we take collaboration seriously; it is one of our six core principles because we know that collaboration is fundamental to success.

It has been a year of transition, change and challenges of aligning new operating models, re-structures, and creating sustainable business growth. These rely on interdependencies, where true collaboration creates the value and business ethos with our customers, supply chain and contract partners.

The past year has re-emphasised the importance of one of our core Babcock principles, "collaborate". Our successes at the 2022 ICW Awards recognised fantastic collaborative partnerships. The marine sector recently re-certificated its ISO 44001 management system, broadening its scope to create opportunities across our international business arena and promoting the work

Babcock undertakes as an ICW Ambassador, supporting special interest groups and events.

Customers, stakeholders and suppliers are integral to the way we operate. Improved collaboration promotes a healthy operational environment and creates the very best in behaviours, especially as we emerge from economic uncertainties and the pandemic.

Our Strategic Partnering Programme (SPP), national and international shipbuilding programmes, nuclear, land and aviation sectors continue to deliver long term sustainable relationships with focus on the environmental, social and governance agenda and improvement opportunities. We are justifiably proud that our approach to collaboration brings out the best in our people, creates value, and promotes better ways of working to all our customers, stakeholders and diverse supply chain partners.

David Lockwood is CEO, Babcock International Group

Collaboration delivers, especially when the going gets tough



Simon Gilmour
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At Costain, being collaborative is one of four key behaviours that support our values, and is about being connected, inclusive and teamwork. Collaboration is important for us because it can unlock additional value from our working relationships that otherwise may not be realised.

Increasingly, collaboration is helping us to deliver elements of our Costain strategy, such as working with partners to develop

lower carbon solutions, delivering social value, and providing greater opportunities for our people and planet to thrive.

Reflecting on this year's theme for *The Partner*, collaboration, especially in uncertain times, is not necessarily easy and all parties must have the right mindset and avoid reverting to non-collaborative behaviours when the going gets tough. To be collaborative, you need to work through the ups and downs together to achieve the desired outcome and the extra value from collaborating.

Additional value

A true collaborative business relationship requires high levels of trust and a commitment to achieve mutual benefit, with no dominant single party. You must deal with issues with sensitivity and integrity – and in this regard, caring, another of our key behaviours, also goes hand in hand with collaboration. Being transactional is often much easier but we want to build long term relationships with our key customers and stakeholders, unlocking additional value for the parties, hence collaboration is a cornerstone of our Costain values and key behaviours.

Costain is proud to support the work of ICW in promoting the benefits of collaboration as an Ambassador for the Institute. ■





Facing uncertainty with confidence, together: investing for the future in the drive for net zero



Ian Steele
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Collaboration is integral to how BAM is tackling the need for greater resilience and enhanced performance during uncertain times. This year, we are partnering with other industry leaders to find new ways of driving greater sustainability and supporting the next generation of leaders. The world is focused on sustainability like never before. From the climate crisis to rising energy prices, the challenges that we all face – as individuals and as businesses – are huge and require immediate action.

At BAM, we've placed sustainability right at the heart of our business, making it one of our five key values. It's vital to consider sustainability beyond project delivery – that's why we explore lifecycle solutions to leave a lasting positive impact in the communities in which we live and work. Not

only in the here and now but for future generations too.

The impact of the massive changes we are witnessing will be felt across all sectors and industries. To face these challenges head-on, we need to build a robust and resilient resource pool. Most importantly we need to work *together*, as uncertain times

require united action.

To support this drive toward greater sustainability, BAM has joined five other key industry players to partner with the business transformation enterprise, Fuel Change. Together, we're supporting a pioneering sustainability and skills programme – The National Workplace Challenge.

Supporting today's talent for a sustainable tomorrow

The National Workplace Challenge is a fantastic opportunity to work more closely with our partners – and build new partnerships – while pushing towards our shared goal

BAM's partnership with Fuel Change aims to inspire new ideas and leadership to tackle tomorrow's challenges



of reaching net zero. The unique 16-week programme, which kicked off in February 2023, features five challenges from BAM, SSE, Forth Ports, AECOM, VisitScotland, and Intelligent Growth Solutions. Each is based on the real-life sustainability issues facing our respective businesses. The participants, aged 16-25, have been tasked with solving these challenges, in areas ranging from energy transition to decarbonising town centres.

BAM's challenge was created in partnership with SSE and is named The Energy Transition: The Demand for People and Resources. It encourages consideration of how we can create the flow of talent and raw materials needed to support the transition to the energy infrastructure and operations planned over the next 10 to 15 years. The challenge gives BAM and SSE the opportunity to engage with the next generation, enabling them to develop their problem-solving skills and ability to think collaboratively and sustainably.

Speaking about the challenge, Bethan May Freire, SSE's Head of Sustainability Reporting, said: "To deliver the energy transition, we're going to need innovative solutions from a future workforce with diverse perspectives, different experiences, and new skills... None

of us can address these future challenges alone, which is why SSE and BAM have partnered for setting our National Challenge and we're excited to hear the creative solutions that our next generation of talent come up with."

Working together to overcome uncertainty

We are pleased to continue our collaborative partnership with SSE. Together, we have delivered some remarkable energy schemes across Scotland, building the foundation for the

"The impact of the massive changes we are witnessing will be felt across all sectors and industries. To face these challenges head-on, we need to build a robust and resilient resource pool"

UK's green future, while exploring how we remove carbon from the construction phase and transition to a circular economy.

Such has been the extent of our partnership, that last year BAM UK and Ireland's Chief Operating Officer, John Wilkinson, signed SSE's Powering Net Zero Pact. This commits BAM – in the UK and

the Republic of Ireland – to a shared set of commitments for a sustainable future, which includes working together to create a roadmap for net zero skills and fair work standards.

Our continued work with Fuel Change also stems from our success last year. In November 2022, BAM helped launch a drive to encourage UK businesses to participate in the programme. The drive was launched at Fuel Change Live! – a one-day showcase of the Challenge. Hosted at Edinburgh's Dynamic Earth, the event saw

more than 50 pupils from across Scotland tackle the challenge in a one-day "super sprint".

David Reid, CEO of Fuel Change, said: "The industry needs problem solvers who work collaboratively and with sustainability baked into everything they do. This scheme connects businesses with schools to unearth talent and equip them with the skills they'll need for the future." With the students presenting lots of really engaging ideas, the event was a great illustration of how working together paves the way forward in our shared goal of reaching net zero.

Ongoing collaboration is a crucial part of tackling the sustainability agenda. While companies can have an impact on their own, significant long-term change relies on businesses working together to tackle issues and identify solutions that can be scaled across industries – and beyond – to drive forward change. ■



BAM's shared focus on sustainability has brought together partners from across the industry, including at Fuel Change Live!



Collaborating today to build a more sustainable tomorrow

Gillian Peters
BAM

Collaboration is fundamental to BAM's culture and our business aims, guiding how our teams work with each other, our clients, partners and stakeholders. BAM employees brought this principle to life in recent months by voting to make collaboration one of our five guiding values – putting it at the heart of our "Building a sustainable tomorrow" strategy, and our culture.

Reflecting on the moment I read the unveiling of these values, I was delighted to see collaboration at the core – yet not surprised.

A distinct challenge of large organisations is inclusion and collaboration with thousands of people spread across multiple countries. Effective collaboration needs to be part of leadership culture, intrinsic in process and actively planned for. Co-creation has been pivotal to the development of BAM's future strategy.

As our strategy progresses and we evolve as a business, we know success is achieved through

greater sharing, wider learning and better engagement. We have created transformation networks and champions to engage teams with two-way

dialogue and a quarterly "check-in" with all employees through a confidential engagement survey. Feedback is shared in monthly webinars where people can ask questions directly to our leadership teams.

With our next generation, we have embarked on an internal collaboration exercise, "future thinkers", which embraces open thinking, consensus building, constructive challenge and the creation of a shared vision. The goal is to grow collaborative competence in our future leaders to take into business relationships that lie ahead. Teams work together to explore the perception of change and different future scenarios, choosing criteria for "what makes a good idea" in a stimulating environment.

Unleashing our future leaders with a collaborative mindset and competence enables us to tackle tomorrow's uncertainties, together.

"Effective collaboration needs to be part of leadership culture, intrinsic in process and actively planned for"

Engagement, dialogue and feedback are central to how we approach collaboration





We are BAM

We want to leave our world a better place than we found it – **to build a more sustainable tomorrow.**

We enrich local communities and leave a lasting positive impact – connecting, building and maintaining places where people and the planet prosper together.

People are at the heart of everything we do. We nurture great teams by encouraging, educating and investing in incredible people. Our projects create local opportunities and enhance lives, leaving a legacy we are all proud of.



Who cares wins: pandemic highlights the benefits of prioritising people



Kate Field
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Looking after your people is a key component of a collaborative workplace; it is where trust and engagement start. Indeed, it is arguably the foundation of one. An effective occupational health and safety management system has consultation and participation at its heart. Effective health and safety management can help to protect and enhance the lifeblood of your organisation and your people, to drive business excellence – particularly during tough times when your people look to you for leadership that will see them safely through unprecedented times.

This requires supportive relationships by leadership, line management and between colleagues and contractors to meet psychological needs. These relationships need to encourage openness, honesty, responsiveness and commitment and provide consistent behaviours and communication. It also requires agreement, clarity and consistency on which behaviours are unacceptable,

and accountability when these standards are not met.

By embracing a culture of care, trust and good mental health, through comprehensive health and safety foundations, you can create a future-proof business with your people trusting that they will be looked after by the organisation.

I spoke with EMCOR UK to discuss how the company prioritised its people through the pandemic.

Three years ago, when Covid first shook the world, some organisations were much better prepared than others to cope with its impact. Among them was EMCOR UK, a built environment business and a founding partner of the Institute for Collaborative Working (ICW).

EMCOR UK provides high-performance, sustainable, integrated facilities and workplace management in multiple sectors with over 3,000 employees. Its primary business purpose is to create a better world at work and collaboration is an integral part of this.

The company embarked on a long-term wellbeing strategy long before the pandemic. It sees this approach as not only a responsible, sustainable business practice, but a key driver of performance by creating a healthier, happier, more motivated workforce.

Jonathan Gawthrop, (pictured left) Executive Director, Wellbeing Sustainability and Assurance explained to me: "We operate in some of the most complex and highly regulated workplaces in the UK, so we've long understood the need for a robust health and safety framework to provide assurance to our customers and the regulatory bodies that oversee them."

This caring, risk-aware approach helped the company

"When the pandemic forced the company to urgently implement a raft of new policies and procedures, certification to ISO 45001 reaped further benefits"



weather the Covid storm and it continues to build upon, and benefit from, its enlightened policies.

"By establishing a people-focused culture and implementing rigorous standards and policies, we are able to engage people across the business, identifying risks and taking preventative measures that protect the health, safety and wellbeing of our employees, as well as drive positive collaboration between all stakeholders."

Setting standards

EMCOR UK's thorough approach to governance and risk management included certification by BSI to the well-established occupational health and safety standard BS OHSAS 18001, which was succeeded in 2019 by ISO 45001.

Jonathan continued: "We were one of the first 10 companies globally to be awarded ISO 45001. We wanted to be on the front foot with our customers, who have since come to expect the standard, but we also liked ISO 45001's broader approach, moving explicitly beyond health and safety processes to talk about people and organisational culture which complemented our broader emphasis on collaboration."

When the pandemic forced the company to urgently implement a raft of new policies and procedures, certification to ISO 45001 reaped further benefits. "The standard is the framework that we depend on for exemplary health and safety delivery, and we were able to build quickly and effectively on top of that, with a high level of staff buy-in."

"In addition, our unrelenting commitment to collaborative business relationship management through ISO 44001 has demonstrated the value we can provide to staff and our customers – crucial for securing



long-term contracts in such unprecedented times."

Maintaining mental health

Among the most significant challenges caused or exacerbated by the pandemic have been psychosocial issues affecting mental wellbeing – such as isolation caused by office closures and homeworking. Jonathan explained: "Traditionally, we'd focused largely on physical health and safety, but now we want to give equal weight to mental wellbeing."

EMCOR UK became the first organisation in the world to achieve certification against BSI's psychological health and safety scheme. The scheme is based on ISO 45003, the first international standard to provide practical guidance on managing psychological health and safety in the workplace, which was published in June 2021.

Psychosocial hazards in the workplace include any factors that adversely affect individuals' physical, mental, cognitive or emotional health, from excessive workload to harassment and bullying. Their negative impacts

can include increased costs due to absence, reduced ability to work effectively, and increased staff turnover.

"This certification from BSI demonstrates that we have a robust structure in place to identify and manage mental health risks, with feedback from staff highlighting a supportive, inclusive environment, where they can grow and develop, and also feel safe in discussing personal and professional issues," said Jonathan.

People who care

He continued: "We're proud that our long-term wellbeing strategy has been rigorously tested by BSI against global standards. It shows we're compliant with our 'people who care' value, that our commitment to physical and mental health is not merely a 'tick box' exercise, and that we identify opportunities for continuous improvement."

"Our BSI certifications demonstrate our determination to build an organisational culture that fosters a safe, positive and collaborative working environment." ■

Kate Field is Global Head of Health, Safety and Well-Being at BSI



The power of trust in times of uncertainty

Simon Healey
BSI

In a complex and ever-changing business environment, it's crucial to show you are a trustworthy organisation. Here Simon Healey, Operations and System Certification Director at BSI, discusses the options for guarding business reputation.

Trust is one of the 12 founding principles of collaboration, and a cornerstone of building collaborative working relationships. But how we demonstrate and gain trust is predominantly through actions and performance, which can be highly subjective measures. Yet there are ways you can measure and validate that activity.

Business benefits of accreditation

One way to do this is through certification to standards, such as

ISO 44001 Collaborative Business Relationship Management. This approach shows tangible proof through third party verification.

However, gaining formal certification is a rigorous process and careful investment, so choosing a certification partner who is formally accredited by a reputable body, such as UKAS, is key. This means they themselves have been independently assessed for competence and performance capability, providing complete confidence to you and your customers that your certificates are both credible and impartial.

The strength of assurance

As part of showcasing this trust, BSI developed its Mark of Trust, exclusively for organisations whose management systems have been certified by BSI and a recognisable accolade representing quality, reliability and continual improvement, and we are proud to say that at BSI we are one of only three UKAS accredited bodies to certify against ISO 44001. Indeed 79% of our clients stated certification to ISO 44001 has increased their competitive edge and 62% said it has attracted new customers.

Continuous and predictive assurance helps mitigate risk, and in uncertain times, undertaking due diligence of every kind before embarking on any business partnership is critical to ensuring resilience.





Collaborate successfully with your chosen partners

Build and benefit from partnerships that add value to your business with **ISO 44001** – the international standard for collaborative business relationships.

Begin your learning journey

Working with ICW, we have created an on-demand eLearning series covering the importance of structured collaboration, exploring 21st century challenges and how you can enhance your business relationships.

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More than the sum of the parts: shining a spotlight on our collaborative partnerships



Jeremy Campbell
EMCOR UK

jeremy.campbell@emcoruk.com

EMCOR UK is proud to have established hundreds of collaborative partnerships across our supply chain and our customer base, as well with other business organisations, groups and charities at a local and national level. Here is a quick insight into some of the work we've been doing.

Business in the Community (BITC)

One of our most enduring partnerships is with Business in the Community (BITC), which has a long history of campaigning for responsible business practices and uniting efforts to manage social and environmental impact – all causes that fit closely with our core values. In keeping with our active approach to partnership and participation, our involvement with BITC is so much more than simply being a business member. Jonathan Gawthrop, Executive Director, Wellbeing Sustainability and Assurance said: “We are open and engaging, giving access to our knowledge, and sharing our thinking to drive forward collectively the responsible business movement.”

We also actively adopt the guidance and outputs we help to create. At present, our business leaders are working on the pathway to achieving the Global Goals for sustainable development, and the role of finance in wellbeing – and our input is helping to make positive change happen.

BSI

As part of our commitment to being the best we can be, we are one of many large organisations to embrace and drive resilience through standards – and as with so many of our partnerships, we also do more. Having already achieved eight standards, we are now collaborating with BSI on how we can identify intersectionality across these, not only to become more resilient ourselves, but also to demonstrate the value of the standards and to optimise the overall impact of them. It was partly due to this work that in 2022 we became the BSI Standards User Award Winner for Business Performance Improvement. We are also proud to hold the Institute for Collaborative Working Lifetime Achievement Award. Similarly, this is perhaps due to our approach to what accredited standards are for. We don't view them as static – rather as an active way to create a better world at work.

Anne-Marie Wedd, Head of Supply Chain Operations said: “Achieving the highest

standards is important for businesses of all sizes. That is why we sponsored Trident Water, one of our valued supply chain partners, in becoming the first to achieve accreditation through ICW's, ISO 44003 scheme. This standard is aimed at SMEs who are committed to following the 12 principles of collaborative relationships. We were delighted to offer guidance on their accreditation journey and are pleased to continue working with them on a collaborative basis.”

University of East Anglia

Although we are a large organisation, at EMCOR UK, we believe that smaller businesses can also benefit from our knowledge and the resources to which we have access. This is why we chose to partner with the University of East Anglia Business School to help them develop the Evolve Workplace Wellbeing toolkit. Developed over 18 months, this is a free, evidence-informed workplace wellbeing resource which draws upon cutting edge research and insider insights. Since its launch, 12 members of our operational team in the region have been supporting the University by sharing how we have put effective wellbeing support in place within our workplace.



Professor Kevin Daniels is Lead of the Workplace Wellbeing Research Group, Norwich Business School, University of East Anglia. He explained: “We have been working with EMCOR UK since around 2016, when they collaborated with us on an Institution of Safety and Health funded project to develop a toolkit for the management of health and safety risk for remote and distributed workers.

“More recently, EMCOR UK collaborated with us on a project funded by the UK Economic and Social Research Council to understand how organisations formulate and develop workplace health and wellbeing programmes. Much of the fieldwork took place during the worst phases of the pandemic, and EMCOR UK remained committed to the project in spite of many operational challenges. The project led to the development of an extensive web-based resource. They are now helping us to understand how organisations can best use the resource through collaborating on a Higher Education Innovation Fund project.”

Supply Chain Sustainability School

Changing our sector (facilities management), and the wider construction industry, for the better was the driving force behind the creation of the Supply Chain Sustainability School. EMCOR UK was a founder member and our

CEO, Keith Chanter, continues to sit on the Board today. This is another partnership where the core values are very much aligned with ours, including focusing on carbon climate change, social value, fairness, inclusion, and respect. By giving time and sharing knowledge with other influential industry leaders, we have established another longstanding partnership that is proving to make a powerful difference.

Our supply chain partnerships are not only effective at a senior level. Every day, we work with numerous smaller businesses, using those ongoing relationships to improve standards, share knowledge and reward excellence.

Joanne Gosling, Head of Supply Chain, Business Development said: “We take care to conduct our business relationships with all our supply chain partners in a



collaborative manner as laid down by the guidelines for ISO 20400: Sustainable Procurement. It's an approach that's founded on mutual respect."

All part of the bigger picture

Our partnership approach and our focus on creating the best version of our business – and a better world at work – is not simply our culture. It has been evolved as a strategy which aligns with Global Goal 17, designed to "strengthen the means of implementation and revitalise the global partnership for sustainable development". Putting collaboration at the centre of our

culture means we work in the best interests of our customers to help them achieve their business goals even in times of rapid change and uncertainty.

The Global Goals can only be met if we work together, every day, on the operational elements that make change happen. To build a better world at work, we need to be supportive, empathetic, inventive, passionate, and cooperative. Ultimately, Global Goal 17 is a behaviour not a target, and we have adjusted our behaviour as an organisation through embracing collaboration. ■



For us, 'doing things differently' means being better together

Jeremy Campbell
EMCOR UK

So many organisations talk about "doing things differently" – usually as a marketing message associated with a perceived stand-out approach. But when you scratch the surface, so often you come across inconsistent behaviours, attitudes and performance. Staff are "doing things differently" but not necessarily in a good way. To get to a point where your employees and your extended supply chain of partners are consistently working together in a purposeful, positive manner, you must focus everyone on the same vision. For us, that means creating a better world at work. And one of the ways in which we achieve this is through deep and structured collaboration principles.


Our values underpin the way we work, and collaboration is how we build and maintain positive relationships. We support our customers by helping to unlock value and mitigate the risks arising from economic uncertainty. We care about the people we engage with every day: our people, our customers, our partners, our supply chain, and the communities in which we operate. Being transparent about what we are doing, and why, drives our collaborative culture and our interactions; so too does the knowledge that we can all rely on each other to get things done, even more so when we are called upon by our customers to help manage their change and uncertainty. Together we are better.

Our extensive network of partners is crucial to our core purpose: to create a better

world at work. It's a network which has been built up strategically over time as we've engaged closely with those that share our core beliefs, have the skills to work collaboratively with us, and are focused on being the best we all can be.

As a leadership team at EMCOR UK, we've set challenging goals and standards for our business. We achieve these through engagement throughout our operations from the ground level up. It's our people who must activate the elements that drive forward our progress. Shared goals, motivation, attitudes and behaviours across our partnership network is how we make a difference. And collaborating effectively is when the magic happens.

We all succeed when we work well together.



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NEW
AMBASSADOR

Creating stability and continuity with National Highways



Denis Leonard
GRAHAM

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At GRAHAM, collaboration is one of the four core pillars of our Delivering Lasting Impact vision – “Relationships Define our Success”. It states: “True collaboration is at the forefront of every GRAHAM relationship. We listen to our clients, partners and suppliers, working with them to deliver cost effective and positive outcomes no matter how challenging or complex the project is”. Indeed, our core values and behaviours specifically include collaboration. GRAHAM began adopting BS 11000 principles and systems in 2014. It then transitioned to ISO and was certified to ISO 44001 by NQA in 2018, becoming part of our integrated ISO 9001, ISO 14001 and ISO 45001 management systems.

GRAHAM was selected in 2017 as a National Highways partner following a rigorous assessment of collaborative capability, as part of the Strategic Alignment Review Tool (StART). We

then successfully met the standards in the annual Highways England Lean Maturity Assessment (HELMA). ISO 44001 helped advance and structure the relationship with National Highways, resulting in the creation of the joint relationship

management plan (JRMP) in 2019. We have shared key lessons learnt from another of our JRMPs between GRAHAM and LLWR Ltd – a 2019 ICW award winner for this collaboration.

For GRAHAM, collaboration and the JRMP were ways that we could create stability and continuity while addressing the key strategic questions:

- How can we become more efficient and effective?
- How can we deliver this scale of programme (infrastructure) with the limited resources?
- How can we deal with unpredicted change (Brexit; Covid)?
- How can we build a resilient supply chain?

The JRMP focuses on the Regional Delivery Partnership, Delivery Integration Partner – Package A4, which was established in 2018 as a £235m design and build project delivering critical improvements for M25 Junctions 25 and 28, and M2 Junction 5, coordinating with four other prime contractors. The collaboration objectives are: safety promotion, high performing relationships, continuous improvement and cost savings, and transformation to an enterprise model.

The journey to achieving the enterprise model comprises progressively developing, capability, maturity and being value driven. This provides a systematic, structured, assessed approach to managing the future by using collaboration to establish the foundations for a sustainable and successful future.

Collaboration allows an increased sense-making perspective of complex strategic environments, and this collaboration



can create a sphere of strategic stability within the larger environment of volatility, uncertainty, complexity and ambiguity (VUCA) – a sphere of stability that can increase in size and influence – giving a significant advantage over organisations working in isolation. (Leonard, *Collaborative Cycles and Strategic Spheres of Stability*, *Quality World*, March 2023).

GRAHAM embraced the National Highways behavioural framework – Improving Behaviours Improving Performance (IBIP), a key part of the JRMP, designed to enable and accelerate integrated teamworking, alongside principles from ISO 44001. This ensures we work collaboratively with a focus on continual improvement specifically with the application of Lean methodology of continuous improvement through optimised processes.

In terms of the commitment to supporting professional membership and qualifications, GRAHAM believes in “inclusive, visible, felt, leadership”, where we model by example. GRAHAM’s ISO 44001 Senior Executive Responsible (Director of Highways) is certified as an IBIP enabler, our Director of Innovation and Head of Integrated Management Systems are IBIP coaches, while a range of other managers are IBIP trained or enablers – all conducting behavioural observations, surveys and improvement plans.

GRAHAM has funded IBIP training for National Highways and other contractors too in our collaboration. The Behavioural Maturity Framework (BMF) provides an assessment tool for teams to understand their current behavioural maturity level across six key behavioural areas, providing an environment

to discuss priority behavioural issues. We also have regular BMF and IBIP feedback, focusing on driving improvement within our collaboration. The success of IBIP has meant that its adoption is now being considered beyond our collaboration as a vehicle for change and improvement.

There are several advantages of behaviourally driven structured collaborative relationships:

- 1 Creating a stable strategic sphere of influence within a larger complex, chaotic environment.
- 2 Focusing on behaviours and ongoing behavioural assessment to identify ideal collaborative partners.
- 3 Leveraging behaviours to ensure minimum performance dip during the initial working together stage.
- 4 Improving behaviours to maximise performance improvement and value creation throughout the collaboration.

The focus on our supply chain sustainability programme, working with National Highways, its 13 delivery integration partners and Supply Chain Sustainability School has been successful in improving supplier maturity levels with training and development, allowing us to build a resilient supply chain. The Supply Chain Sustainability School is providing targeted sustainability support to the collaboration to accelerate learning, increase knowledge and improve performance across the regional delivery plan for over 300 suppliers and subcontractors.

Our relationship and JRMP outcomes with National Highways have resulted in our significant movement toward their transformational model, and our performance metrics have shown our success in that journey, such as:

- Achieving Collaborative Improvement Zone on the performance model assessing

Commitment to Delivery and Integrated Team Performance in 2021, and continued to improve.

- Leading standards across National Highways BMF based on the BMF survey and integrated team observations.
- We are the only Regional Investment Programme scheme nationally with 10 out of 10 for the customer audit framework. This is for the M25 Junction 25.



- A 97% score for the project Drive Through Report 2021: the highest score nationally out of all 19 major Highways England projects.
- Award for Collaboration 2019, Annual Highways England Regional Investment Programme Conference. National Highways praised the culture and behaviours embedded within the partnership.
- GRAHAMs CONNECT personal development programme named Highways England’s Health and Wellbeing Initiative 2018.
- Social impact initiatives: Equipping the Industry for the Future, Improving Lives of the Homeless and Intervening for the Triggers of Suicide.
- National Apprentice Week reached 37,000: virtual work experience for young people across the UK, engaging with the Careers and Enterprise Company.

- Co-created Supply Chain Sustainability Programme: free training and collaborative opportunities to all the supply chain totalling over 19,000 hours.
- Serving on National Highway's Suppliers Diversity Forum.
- Commendation for the Chartered Institution of Highways and Transportation Collaboration Award 2022.

Our collaboration with National

Highways achieved:

- Winner of the Institute for Collaborative Working Awards 2021, for collaboration with the public sector.
- Shortlisted for the ICW Collaboration Awards 2022 for our sustainable supply chains.

The wider implementation potential of this collaboration has displayed itself in a number of ways. One of these is that the JRMP has been shared across

National Highways, resulting in others developing JRMPs and considering the implementation of ISO 44001. We have also partnered with VisiLean to advance the use of collaborative planning, creating innovations to their platform. Finally, we share innovations with industry through Best Practice Hub.

Our collaborative efforts have allowed us to achieve our objectives while building stability and developing a resilient supply chain. ■



A journey with ICW

Michael Graham
GRAHAM

At GRAHAM, our work connects communities, builds a better future and transforms and maintains the places where we live, work and relax through our building, civil engineering, fit out, facilities management and investments projects.

We believe that relationships define our success and are a key pillar to delivering lasting impact. People are at the core of our business, and we collaborate to build strong relationships forged on trust and reliability. Collaboration has been a fundamental aspect of "The GRAHAM Way" and it will continue to be critical to our future strategy.

When GRAHAM began to develop its collaborative journey and embrace BS 11000 and then later ISO 44001, it was ICW that provided the sources of insights, resources and support. This collaborative journey, focusing on building relationships and strengthening supply chains, is in an ever-increasing "VUCA",

an environment of volatility, uncertainty, complexity and ambiguity, and is becoming more critical.

ICW provided a range of opportunities including the Associate and Member routes that created professional development and competency. A significant opportunity was the annual collaboration awards. The real benefits were the learning from the awards process itself, the process of writing the submission, the reflection it created, identifying where we could improve, and the sense of pride and motivation it created within our teams.

It also created the chance to meet ICW leaders who were supportive and welcoming. Our initial success in the collaboration awards provided us with the confidence to become regular applicants, building our knowledge and expertise. GRAHAM Construction has so far achieved the following:

- 2018, shortlisted for the Industry to Industry Category, with LLWR

- 2019, winner of the Community Collaboration Category, with LLWR
- 2021, winner of the Public Sector Category, with SWECO and National Highways
- 2022, shortlisted for the Sustainable Supply Chain Category, with National Highways and a group of 11 Delivery Integration Partners.

As an organisation, we began to feel like part of a wider community, one passionate about collaboration. This encouraged GRAHAM to become Executive Network members and ultimately Ambassadors. Our journey continues as we plan to encourage more team members to become Associate Members and to continue to challenge ourselves by submitting further collaborations in the awards process.

GRAHAM continues to have a strong relationship with ICW, and now as Ambassadors, we look forward to engaging with innovative leading edge thinking and benchmarking on collaborative working practices while contributing to and supporting ICW.

This journey with ICW will continue to help us grow and develop as individuals and as an organisation in building strong collaborations and providing significant value to our clients.



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Connecting people



Louise McMahon
KIER

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Kier Highways has had a busy but equally rewarding 12 months. Strategies have been simplified, our safety climate has improved, we have continued to reduce our carbon emissions towards our net zero targets, our customer and supply chain management maturity have both improved; we have won new work and recruitment drives have ramped up, and diversity and inclusion has become even more embedded across our business. All of this contributes towards Kier Highways' purpose of "Connecting people – sustainably delivering highway infrastructure which is vital to the UK".

highways providers, our supply chain and our clients, the UK highways network would become ineffective. For example, children couldn't get to school; ambulances couldn't get to hospitals and supermarkets wouldn't get their daily deliveries. That's why our purpose is so important.

We launched our purpose within our Kier Highways Strategic Framework at our leaders' conference in September 2022, and it has been well received across the Kier Highways business.

Raising the industry bar

Kier Highways has achieved great things over the last 12 months, some during uncertain times. Our success has been underpinned by collaboration, which remains integral to our strategy, across the business and with our clients.

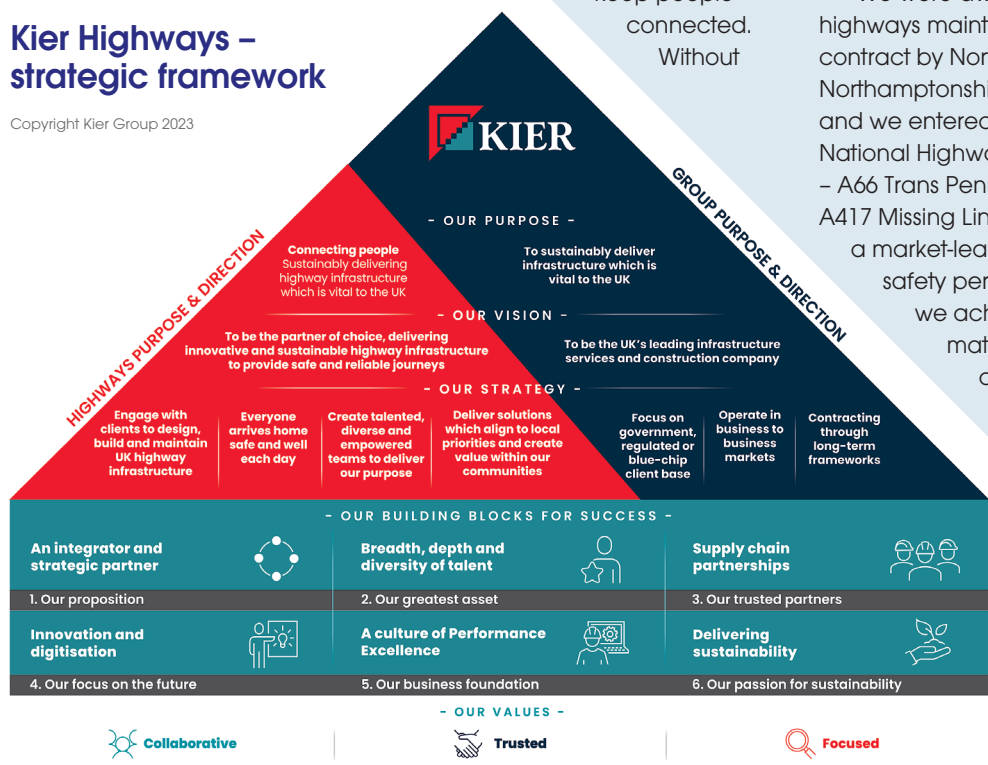
We were awarded the highways maintenance contract by North and West Northamptonshire Councils, and we entered contract for two National Highways major projects – A66 Trans Pennine route and A417 Missing Link. We maintained a market-leading health and safety performance and we achieved a customer maturity score of level 3, a remarkable three years ahead of schedule.

At the heart of our purpose is sustainability and we have continued to focus on both the social and environmental aspects of

We build, design, and maintain roads on behalf of our clients, to keep the country moving and keep people connected. Without

Kier Highways – strategic framework

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Want to know more? Please contact:

Mike Hodkinson
Business Development Director, Kier Highways
michael.hodkinson@kier.co.uk

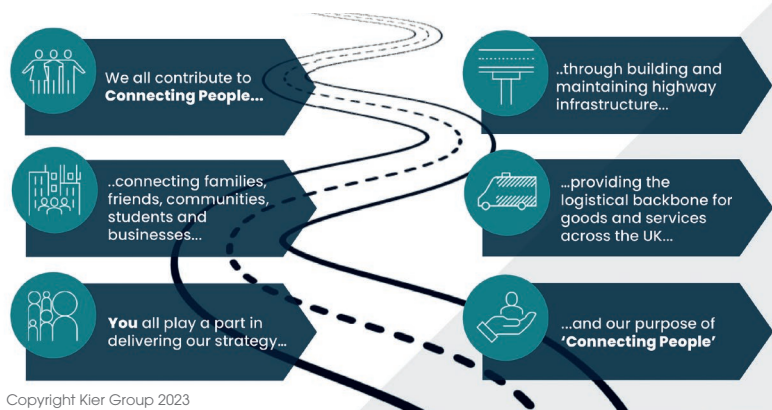


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Our purpose – connecting people



this. From right across Kier, we have really made a difference. We supported the Ministry of Justice to change the law around allowing people on release on temporary license to complete an apprenticeship, and our Highways business was one of the first in the UK to take on a prisoner as an apprentice.

The Highways business was also the second business in the UK to achieve the Masters in Diversity certification, following 16 of our leaders undergoing a year-long leadership development programme.

To meet our environmental targets, we are currently carrying out a feasibility study on the viability of a depot powered by hydrogen and we have completely changed all our hand-held plant to electric.

"Kier Highways has achieved great things over the last 12 months, some during uncertain times. Our success has been underpinned by collaboration, which remains integral to our strategy, across the business and with our clients"

Push boundaries

None of this would have been possible without our teams, who continue to push boundaries to make things happen. If our people didn't know why they were doing these things or have a reason to care, goals would not be achievable.

Having a strong and meaningful purpose helps our people to relate to the business and it aligns with their personal values. They can see where they fit in the bigger picture and in turn, deliver great outcomes. We recognised that, to take the business to the next level, and to maintain employee satisfaction as well as the quality, efficient results, we had to elevate our purpose.

New opportunities

The last few years have been unsettling for a lot of people, and businesses. Connecting people isn't only about connecting road users to their families, place of work or schools; it's also about us connecting with our people. As an employer, it's vital that we are there for them, our clients and supply chain. This is why we held our first Highways Employee Roadshows in February.

These roadshows gave us the chance to understand the concerns of our people and what our new purpose means to them. Across two weeks, nine senior leaders hosted over 40 sessions in 17 locations. They saw more than 1,000 people answering their questions with transparency and easing any concerns. Feedback included: "It's nice when leaders of a business speak to you as a peer. I felt they were very respectful when it came to answering our questions with transparency" and: "As someone who has just started at Kier, I felt the presentation had a lot of really useful information about how everything ties together in our



purpose of connecting people”.

It's so important for us to listen to our people and act on their feedback. Their hard work, specialist skills and unwavering loyalty at a difficult time has allowed us to continue moving forward as a business. I am so thankful to them, our clients and our supply chain partners.

Focusing on the future

Over the last year, we have remained true to our values – collaborative, trusted and focused, while ensuring our purpose is integral to everything we do. By doing this, we are enabling thousands of road journeys to happen across England every day. Not only that, but we are keeping our people at the core of the business, creating a culture that allows them to solve problems, be creative, innovative and forward-thinking.

When we work together we are at our strongest and we can keep at the heart of the business our vision of being the partner of choice, delivering innovative and sustainable highway infrastructure to provide safe and reliable journeys. ■



Collaboration in a time of national mourning

Dave Brown
KIER

Following the death of Her Majesty the Queen on 8 September 2022, Operation London Bridge was triggered – a state funeral plan over 60 years in the making. As TfL's (Transport for London) “biggest challenge in history”, collaboration was key.

The Works for London team led the highways operational response, and comprised TfL, Tarmac Kier JV, Ringway, Telent and FM Conway. The roads had to be pristine, pathways clear for spectators and the funeral managed to the highest standard.

As a mark of respect, within 24 hours we had lit Tower Bridge and all nine London bridges spanning the river Thames in purple, and shelters, tubes and highways were turned to black with QEII emblems.

From TfL's Palestra Event Liaison Facility, they engaged 25 stakeholders including the military, police and fire services.

Collaboration allowed resources to be mobilised from different contract areas and pooled, while leveraging existing relationships. The event demonstrated the strength of our alliance and collective breadth and depth of local and industry knowledge.

In just eight days, despite unprecedented network pressure and pedestrian flow into the capital, the team delivered an accelerated maintenance programme. In collaboration with local boroughs, our clean-up plan ensured the 25km funeral route was in perfect condition, with tonnes of litter removed. We provided sweepers, gully trucks and welfare units at a moment's notice as plans evolved. Road closures were required, and we implemented exceptional traffic management.

With the funeral ended and the procession having passed, we cleaned up the network, including removal of flowers and debris, and mobilised impact protection vehicles and traffic management to assist road closures.

This is a powerful example of cross-sector collaboration, with our Works for London team at its heart, to deliver on behalf of the country.

Dave Brown is Contract Manager TKJV



Tower Bridge lit in purple along with all London' bridges over the Thames as a mark of respect



Resilient supply chains, whether for Ukraine's front line or King's coronation



Angela Crabtree
LEIDOS

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In recent uncertain times both in the UK and abroad, trust, transparency and collaborative leadership have never been more important. A great example where collaboration has enabled industry to respond to the ever-increasing challenges we are faced with is the Logistics Commodities and Services Transformation (LCST) Programme between Team Leidos and MoD.

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 can 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 the speed and accuracy of their just-in-time inventory management. The £6.5bn LCST programme 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 the military's challenges, like sudden surges in demand, natural disasters, and urgent operational or exercise requirements. The programme recently worked with its partners to support the national response to Covid, Queen



Leidos hosted a reception for small business suppliers of uniforms and regalia for the Coronation of King Charles III and Camilla, Queen. The ceremonial items were procured and delivered through Leidos logistics technology



The state funeral for Queen Elizabeth II

Elizabeth II's funeral, support to Ukraine, and, as *The Partner* went to press, King Charles III's Coronation.

Front line

LCST has an essential role in the Government's support to Ukraine, but the collaborative effort required is no less impressive. Late in 2022, Team Leidos and their key partner, Logistical Support Services (LSS), conducted arguably the most significant single commercial equipment move within Europe since World War Two. The impressive movement consisted of a staggering 31 specialist vehicles (loaded with 40-foot ISO containers) in a single convoy delivering mission-essential equipment destined for the Ukrainian front line.

This remarkable accomplishment sets the bar high and exemplifies what can be achieved when all stakeholders work together to accomplish the mission. The sight of such a convoy is what most logisticians only dream of! The convoy of vehicles stretched back as far as the eye could see.

Leidos has trusted partners to deliver such an important operation. We have consistently demonstrated ground-breaking capabilities that continue to overcome all challenges with which we are presented. From the rapid organisation and execution of the largest known convoys

in recent times, to positioning a Point Class vessel into a UK port in aid of a critical roll-on, roll-off requirement to move urgently needed equipment to Ukraine, mission success was the only result planned and achieved.

Towards the other end of the spectrum, Leidos recently hosted a reception in London to recognise small business suppliers that have ramped up new uniforms and regalia production for the coronation of King Charles III and Camilla, Queen. Many of these ceremonial items are procured and delivered through Leidos logistics technology.

Millions around the world

As this issue of *The Partner* went to press, King Charles III's coronation was due to take place at Westminster Abbey in London, marking the transfer of royal titles and powers from Queen Elizabeth II, who reigned over the United Kingdom for seven decades. Millions around the world will have tuned in to watch the event. Royal guards and ceremony officials will have been outfitted in handcrafted regalia, including the redesigned royal cypher, a unique emblem denoting

"Team Leidos and their key partner, Logistical Support Services (LSS), conducted arguably the most significant single commercial equipment move within Europe since World War Two"

the current monarch.

This coronation is a collaborative effort between Leidos, LCST partners, and the Ministry of Defence. Our suppliers have stepped up to get these items out on time, just like they did on very short notice to support the funeral of Her Majesty the Queen. The response to delivering a quick turnaround for the Queen's funeral worked effectively thanks to fantastic collaboration and communication with the MoD – we reacted much quicker by being given good information and transparency. The same collaborative approach has been applied to the King's coronation.

Together with our partners, we continue to drive collaborative behaviours throughout the whole Team Leidos and the MoD to secure the prompt and successful execution of logistical challenges that feature a level of criticality to those on the front line, both at home and overseas. ■



A shared mission and flexibility in uncertain times

Angela Crabtree
LEIDOS

As the newly appointed senior executive responsible for Leidos for our ISO 44001 certification, I am delighted to also pen my first ICW Ambassador article.

I have observed and participated in the amazing work that ICW and its members do, and now in my new role I will be front and centre to Leidos continuing its journey with collaborative working.

As a core value in Leidos, "collaboration" is always on my mind as we strive to live our values every day. Our customers rely on us to deliver on our commitments, and through effective

collaboration across the supply chain we can achieve this.

Collaboration, to me, is a willingness to come together for the benefit of the shared mission, and imperative to that is flexibility and compromise. The theme of this edition of *The Partner* is "collaboration in uncertain times". In today's complex world, collaborative behaviours and collaborative leadership have never been so important in order to adapt and evolve with challenging and changing times.

As set out in our case study, Leidos was chosen to help our partners in the Ministry of Defence

to respond to the war in Ukraine. We continued to deliver our contractual commitments, but also rose to meet the complex logistical demands placed in our trusted hands. Our supply chain responded tremendously, with no hesitation. This flexibility showed the world what can be done when required: a true demonstration of collaboration in uncertain times.

I look forward to meeting the ICW network at forthcoming ICW events this year and am excited to be looking at ways we can support and learn from each other in our collaborative working journeys.



Convoy of vehicles bound for Ukraine delivering mission-essential equipment for the Ukraine front line

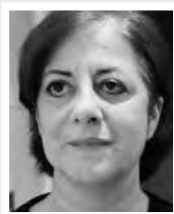


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A critical differentiator in a successful bid submission

Anita Broadhead
LEONARDO

The current global economic climate presents challenges to many industries and markets, but failing to meet, sustain and exceed our business goals is never an option. This level of global uncertainty brings with it an opportunity to do things differently; perhaps to collaborate more; or to get to know our customers better; or to understand and anticipate our customer needs better than ever, and the list goes on!

The economic conditions present businesses with an even more compelling opportunity to seek out new and innovative ways to meet and exceed our business goals, and this obviously includes doing so by collaboration with our internal and external stakeholders.

At Leonardo, we have always seen the benefits of an open and collaborative approach to doing business, and now more than ever this collaborative approach is one of the key enablers for sustaining and delivering against our core values. We encourage all our stakeholders, internal and external, to embrace our values with a view to establishing a trusted, professional and inclusive working environment – the very bones of successful collaboration in today's environment.

We are customer centric, and our relationships are founded in a culture of respect, trust and flexibility. We work hard to know our customers and understand their values; we openly identify impediments and work hard to overcome them; we foster a positive and transparent work environment and engage stakeholders at every opportunity. By doing so we are in the optimal position to capitalise on the benefits of successful collaboration by moving away from a transactional approach, deepening our collaborative working expertise and thereby enabling our wider organisation to embrace collaborative working as part of our standard business strategy.

Collaborative working is no longer a "nice to have" but a critical skill necessary for today.

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Photo: KonstantinChanglin

The certainty of collaboration in uncertain times



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In this feature, we reflect on the numerous relationships in which NATS has invested over many years, striving to provide safe, secure, and reliable air traffic control services in the UK. We also discuss some of the tangible benefits that working collaboratively with partners has brought.

It is perhaps no surprise that, given the long-term and complex nature of air traffic control, collaboration and partnership – including building and maintaining long-term relationships – is core to the NATS strategy. Our partners are selected not only on performance and capability, but also for collaborative behaviours and an appetite to innovate and create value. Collaboration has strongly supported delivery of our major technology transformation programmes, and has been a focus of two major procurement activities that have progressed significantly in the past year.

Our approach to adopting ISO 44001 is detailed in our Supplier Relationship Management process. With all supplier relationships segmented through baselined assessment criteria, the Supplier Relationship Management process sees many of the elements applied at some levels, while the full requirements of the standard are obviously applied to those deemed “strategic partnerships”. These relationships are where we jointly seek to deliver mutual strategic objectives and work in partnership. The “tiered” application of ISO 44001 in this way



provides us with an overarching structure to manage and develop our supply chain, including benchmarking and continuous improvement of how we work with these selected organisations.

Working with our partners over the next decade will enable a transformation in how NATS delivers safe and efficient services to airlines and airports. It will deliver a more efficient air traffic system that will meet future demand and improve environmental performance. To enable this we will need to work with our partners under the collaborative framework detailed within the international standard, as we integrate a whole

The high fixed cost base of air traffic control

To provide air traffic control services, NATS owns and operates nationally dispersed sites housing a variety of communications, navigation and surveillance (CNS) technology. These include radios (to enable pilots and air traffic controllers to speak to each other), radars (so that aircraft can be “seen”, giving air traffic controllers a single coherent view of who is where in the skies they are responsible for) and beacons (enabling pilots to navigate to waypoints, essentially constructing a virtual “road network” in the sky, reducing the risk of aircraft getting too close to one another). Whether there are two or 200 planes in the sky, these CNS sites need to be fully operational all day, every day – so our cost-base is the same regardless.



We hosted in January our first “in-person” NATS Supplier Conference in more than three years. Featuring presentations, a questions and answers panel with the NATS Executive, and lots of networking opportunity, suppliers had a unique insight into the new NATS Strategy to 2040. We were all able to reflect on how the changing priorities across the world have influenced our strategy, and how this in turn can best be supported by the joint objectives that our partnerships work to deliver. The event demonstrated NATS’ commitment to the relationships we have built and will continue to maintain.



series of innovative and ground-breaking technologies.

We pride ourselves on having an established position as a customer who supports our suppliers, whether SMEs or larger businesses, with a variety of measures ranging from being very rapid with our payment terms, through to funding start-up companies who are working on cutting edge and ground-breaking new technologies. However, these relatively simple things become much harder to do when you lose a very significant proportion of your revenue.

For example, when the pandemic hit, teams across NATS had to look quickly at how to switch off – overnight – the large majority of our £150m a year capital investment without any negative impacts. As you would expect, our supply chain team was called upon to facilitate discussion, agree approaches and – where necessary – enact the resultant contractual changes.

So, one of the things that we did was reach into our collaborative relationships and told our partners and suppliers clearly and very openly, *exactly* what was happening in the world of aviation and how that was impacting us, explaining our challenges and issues. Then we asked for their suggestions for

what they could do to assist.

It was immediately evident that we could be rightly proud of the effort that we had put in at the beginning before times got tough. Some organisations might have replied “we’ve got similar problems, so we’re going to fix our own first”. However, almost all, from large multi-nationals to specialist organisations of half a dozen employees, responded along the lines of “we understand; we want to make sure you’re in a strong position when you come out of this, and we’ll do what you need for support”.

Investment in relationships

These responses and adaptability will live long in the corporate memory. The requests we

“It was immediately evident that we could be rightly proud of the effort that we had put in at the beginning before times got tough”

had to make and the positive responses we received were only possible following committed and consistent investment in the relationships; by fostering a genuine shared understanding of the objectives of each relationship and articulating what a collaborative commitment to joint success really means. It is clear this isn’t something we had achieved overnight once the pandemic hit.

Our approach has always been to foster truly collaborative approaches in our supplier

partnerships. In safety-critical, regulated industries like ours, it is not easy to switch suppliers. For example, many of our technical developments may take 10 to 15 years to design, prototype, build and implement before operating for 15-plus years. So, in uncertain times, our relationships become one of the most effective tools in the toolbox, and the benefits speak for themselves.

So, it's extremely important to NATS that, now the period of extreme uncertainty has passed, we re-invest in these relationships, re-establishing joint missions, sharing what we've learned about our respective organisational priorities during the past couple of years, reflecting the changes in our industry and the wider

world that we see since economies and travel started to re-open.

As well as continuing to invest in our long-established partnerships, some substantive changes are on the near horizon in terms of who we will also be working with. Significant new commercial relationships are starting, and NATS are working with these new suppliers to ensure the core principles of ISO 44001 Collaborative Business Relationships are embedded from the off.

First, formal compliance to the standard has been a notable requirement assessed during the selection stage. Now, as we move through formal contract award and toward mobilisation, there is a joint focus on clarifying collaboration objectives and

NATS recognises supplier performance with award

In November 2022 we presented our NATS Gold Level supplier award to Indra in Madrid. Both of our organisations have adopted ISO 44001 Collaborative Business Relationship. This is the highest level our suppliers can achieve and recognises Indra's continued support, effort, and ability to deliver innovative solutions for our DP En Route programme and recognises the strength of our collaboration for over ten years.

behaviours, and how we will measure our effectiveness in these new relationships.

As ever, this is not a solo-pursuit. Building on experience and maturity within our own and the supplier organisations is proving key at this early stage. And so in this article, we'd also like to reach into the ICW community for wider insight, and as an opportunity to share our collective learning. ■



Staying true to our core principles

Tim Bullock
NATS

When we think on the theme of "collaboration in uncertain times" in the aviation sector, two events come immediately to mind: the ash cloud of 2010 (in which the skies over the UK were effectively closed to protect aircraft after the eruption of the Icelandic Eyjafjallajökull volcano), and more recently the Covid pandemic. The various national restrictions put in place by government administrations around the world introduced extreme uncertainty to every sector – with aviation by no means an exception.

As a safety critical and regulated business, air traffic control is a long-term business, a reasonably capital-intensive business, and one which carries a relatively high fixed cost base.

Within seven to 10 days of the start of the pandemic, our business revenues – in common with airlines and other parts of the aviation sector – dropped by more than 90 per cent. The whole sector was suffering hugely, and immediately.

The challenges we faced included: how do you move rapidly to deal with the situation

where you have lost that percentage of revenue? How do you maintain the core things that are at the heart of our culture, in our corporate DNA – such as safety and security – and ensure that they remain fully active and sustainable? How do you do everything that you can to support our airline customers (because they're facing the same issues)?

It was clear to me right at the beginning of this period that we had to stay absolutely true to our core principles, and in the supply chain function these include "collaboration, relationships, and partnerships". In overcoming challenges together when the pandemic originally struck, the strength of our collaborative approach came to the fore – and this remained strong throughout the period of uncertainty that followed.



Seeking certainty in uncertain times



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In times of crisis people naturally coalesce, pull together, collaborate; and much has been written about how collaborative working became a key component in the fight against Covid across a range of sectors, including construction. And after the pandemic we all looked forward to a period of stability, and that illusive thing human beings crave – certainty.

But the year had more in store for us: the impacts of a war, three prime ministers and the loss of a great monarch; high inflation, strikes, high interest rates, resource shortages for manufacturing and construction and increasing anxiety over potential shortfalls of goods and services – all symptoms of an increasingly uncertain world.

Whilst perhaps less volatile, similar seismic changes are

taking place across infrastructure, driven principally by changing values and indeed changes to the definition of value itself. And if you want to know what funders, government and clients value, look at what they measure and how. Take social value, for example, and you will see professional institutions, industry stakeholders and progressive clients defining what's to be measured and grappling with how to measure it.

Finding consistent ways to describe and measure is a human trait that until very recently centred on counting physical "things". Historically – and think of the Pharos here – the important things were the amount of land, size of armies, numbers of "workers", jewels, gold and grain. In the modern context of delivering works, goods and services, significant emphasis is still placed on the physical, with monthly *valuations* assessing materials, plant, labour, cost and time.

However, our approach is evolving and inexorably we are moving from only measuring physical inputs to measuring enablers and functional outputs, such as value creation – be it social, economic or environmental. In turn, we are deepening our understanding and evaluation of human enablers, initially through assessing IQ, and more recently, EQ: the emerging science of emotional intelligence. This in turn has brought focus on individuals' capabilities in their language, behaviours and relationships – all competencies required of a collaborative leader. (See the Collaborative Leadership Special Interest Group report).



There are other certainties and for the rail sector, collaborative working is and will remain a key component in our pursuit of safe, timely, efficient and dispute free investment that adds social, economic and environmental value.

And as the tectonic plates of the rail industry move into

place, in addition to the ongoing deployment of progressive models and forms of contract such as Project 13 and NEC4, there will be increasing emphasis on individuals' collaborative competencies and their ability to foster collaborative working.

Another certainty is that humans are intrinsically social

and whilst remote and virtual working is here to stay, working collaboratively is best done in person and this will support rail patronage. People will commute to collaborate, for being together in person creates bonds, continuity and a sense of predictability and offers a semblance of that illusive feeling – certainty. ■



Building collaborative capability

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The rail industry is a blend of private and public sector organisations that work in a large and complex eco-system. Its purpose is to connect people, goods and places and be a key enabler for driving increased economic, environmental and social value across the UK.

We live in uncertain, even volatile times, with a range of macro socio-economic forces driving significant change. Some of these forces become "headwinds" whilst others act as catalysts that support businesses in their endeavours to do things better. This dynamic affects many sectors and none more so than rail. Prior to the pandemic, rail passengers generated more than £10bn of revenue every year, but with the emergence of new social norms and travel patterns, the economic model has changed, perhaps forever. Contrary to what you might first think, this makes the planned transformation of Britain's railways all the more important.

Billed as the biggest reform to the rail industry in over 30 years,

The Plan for Rail commits to delivering a rail system that is the backbone of a cleaner, greener public transport system that offers passengers and customers a better deal and provides greater value for money for taxpayers. The White Paper of May 2021 references collaboration and collaborative working 40 times, enshrining these principles within its commitments to industry, customers and taxpayers.

It looks to build from the devolved model deployed in 2019, whereby Network Rail restructured to create five geographic regions supported by central functions (see diagram on next page), to increase alignment between operations, maintenance and renewals activities and improve the passenger and freight user experience.

Importantly, the regions are united by common corporate features including purpose, culture (e.g. safety and diversity), language, values and behaviours. However, devolution allows – indeed promotes – each region to set its own strategy and approach for almost all aspects relating to

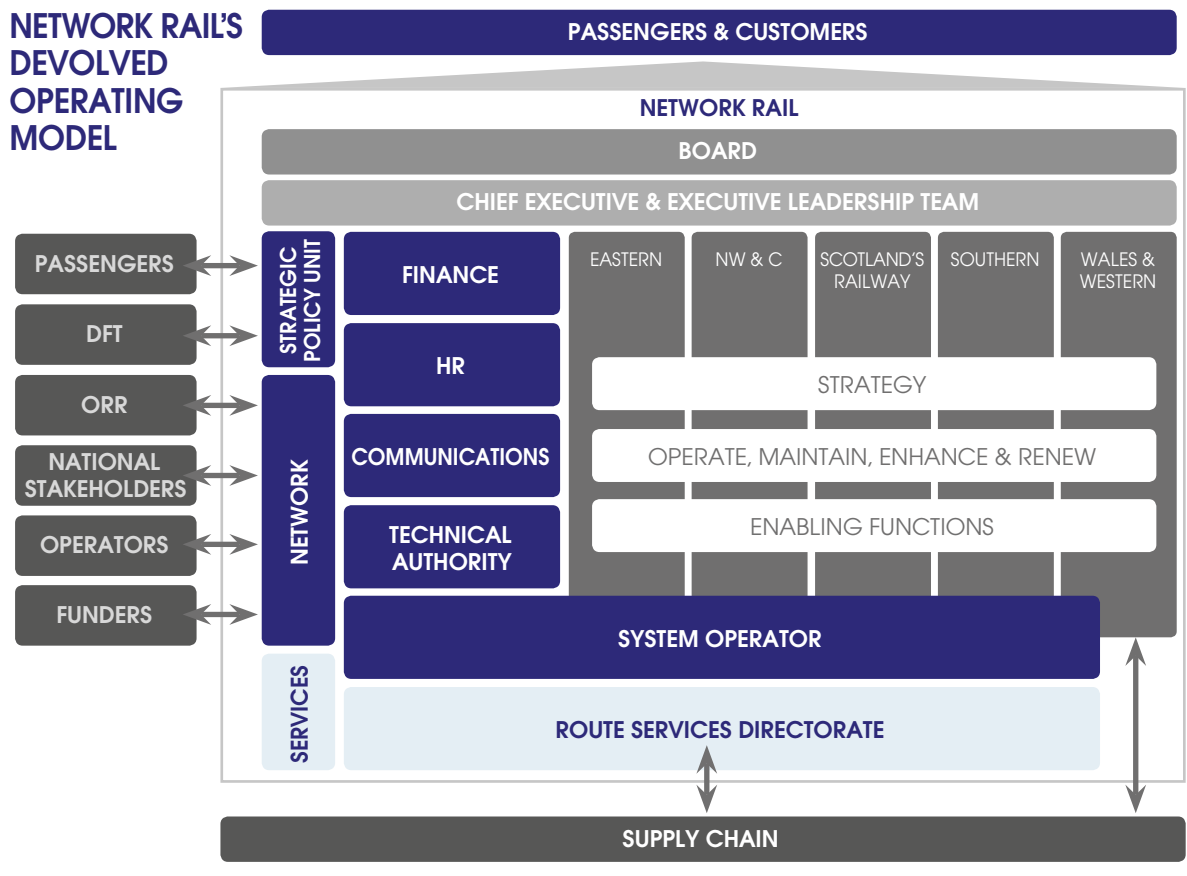
their operations, maintenance and renewals portfolios. This includes their operating model and approach to the procurement of suppliers.

This in turn means that each region must form a view on collaboration, what it is, its value and how to create an environment where it will flourish. They will need consensus on whether collaboration is a behaviour, value, culture, process, system, or even a profession in its own right and, if so, to define collaborative working competencies.

Collaboration is of course the integration of all of these things, drawing on increasingly well-defined terminology, competencies, learning and development collateral and accreditation; the custodian of which is the Institute for Collaborative Working.

Network Rail's regions can draw on positive experiences of alliances and collaborative frameworks that have helped to deliver their renewals and enhancements portfolios over the last 10 years. As they procure some £30bn of renewals for the next control

NETWORK RAIL'S DEVOLVED OPERATING MODEL



period (2024-2029) and adopt progressive delivery models, each will embark on a journey that will encompass change across their people, process, systems and culture to make collaborative working business as usual.

And whilst there will be variations on a theme, there will be seven key components to building that collaborative working capability:

- 1 Leadership:** That commits to and role models collaborative behaviours and expectations.
- 2 Stewardship:** Via designated leads with responsibility to set the standards for collaborative working and provide assurance of people, process and systems.
- 3 People:** Equipped with independent accreditation and certification, if desired.
- 7 Advocacy and engagement:** To communicate and promote awareness, adoption and advocacy of collaborative working, recognising achievements, value creation and success.

Look now and you will see the emergence of enterprise models such as Project 13 and the adoption of progressive contract forms such as NEC4 along with

greater emphasis on collaborative behaviours and commercial mechanisms that reward achievement and performance, not turnover. In parallel, the metrics and KPIs that define value are changing, with new measures and processes emerging to better demonstrate the benefits of rail investment in terms of economic, environmental and social value.

In rail, there is a palpable strength of conviction – a certainty if you will – that collaborative working is key to both the mid-term success of Network Rail’s regions and the long-term success of a transformed industry, as described in the White Paper. In the first instance, building collaborative capability between regions and suppliers will support “doing things better”, but ultimately it will be the catalyst for our industry doing better things.

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Joining the dots



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Siloed thinking and behaviours have contributed to today's biodiversity and climate emergencies. Systems thinking and collaboration are key to the solution.

In England it will become mandatory later in 2023 for projects seeking planning permission to achieve biodiversity net gain (BNG), whereby projects to create new buildings and infrastructure need to provide a greater richness and sustainability of flora and fauna than existed before. It is a measure to counteract the sharp decline in the number and diversity of Britain's animal and plant species, which is part of a global biodiversity crisis linked to the climate emergency, social inequality and the depletion of natural resources.

The World Economic Forum's (WEF) *Global Risks Report 2023* cites the loss of biodiversity and ecosystem collapse as one of the world's top 10 risks over the next decade.

How our built environment is designed, constructed, used and managed has a profound impact on the richness of the natural environment and the health and sustainability of natural systems, which in turn impact us all: think

of its importance for our physical and mental health, and its role in providing clean water, air filtration, carbon sequestration, crop pollination, flood defence, urban cooling and much more.

That was recognised in January 2023 when the WEF launched the Davos Baukultur Alliance, with Mott MacDonald as a founding member. The concept of Baukultur

is concerned with holistically creating a built environment that is good for people.

"There is a fundamental link between the quality of people's lives and the sustainability and resilience of the built environment.

Therefore, we need to manage and develop it purposefully," said Denise Bower, Mott MacDonald Group board director, at the Baukultur Alliance launch. "Placing society and the environment alongside the economy and technology is a shift that is essential for addressing many of today's most pressing

challenges, including the climate and biodiversity emergencies and social inequality. Public and private sector collaboration is essential for achieving change on the scale required."

From principles to practice

To achieve a Baukultur that benefits people and nature requires collaboration between countries and regions, sectors, organisations, disciplines, projects and supply chains.

Collaboration needs to be informed by systems awareness and thinking – recognising the interconnectedness and interdependency of the built and natural environments, and of economic, social and environmental outcomes.

Better outcomes can be advanced through collaborative thinking at:

- Policy level, connecting and integrating policies for climate change, biodiversity, social inclusion and infrastructure development.
- Place level (cities, regions and local areas), enabling local collaboration to determine priorities and supporting local approaches that create a better understanding of cause and effect relating to investment, behaviours, risks, opportunities and benefits.
- Project level, by accurately and holistically calculating impacts – both through integrated measurement

"The biodiversity and climate emergencies are too big and complex for any one organisation to tackle alone.

But they are solvable if we collaborate"

BELOW – Gen Zero: The UK's Gen Zero schools programme has employed 'biophilic' design principles, employing natural materials for the buildings and creating naturally planted outdoor spaces wherever possible. As well as providing 'landscape services' including rainwater attenuation and drainage, and summertime shading and cooling, the opportunity to connect with nature is shown to benefit children's learning, encourage physical activity, and improve wellbeing. Gen Zero has been the product of collaboration between engineers, architects, constructors, suppliers, educationists and government.



and reporting of biodiversity, carbon, social and other metrics, and by accounting for carbon sequestration alongside capital and operational carbon emissions.

But more than thinking is required for successful collaboration. Collaboration is enabled by a "pyramid" of principles:

- **Enact:** collaborative leadership; vision and values; relationship management.
- **Engage:** trust and commitment to mutual benefit; business objectives; collaborative competence and behaviour.
- **Enable:** value creation; governance and processes; information and knowledge sharing; risk management; relationship measurement and optimisation; exit strategy.

The pyramid of collaboration principles, plus stakeholder engagement and participatory project development, are fundamental.

Early movers

We are now starting to see collaborative approaches to planning and engineering that are addressing biodiversity, climate change and social outcomes – siloed thinking is gradually being broken down.

In 2020 Water UK, representing all the country's water companies, produced a net zero routemap for the sector, authored by Mott MacDonald. It highlighted the importance of landscape enrichment, including wetland, peatland, grassland and woodland restoration – providing landscape-scale BNG – as part of an overall carbon reduction and compensation strategy. The routemap highlighted the importance of collaboration between water companies and landowners, including infrastructure owners and operators in other sectors. The principles of the Water UK routemap are progressively being translated by water companies to produce organisational routemaps.

UK water companies are pioneering catchment-scale approaches to water management, to balance the long-term needs of consumers and the environment. Mott MacDonald has worked on strategies for the south and south-east regions of England. It involves collaboration between all stakeholders in those areas – water companies, industry, local authorities, government, regulators, NGOs, and infrastructure owners and operators.

Working with the Coalition for Climate Resilient Investment, Mott MacDonald developed the Physical Climate Resilience Assessment Methodology (PCRAM) in 2022, which encourages infrastructure owners and investors to consider nature-based solutions alongside "hard" resilience solutions. PCRAM enables infrastructure owners and investors to assess their exposure to climate risks, and to identify and assess resilience options. The scope and scale of climate risks means that developing and implementing successful options frequently requires collaboration between several organisations.

Updated, expanded and relaunched in April 2023, the international specification for managing carbon across



LEFT – Hong Kong: The greening of floodwater drainage channels in Hong Kong has slowed water flows and reduced the risk of downstream flooding. It has also turned the channels into popular recreation spaces during dry weather.

BELOW – Philadelphia: The US city of Philadelphia is employing nature-based drainage solutions to reduce the volume of stormwater flowing into the sewer network. Solutions involve collaboration between city planners, the highways department and local stakeholders. Co-benefits include improved water and air quality, as well as increased biodiversity.



buildings and infrastructure, PAS 2080, recognises that without collaboration it will be impossible to cut emissions to the extent required to halt climate change. Collaboration is required within organisations to cut carbon at portfolio scale, between organisations within sectors to cut carbon at system scale, and between sectors to cut carbon at a national scale. This includes industry collaborating with agriculture and forestry to achieve carbon sequestration, which is often allied with BNG.

At Mott MacDonald we use a six-step decision framework for nature-based solutions that can promote BNG. It aims to consider nature from the start of planning investment objectives to maximise co-benefits, and increase confidence around performance, costs and maintenance.

- 1 Establish a shared vision**
Look at what outcomes and co-benefits can be achieved in addition to the main project objectives. This requires systems thinking and broad stakeholder engagement.
- 2 Identify the options for nature-based solutions**
Identify the range of options

available, drawing on broad-based expertise, considering opportunities for innovation and drawing on experience.

3 Quantify a range of benefits from each solution and agree a preferred option

Consider shared responsibilities and benefits over the lifetime of the solution. Monetising co-benefits can help drive change and secure funding. Use a benefits framework and multi-criteria decision analysis to assess options.

4 Finalise design and prepare for construction

The design process should be participatory, involving all stakeholders, and focus on the specific circumstances of a place.

5 Implementation

Assign clear roles and responsibilities and incentivise each party to add value

throughout the project lifecycle.

6 Maintain, monitor, evaluate and learn

Collect evidence over time on performance, costs and maintenance, and apply learning to future projects.

The approach has informed solutions in the water and transport sectors, including flood protection for the city of Leeds, control of combined sewer overflows in New York's Bowery Bay, and the Bexhill-Hastings Link Road in East Sussex.

All together

The biodiversity and climate emergencies are too big and complex for any one organisation to tackle alone. But they are solvable if we collaborate. Collaboration takes effort and investment but creates co-benefits, positively changing the business case for action to address risks and opportunities. ■

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Collaborative behaviours on one of the world's biggest projects



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Increasingly, behaviours and competences need to resolve collaborative challenges brought on by accelerated change, and the management of uncertainty and ambiguity. The development of behaviours is just the start of the process and they need to be supported by collaborative processes and structures to maintain, improve and change them to respond to changing challenges. This article is based on a major case study and explores issues related to designing learning and organisational development for collaborative working and evaluating results.

Behaviours don't just happen, and obtaining and maintaining the right behaviours needs the pulling of several levers (Fig 1). There is no definitive right way to do this, but this case study offers an insight into the design of training and development

for collaborative working for one of the world's largest infrastructure projects.

The collaboration development programme outline

The objective in 2023 is to develop a new team comprising the top 50 senior managers

who will be responsible for setting up an organisation to facilitate the delivery of a \$1trillion infrastructure project. The high-level aim of the development programme is to develop a high-performing collaborative team, and for them to create and agree action plans to develop and embed all the systems, structures and processes needed for effective collaborative relationship management. Following a training and development needs analysis, one of the first key steps has been the creation of "fit for purpose" learning and development objectives that respond to the overall aims, deliver to the expected benefits for the customer and provide a robust and comprehensive basis for evaluation of the development programme and its results.

Figure 1 **Developing and embedding behaviours: B2B key factors**

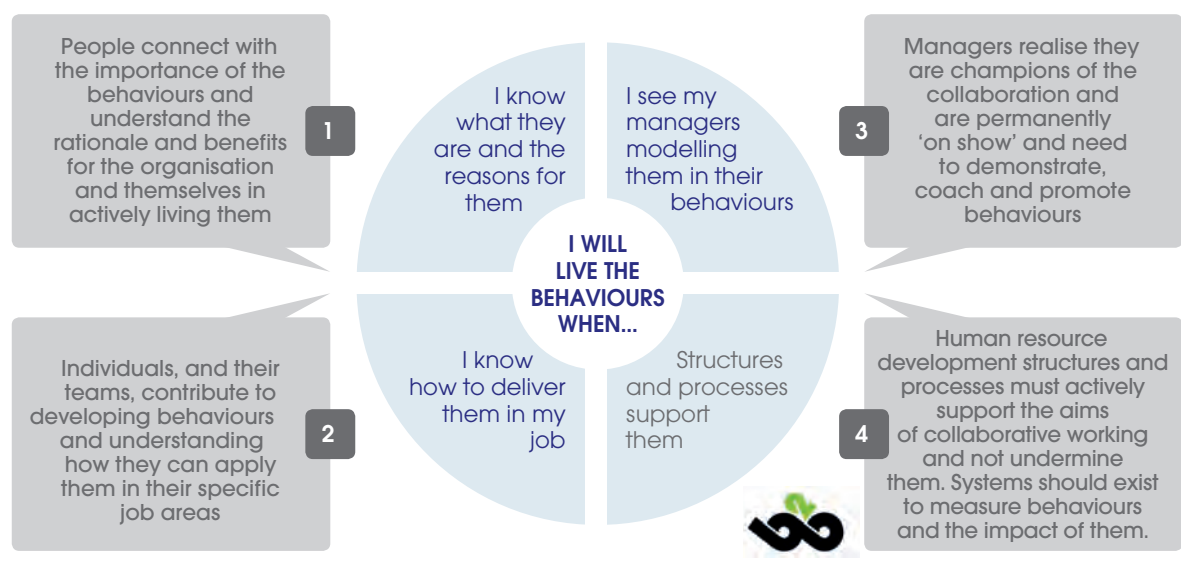


Figure 2 **Levels of evaluation in learning and development**

LEVELS OF EVALUATION	Kirkpatrick	Phillips
1 Reaction Basic satisfaction levels with the development initiative		
2 Learning Extent of learning and insight gained by those involved		
3 Application Degree that learning was applied in work		
4 Behaviours Measures of the actual behaviours demonstrated		
5 Impact Measures of the impact of the behaviours and actions		
6 ROI Measures of the return on the investment in the development		

more compelling evidence or the more accurate identification of areas for improvement.

Getting the objectives right

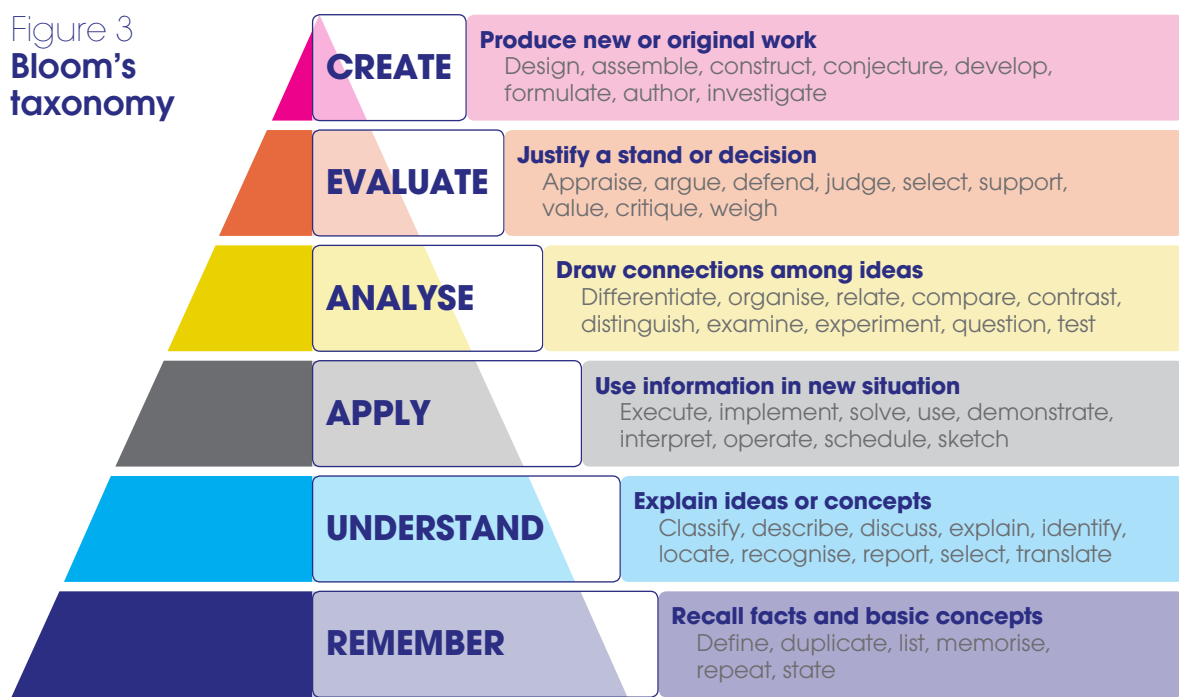
"Begin with the end in mind" is the second of Stephen Covey's *The Seven Habits of Highly Effective People* and a key step to support delivery of the collaboration development aims, and later to facilitate effective evaluation, is the specification of objectives; what are the ends you have in mind? Where learning objectives are concerned, we used Bloom's taxonomy⁽³⁾ to describe and

Evaluation of learning and development

There are many models for the evaluation of learning and development. Kirkpatrick⁽¹⁾ and Phillips⁽²⁾ are two commonly used approaches. Figure 2 shows the levels of evaluation in the two models. According to Phillips, the

learning and development should create a chain of impact at a number of levels, beginning at the level of satisfaction of those being developed. Going up the evaluation levels increases effort and cost, but in our view, going as high as is feasible is usually the better practice and will provide the

Figure 3 **Bloom's taxonomy**



classify objectives in terms of knowledge, skills, attitudes, behaviours and abilities (Fig 3). The model advises the creation of learning objectives via the use of measurable verbs to indicate what the learner has to do to demonstrate learning.

Learning is not enough

However, the Kirkpatrick and Phillips evaluation models (Fig 2) show that if we only accomplish learning gain, that is insufficient and there is a need to state and achieve objectives that are related to what people will do with the learning, and what those things they do (e.g. demonstrate behaviours) will be expected to deliver in terms of organisational results.

We developed an initial set of objectives, agreed the physical outputs to be created, and the expected end benefits for the customer organisation. The development programme has three themed workshops and linked assignments for participants: **people** (e.g. behaviours, values and culture); **process** (e.g. systems, structures and collaborative processes); **plan** (e.g. action planning and commitments).

Across the workshops we initially developed dozens of objectives. We discovered in review that we had a high number of learning and understanding objectives and those related to facilitating learning (Fig 4), but too few explicit objectives related to specific and tangible outputs

and outcomes i.e. objectives related to: deciding and agreeing; creating and developing; applying and actioning.

In consultation with the client, we revised the objectives to get the right balance and to highlight those most critical for the client. Before work on the design of the workshops started we agreed with the client: overall high-level aims; the specific range of objectives for each workshop; the "hard" outputs to be produced; the measurable benefits for the client and stakeholders of the priority objectives.

Conclusions

Our aim has been to start delivery from March 2023 onwards.

As *The Partner* went to press, we were anticipating that the

effort above will pay off and we aim to agree with the client to take the evaluation as high up the evaluation ladder as we can. In developing, delivering and evaluating collaboration learning and development, and organisational development, there are at least three key success factors which follow the cycle of plan, do, check and act:

Design it well:

Clear needs analysis and business case, the right objectives and benefits clearly stated;

Deliver it well:

A design that is inclusive, plays to different learning styles and is fit to deliver the objectives;

Deploy it well:

Clear post delivery commitments, ability to track outcomes and continued feedback on evaluation results and their implications.

After delivery we aim to report the project more fully and to share lessons learned. ■

Figure 4 Objective types used in the case study

Learning/understanding e.g. how I need to be a better collaborative leader	
Deciding/agreeing e.g. on a way to implement an approach e.g. establish a JRMP	
Creating/developing and output e.g. a draft charter	
Applying/actioning e.g. personal and team actions to take away and implement	
Facilitation process objective objectives related to running the workshop	

References:

- 1 Kirkpatrick, D. L. (1998). Evaluating training programs: The four levels (2nd ed.). San Francisco: Berrett-Koehler
- 2 Phillips, J. J. (1997c). Return on investment in training and performance improvement programs. Boston, MA: Butterworth-Heinemann
- 3 Bloom, B.S. (1956) Taxonomy of Educational Objectives, Handbook: The Cognitive Domain. David McKay, New York

Diverse expertise creates digital tool to bolster NHS staff morale



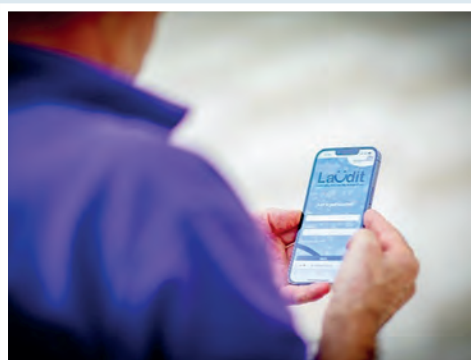
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Royal Papworth Hospital NHS Foundation Trust and Amazon Web Services (AWS) have had great success working together to develop a new digital tool, Laudit, designed to boost staff morale. Laudit is a peer-to-peer reporting platform that celebrates, records, and recognises the extraordinary measures that healthcare staff perform every day.

Based on the Cambridge Biomedical Campus, Royal Papworth Hospital is the UK's leading heart and lung hospital. The hospital has a long history of partnering with other organisations to deliver improved outcomes for its patients and workforce. Collaboration is a core part of the organisation's ethos and is one of the Trust's values. Royal Papworth Hospital's partnership with Philips UK&I was recognised by ICW in the 2021 Collaboration Awards for the positive contribution the partnership had made for the hospital's patients and workforce.

An early prototype of Laudit was first developed by, and launched within, Royal Papworth Hospital in 2018. Consultant interventional cardiologist, Dr Will Davies, had observed that examples of excellent practice were going unreported, and often unrecognised. As a result, opportunities to celebrate success and boost workforce morale were being missed.

While the first version of Laudit was simplistic, the tool was quickly embraced by clinical and non-clinical staff across the organisation. Royal Papworth



recognised that the tool had significant potential for fostering a positive workforce culture within the hospital and for Laudit to be a valuable resource for other organisations.

Sophisticated and marketable

Royal Papworth began looking for a partner to deliver their mission to transform Laudit into a more sophisticated, and ultimately, marketable tool and AWS were identified as the ideal partner. AWS is the world's most comprehensive and broadly adopted cloud platform, offering over 200 fully featured services from data centres globally.

More information can be found about Laudit at laudit.org.uk

Over the last 18 months, Royal Papworth and AWS have been on a journey to redevelop Laudit. The new tool has enhanced functionality and can easily be customised, making it easier to scale to other organisations. The new version was launched at Royal Papworth Hospital in May 2022 and has been universally well-received. Sign-ups to Laudit have significantly increased and more audits are being sent and received than ever before.

The two partners have worked closely throughout the 18 months; each bringing different expertise and ultimately delivering a far superior product than either organisation could deliver in isolation. Dr Davies said: "Working with AWS has been a brilliant experience. AWS have brought a wealth of ideas and expertise to the table and have really taken the time to understand the specific challenges faced within healthcare settings."

Olivia Charles, Healthcare Enterprise Account Manager at AWS added: "The way that we have worked with Royal Papworth has been unique and a hugely rewarding experience. We are very proud of the contribution that we have made to Laudit and are excited to see what other opportunities we can explore with Royal Papworth."

Originally, the plan was just for AWS to help to support the digital development of the tool, but in recognition of the success of the collaboration, the two organisations are now working together to commercialise it. ■

An SME's journey: enabling a collaborative approach to contractual compliance



Graham Thomson
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Affinitext passionately believes that major projects cannot achieve their full potential unless collaborative working is embedded as the usual way of working. This belief was founded on experience.

In his legal days, the co-founder of Affinitext led the development of the single alliance agreement for "pure" project alliancing and advised on over 30 project alliances globally. As a litigator, he also advised on the £1.2bn dispute between TransManche Link and Eurotunnel. The words "chalk" and "cheese" come to mind. Recognising the speed at which technology was advancing, and knowing the importance of technology as one of the three levers of project success (PPT), Affinitext was founded.

We realised that two steps were needed to achieve our vision of enabling collaborative working on major projects.

First (which is covered in

this article), we needed to be collaborative internally and with our key customers, suppliers and supporters to ensure we developed the technology they required to embed assured compliance across their projects.

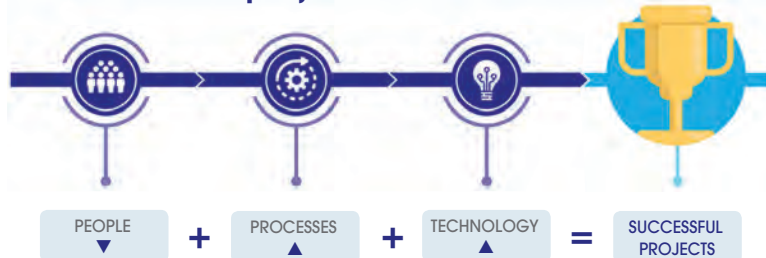
Secondly, we then needed to work with our customers, users and their industry partners, who were keen to quickly and easily adopt and implement that technology, to enable them to collaboratively assure contractual compliance across their projects. This second step in our SME journey of enabling a collaborative approach to contractual compliance on major, mega and giga projects will be covered in a forthcoming edition of ICW's newsletter, *Insight*.

As we embarked on step one, we were conscious that "collaboration" is a word often used without focus on what it really means, let alone on how to achieve it. At this stage, we had the good fortune of connecting with ICW, the thought leaders under-pinning ISO 44001, while it was being produced. Working with ICW, it became clear to us that if a sustainable approach to collaborative working was desired, then proven processes should be implemented to achieve it. Even though collaborative working is in our DNA, it seemed logical to us that if we adopted a structured approach to collaborative working by following the processes of ISO 44001, then we would be a more collaborative company as a result. (We equated it to our proven experience of being a more secure company as a result of following ISO 27001).

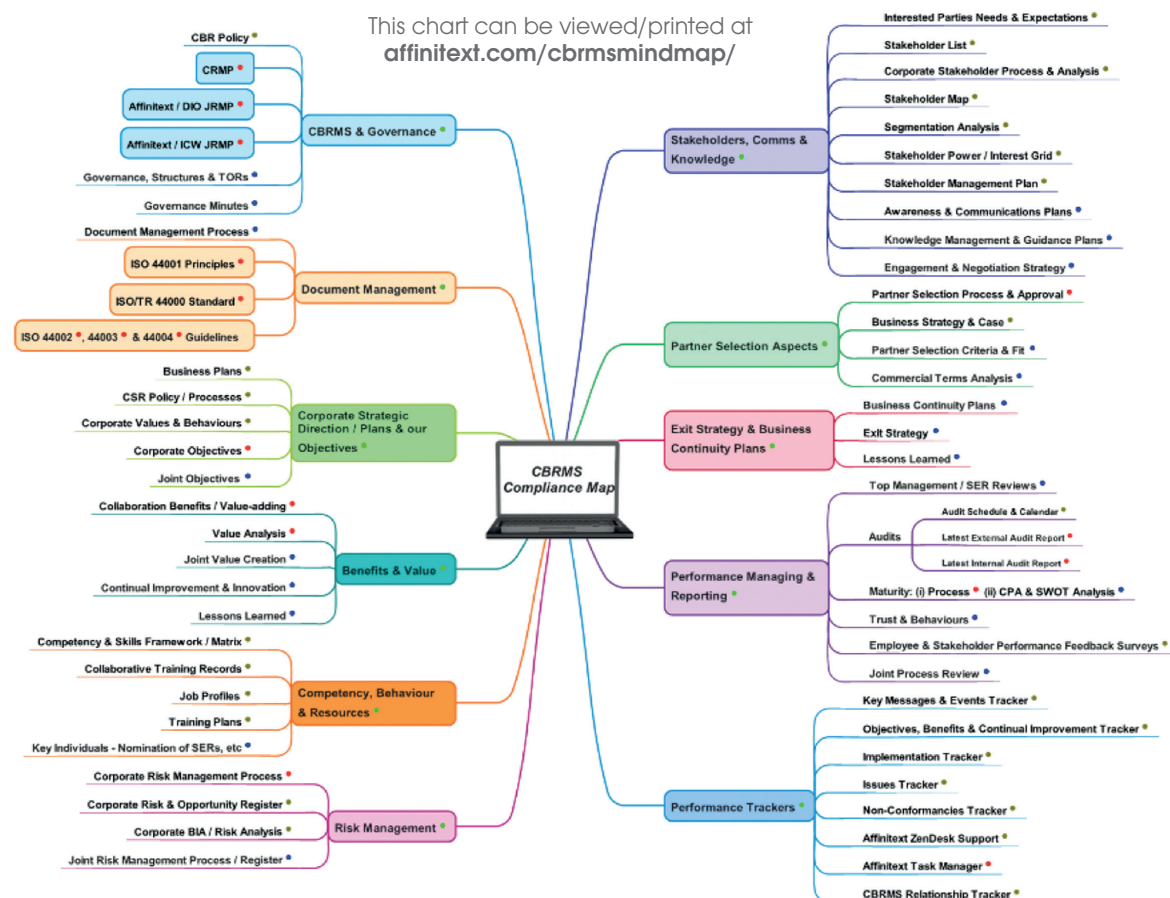
We were excited to realise that ICW also saw the benefits of technology supporting collaboration and they, along with the Ministry of Defence, agreed to be our JRMP partners for our ISO 44001 certification.

As we were going through

Three levers of project success



Collaborative Business Relationship Management System



the certification process, we collectively realised that with ICW's knowledge and our technology, we could mind-map compliance with the standard and task each of the obligations interactively from the mind map to ensure compliance. As a result, we have satisfied step one by successfully embedding PPT and collaborative

working it into our everyday way of working, with visual, demonstrable compliance.

We continue to push the envelope of collaborative working with our partners. An example of this is that we have combined joint partnering board meetings with ICW and the MoD, where we transparently share best practices

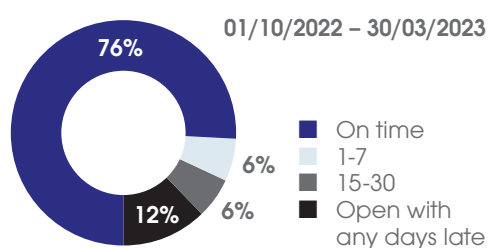
and experiences and always look to improve the ways in which we work together.

We also provide online access to our auditors, who are able to complete the audits in a fraction of the time usual audits take. Our external

"We were excited that ICW also saw the benefits of technology supporting collaboration"

auditor included in their audit report: "In conclusion, I would just like to document what a great management system Affinixtext has in place. There is so much best practice going on here and I hope to see some of this as "standard" practice in the not-too-distant future!" ■

Task completion efficiency



Better bid proposals for collaborative projects



John Doyle
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Assessment of potential partners' collaboration capabilities in many procurement exercises is common. Whilst a range of assessment methods are available, evaluation of written tender submissions remains the most liked approach. This case study highlights lessons for those setting tender questions and for tenderers in responding to them to both improve the quality of the tender submission and, importantly, ensure it adds value to post contract award collaboration development.

There is a range of assessment and evaluation methods available to procurement teams to help them evaluate the collaboration approach capabilities and behavioural competences of their potential partners (Fig 1). While the methods vary in their ability to predict future behavioural performance⁽¹⁾, the written tender submission method remains the most common "go to" approach for procurement teams.

This case study focuses upon the effectiveness and improvement of written tender questions for the

selection of collaborative partners and how to increase their potential value to promote effective collaborative working once the contract has been awarded.

Partner procurement selection methods

Over 2020/21, B2B designed and delivered a behavioural and collaborative approach assessment (BCA) for the selection of delivery partners (DPs) working across a programme to support a UK government department in a significant infrastructure project. The £6bn contract is operating in

a complex technical environment, with the procuring organisation and the DPs under pressure from UK and international stakeholders and customers with diverse expectations, requirements and technical standards.

Working with the client, B2B deployed an early version of its collaboration risk assessment model. (*The Partner*, 2022). The key criteria areas that were identified were: effective approaches for stakeholder engagement, accelerated development of a disciplined approach to managing the relationships across the programme, and having a robust approach to joint risk management.

The behavioural and collaborative assessment (conducted remotely during lockdown) included:

- 1 A structured **team assessment of behaviours** of the proposed key team members to test their proposed approaches to manage the collaborative relationship and engagement of stakeholders if successful.
- 2 Evaluation of collaborative competences and behaviours of key operational managers via a structured **behavioural CV** instead of a face to face interview.

Fig 1 Approaches to evaluate collaboration capabilities in procurement

TEAM BASED

- Team assessments of behaviours only
- Structured dialogue with client team
- Team assessments of behaviours *and* scored written outputs
- Live office-based assessments

INDIVIDUAL BASED

- Structured interviews – Board and/or operational level
- Interviews testing both behavioural competence *and* organisational capabilities
- Structured interviews – Site or Office
- Scored personality/behavioural profile

ORGANISATION BASED

- Tenderer culture assessment survey
- Existing collaborative working practices audit
- Site-based validations
- Head office culture validations
- Written tender submissions/commitments

- 3 Evaluation of three **written tender submissions** related to the management of collaborative working related to the three criteria above.

Post-award collaboration support

We were also commissioned, as part of the procurement exercises, to assist in the launch of the collaborative relationships in the post-award phase between the DPs and between DPs and their government department client. In addition to a launch workshop, a follow-up collaboration health check survey and a later improvement workshop, these were informed by the innovative re-use of the originally submitted tender material in order to develop relationship management plans at an accelerated pace.

Issues with tender questions related to collaborative working

Our experience shows that there can be issues from the client-side and the tender-side which make the evaluation of written tenders ineffective for the scoring of a submission and limit the value of the submission to post-award contract delivery:

- 1 Tender questions can be phrased inappropriately to focus upon the tenderer's past experience or the general availability of a given collaboration approach and do not seek forward looking proposals on specific aspects for implementation in the specific contract.
- 2 Tender questions can often be phrased in such general terms that they fail to elicit specific commitments or proposals i.e. what is promised to be done by the tenderer, how it will be done and by when.

Consequently, they are not only difficult to score effectively, and differentiate between tenderers, but would be difficult to implement in the post-award phase without considerable clarification.

- 3 The level of insight, expertise and qualifications to assess "what great looks like," in collaboration management terms, is often limited within the client-side evaluators.

These factors often feed into a post-award situation where the implementation of collaborative working tender proposals have to compete with more specific tender proposals for the so-called,

"collaboration-focused tender questions often serve only as award scoring material and are often of little value to guide post-award actions"

"hard" contract deliverables e.g. a highway, railway or building. A consequence is that the collaboration proposals requested by the client, and offered by the tenderer, often fail to materialise effectively, quickly enough, *if at all*. This must be one contribution to the high failure rates in collaborative enterprises.

In summary, collaboration-focused tender questions often serve only as award scoring material and are often of little

value to guide post-award actions. Tender proposals, often, in response to the quality of the tender question, are frequently too general and not easily open to implementation. This is a waste of effort all round and could even be a strong causal factor for the reasons why so many collaborative relationships get off to a poor start or don't start properly at all.

The case study approach

Our aim in this project was to mitigate these risks by: using forward-looking tender questions entailing requests for specific commitments by the tenderer; and re-using the submitted tender material in the post-award period to generate accelerated actions. We advised the client that the tender questions should be designed to elicit specific and actionable proposals and that the procurement process should be designed to go beyond selection and to support a post-contract award relationship development process by making use of those tender commitments made by the successful tenderers.

The collaboration-related tender questions were:

- 1 Describe the Tenderer's intended approach to embedding processes and structures that will mitigate the risks associated with developing and maintaining effective collaborative working when delivering the service.
- 2 Describe the Tenderer's intended approach to develop a collaborative process to the management of continuous improvement that ensures both the Agency, Tenderer's and Service User knowledge is utilised to identify improvement activities and

develop solutions to improve service delivery.

- 3 Describe the Tenderer's intended approach to developing and managing key stakeholder relationships to ensure that the stakeholder's engagement is proportionate, and the relationship with them is collaborative and effective.

Each question was phrased to obtain specific tender commitments, and had additional advice on the aspects or components that the tenderer was requested to address in their submission e.g. timeline, key responsibilities, risks to be mitigated.

In addition to scoring the initial submissions, the client also required us to undertake a subsequent review of the submissions of the successful tenderers in order to support a re-use of them within the planned collaboration workshops undertaken in the early stages of mobilisation; more specifically to support an accelerated development of a joint relationship management plan (JRMP).

A systematic process was built in to the procurement plan to follow up on the implementation of tender submissions for the establishment of the relationship, highlighting the positives in the submissions for deployment and the areas for further development if to be of value to contract delivery.

Post-contract award treatment of the tender submissions

Options put to the client to identify ways to build upon the initial successful tender submissions were:

- 1 Request each tenderer team to review their proposals and identify ways of improving their actionability and coming equipped with those ideas for discussion with the client in the collaboration workshops
- 2 As with Option 1, but with an advisory note to the tenderer from B2B on the specific areas for improvement in their proposals
- 3 Request each of the three successful tenderers, and their respective client teams, to review the proposals and identify those considered to be a priority and agree an indicative timeline for delivery.
- 4 Option 3 with the inclusion of using the contract KPIs to assist in identifying key priorities

Option 2 was selected by the client. The original tender responses were returned to each successful tenderer for each submission to be marked up to indicate where there were strong and implementable proposals, and where there were areas for development or clarification. The successful tenderers and client operational teams brought these views to the collaboration launch workshops, where they agreed actions to include in the establishment of a JRMP.

The importance of engaging the client in deciding the best and most feasible approach for the re-use and implementation of tender submissions should not be over-looked.

Benefits and outcomes

The collaboration workshops, undertaken in the early weeks of the contract, formed good relationships across the teams, a collaboration behavioural profile, clarity on roles, and development of an outline charter. They also produced actions plans, owners and a timeline for the development of the collaborative relationship, including the creation of a JRMP and stakeholder engagement strategy.

A six-month, two-way behavioural and collaboration "health check" survey was undertaken between client and each DP team to create a baseline set of metrics for the identification of successful behaviours and approaches being demonstrated, and for the targeting of areas for improvement and development.

A comprehensive collaboration charter and behavioural competence framework was completed with plans to share it across the delivery teams.

The jointly completed and project-specific JRMP was compliant to ISO 44001 best practice.

Conclusions

At the time of writing, the process and outcomes had not yet been subjected to a long-term return on investment appraisal. However, the outcomes of this case study to date clearly show that procurement processes for the selection of collaborative partners should always look beyond the selection decision; they should have a plan, in advance of the contract award, to ensure the procurement outputs are used to add value to embedding effective collaborative working in the future relationship.

“procurement processes for the selection of collaborative partners should always look beyond the selection decision; they should have a plan, in advance of the contract award, to ensure the procurement outputs are used to add value to embedding effective collaborative working in the future relationship”

Where tenderers can remain compliant with the client tender submission instructions, they should play their part by ensuring they populate their tender responses with tangible and actionable proposals, including recommendations.

Behavioural assessments of people (Fig 1) are, in our opinion, another aspect of procurement which should be much more than a selection process. If designed and delivered to quality behavioural assessment standards⁽²⁾, they can also provide accurate information, well in advance of the award, to identify future collaborative working risks and opportunities. The results of this can be ready to inject into post award collaborative development and behavioural risk mitigation from the start of the contract.

Improvements to the approach

Collaboration between partners is, at the very least, a two-way street. In common with most public procurements using BCA, the client-side team in this case study was not assessed for their collaborative working competence in advance of their engagement with the

successful tenderer. Nor were they developed as a team to engage in a collaborative endeavour with the tenderer in advance of the collaboration launch workshops above.

In our experience, the usual consequence of this asymmetric level of collaborative working readiness is that the tenderer team – certainly in the early stages, provides the greater maturity in collaborative behavioural problem solving and also provide their processes and approaches for collaborative working. There can be unhelpful misalignment in behaviours and approaches due to the different levels of readiness.

Assessment of the client team capabilities has been undertaken by B2B in a small number of procurement support contracts, and, in a smaller number still, we have undertaken the development of the client team to be ready for the incoming successful tenderers. Fortunately, there is a growing awareness in procuring organisations that

they are an essential part of the collaboration chemistry and that they need to be prepared to engage as equals with the tenderer once they are appointed so they are fully able to contribute in joint development work undertaken in the early stages of the relationship.

If both the client side and supply chain partners are assessed and developed at a similar time, and using a similar methodology, (and before team integration), this will result in a quicker project mobilisation with results and outcomes being delivered earlier and to a higher standard.

An overall lesson is that advanced client team behavioural development, and having more considered views on their collaborative working priorities, would have improved the collaboration launch process and improved further the quality of the outputs produced in the early stages of the relationship development in this case study. ■

References:

- 1 Chmiel. N (2009) Work & Organisational Psychology 2nd Ed Blackwell (fig 12.3)
- 2 ISO 10667-2:20 International Standard for behavioural assessment quality management



NEW MEMBER

Reinvention through collaboration

GLOBANT

globant.com

With offices in 36 countries in North America, Latin America, Europe, and Asia, and over 27,000 Globers (the name by which Globant employees are referred), Globant is one of the leading service providers worldwide. Founded 20 years ago in Argentina, from the start, Globant understood that technology is the path to innovation and that a critical component of that success is built on effective collaboration with our clients, talent, and our “Be kind” initiative.

A hallmark of our engagement is collaboration; teams seek to understand client needs, where they are, and where they want to be through a common effort, infusing expertise wherever necessary.

Our clients recognise the need to go beyond a digital

transformation to create a sustainable future. Globant uses technology and artificial intelligence (AI) to work with them to adapt their business models, technology, culture, and more. This results in building a path forward for companies to become augmented organisations.

Through innovative products,

services, agile pods, and studio methodology, we combine deep pockets of expertise on the latest technological trends. Our focus is on helping clients reinvent their companies by finding disruptive solutions that will secure their place in an ever-changing market.

Our studios:

The Digital Studios focus on leveraging their technical expertise in the latest technologies and trends to help customers with digital transformation, digitalising processes, experiences, and relationships with stakeholders.

The Reinvention Studios revolutionise specific business models and industries, focus on helping clients reinvent themselves and prepare for a sustainable future. To do so, we deliver a digital and cognitive transformation with a cross-industry approach that aims to reinvent customers’ businesses, operations, and technology.

The Enterprise Platforms Studios pull together top experts to build a new delivery model that combines advisory services with market-leading expertise across all major enterprise platforms, including Salesforce, Oracle, and SAP. With this, clients receive deep strategic and implementation services for each cloud technology and the ability to combine different experts seamlessly, optimising their investment and accelerating their transformation journey.

Globant X was created to boost an organisation’s digital transformation journey with products that merge the power of artificial intelligence, emerging and exponential technologies,



5

SPECIAL FEATURES

and cognitive transformation for user experience, people, culture, data, and business strategies and processes.

A kind and inclusive work dynamic

Globant is a young yet experienced brand encompassing the intersection of innovation, design, and engineering. Our passion and niche lie in rethinking humanity's connection to the world of today, be it through digital transformation or sustainability.

We have an innovative approach to transforming organisations, a sustainable commitment, a diverse and global talent, and a unique culture together to build the main pillars of our Be Kind initiative. Be Kind focuses on four fundamental tenets: Be kind to yourself, to your peers, to humanity, and to the planet – all deeply rooted in Globant's DNA.

We launched the Be Kind campaign as a long-term sustainability framework to convey the company's identity and to stay connected with clients through strategic outreach methods. It is an essential part of our culture to share the company's innovative solutions to create authentic and impactful change worldwide with our stakeholders and build a more balanced and fair future for all.

The company uses this message to encourage others to join by taking a stand and promoting kindness.

We take pride in our people and acknowledge they are



Globant's biggest strength, so we work on growing the Globant family with diversity and inclusion. Our development centres in remote and diverse locations in North America, Latin America, Europe, and Asia, promote initiatives that guarantee that no one who would like to join the IT industry is left behind.

“Every project is rooted in one of the core principles: there is no innovation without diversity nor growth without plurality”

By creating agile pods with self-organised, collaborative, and autonomous multidisciplinary specialists, our teams provide tailor-made solutions to the challenges in each project in an agile and innovative way.

The pods comprise people from every corner of the world, with different backgrounds and experiences. The diversity of profiles results in having different

skills and points of view that enrich the productive process, ensuring that the products are genuinely creative and innovative, underlining that there is value in diversity and the uniqueness of each collaborator. Every project is rooted in one of the core principles: there is no innovation

without diversity nor growth without plurality.

Each pod at Globant is AI certified since 100 per cent of them undergo AI training to understand its potential and detect AI adoption opportunities in every industry, integrating creativity, reinvention, and innovation into every project through the power

of technology. For Globant, AI is the foundation of the next business reinvention era, permeating and impacting every area, industry, and business for the better.

As Globant Co-Founder and CEO Martín Migoya explained: “At Globant, innovation is not just a department or an area; it's an attitude. We are here to innovate, we live innovating, and without innovation, we wouldn't exist”. ■

To learn more about how we're reinventing collaboration with our clients and teams, see globant.com

ICW provides support to its members handing back PFI contracts



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The ideal goal for Private Funding Initiative (PFI) contracts handback has been described as “the seamless transition of social infrastructure”. The drivers for the stakeholders engaged in PFIs e.g. the special purpose vehicle company, hard and soft facilities management, operating companies, investors, contracting authorities, sponsors, facility users, and advisers, are complex and in many cases may not be aligned.

The guidance by the Infrastructure and Projects Authority says collaboration is essential to achieve effective handback and proposed the use of relationship management plans to underpin any collaborative arrangement. Moreover, planning for handback should begin typically seven years before contract end.

At an industry led event in 2022,

the chairman said: “Collaborative working is something that lots of people talk about but what it looks like in practice is still not always clear; if handback is to be a success, that will have to change”.

Developing and managing these

relationships needs a structured engagement approach. Key questions include:

- What is the stakeholder landscape? Who’s who? What is the connectivity, interdependency, interests, and concerns? What are the business drivers?
- What do we need to do together that we can’t do on our own? Can we define the “why?”
- What are the collaboration aims, outcomes, benefits and the enabling objectives?
- How do we make it work? What culture do we need to develop? What competency, processes, systems, and assets do we need to establish? What is the gap from where we are today? How do we sustain the collaboration ethos and culture through to the new operating model after handover? ■

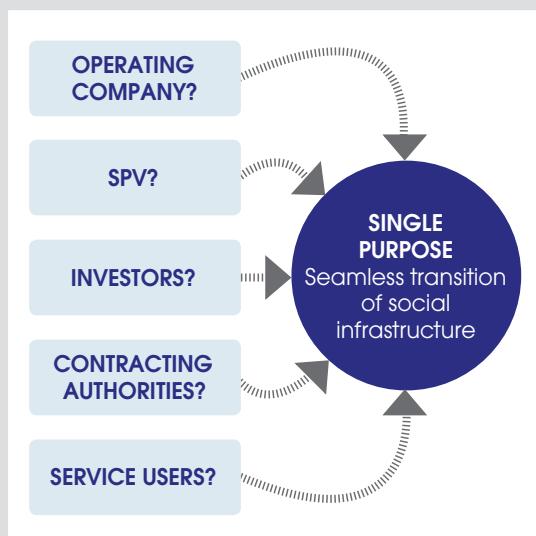
ICW can provide help to our members to develop and implement their PFI handback programmes in two important areas:

1 Training or assurance support

- Coaching to help develop structured collaboration for handback and future state
- Mentoring and targeted advice for key individuals
- Awareness and training programmes e.g. risk, behaviours, relationship management plans (RMPs)
- Train the trainer in special purpose vehicle and operating companies
- Independent assurance (audit services) for collaboration solutions

2 Intervention service

- Acting as an independent intermediary providing mediation, guidance, and steering oversight; particularly to transition or transform adversarial relationships and the development of RMPs.



Building bridges: ICW Germany, and launch of 'ICW Community'



Bernhard Friedrichs
ICW

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Bernhard Friedrichs
ASSOCIATE DIRECTOR
GERMANY

ICW is pleased to introduce Bernhard Friedrichs as a new associate director in Germany. With over 15 years in the software-as-a-service (SaaS) sector, he has a solid reputation for building strategic partnerships and promoting collaboration among businesses of varying sizes. Through Bernhard we can promote ISO 44001 in German-speaking countries and extend our reach into tech sectors, such as SaaS.

The SaaS industry has experienced remarkable growth in recent years, becoming a key driver of digital transformation for organisations worldwide. As the market evolves, companies are looking at ways to stay competitive and achieve capital-efficient growth. In the face of changing market conditions, such as increasing interest rates and limited access to venture capital, businesses are turning to partner ecosystems and collaborative working practices.

Partnering with complementary businesses within the SaaS sector creates synergies that enable companies to scale rapidly and cost-effectively. These collaborative ecosystems facilitate knowledge sharing, reduce duplication of effort, and encourage innovation. Co-selling, co-innovating, and co-marketing have never been more important than today. Companies that harness the power of collaboration are better positioned to weather economic challenges and stand to gain a competitive edge in a rapidly growing market.

Partnerships and ecosystems play a crucial role in the strategy of SaaS companies. In the fast-moving SaaS industry, businesses continually search for best practices and effective implementation. I was pleasantly surprised when I learned about ICW and its important role in promoting ISO 44001. This framework has the potential to benefit significantly not only SaaS businesses, but also their partners in their collaborative efforts.

Expanding ICW activities in Germany

With the UK leading the way in ISO 44001 certification, a clear direction has been established for ICW's expansion in Germany. While the journey to build greater certification in Germany might prove to be lengthy, it is essential to recognise that the true value of ISO 44001 lies not in the certification itself but in the collaborative working practices and guidance it offers to make partnerships successful.

In Germany, over 99 per cent of all businesses are small and medium-sized enterprises (SMEs) that employ more than 55 per cent of the entire workforce. These companies can greatly benefit from the collaborative working principles and practices provided by the ISO 44001 framework. ICW Germany aims to promote the development of best practices tailored to the German business landscape, and will provide training and raise awareness about collaborative work among SMEs and enterprises across all sectors. ■

ICW Community digital hub set to launch

ICW is introducing the "ICW Community" platform as a hub for members to exchange ideas on collaborative work, maintain contact with course alumni, and stay informed about ICW events and announcements.

ICW wants to offer its members a space to network and share their experiences, insights, and best practices, anytime. With Microsoft Slack as the primary tool, the ICW Community provides an intuitive way for members to connect and collaborate.

The pilot phase starts soon, and the ICW will be inviting members to join and give feedback or share ideas. If you are interested in helping, please contact Bernhard Friedrichs, Leigh Lawry (Head of Training), or Adrian Miller (Membership Services Director).

Collaborative disposition



Mike Healy
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ICW Scotland discussions over the last year between public and private sector organisations, have focused on collaboration, where little or no structured collaborative working process exists.

Participants understood that there are many situations where collaboration is highly desired but not mandated, and even where it is mandated, organisations rely heavily on the personal choices of participants to engage in collaborative working, in order to make it work. This is true whether we are working in for-profit or not-for-profit organisations. Therefore, even where companies are clear on process, they need to be able to help staff develop the personal disposition to work collaboratively with others.

For some time I have been exploring what causes us as individuals to collaborate and what stops us, regardless of whether things are structured, coordinated or chaotic. I refer to this as our “collaborative disposition”.

The inclination of the individual to collaborate

Understanding and developing this inclination to collaborate is critical in those exercises whether the participants are not aware of, or don’t understand, or don’t buy into the strategic intent of the different organisations or partners involved.

They don’t get the value to be had by the organisation for their discretionary effort, their focus will be on more tactical arrangements and the additional value will often derive from getting operational work completed safely, free from stress and conflict, and to feel

a sense of accomplishment. This is the case for most public sector employees and for significant numbers of employees in large private sector organisations.

Most of us intuitively understand our own collaborative disposition when we take part in games, team sports or community events like litter picking or organising a street party. We want to be involved in something useful or interesting or worthwhile and we are willing to work with others.

In business settings some of us can struggle with maintaining a good collaborative disposition if we are in situations where things are tense, or we feel we are under threat. Some of us may actually enjoy the tension of meeting deadlines and budgets. Some of us may even have succeeded in our careers because of our capabilities to get things done under such circumstances. Quite often these capabilities reflect our habit of dominating and pushing people into action, and our tenacity to

“If our early experiences of conflict cause us to feel fear, then remnants of that fear may be triggered in work situations causing us to retreat from collaboration”

keep chasing anyone who falls behind. However, many of us find the stress and strain of that kind of command and control less and less acceptable. This demanding and controlling behaviour worked in older, more traditional project environments and even in stable, long run production environments. However, it is far removed from the collaborative disposition needed where we may have no authority over others to get things done, but rather we depend on them to step forward to assist.



Influenced

Our collaborative disposition is influenced by many things, some of which we are not consciously aware of. At the most basic level it is influenced by the way we feel physically and mentally. Many of us will already know that if we haven't had enough sleep we can be irritable and more ill-tempered and less tolerant than we might be normally. Most of us know that if we are suffering an illness, or pain such as headache or toothache, we feel as if our energy is being drained and we are less able to cope with the challenges around us. Even something as simple as feeling hungry can influence our collaborative disposition. Recent research showed that judges were more likely to give harsher sentences late in the morning for the same crimes, than they did after lunch. The only factor that was different was they were hungrier as they approached lunchtime.

How we learned to deal with conflict or threat as children or how we learned to deal with

challenge or different kinds of humour, will be seen later in life. If shouting and arguing was common in the environment we grew up in, then it will feel perfectly normal to us when we hear it in other situations, and indeed it may be our preferred way of dealing with others. If our early experiences of conflict cause us to feel fear, then remnants of that fear may be triggered in work situations causing us to retreat from collaboration. Even distractions like a sick child or struggling to meet the cost of living in our own lives can cause us to feel more heavily burdened, when assessing the cost or risk attached to a particular course of action, and choosing not to get involved. Yet a few days later when we feel better, or our circumstances have changed, the challenge, cost or risk seems more acceptable.

Therefore, it is important to be aware of our own personal collaborative disposition whenever we participate in collaborative working exercises. If our collaborative disposition is weakened, so is our ability to interact, make judgement calls, tolerate difference and risk, be patient and appreciate the pressures we and our partners are

under. However, if we become aware of our collaborative disposition, we can immediately act to reset it for our own benefit, and for the benefit of the project and project partners.

Collaborative Disposition Index® (CDI)

We are developing our Collaborative Disposition Index® (CDI). The CDI is a self-scoring instrument which will help people around the world quickly check their own collaborative disposition with a view to improving it and

"It is important to be aware of our own personal collaborative disposition whenever we participate in collaborative working exercises"

shaping the success of any collaborative working project.

The CDI instrument is ideal for:

- Self-check and correction of personal disposition prior to each collaborative working meeting
- Personal development
- One-to-one coaching
- Team coaching
- Collaborative leadership development activities. ■

The CDI is administered online and offers a graphic presentation of ratings and a personalised analysis of results. If you would like to know more, or to simply have a chat, contact mike.healy@faceoffgroup.com

Collaboration insight led me to re-focus my career path



Rebecca Atkinson
TRU WEST

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I believe that personal development and taking an innovative approach to challenges are imperative when starting any career. Before I worked on TRU West I trained in the performing arts, where collaboration and teamwork are essential for success. This is where I first began to learn about being a leader, when being chosen as Dance Captain. I had to make sure that I always put the team before individuals, but also supported members in any way that they needed. My next role was in retail, where I learned the value of customer service. After two years I decided that I wanted to push myself further and started a career in rail. Now I am doing more than I ever imagined.

I first got the opportunity to work on the Transpennine Route Upgrade West Alliance (TRU West) as an administrator in the recruitment team. The original remit was to manage the onboarding forms and help with uploading and filing recruitment documentation. However, this quickly expanded to managing and tracking onboarding, offboarding and role change data, updating organisational charts, tracking key result areas and key performance indicators for alliance inductions, regularly attending recruitment and commercial calls to give updates, and answering recruitment queries. This meant that I had to be organised and have good time management, as my tasks were time sensitive.

Within this role I had the opportunity to help update the recruitment process by completing a process map to support process refinement and improvement. After being in this role for three months, I was invited to shadow

the collaboration lead for the day. This really opened my eyes to what can be done within a collaborative team, and I wanted to explore this further. This led me to change the focus of my career to collaboration. I have already been given so many opportunities within this role and I am still learning every day.

When I joined TRU West, I was also new to the rail industry, to office working, and more importantly, to Alliance working. The idea for a starter pack for

apprentice starters was prompted by personal experience but was supported by staff survey results that showed this kind of information was sorely needed.

Having spotted this gap within our induction process, I decided to create a pack to give all apprentice starters information that would help with starting on our Alliance. This information includes: a key for acronyms, of which there are many in the rail industry; straightforward guidance and tips for using the ProjectWise application; maps to our offices; explanations of the stages of Governance for Railway Investment Projects and other key information. It was designed to help those new to the industry to build knowledge and confidence when talking to others virtually and face-to-face. It proved invaluable during the pandemic because we had a lot of people starting, and although

they were not able to physically come to work and have the benefit of meeting people on the job, the pack was available to help welcome them to the Alliance. It also allowed line managers to focus on the main tasks in hand, which saved them time.

Once the pack was complete, I presented it to our Alliance Management Team

"I was invited to shadow the collaboration lead for the day. This really opened my eyes to what can be done... and led me to change the focus of my career to collaboration"

(AMT) to discuss how it could be taken forward. All members of our AMT were extremely impressed and suggested this was part of our Alliance induction for all employees, not just our apprentices.

The positives this pack has given to our Alliance include:

- Upskilling the industry because it is giving apprentices and new starters more knowledge on the Alliance and the railway industry, which helps build skills and confidence
- Helping people work smarter – which is the foundation for collaboration
- Maximising use of resources that are used across the programme, including training, because everyone is aware of them.

From the outset, I always wanted the pack to be enhanced and updated with information from all teams. I am happy to say that this has been the case, and the pack that is being used today is an evolution from my original version.

Early Careers Professionals

ECP (Early Careers Professionals) is a committee on the Transpennine Route Upgrade (TRU) that is focused on personal development and networking opportunities for anyone who is either an apprentice, graduate, intern or in the early stages of their rail career. Begun two years ago by the TRU

West Sustainability Lead, Sarah Rial, it provides everyone in the group with a safe space to learn and develop. The committee encompasses the whole TRU of the TRU programme (from Manchester to York via Leeds) which enables us to maximise the opportunities that we can work on together. We meet fortnightly to work on future events.

Representation

Anyone interested in joining wrote a submission on why they would like to join and what role of responsibility they would have. It was important that the committee included people from all along the route, not only to ensure representation but also to ensure that events were accessible to all members. When we had formed the committee, we got together via Teams to brainstorm future event

enabled us to spend time with colleagues, network and ask questions of our senior leadership team. As well as using our own in-house expertise, we included two external speakers. Stephanie Sword-Williams is a motivational speaker who spoke about “How to make your ideas heard”. We felt this was key when starting your career as it can be scary trying to communicate your ideas to anyone who is more experienced than you. We also had the world’s strongest man come and talk about keeping yourself motivated and always being prepared.

After these successful events, for which we received positive feedback, we were inspired to commit to more events. With confirmation from our TRU sponsors, we have put together a plan for the year with a mixture of in-person and



Above: The TRU Early Professional Development Day event

ideas. These came from our own experiences and what we wished we could have had when we joined. Throughout the pandemic we kept everyone connected through MS Teams, from online “social events” to knowledge sessions with our Programme Director, Neil Holmes.

After such positive success initially, we had our first face-to-face event in Leeds, which

virtual events. We are extremely fortunate to be able to work closely with the Institute of Collaborative Working to both guide us and help provide all our members with the tools to work more collaboratively in their day-to-day work. Anyone new to alliancing may need support to understand why collaboration is important and how it can be done successfully. With the help of ICW, we can make this happen. ■

FREDIE and a step change in collaborative behaviour



Jon Brazier
VERCITY

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As part of the portfolio of Vercity's Private Funding Initiative projects, Modus Services at MoD Main Building has been benchmarking collaborative working since it achieved ISO 44001 accreditation in 2017. Whilst a positive statement in its own right, the organisations within the partnerships, DIO, Skanska, Amey, and Modus have previously been challenged in broadening the understanding of what collaborative working actually is and what it really means.



Above: The logo used as internal branding: FREDIE principles and behaviours created a more collaborative culture

The benefits of working collaboratively have been highlighted and briefed many times, but it is the questioning and interpretation of the "collaboration" term that has been repeatedly challenged. The first real debates and progress on this definition were witnessed during the trust and behaviours survey in 2020. The survey had been tailored to align with our joint objectives and partnering behaviours. The feedback started to highlight how people associated people and team behaviours with collaborative ways of working.

How inclusion fosters true collaboration

We further explored this and embraced an initiative that Vercity use from the **National Centre for Diversity**, the acronym "FREDIE":

"People were able to understand and relate to these individual factors and appreciate that these must be visible, demonstrable and witnessed"

fairness, respect, equality, diversity, inclusion and engagement. We identified that these qualities helped to expand and clarify elements which need to be in place to promote collaborative working. People were able to understand and relate to these individual factors and appreciate that these must be visible, demonstrable and witnessed in order to foster trust between parties and the basis to build a collaborative relationship.



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Vercity is an award-winning organisation, building collaborative capability with strategic partners in both public and private sectors.

Our experience in working with diverse stakeholders on complex contracts supports the optimisation of project performance.

Vercity's collaborative capability facilitates successful strategic change.

We support contracts before and after the point of expiry, the removal of facilities from ongoing projects, and the effective repositioning of services on operational contracts to better deliver strategic objectives.

Vercity



Investors
in Diversity
Award



vercitygroup.com



"FREDIE has become intrinsically linked with collaborative ways of working. It has provided meaning and something tangible to understand"

Tangible action for positive change

FREDIE has become intrinsically linked with collaborative ways of working. It has provided meaning and something tangible to understand. The trust and behaviour survey uptake has more than doubled. A separate group has formed to take the indicators from it and turn it into real actions. We have had multi-organisational sessions talking about specific aspects of behaviour, language and experiences from people previously impacted by unlearned culture.

In summary, we have given collaboration a structure for more people to engage and understand the meaning of it and therefore create an environment that wants to improve. Not only does this lead to happier, more positive people and teams, it also begins to create wider involvement in business issues such as the creative journey towards net zero, more efficient change projects, and a better service to building users. ■

Fairness

Being reasonable, right and just

Respect

Having due regard for the feelings, wishes and rights of others

Equality

Where every person has equal rights, and every person has fair chance

Diversity

Diverse means different. We're all different, so diversity includes us all. The concept of diversity encompasses understanding, acceptance and respect

Inclusion

Where every person feels respected, valued and that they fit in with the organisational culture

Engagement

Two-way commitment and communication between an organisation and its employees

Above: Vercity embraced the qualities of fairness, respect, equality, diversity, inclusion and engagement to promote collaborative working

A top-down evolution

By demonstrating and talking about each aspect, especially by senior managers, teams began to see "walking the talk" created more discussion, learning, working groups and ultimately improvements in the way we behaved and worked together. The elements came together to create a more collaborative culture.

We took this further and applied internal branding to the



term. We included it on email footers, meeting headers and display boards in all our working environments. We also made it an agenda item on our joint partnership boards.

It's your call on topics, presentations and sponsorships



Jill Clancy FICW
ICW
jill@jillclancy.co.uk

ICW is recommencing collaborative events in 2023, building on our previously successful events and taking them on the road again. The events will focus on sharing knowledge and experience of all things collaboration. The events will be a mix of informal online share and learn sessions and more formal webinar activities, and we will be reintroducing our in-person events in London, Leeds and Cardiff.

The events will be for our members and their guests to ensure a wider understanding of how collaboration and collaborative working can make a real difference to them, their organisations and others they work with, and the wide range of benefits of collaboration.

As an Associate Director of ICW, I have taken up the role of Collaborative Events Leader to ensure that these events happen and run smoothly – something I'm eager to take on having

really benefited from ICW events in the past.

The events will cover a variety of topics as we want to ensure that we can meet our members' requirements. Some events will be

on a single topic, others may focus on a particular sector or link topics to ensure a wider view. We aim to share learning and experiences of journeys people have taken to successful collaboration, and cover specific areas that members want to know more about. We will ensure that the events are in line with the ICW's four key strategic aims: social value; sustainability; equality, diversity and inclusivity; and commercial considerations.

"We aim to share learning and experiences of journeys people have taken to successful collaboration, and to cover areas members want to know more about"



Our programme is at the early stages of development, and to ensure these events are successful we would love our members to let us know the topics and sectors they would like to learn more about, or whether they want to present at one of our events, or if they would like to host or sponsor an event. ■

If you have any suggestions for any of the events or would like to host or sponsor an event, please do get in touch at jill@jillclancy.co.uk

Promoting ICW and our members across our media



John Osborne
ICW

john.osborne@icw.uk.com

As part of our continuing commitment to improve the marketing and increased awareness of collaboration as a force for good, here we highlight the opportunities where we can work together with our Executive Members to improve our joint profiles, website performance and reputations.

Joint social media posts

In the past 12 months we have strengthened our ability to post articles on social media such as LinkedIn and Twitter. A recent example is a visit to Babcock at Devonport dockyard, to highlight how we are closely aligned with one of our important Ambassador members.

"ICW CEO Frank Lee and Membership Services Director Adrian Miller spent the day with ICW Ambassador member Babcock International Group at Devonport Royal Naval Dockyard recently. This provided an invaluable opportunity for them to explore with Babcock's expert team how ICW can continue to support them in delivering a first-class service to their customers, and in addressing and realising their challenges and opportunities ahead."



Insight and The Partner

Our regular newsletter *Insight* is an opportunity to promote case studies and insights into our members' collaborative approach. An article provided by Denis Leonard of GRAHAM was also posted on social media, increasing its reach.

ICW's flagship publication *The Partner* also provides a great opportunity for you to get your



story in front of the collaborative community and beyond, with plans this year to use the content in regular social media posts, further extending the reach of collaboration. So, going forward, contributors will see that we will be using their material in an integrated strategic marketing promotion across all our platforms.

Your website

- Promote your membership of ICW prominently on the home page of your website displaying your membership logo.
- Create a separate landing page which explains how a collaborative relationship works and clearly communicate the benefits to your customers.
- Include testimonials from those customers and or suppliers with whom you have worked collaboratively.
- Make sure your website



includes an electronic copy of the ICW brochure which potential customers can download.

ICW's website

- Make sure your member details on the ICW website are up to date.
- Set up links from your website to the ICW website and vice versa to improve your rankings and visibility with search engines, enabling more organisations to find your company details.



Are you using your ICW Executive Network badge to maximum effect?

In meetings with potential customers:

- Make sure the benefit of your membership is part of your sales pitch. In a competitive market, it could be your main point of difference and help you secure new business.
- Use your membership to clearly demonstrate your on-going commitment to collaboration and how it improves customer satisfaction, supplier relationships and project delivery.
- Incorporate the ICW logo into presentation materials and include a section on the benefits of collaboration to your customers in your presentation.
- In any follow-up communications ensure that you continue to promote your approach to collaboration and how it will benefit the relationship.

Your marketing activity

- Display the ICW Membership logo on all of your literature including business cards, corporate brochures, quotes, letterhead, compliments slips, invoices and advertising materials.
- When you are exhibiting at key events to attract new customers, display the ICW membership logo prominently on your stand and make sure you have copies of the ICW brochure to distribute.

Event sponsorship

Our plans this year include an increase in the number of online and face to face events we expect to host. If you would like to be more closely involved, with possible sponsorship or participation, it could be a great way of increasing your organisation's profile and reputation for collaborative working. Alternatively, you may be holding your own events – supplier conferences for example – in which case why not approach ICW for a speaker, support or attendance at your conference?

Your company's reception

Make sure you display your ICW Membership logo prominently so that existing and potential customers are aware that you are committed to working collaboratively.

Your media output

- When you are announcing new collaborative business gain via a press, please don't forget to mention the value that your ICW membership played.
- Take a photo of your ICW membership logo and post it on social media. ■



If you would like to explore further the ways in which we could collaborate on marketing activity, then please contact Adrian Miller, ICW Membership Services Director, at adrian.miller@icw.uk.com

Attracting and retaining future talent



Jo Potter
AIRBUS

jo.potter@airbus.com



Lois Love FICW
LEIDOS

lois.love@leidos.com

As the Professional Development Team, we are a group of volunteers focused on the professional development for our individual members – attracting new, diverse and brilliant members to ICW as well as creating an inclusive environment where members feel valued, rewarded and excited.

preferred communication channels in collaboration with the strategic marketing and communications team led by John Osborne and ICW's Marketing Manager, Iwona Karcz.

Our team has proposed an additional category to the annual ICW Collaborative Awards for "Future Collaborative Leader", with potential to select winners through links with member organisation student, apprenticeship and graduate programmes.

OUR GROUP MEMBERS

The Professional Development Team comprises:

Hosts

- Jo Potter
- Lois Love

Members

- Gail Stephenson
- Brian Walton
- Kevin Hogwood
- Denis Leonard
- Elsie Taylor

ICW Team Support

- Alan Maund

OUR SCOPE

- Attract and retain future talent
- Skills development for individual members
- Individual Membership Committee
 - Increase number of individual members
 - Improve individual member engagement
 - Improve communication of individual member benefits
 - Improve knowledge sharing and tools

This year we have focused our attention on attracting and retaining future talent. Our team is defining "what can ICW do for me?"

for the younger generation and helping ICW build the interest of younger people through the use of technology, and offering ICW initiatives which will support early career professionals with their collaborative working journey.

Our team is leading brainstorming sessions to develop a programme for

cross-sector work experience placements, with clear objectives for the participants and with potential links to ICW participation in member organisation graduate programmes and apprenticeship schemes.

We are developing a proposition for younger generation appeal via their



Expanding engagement with students and young professionals



The yearly ICW Members' Day is beneficial for members with its mix of topical speakers, SIG marketplace

and networking opportunities. Our team has put forward an idea for ICW members to invite a targeted younger member of their organisation to the next Members' Day, with the aim being for young professionals to see what ICW can do for them, and to encourage applications for student and associate membership.

We believe that expanding ICW's existing engagement with universities and other institutions could bring additional value for ICW's individual members.

The attendance of selected ICW members at university guest speaker events could share collaborative working case studies with students in alignment with their course objectives.

Influential videos and other media from expert speakers in the field of collaborative working could be added to an ICW online hub, similar to TedTalks or podcasts and blogs. This would encourage sharing of academic and practitioner research findings and case studies, and there would also be potential for universities to add ICW media as student reading resources.

The professional development team continues to monitor our established programmes, and we need the support of all ICW members to ensure success.

Continuing professional development

Continuing professional development (CPD) is beneficial to members and enables showcasing of collaborative working knowledge, skills and achievements. ICW members can record their collaborative working CPD activities, and it is an expectation of all members to achieve at least 150 CPD points each year. Please ensure to add and update your 2023 CPD objectives at: <https://cpd.instituteforcollaborativeworking.com/login>

The Personal Development Special Interest Group launched a cross company mentoring scheme in 2022.

ICW Members can put themselves forward to support other members by becoming mentors, or if members feel they would benefit from a mentor from another organisation, putting themselves forward as a mentee. We have 17 mentors already signed up and currently six live mentor-mentee relationships.

Check out the ICW Members Hub for information on how you can get involved or contact Lois Love at lois.love@leidos.com

Cross-company mentoring scheme

Mentoring offers a wealth of benefits, such as learning from experience, developing communication and personal skills and helping to set short and long-term goals. Participation also counts towards CPD points.

As a mentee, members will have access to support from a wider breadth of peers from different companies and industries, providing a springboard to gain alternative insights and support.

Alternatively, getting involved as an ICW mentor is an opportunity to "give back" to our community or build your contribution to ICW if you are considering future Fellowship, in addition to opportunities for networking. Whilst we have had an amazing number of mentors

offer their time, there is still opportunity to get involved.

ICW's Cross-Company Mentoring Scheme is open to all ICW members. Details and mentor profiles can be found in the Members Hub: <https://instituteforcollaborativeworking.com/Members/Cross-Company-Mentoring-Scheme>



Route to Fellowship (FICW)

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 those who have made an outstanding contribution to the field of collaborative working. The Route to Fellowship explains the requirements for, and assessment of, FICW applications at: <https://instituteforcollaborativeworking.com/Become-a-Member/Fellowship/>

Ask the Fellows

Our new Ask the Fellows initiative offers members the opportunity to connect with the ICW Fellowship, comprising individuals who have made an outstanding contribution to the field of collaborative working.

The Ask the Fellows portal is located in the Research and Knowledge menu on the ICW website, where members can submit their questions to the ICW Fellowship community. Representatives of the Fellowship community will then respond, sharing their knowledge, expertise and thought leadership as applicable. ■

Do you know of anyone who would benefit from ICW individual membership? If so, please encourage potential new members to read about the aims, benefits, categories and routes to membership: <https://instituteforcollaborativeworking.com/Membership>

You can also contact Alan Maund, Head of ICW Administration, Training and Membership at alan.maund@icw.uk.com or one of our professional development team members.

The importance of structured collaboration: an on-demand course



Adrian Miller

ICW

adrian.miller@icw.uk.com

BSI and ICW have created a new online course that raises awareness of the advantages and attributes of structured collaboration.

The course uses the 12 principles for business collaboration developed by the ISO international committee for Collaborative Business Relationship Management.

The training is for anyone interested in learning how a structured approach can help them collaborate more effectively.

Introducing any new initiative to an organisation can be challenging. This training course is focused on providing a high-level insight and guidance for individuals who may be initially impacted by any changes or have been assigned to collaborative programmes.

The course will provide an insight into the key requirement principles in the ISO 44000 guidance standard and seeks to address the fundamental objectives and advantages of a structured approach to collaborative working.

This course will provide the awareness and knowledge required to build and get the best from collaborative business relationships.

On completion of the course, participants receive an internationally recognised BSI certificate.

Modules

This is an online, interactive e-learning course divided into two modules. You can book one or both modules. **There is a discount if you book both modules together.** Learning is self-study and learners can progress at their own pace. They will have access to the course for 12 months.

Module 1: 21st Century challenges need collaboration

This will provide an insight into the key principles encompassed within the ISO 44000 guidance standard and seeks to address the fundamental objectives and advantages of a structured

approach to collaborative working.

On-demand, 1-hour duration, 12 months access, certificate on completion: £150 + VAT (discount if booked with Module 2)

Module 2: Adopting structured collaboration to enhance your business relationships

This course focuses on the advantages of collaboration as a strategic solution. It provides concise learning that will help teams and people develop an understanding of why a structured approach is important, and the principles that can be adopted to support the implementation and management of a collaborative approach.

On-demand, 1-hour duration, 12 months access, certificate on completion: £150 + VAT (discount if booked with Module 1) ■

Book today at:

bsigroup.com/training

For more information:

Phone: +44 (0)345 086 9000

Email: training@bsigroup.com

Or ICW Membership Services

Director, Adrian Miller at

adrian.miller@icw.uk.com

12 collaborative principles



Demand for ICW in-person training is global



Leigh Lawry
ICW

leigh.lawry@icw.uk.com

Surprisingly, given the recent pandemic, ICW Training are receiving more enquiries from around the globe for in-person delivery. While you would expect international requests to be for online delivery, we are seeing a growing call for face to face delivery. This is pleasing, as evidence suggests in-class learning provides better results than online courses for more in-depth learning. Given collaboration is people centred, it is always good to have partners working together in the same room.

From an international perspective, we have received enquiries from Canada to New Zealand. Personally, having delivered courses in the UK, France, and Australia in the last year, we know our training material has international appeal and application.

To keep our training relevant, we have established a training task force to review and update all our material. We recognise the world is changing and the needs of effective, structured collaboration are continually evolving. Linking into our extensive network (corporate and individual members), our special interest research groups and academia, we have the ideal structure to shape the next generation of training. Our review will take place throughout 2023, with enhanced and new material being delivered in 2024.

ICW Australia were accredited to deliver our flagship training, the Collaborative Leaders course. This is our first overseas branch to receive such an accolade.

Assessed against the same rigorous standards as the UK course, including centralised marking and assessment by Warwick University, all candidates passed the inaugural course. Congratulations to Brett Ackroyd, Josh Choong, and all the team in Australia for your hard work.

ICW training opportunities

Collaborative Leaders Course:

A four-day residential course (at Warwick University) for advanced practitioners; ideal for those who require an in-depth knowledge of collaboration and ISO 44001. Attendees are often those tasked



For more about our training courses, see our website at instituteformcollaborativeworking.com. If you would like to see something new incorporated into our training material, contact me at leigh.lawry@icw.uk.com

with building collaborative capability for their organisation, and/or obtaining ISO 44001 certification. Upcoming course dates for 2023: 19-22 June; 25-28 September; 13-16 November.

Executive Briefings:

Half-day duration, online or face to face, ideal for senior leadership teams who are limited on time but need an overview of collaboration and its benefits.

Introduction Course:

One-day course, online or face to face, provides an overview of ISO 44001 and collaboration.

Implementation Course:

Two-day course, online or face to face, provides a detailed introduction to collaboration and ISO 44001; for those who will have a role in building an organisation's collaborative capability.

Internal Auditor Course:

Two-day course, online or face to face, provides the skills an internal team needs for their organisation to be audited against the ISO 44001 standard.

GAP Analysis:

A two-day course, assesses your organisation's collaborative capability against the requirements of ISO 44001, linking training and education, with a full assessment of your collaborative systems. The output is a written report detailing areas of compliance, as well as recommendations on how to fill any gaps should full certification be sought. ■

Insight on what makes a collaborative leader



Stephen Blakey FRICS, FCInstCES, FICW
NETWORK RAIL
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What is collaborative leadership? What are the skills and competencies required of a collaborative leader? And do we have the necessary learning and development collateral to assess the relevant competencies and equip collaborative leaders with the techniques they need to be effective?

These are some of the questions that have been addressed by the Collaborative Leadership Special Interest Group.

Insight paper and conclusions

Our answers and insights are contained in our *Collaborative Leadership Insight* paper, due for publication this summer and will feature in ICW's 2023 'share and learn' programme.

So, what did we conclude? Well, importantly the Special Interest Group (SIG) determined that collaborative leadership isn't an eighth leadership style and shouldn't be seen as the preserve of executive leaders. It's not about seniority and the word "leadership" in this context is about influencing

those around you through conduct, not through instruction.

We see collaborative leadership as role modelling behavioural and communication skills that embed a culture of collaborative working across an individual's sphere of influence.

The Collaborative Leadership Special Interest Group comprises these industry experts:



Bill Taylor



Jill Clancy



Bruno Marques



Richard Holm



Adrian Miller



Mike Preston



William Cotter



Chris Odam



Stephen Blakey

Key findings include:

- Collaborative leadership is: "an individual's ability to deftly move between leadership styles, and role model behaviours through a blend of intellectual, emotional and linguistic attributes that embed a collaborative working culture across their sphere of influence."
- Collaborative leadership is not in itself a new style of leadership.
- The attributes, skills and behaviours of a collaborative leader are not the preserve of senior executives and can and should be honed and employed by individuals in any organisational tier.
- As such, when using the phrase "collaborative leader" the word "leader" is associated with leading the creation of a collaborative working environment across an individual's sphere of influence, rather than specifically indicating executive seniority.
- There are three enablers that inform the capability of a collaborative leader:

1 Knowledge and experience

attributes that define "what an individual knows and how they come to know it". This will differ depending on where an individual is within their career.

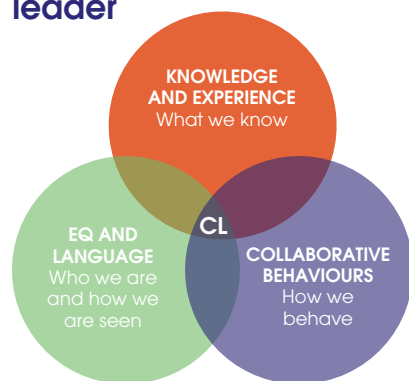
2 Emotional intelligence and communication skills

that define "who an individual is", both as a person and as a leader, and "how they are perceived" by others and how they influence the behaviours of others.

3 Collaborative behaviours

that define "how an individual behaves" in response to stimulus and the behaviour of others.

Three enablers that inform the capability of a collaborative leader



- The SIG has identified 15 key characteristics for each of these three enablers that collectively represent the competencies and capabilities required of the collaborative leader. These in turn inform the areas of focus for learning and development.
- To establish and sustain a collaborative working environment, collaborative leaders are required across all organisational tiers to promote a collaborative culture in their respective spheres of influence.
- Collaborative leaders must role-model what they do, what they say and how they say it. The right language will influence and create an environment where everyone feels psychologically safe.
- Given that language is so key, greater emphasis is needed on learning and development that focuses on language and communication skills.
- Whilst current ICW learning and development provides a good overview of structured collaboration and the underpinning behavioural principles and the application of ISO 44001, there are specific opportunities to create new targeted learning collateral.
- There is scope for the creation of an ICW collaborative leadership mentoring programme and assessment centre to define individuals' collaborative leadership

- competencies and support areas for development.
- Success is anchored in "the how" rather than "the what" i.e. how people think, behave and communicate, as opposed to what they know and what they have done.
- Business models are evolving towards skill set integration and enterprise models to create collaborative working environments that are less about authority and more about the cultural alignment of professional communities of practice.
- Collaborative leaders at executive and director level are "cultural architects", there to create an environment where activities are integrated and business objectives align in pursuit of a collective endeavour.

By way of a synopsis, the SIG

"Collaborative leadership shouldn't be seen as the preserve of executive leaders"

believes it has addressed four key questions:

Q1 What do we mean when we talk of collaborative leadership?

A1 We now have a working definition.

Q2 What are the skills and competencies required of a collaborative leader?

A2 A blend of 45 competencies across three enablers.

Q3 Do we have the necessary learning and development collateral to assess the relevant competencies?

A3 In part, but there is more to do on aspects seen as increasingly important, which don't currently receive the appropriate depth.

Q4 How ready is ICW to equip collaborative leaders with the tools and techniques they need to be effective?

A4 ICW is well placed to build on existing material and develop targeted learning and development collateral. However, it needs to move quickly to get ahead and place itself centre stage.

Having defined the term and identified the key attributes, skills and behaviours, the next steps are to create a tailored learning and development programme that will equip tomorrow's

collaborative leaders to meet the challenges they will inevitably face.

Longer term, this could be part of an ICW collaborative leaders assessment centre to support competency development and accreditation as part of a collaborative leadership

development programme. More thought is required on this along with research into the impact of hybrid working as the environment in which collaborative leaders operate has changed forever.

These are workstreams for a future SIG, perhaps, but thought provoking for sure and the beginning of informed dialogue on collaborative leadership, not only amongst ICW members, but, hopefully, across our industry. ■

Research findings reveal areas for improvement amid good practice



Sarah Vanderheide
LEONARDO

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Collaboration is not always the easy option, even more so in uncertain times. An employee's most trusted source of information is often their employer and a leader's words and actions. These can have a major impact on the actions and well-being of those they lead and manage. Equally, maintaining sustained good performance and creating lasting results requires attention and dedication at the individual and team level to inspire and enable people responsible for delivering the results.

During the past year, the Special Interest Group (SIG) for Behaviours and Challenges has explored what behaviours are prevalent and those that are needed in different business contexts – leadership, processes, project and individual levels – to understand what good and poor aspects look like in any organisation seeking to collaborate effectively by using a structured approach. Eleven partnerships were targeted in five sectors who already had some level of recognition for adopting collaborative approaches, including rail, highways, defence, aviation and the third sector.

Polls and surveys sent to the ICW community show that individual behaviours are one of the most important aspects of high functioning collaborations. The findings show that whilst every project demonstrates some positive behaviours that have facilitated efficiencies through an enabled and empowered workforce, no one project has demonstrated optimal collaborative behaviours through all stages of its life. Our

findings are presented through the lens of the 8-stage operational model of ISO 44001 (Collaborative Business Relationship Management Systems).

For this article, we have selected a number of our findings to create a summary to highlight insights, positive actions, areas for improvement and other key observations. **Our full report is available through the ICW website for members, or upon request for non-members.**

Stage 1: Awareness

"Changing the way we relate to our customer, partners and suppliers is not easy and executive support is required to overcome internal attitudes, particularly if collaboration is sometimes viewed as 'soft and fluffy'. It is equally crucial to ensure efforts are focused on relationships where collaboration can deliver real value."

- Behaviours identified early are an essential cog in a collaboration. Effective leaders establish awareness of the importance of behaviours to team members.

- The ISO 44000 family of standards can play an important role in driving clearly defined visions and objectives, supported with a relationship management plan (RMP).
- Senior executives responsible (SER, as defined in ISO 44001) help not only the organisation they represent, but also partners. Engagement by SERs promotes better outcomes, interaction, and communication flow to joint teams and participants.
- However, in many instances we observed that behavioural management is infrequently deployed at the awareness stage, not raising the importance of behaviours, or planning an approach to diffuse them into projects.
- Effective collaborative organisations create behavioural frameworks, leadership and communication models that they use internally and will use with partners.
- Best performing collaborations are when senior executives are appointed and assessed on competence and behaviours, as well as leaders and the teams involved.

Stage 2: Knowledge

"Creating effective collaboration needs strategies focused on business objectives. Strategy must recognise risks associated with greater integration, together with aspects of knowledge management and business continuity."

- Identify risks and opportunities associated with effective and ineffective behaviours: The risks identified with

poor behaviours and their associated negative outcomes on relationships included conflict, poor coordination, misuse, time wasting and lack of engagement.

- Underpin awareness and importance of behaviours by communication to all involved, alongside stating which behaviours and attitudes are expected. Positive outcomes were evidenced when people understand what is expected of them, their role and their responsibilities.
- There were some exceptional examples of organisations developing and communicating vision and values, with collaborative leaders personally visible in promoting collaboration. Including being active in supporting reward and recognition of effective behaviours within their teams.
- However, there were organisations that deployed behavioural measurements, yet did not provide explicit

providing little or no confidence that leadership of collaboration was effectively practised.

Stage 3: Internal assessment

"Understanding the strength and weaknesses of our own organisation is critical if collaboration is to be successful. Focus is often on what we want from others, rather than meeting our side of the arrangement."

- There is increasingly an adoption of behavioural assessments for assigning key individuals to leadership roles. However, these assessments largely do not ultimately reflect the specific collaborative behaviours required for the role, nor provide explicit behaviours.
- Furthermore, behavioural measurements are infrequently rolled out in the operations.
- Critical to success is the deployment of behavioural assessments, not only for leadership roles, but also for any role that entails relational management or interface management.

select suitable partners are increasingly being utilised – they can also help identify gaps to be corrected between exhibited behaviours and requirements. However, whilst some partners are selected using behavioural measures, few organisations adopt the same ethos for selecting the individuals within the partner's organisation.

- There is also evidence of the data on behavioural and collaborative competence not being used to generate improvement plans with the successful partners.
- The degree of alignment of the strategies and the operations of some partners is not conducive to collaboration and to collaborative behaviours.
- Many partners do not have a clear behavioural plan to which their teams are held accountable.
- Organisations display little monitoring or measuring of behaviours to support or improve their own conduct and that of individuals within a partner organisation.

"There were organisations that deployed behavioural measurements, yet did not provide explicit and systematic intervention plans for improving ineffective behaviours"

and systematic intervention plans for improving ineffective behaviours.

- Complacency was apparent, with behaviours defined and communicated, but there was a low level of deployment and lack of supervision at management level.
- Leadership factors were also significantly variable across the projects, with many projects

Stage 4: Partner selection

"Finding the right partner is critical and frequently we assume that long standing traditional supplier relationships can simply migrate. Often this is not the case, so it is important to understand the profile you are looking for and how you will evaluate their capability to collaborate; equally, how to negotiate a win-win."

- Behavioural assessments to

Stage 5: Working together

"Establishing joint governance for collaborative programmes and integrating them into effective contracting arrangements requires careful attention. There must be consideration for joint objectives as well as those of individual partners, together with ensuring that incentives and measures support collaborative behaviours."

- While organisations have explicit governance mechanisms for collaboration, few then included explicit expected behaviours in project governance – to hold all partners accountable. Although some partnerships do have incentives in contracts to support and recognise effective behaviour.

- Good practice included organisations creating processes and behavioural frameworks and when operating with partners, linking them to contractual arrangements. Reinforced through linking good behaviours to knowledge and information sharing.
- Crucially effective leadership teams ensure regular dialogue with their partners leadership, to listen and agree how or what needs to change or improve across the relationship.
- Data shows that while the governance mechanisms incentivises positive behaviours, we did not find evidence of mechanisms to identify and rectify ineffective behaviours. In addition, some partnerships were tolerant to ineffective behaviours internally, but intolerant of their partner's ineffective behaviours.
- Team members must all take responsibility or admit to mistakes or fault without fear of retribution and be accountable for their actions. Teams are more effective when they understand each other and are empathetic to other members and support each other.
- On the whole our research demonstrated positive models but disseminating and embedding is challenging, highlighting the leadership must not assume that everybody will simply fall in line.

Stages 6 and 7: Value creation and staying together

"The key to maintaining a sound relationship is ensuring it remains current and drives innovation that brings additional value through joint continual improvement programmes."

"Relationships need nurturing, and the business environment must be

monitored along with performance and behaviours. Issues and disputes will be inevitable but can strengthen relationships if handled effectively."

- Good practice in a number of collaborations demonstrated periodic behavioural reviews across all functions in organisations. In others, reviews are infrequent, with insufficient feedback and no obvious systematic sharing of lessons and behavioural performance data.
- Good practice highlights that leaders (at various levels) meet to report, compare, and review behavioural and collaborative measures and performance and share lessons.
- Where there are meetings to elicit feedback from suppliers and partners to improve relationships, there are concerns when data, grievances or recommendations are not used.
- However, evidence shows partnerships struggle with implementing behavioural measurement tools, and to identify the effective behaviours to help improve individuals' development.
- In most cases, intervention, such as workshops or training were pursued ad hoc, that being after ineffective behaviours led to relational issues in the partnership.
- There was conflicting evidence regarding how organisations recognise or reward good behaviours. Some feedback flagged that it is not always happening and even when it does, it may not flow down and or be shared, which of course is counterproductive.

Stage 8: Exit strategy

"Clear rules for disengagement typically improve engagement throughout the life of the relationship."

- To improve future relationships, organisations should use accumulated behavioural data to understand what they can do better.

Conclusions

Our research reveals that identifying, monitoring and measuring behaviours is a challenge for many organisations, with some good practice apparent but a number of key areas for improvement:

- Some projects displayed exceptional evidence of robust governance across the three main aspects of behavioural management – set, measure and improve – but it is not consistent or widespread.
- In partnerships that deploy formal practices to identify and diffuse behaviours, managers perceived the relationships as being highly collaborative, with positive results.
- However, many organisations appear to have difficulty collecting and analysing behavioural data, which is sub-optimal and undermines any initiative to improve or effect change.
- Despite acknowledging the criticality of behaviours, few partnerships deploy dedicated behavioural frameworks to foster and develop behaviours.
- Organisations could undertake a simple governance "health check" with appropriate stakeholders to highlight and share good practices, and to identify areas for improvement.
- Our research has reinforced the importance of collaborative behaviours to project success.

Our results indicate that more research is necessary to understand the impact of effective and ineffective behaviours on output and results. We are starting this new major research in mid 2023. ■

Does transformation need collaboration?



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

The first step to this conscious change is the self-awareness of organisations and the importance of their respective purpose, of having the mirror held up to “what we say” and how it affects “what we do”, and ultimately what we achieve.

And so, as I take up as chair for the Thought Leadership Special Interest Group (SIG), I find myself building on last year’s question: “What is value beyond financial value?”, with: “If there is value beyond financial value, what is it? Where is it? How do we know if we are successful in capturing it? Is it appreciated by others, such as stakeholders?”

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

Collaboration as an enabler

Structured collaboration is focused around creating additional

value, so what happens if the greatest value you can create is not financial? Does it become secondary to pure commercial matters? And because of this, are some organisations missing an opportunity?

And in a UK corporate culture where perceptions and myths about the impact of collaboration still permeate leadership teams, how can thought leadership help bridge the gap between theoretical

principles and a lived reality?

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

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

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

Collaboration as a competency

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

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

As ever, it starts with a question; in this case: “How good are you at getting the most out of your business or organisational relationships?”

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

An invitation to challenge and join us on this journey

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

The Travelator: collaborative capability progression



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Imagine this: “Yesterday, we used arms-length, contractual provisions for our business dealings, whereas today we want close, relationship focused arrangements... so let’s collaborate!” The problem with this decree is collaboration is not a simple switch. It takes time and expertise to build collaborative capability across any organisation and for the different collaborative relationship types.

To help organisations think about the series of steps required to adopt, develop and embed a collaborative approach, the ICW Structured Collaboration Special Interest Group created The Travelator. It’s a simple concept to represent visually the journey an organisation can take towards their optimum approach, selecting what works for them, in the context of their business needs and relationships.

It is important to highlight that some organisations will benefit from a highly systemised approach (such as larger organisations operating across complex projects), whereas others might elect a simpler

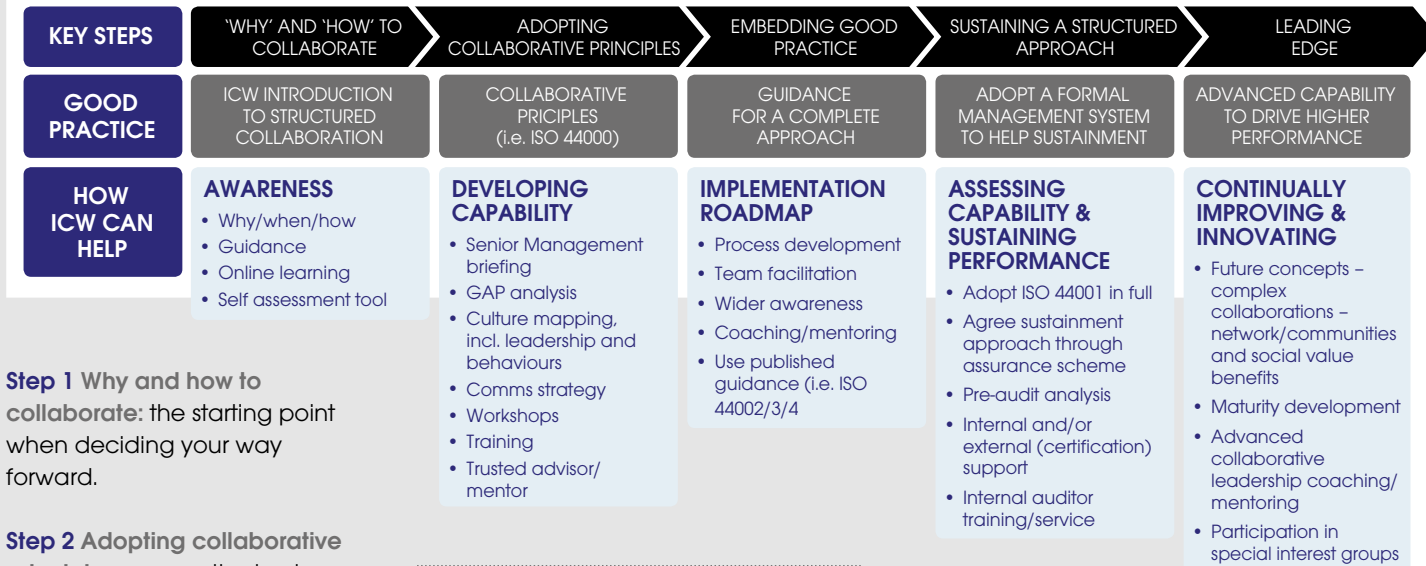
structure, selecting an approach supported by good practice key principles of collaboration (probably smaller organisations that want to demonstrate their commitment and capability with a more simplified structured approach).

The Travelator recognises the ability to “step on, step off” to developing capability, in that organisations can tailor their approach to match their business need. Not all organisations start at the beginning, as some capability exists or is embedded and not all steps are deemed essential. What is important though is that for most organisations it is a continual journey, rather than a destination, because raising capability never stops in a dynamic and evolving business environment, where new demands and challenges are ever present. Collaboration is a response to the twenty-first century challenges facing many organisations.





Organisational collaborative capability progression



Step 1 Why and how to collaborate: the starting point when deciding your way forward.

Step 2 Adopting collaborative principles: access the twelve internationally recognised principles that address the fundamental aspects of collaborative strategy and relationship management.

Step 3 Embedding good practice: broadening and deepening your approach, to be more relevant to your wider business community and stakeholders.

Step 4 Sustaining a structured approach: if appropriate, adopt a more comprehensive and systemised approach using the international standard.

"What is important though is that for most organisations it is a continual journey, rather than a destination"

Step 5 Leading edge: building on your structure to increase and continually improve and innovate, alongside adopting future concepts and developing a leading capability. ■



If you would like to join the group, please contact Richard Smith at richard.smith12@babcockinternational.com
For Travelator matters contact Adrian Miller at adrian.miller@icw.uk.com or Bill Taylor at bill.taylor@icw.uk.com

Commercial consideration for successful structured collaboration: ICW guide to get it right, from the start



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ICW has witnessed many implementations and audits of structured collaboration where the collaborations underpinning commercial arrangements, their alignment and their management, has not been given sufficient focus. Particularly, in reducing risk to enable the aim of the collaboration and maximise the added value that it could bring. Moreover, in many cases, the commercial arrangement was the root cause of failing relationships and the catalyst for poor collaborative behaviours at individual and organisational levels.

Evidence shows that successful business collaborations are built by establishing sound foundations for joint working. This means getting it right from the start in terms of the underpinning business case and the enabling commercial arrangements.

To help members navigate through this difficult topic, a study and detailed paper has been developed by the ICW team. The aim is to provide guidance and explanation on how the structured approach provided by the ISO 44001 framework can help to ensure commercial aspects are properly developed within collaborative programmes.

First, it was important to define what was meant by the term “commercial” in the context of the study and the application of ISO 44001. The paper adopted the accepted meaning of the term as being “concerned with or *engaged with commerce*”. This

meant that “commercial” was a broad subject area embracing procurement processes, engagement and negotiation (internally and in the supply chain), commercial strategies and business models, contract terms and conditions, requirements and obligations, and contract management.

Every business relationship involving separate organisations will have an enabling contract or agreement. As seen in recent major, mega and giga projects, arrangements can be complex, involving not only nested incorporated joint ventures and pure and partial alliances, but also frameworks and traditional contracts, all integrated into a portfolio involving local as well as international partners. Moreover, internal relationships are often underpinned by a memorandum of understanding, heads of agreement, or an inter-company trading agreements.

These business arrangements are the rule books setting out important tenets of the expected relationship, for example:

- Liability of the parties
- How price is agreed or cost apportioned and managed through delivery (i.e. where responsibility for price or cost change sits)
- The delivery model embracing typically:
 - Co-location of people, processes, systems, and assets
 - The identification and management of risk
 - Governance and the management of disputes or issues
 - How business benefit is shared (i.e. savings)
 - Schedules and acceptance.

Commercial contracts tend to focus on matters which have potential to go wrong and apportion responsibility so that disputes can be resolved and liability attributed. By their very nature they promote a “them and us” approach. Notwithstanding the excellent work of David Mosey and the introduction of the Construction Gold Standard and TAC-1 (for tasks), FAC-1 (for frameworks) and PPC 2000 (for projects), rarely do contracts focus



on what to do to make things go right and very few contracts promote true win-win outcomes. Moreover, those contract models that promote cooperation and collaboration (NEC) are altered, losing the original intent. Most relationships operate in complex and dynamic environments that at some point, and to varying degrees, will test the ambitions set out by the parties at the beginning. So, it is little wonder that poorly conceived commercial arrangements are the single biggest root cause of failure of collaborative business relationships.

Adoption and alignment

Commercial issues generally manifest themselves as behavioural problems, disputes, and, or little or no value creation from the collaboration. The terms and conditions of contract, the degree of risk transfer, the integration of different commercial models over a lifecycle (RIBA, CADMID, PACE etc) or the procurement strategies and approaches all influence the outcome. Careful adoption and alignment to the type of collaboration and relationship needed to meet the required business objectives are essential to maximise the full

potential that collaboration can bring. In other words, the key to successful collaborative business relationships is having a clear objective for the collaboration, and strategic consideration of the type of business connection required with a potential partner.

There is a strong correlation between a range of factors including the operating environment – ranging from simple to complex or chaotic; the aims and objectives of the collaboration; the degree of transparency and interdependence needed between parties; the right enabling commercial arrangements; and the level of competency and skills needed to be able to lead and manage the relationships. Understanding this interaction is critical to

“Poorly conceived commercial arrangements are the single biggest root cause of failure of collaborative business relationships”

achieving the real benefits of collaborative business relationships. The UK Government guidance in the *Construction and Sourcing Playbook* states: “The nature of the relationship between a department and supplier should be tailored to the individual service and can vary depending on the specification, outcomes, and complexity of the service being delivered. It is important to engage early with the market to understand

what type of relationship, from transactional to partnership model, may be most appropriate for your service.” Experience suggests this guidance may not be adopted consistently across the government departments.

Client requirements

It is also important that the collaboration arrangement ensures that the client’s requirements are correctly identified in the commercial arrangements and are aligned through the life of the relationship. The client’s role is vital, extensive, and integral to the success of the collaboration. The client’s business requirements for the project, as enabled through commercial arrangements enacted by the contracting authorities, must be correctly expressed within the commercial arrangements, and within the style and approach of the requirements assurance mechanism, and must also all be managed within the collaboration. Client requirements and collaboration objectives, as seen

in procurement documentation, typically include, but are not limited to:

- Health and safety needs
- Environmental and sustainability targets
- Social value needs (MAC codes)
- Delivery compliance and quality
- Programme adherence
- Change mechanisms
- Financial and budget controls and savings
- Risk reduction
- Management information, data handling and transparency
- Digital security
- Innovation for ways of working, products, or services.

Integrating and managing the client's requirements will influence how the collaboration will self-govern. Evidence from many collaborations shows that oversight of delivery arrangements and contract performance are enacted as separate from the management of the relationship, so leading to poorly managed behavioural and contractual issues, and divergence from the collaboration aims, so increasing risk. ISO 44001 helps the organisations to consider how the client's requirements are managed in the development of the business case and supporting commercial strategies, the development and operation of the joint management arrangements, and how issues and behaviours are to be managed.

However, the study highlighted that ISO 44001 framework has only two explicit clauses to consider the commercial arrangements (Clauses 8.6.2.1 and 8.5.10), and these reside in the "working together" stage. This means that, if the requirements of the ISO 44001 framework are implemented as a strict sequential methodology, commercial aspects may not be fully addressed until it is too late to enable change. Both earlier and later clauses do have significant implications on the commercial arrangements and their application, but their association is more implicit and is often missed and misunderstood.

The study paper unpacks the various ISO 44001 requirements and how they the need to be viewed in terms of the commercial arrangements in the context of the organisations' business strategy, market sectors, client requirements, stakeholder needs and concerns, resources (people and their competency and skills, processes, systems and assets), the business case and its development, partner selection approaches, governance and joint management arrangements, exit strategy development and execution, and the associated risks and opportunities that may arise.

Finally, the paper identifies 14 key consideration questions in the format of a check list and 39 (ISO 44001) clauses that would be useful to include as a commercial theme for training, review, and assurance purposes. Addressing the requirements of all the identified clauses would ensure commercial aspects are properly addressed throughout the lifecycle of collaborative business relationships, ensuring that we get it right, from the start. ■



ICW: helping to improve ISO 44001 certification consistency



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For the past two-and-a-half years, ICW has been working with UK Accreditation Services (UKAS), to conduct a pilot programme for developing the assessment criteria and provide technical expert advice to enable conformity assessment bodies (CABs) to certify their clients to ISO 44001:2017.

Six CABs were invited to participate in the pilot and three CABs – BSI, LRQA, and BM Trada – were provisionally accredited in September 2022 to certify clients to ISO 44001:2017. Full accreditation was granted in February this year after completing further clarification regarding overseas certifications.

UKAS have now provided additional guidance, known as CIS 15, to the ISO 17021-1 *Conformity assessment – Requirements for bodies providing audit and certification of management systems and ISO 17021-12 (Competence requirements for auditing and certification of collaborative business relationship management systems)*. In addition, ICW has produced a more detailed guidance document to support our CABs who are our Executive Members.

What does this all mean for you?

Well, we know from bitter experience that, no matter how well relationship management systems are established, unless there is some form of assurance on what was defined within

organisations and jointly agreed in joint relationship management plans, the organisation and its collaborations were unlikely to be sustained and deliver on expectations. Research articles talk about a 75 per cent-plus failure rate of collaborative programmes operating ad-hoc systems.

Importantly, more and more contracting authorities and sponsors are seeking better solutions for complex projects and programmes; they are moving away from traditional procurement approaches and are looking at collaboration. Good examples are joint ventures (JVs), alliances seen in many different sectors, and large networks of suppliers, as seen in the National Highways programmes. Moreover, in the new range of MEGA and GIGA projects, we are seeing business eco-systems embracing nested JVs and alliances as

well as traditional contracting portfolios. This has been brought into even sharper focus with the requirements to meet social value themes, outcomes and measures (TOMS) and model award criteria (MAC) codes, which include collaboration. Thus, authorities are looking for a consistent means of evaluating the performance of bidders to collaborate. One of these methods would include evidence of certification of ISO 44001. However, we know that there are many CABs in the marketplace who claim they can certify organisations to ISO 44001, but evidence by ICW shows a range in quality by these.

Contracting authorities are now getting wise to the marketplace certification quality issues, not just for ISO 44001 but all ISO standards, and are looking for better assurance for each standard. A UKAS logo on a ISO standard certification certificate, means that CAB has been accredited for that specific ISO Standard. So, a CAB accredited by UKAS for other ISO Standards does not mean they are accredited to certify ISO 44001.

The UKAS approval of CABs provides assurance that the organisation who has stated they have been certified to ISO 44001, has been assessed by a CAB that is accredited by the UK national accreditation body, and that the CAB is subjected to an annual assessment in a four-year accreditation programme. *Why would you want to use a CAB that was not UKAS accredited?* ■

To support UKAS, ICW's Bill Taylor has been trained and qualified as a full UKAS ISO 17021 and ISO 44001 technical assessor. ICW also provides technical experts to support other UKAS technical assessors if required. If you have questions on the ICW support activity or the UKAS scheme, please contact bill.taylor@icw.uk.com

ICW Collaborative Awards 2022



The Institute for Collaborative Working Awards for 2022 were presented at The House of Lords in December. ICW Chairman Lord Evans welcomed all teams of participants to the event. Speakers included Group Executive Director Assurance Services Division at BSI, Pietro Foschi; Babcock International

Group Chief Executive Officer, David Lockwood; ICW Chief Executive Officer, Frank Lee; and Gr  gory Bartholom  us, CUD Public Transport Agency. The award winners were announced by Simon Healey, Operations and System Certification Director, BSI.

The judges: Thanks go to the panel of judges: ICW Chairman, Lord David Evans of Watford; Simon Healey, Operations and System Certification Director, BSI; and Dr Mehmet Chakkol, WBS Professor of Operations Management, University of Warwick.



Thank you to BSI for their sponsorship of the 2022 Awards and the upcoming 2023 Awards.



The collaborative working case studies behind the winning entries are covered in the following pages, with the other winners being:

PUBLIC SECTOR AWARD

Mott Macdonald and Conwy County Council

The project was to deliver new coastal protection safeguarding the town for the next 100 years while also delivering regeneration initiatives to draw in new investment working alongside the local community. The focus was on fostering a collaborative relationship with a wide and diverse community to inform design and to ensure delivery of local benefits for the future.

COLLABORATION IN DEFENCE AWARD

Mott Macdonald and Jacobs
They won this category for the F-35 Beddown Programme.

SOCIAL IMPACT AWARD

Transdev STDE and CUD Public Transport Agency
They won this category for their collaboration for over 30 years in support of public transport for the Dunkerque community. Transdev and CUD TA created a high level of trust, leadership, problem

solving, innovation and value creation. Their collaboration is the biggest free network in Europe, servicing 17.6 million passengers a year. In addition, they maintained high levels of safety and performance during the Covid pandemic whilst continuing to drive their greenhouse gas emission reduction programme.

TEAM CONVERGENCE: Babcock International with BAE Systems

Collaboration is very important to Babcock – it's one of our six driving principles.

We wouldn't be able to do our job effectively if it wasn't for the way we collaborate on a day to day basis with our colleagues, partners, and customers.

This approach helps us create a safe and secure world, together, and we are enormously proud of Team Convergence – our partnership with BAE Systems (BAE) on the 4.5" naval gunnery system.

The "four-five" entered service with the Royal Navy in 1973 and over the past 50 years the in-service support contract has regularly swapped between Babcock and BAE, its manufacturer.

It's a complex gunnery system, and with a typical seven-to-ten-year contract cycle it's not always been the most straightforward process for either company to retain the specialised expertise to support the contract.

Babcock has provided the Royal Navy with in-service support on the system since 2006. We recognise the importance of BAE's knowledge and expertise on the 4.5" so in 2015 we formed Team Convergence with the shared vision of ensuring the Royal Navy's personnel can rely on this unique system at sea.

This new approach allowed both teams to share knowledge freely, improve the weapon's performance and encourage and develop engineers of the future

into the naval gunnery enterprise.

Our skills are complementary: as a team we combine talent, knowledge and energy to deliver an increased service more efficiently than if we were working as two independent companies.

At the heart of our collaborative solution has been the development of new technologies to improve gunnery system reliability. By combining operational information collected by Babcock with the original design held by BAE, Team Convergence has been able to develop a digital twin of the gun system.

The initial 4.5" support contract brought the parties together, but the success of the collaboration has seen Team Convergence bid on new opportunities.

Our partnership has also achieved ISO 44001 certification – the international standard for collaborative business relationship.

The creation of Team Convergence has been a success, and we're honoured that our work has been recognised with the Chairman's Award at the ICW Collaborative Working Awards.

By collaborating, we have created a UK maritime weapons centre of excellence that manages capability, improves reliability, and delivers better value – and we're excited to continue working together to ensure the UK Armed Forces benefits.



"The initial contract brought the parties together, but the success of the collaboration has seen Team Convergence bid on new opportunities"



Matthew
Chapman

HS2 Limited and JV Main Works Civil Contractors



HS2 is the largest infrastructure project in Europe. The civils construction element of Phase 1 of HS2, between London and the West Midlands, comprises 64 miles of tunnel, more than 500 bridges, 70 cuttings and 50 viaducts, four new stations, and one depot. The works are split into geographical sections and are being delivered by four Joint Venture (JV) contractors (in addition to three stations contractors, and one depot contract still to be let) comprising:

- Align (Bouygues Travaux Publics, Robert McAlpine, VolkerFitzpatrick): Area Central
- BBV (Balfour Beatty, Vinci): Area North
- EKFB (Eiffage, Kier, Ferrovial Construction and BAM Nuttall): Area Central;
- SCS (Skanska, Costain, Strabag): Area South.

Due to the unique size, scale, and geographical reach, HS2 Ltd recognised an opportunity to lead and work collaboratively with all its JVs and take a strategic and integrated approach to all things procurement, supply chain, carbon, resourcing and much more.

As an arms-length-body to the Department for Transport, HS2 Ltd is the client organisation tasked with the design and build of the railway and is responsible for procuring and coordinating a supply chain of designers and contractors to deliver billions of pounds worth of contracts. It requires a mature and advanced delivery organisation of many moving parts to execute the

planning, design, and integration of the component parts of this hugely complex railway.

As a publicly funded project, collaboration, and transparency at every level of the supply chain is critical to the project's success. This includes the procurement of materials, understanding their source and the coordination and timing of procurements. Supply chain resiliency is also a critical objective for HS2, as the industry contends with challenges relating to logistics, resource availability, hyperinflation, skilled labour demand versus supply, and localised market over-heating.

Developing collaborative relationships and understanding visibility in the construction sector is challenging ordinarily, as the industry is fragmented. On HS2, much of the work is broken into stand-alone projects made up of unique combinations of contractors and suppliers.

Value as a lever is at the core of HS2 Ltd, and its JVs in their role during procurement to deliver tax-payer value. To achieve this, HS2 Ltd has been the driving force behind the creation and coordination of the Supply Chain Collaboration Hub across its Tier 1 suppliers. It is now seeking to expand this model to lower tiers, driven by the JVs, to identify and realise risks and opportunities for greater value for money. The Hub shares knowledge and data across critical spend categories to assist in the identification of strategic

procurement efficiencies, aggregated risk, and strategic efficiencies.

HS2 Ltd and its JVs agreed to work together to ensure efficient buying, drive sustainability and deliver best value at the right price, quality and on-programme. Whilst HS2 Ltd do not source labour, plant or materials directly, its position at the top of the supply chain presents a strategic opportunity for informing procurement strategies, to maximise economic, social and environmental value for money. Category management, therefore, is seen as a facilitator to make sure risks are managed effectively, messages supported, and requirements delivered.

To achieve any of the expected benefits that collaboration could bring, HS2 Ltd and the JVs needed to create a home for collaboration, so the Supply Chain Collaboration

"Across the programme of works there are numerous examples of the benefits that derived from adopting a collaborative approach"

Hub was formed with a strategy based on principles aligned to ISO 44001 Collaborative Business Relationships. The purpose, focus and principles of the Hub are governed by the group's "four pillars" as outlined in the terms of reference:

- Capacity management: full programme-level mapping

of sub-tier supply chains to understand risks and constraints to programme, to enable programme level mitigations and interventions.

- Market intelligence: using quantitative and qualitative data to understand the impacts of market shocks on the supply chain to inform best for programme decisions on procurement.
- Collaborative/coordinated procurement: opportunities identified to procure commodities or resources across the line of route via shared procurement or in bulk, or to share lessons learned.
- Supplier development: driving HS2's values of integrity, safety, leadership and respect through all tiers of the supply chain through carbon reduction, the production of fair payment charters and use of project bank accounts, and the creation of jobs.

Across the programme of works there are numerous examples of the benefits that derived from adopting a collaborative approach. For example, HS2 Ltd and its JVs identified its Phase 1 demand for lime exceeded spare UK capacity. UK supply was secured via discussions with British lime producers, increasing their output by opening additional kilns and storage silos. The collaboration created a 100 per cent increase in future UK output and over 100 new jobs.

Over 1,100 people have secured apprenticeships on HS2, which puts HS2 within reach of its 2,000 apprenticeships target. HS2 has teamed with colleges and universities across the country to



Above: Tunnel Boring Machine on the HS2 route

ensure apprentices benefit from a high standard of education and training. HS2 and its JVs are also signatories to the Armed Forces Covenant that aims to support ex-service personnel into employment.

HS2 Ltd has worked with The Carbon Literacy Project to train its own staff in the importance of carbon reduction, with almost 300 senior managers now fully accredited. Having challenged the supply chain to reduce its embodied carbon by 50 per cent, to date they have reduced overall emissions by over 25 per cent. HS2 Ltd has also facilitated the JVs using the Crown Commercial Services (CCS) Electricity Framework, and one JV has saved 80,000t of carbon by using CCS's Renewable Energy Guarantees of Origin.

HS2 Ltd and its JVs have partnered with the Supply Chain Sustainability School to design a "HS2 learning journey". The free

annual support provided to the supply chain will provide almost 6,000 hours of training to nearly 850 employees, targeting 300-plus organisations with dedicated learning pathways and training needs assessments.

Through collaboration HS2 Ltd and its JVs, working with the sub-tier supply chains, have enabled open dialogue to facilitate risk mitigations, share information, innovation opportunities and even resources, empowering them to work towards shared HS2 goals as opposed to focusing on individual benefits. Opportunities for novel or beneficial procurement techniques have been identified and shared across the Hub, resulting in cost avoidance, reduced costs, and alignment to sustainability goals.



Ben Pearson-Clarke



TRU WEST ALLIANCE: Amey, Arup, BAM, Siemens and Network Rail

TRU West Alliance is transforming rail travel between Manchester and Leeds as part of the Transpennine Route Upgrade (TRU), a multi-billion-pound, long-term infrastructure transformation programme. The biggest challenge facing the rail industry is to build high-quality, climate reliable infrastructure that creates greater capacity, helps to reduce delays and gets passengers and freight to their destinations on time – while delivering social value benefits.

We are meeting this challenge through behavioural change and collaborative working. In fact, the number of involved parties, disciplines and logistics, makes collaboration essential to our success. A collaborative model enables us to harness the knowledge and skills that exist among the Alliance participants.

From the outset, we implemented the requirements of ISO 44001 and developed a joint relationship management plan. This enabled us to establish a baseline position and determine cultural compatibility and areas where development was required to assure future collaboration. Our leaders created a culture with a clearly defined and common understanding of purpose, objectives and methods, an ethos of continual improvement and a reward structure that supported cooperation and collective success. We engaged



multiple stakeholders; defined shared visions and objectives; created collaboration training and development programmes; and embraced innovation, such as the digital Collaboration Hub, where smart construction techniques deliver optimum efficiency, aligned to the Government's *Construction 2025* strategy.

And it is working: our award-winning Collaboration Hub is a showcase for digitisation of collaboration in construction. The Hub is a digital environment where immense volumes of construction data is shared, so clients, planners, site managers, and engineers can collaborate physically and remotely in real time. It enables teams to track real-time project performance, act on factual insights, and compare what was planned against what was delivered. As it enables us to deliver vast amounts of complex multi-disciplinary work on time, within budget and safely, it attracted interest from across our industry. We shared our learnings with other rail alliances and industry partners.

Today, our collaboration

and behavioural programme is embedded in all operations of the Alliance. Roles continue to be allocated on a "best for project" basis, ensuring the right person with the right skills is doing the right

job. Our behavioural support frameworks consist of specialist partners that provide targeted support for measuring, leadership, managing and improving collaborative performance and relationships across the Alliance, ensuring a balance of skills,

expertise and the behaviours necessary to collaborate effectively.

We continuously look for ways to enhance the benefits that collaborative working has already delivered: reducing programme risk; saving money; boosting productivity; supporting innovation; building a more sustainable business; increasing site worker safety; delivering social value; and minimising disruption to both passengers and train operating companies by completing our work sooner, but without compromising safety and cost.

As the TRU programme transitions into a new Project 13 Enterprise and associated operating model, we are taking all our behavioural skills and expertise into the next chapter for TRU to build on the collaborative culture that has underpinned our success to date.



Alison
Davies
and Phil
Millington



OPERATION UNIFY: Babcock, The Army and MoD DE&S

Operation UNIFY is a unique collaboration for the British Army bringing together the MoD's Defence Equipment and Support (DE&S) wing, Babcock and field Army to create a cross-organisational team to drive innovation.

Built on the foundations of the government led Strategic Partnering Programme, the service provision and transformation contract enterprise established a strong collaborative intent upon which to grow. Operation UNIFY was instigated and lead roles appointed to develop working practices and terms of reference.

Major General Darren Crook CEng FIET FlntLM, Director Land Equipment, Land Equipment OC and Operation UNIFY sponsor said: "Unity is where strength lies. Where teamwork, trust, and togetherness come together, great things are achieved. It's more than partnering, it's about unifying behind one purpose and that purpose having a clear value that people willingly commit to. This is a great venture and one in which our people help themselves and help others: consistently in support of that one purpose. UNIFY was the means by which we created the vision, energy, and commitment to unify our people to that one purpose."

Collaborative working has matured to the point where the enterprise is co-creating strategic and tactical improvement priorities and addressing them through a combined, matrix managed

team made up of employees from Babcock, DE&S and the British Army. This "boundary-less" model promotes the flexibility to organise capabilities best suited to accomplish goals.

Collaboration through UNIFY generates increased buy-in and support from stakeholders across the enterprise. As this support grows, the scale of the initiatives entrusted to this team, as well as future improvement ambitions, continue to grow at pace.

Through this shared commitment, UNIFY has been able to make impactful improvements to the way we deliver equipment support to the British Army. Creating a safe and secure world together.

Benefits we've gained through collaboration:

- Improved organisational links to remove barriers to delivery and manage interdependencies
- Improved information-enabled decision making
- Innovation and experimentation aligned to future strategies.

Some examples of UNIFY initiatives:

- Introduction of additive manufacture to solve obsolescence issues. Collaborating with academic and industry partners to build the scientific and validation methodology required to support this technology.
- Experimentation with condition based monitoring and digital

Alison
Hunt



twin technologies to support the modernisation agenda.

- Development of collaborative working spaces to ensure that the right user has access to the right information at the right time.
- Broadening our enterprise approach to include more MoD industry partners, creating joint statements of work to resolve issues that span multiple MoD contracts to remove barriers to delivery.
- Development of innovative procurement strategies to increase supply chain resilience.
- Collaborating to tackle the challenges of decarbonisation and net zero in our shared spaces.



Louise Atkinson, Managing Director, Land Defence Equipment, Babcock International Group said: "UNIFY was a big idea. We started with a small team encouraged to experiment and learn. I'm delighted to watch as UNIFY evolves and grows from a concept to a reality. The team consistently finds creative solutions to overcome the cultural and logistical challenges presented with cross-organisational working. The improvements it is driving are growing in momentum and, perhaps more importantly, we now have a clearer understanding of how our improvement activities, small or large, are contributing to our strategic aims."



LEVENMOUTH RAIL LINK: Network Rail, Transport Scotland and Fife Council

The overarching objective for the Levenmouth Rail Link project is to deliver an affordable, reliable railway between Thornton North Junction and Leven, including two new stations at Leven and Cameron Bridge, opening in spring 2024.

However, this project is not just about building railways, it's about creating opportunities for the wider Levenmouth area. Adopting a Project 13 model, the first of its kind on Scotland's railway, the project is delivering a sustainable solution that benefits the rail industry, passengers, the taxpayer and the wider community. This is all while focusing on reducing risk, developing talent, increasing health and social mobility and aiding economic recovery.

Connecting Levenmouth to the passenger network after more than fifty years has involved collaboration with a wide range of stakeholders, from statutory bodies to campaign groups and local community organisations. A £10.6m fund has also been created by Transport Scotland and Fife Council to support local projects, aiming



to maximise the benefits of the railway.

At a local level within the community, the project has worked closely with Active Fife to create an activity that targets young people through sports to let them try activities they may not normally have access to – while receiving key rail safety messages. Primary schools and the local high school are all receiving vital information to enable young people to keep safe with the arrival of the new railway.

Delivering the railway in a community that is listed by the Scottish Index of Multiple Deprivation as one of Fife's most deprived, has involved significant collaboration with local community-based organisations. For example, this has included

working with local food banks and recovery groups to broaden

the project's reach and deliver essential rail safety messaging to as many people as possible.

A key aspect of the project involves delivering active travel solutions, particularly around the development of the two new stations. Discussions with various stakeholders are focused on ensuring there is good connectivity between trains and buses and with cycling routes. At Cameron Bridge station, this involves installing a pedestrian bridge over the river, connecting the community of Methilhill with the station.

The River Leven Project, a Scottish Environment Protection Agency programme, is running concurrently with the rail link. Given the interface between the river and the railway, work is being coordinated in a bid to reduce cost and successfully deliver the project in time for opening in spring 2024.

What is already clear is that the project is delivering more than just a physical railway. The railway enables increased connectivity to the wider Fife area and to Edinburgh, but in turn it increases the potential for tourism and leisure activities, making Levenmouth a better place to live, work and play.



Above: Levenmouth Rail Link tracks being laid

LEVENMOUTH
RAIL LINK

Fife
COUNCIL

TRANSPORT
SCOTLAND
COMHANNAN ALBA

SELLAFIELD LTD PROGRAMME and Project Partners

The Sellafield site in West Cumbria is home to the most complex nuclear facility in Europe, and with the largest inventory of untreated nuclear waste in the world, it is of strategic and national importance to the UK.

However, not many people know that in reducing the UK's nuclear hazard, Sellafield has in turn become the largest infrastructure programme in the north, with at least 100 years of work ahead.

Sellafield has a rich history of working with suppliers and contractors to deliver its mission, but its purpose has now changed to environmental restoration, so in recent years they have boldly turned their procurement approach on its head.

Sellafield Ltd has developed a fundamentally different model to deliver all future major capital projects at the site. This is the Programme and Project Partners (PPP), a 20-year partnership between Sellafield Ltd and four supply chain partners. The PPP model was developed as part Project 13, an industry-led movement to improve the way infrastructure is delivered.

In a nutshell, the role of the PPP is to help decommission the Sellafield site as quickly and safely as possible, by creating new facilities that allow Sellafield to treat, manage and store waste safely for decades to come.

The partnership brings together KBR, Jacobs, Morgan Sindall Infrastructure, Altrad Babcock



and Sellafield Ltd as one team, to deliver a 20-year pipeline of major infrastructure projects.

So how is PPP swinging the pendulum at Sellafield? In simple terms, it is via its collaborative behaviours. It is a new cultural fit.

Collaboration isn't just an enabler for PPP, this model has been deliberately and painstakingly designed so that it is unavoidable, necessary, and easier.

Sellafield Ltd has moved away from traditional major programme procurement, and has built PPP upon collaborative behaviours. A central part of the procurement process was a PPP behavioural model, comprising 30 per cent of the overall contract scoring – a first for Sellafield.

This ensured that a robust evaluation of behavioural and cultural fit was considered before embarking on a long-term strategic partnership.

The partners now work with Sellafield Ltd to help create a clean and safe environment for future generations, by helping realise key steps towards the full business case benefits. PPP contributed to Sellafield Ltd.'s accreditation for

ISO 44001 collaborative business relationship standard, as well as the Institute of Collaborative Working's award in the supply chain category in December 2022.

The requirement to build a collaborative culture does not stop at the partners. They have

now welcomed eight long-term delivery partners from across the UK, who will be held to the same expectations.

Richard Lennard, Head of the Client for Sellafield Ltd, said. "We are proud to be one of the first to be adopting, testing, adapting and championing Project 13 principles with our peers in infrastructure. You can't use traditional principles and behaviours on new models like this; for me, it's the most challenging, rewarding and fascinating aspect of PPP.

"Performance meetings and project status reviews are all well and good, but that isn't transforming projects at Sellafield. It's our behaviours that are driving our relationships, which in turn helps us to create a clean and safe environment for future generations. This is exactly what the PPP model was designed to do, and we are delighted this was recognised at the ICW Annual Awards."



Richard
Lennard



EAST COAST DIGITAL PROGRAMME



The East Coast Digital Programme (ECDP) is a role model for industry partnership. Working together as passenger, charter and heritage, freight operators, infrastructure manager, on track machine operators, technology partners, integration partner, government, industry bodies and stakeholders.

As a cross-industry partnership, ECDP is taking the first step in a major modernisation of our railways, leveraging a once in a generation opportunity to deliver a safer, greener, higher performing, more capable, more resilient, more productive and better skilled railway on the East Coast Mainline. The ECDP is the first mainline high speed digital programme in the UK and will provide the blueprint for future digital signalling investment.

ECDP is a role model for industry partnership. Working together as passenger, charter and freight operators, infrastructure manager, on track machine operators, technology partners, integration partners, government, industry bodies and stakeholders, ECDP owns its mission to create the next generation railway.

It is redefining relationships through a culture of industry collaboration and enterprise that drives innovation and maximises benefits for passengers and users. The Programme's values – caring;

pioneering; inclusive and tenacious – reflect what ECDP needs to be in order to realise its mission and to be the role model for a modern railway, including pioneering how Great British railways could work.

Achieving ECDP vision requires industry to come together to enable a paradigm shift in the UK railway. The significance of this industry change-led programme is game-changing, overcoming decades of silo operations and mis-aligned motivations. Bringing together all industry partners, building, maintaining and nurturing these relationships in a deep industry partnership built from first principles which puts people first has been transformational and imperative for realisation of benefits. Working together, ECDP partners successfully secured full funding to deliver the Programme.

ECDP's commitment to the Department of Transport was the successful delivery of a pathfinder. Northern City Line, a three-mile tunnelled section of the railway between Moorgate and Finsbury Park, was just that. In two years, including working through challenging Covid times, the team has delivered on key

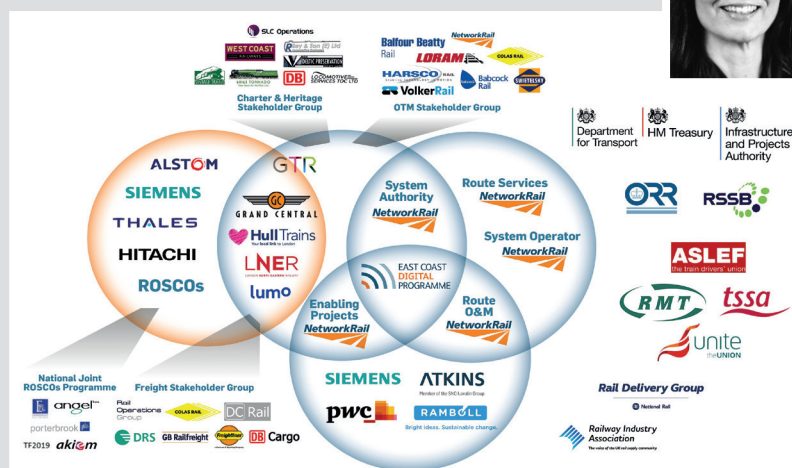
milestones and proved, through an exceptional collaborative endeavour, that it can be done.

As Toufic Machnouk, Director, Industry Partnership for Digital Railway said: "The running of the first Northern City Line train in digital signalling as part of the test campaign was a big moment for the East Coast Digital Programme".

In delivering the pathfinder, ECDP has embraced an entrepreneurial mindset, pioneering innovation and collaboration through:

- A strong culture of cross-party collaboration (Network Rail/ Govia, Thameslink Railway/ Siemens) focused on one cross-industry team
- Ongoing integration and collaboration between project engineering teams and the East Coast Route asset managers
- Strong relationships between the Northern City Line team and Network Rail Works Delivery Unit
- Collaboration workshops bringing teams together to focus on success and realisation of benefits for all *and* the Programme.

Caroline Crewther



EAST WEST RAIL ALLIANCE: Atkins, Laing O'Rourke, Network Rail and VolkerRail

The East West Rail Alliance (EWRA) comprises Atkins, Laing O'Rourke, Network Rail and VolkerRail and was formed to reinstate a mothballed and complex Bicester to Bletchley rail route, linking people with new jobs and homes.

From the outset the team formed itself as an integrated entity to drive productivity, create efficiencies, build trusting relationships, and create a "one team" culture in which best person and best for project was at the heart of decision making.

The team set up structures, procedures, and ways of working to enable their people to work in an interdependent manner. An environment where innovative thinking, smart programming and the ability to upskill the workforce led to the development of innovative solutions required to deliver the project scope, cost, time and programme efficiently.

What was established is not new (there are plenty of alliances around), however, our strength is in how we have deployed our approaches. We have a strong one team culture, where all corporate badges are off, and where everyone is committed to the same objectives.

The Alliance Leadership Team comprises representation from each of the partners within the Alliance and provides a focus



and mechanism for reach-back into the parent businesses where needed – and when support has been requested this has been provided in an agile manner.

The Alliance Management Team provide project direction, performance focus and consistency, persevering to keep true to our alliancing values, and lead by example. This team has ensured that timely and appropriate changes have been deployed to keep a strong focus on creating the right environment for our people to develop, and for the project to thrive.

We of course have had our challenges, but we are currently on time and within budget and given the challenges of Covid and the more recently industrial action, this is no mean feat.

An important outcome for the Alliance is the legacy we aim to leave: we were the first rail infrastructure project committed to a 10 per cent biodiversity net

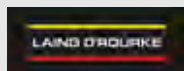
gain and we have worked with various stakeholders to

develop a strategic approach to sustainability. We have created enhanced habitats, with species diversity increasing year-on-year; delivered social value through supporting local schools' STEM activities; and we have enhanced community facilities, realising a £2.2m social return on investment across 2020-21 and 2021-22. Furthermore, we have enabled people to integrate across organisations, learn new skills and have new opportunities.

We will no doubt have further challenges ahead, but we are confident that we have built a team and an operating model capable of effectively managing and delivering the right outcomes for the communities, travelling public and our people.



Sally James and Mark James



More details are at: networkrail.co.uk/running-the-railway/railway-upgrade-plan/key-projects/east-west-rail

Babcock and The Armour Centre

This collaboration was initiated in the summer of 2020 to identify and resolve root causes of operational issues that were limiting the availability of more than 400 military vehicles and pieces of equipment for British Army training. There are several parties involved in making sure vehicles are available, and this collaboration brought them together.

The central collaborative partners are the Armour Centre's military equipment owners, Babcock Defence Support Group (DSG), who conduct maintenance and repairs on the fleet, and Babcock's Training, Maintenance and Support Services (TMSS) contract, who manage the fleet's readiness for courses. At key stages of the

improvement activity, the collaboration also brought together wider Army representatives where enablers sat outside the direct control of local parties.

The Babcock-Armour Centre collaboration sought to improve availability of the large fleet from 30 per cent to 60 per cent in order to better align with the training requirement. Initially, the team had to work remotely because of the Covid lockdown, therefore collaboration took place virtually. However, as soon as on-site working could be managed safely, the activity was able to accelerate through beneficial face-to-face interaction. This required activity to ensure that processes across the three organisations (and wider) were working effectively, improving them and putting in place long-term improvements to prevent regression.

In addition, the team implemented changes to optimise key resources such as the size and location of the repair workforce and making sure that the right spare components were in the right place at the right time.

The improvement project implemented a joint operations cell, co-locating operational members of all three teams in one office to facilitate improved communication, planning and problem solving. This established a very different way of working that proved beneficial in being able to better manage the end-to-end process between all



parties and create a "single team" ethos. This joint planning model has been showcased as a fantastic example of collaborative working to be replicated in similar cases where high levels of coordination and responsiveness are required.

Steady state

The initial phase of the project, to identify and resolve the high priority issues that were compromising fleet availability, lasted until autumn 2021 and started to show early signs of success. Availability was starting to increase but it required a lot more time and sustained collaboration to demonstrate that the changes had been successful. A more "steady state" phase took over and has established a collaborative way of working across all three parties that saw availability reach its target of 60 per cent by mid-2022. While monthly availability fluctuates, it has nonetheless sustained a much higher level that is fit for meeting vehicle requirements for courses as a result of collaborative working via the joint operations cell.

The geopolitical environment the UK is operating in now makes it all the more important that collaboration facilitates performance at the Armour Centre, and we are very proud to have won the Institute for Collaborative Working's prestigious award in the interests of national security.



Above: The collaboration significantly improved the availability of more than 400 military vehicles and pieces of equipment for British Army training

babcock



Speculative collaborative profiling: coping with uncertainty and avoiding chaos



Dr Paul Connor
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Coping is defined as behaviours, emotions, and thoughts mobilised by individuals in organisations trying to manage and minimise the impact of complex, or simple yet complicated, “change” situations.

Such changes are created constantly through the ambiguities, dilemmas, and uncertainties arising from the interplay of internal, external, and relational factors. This conflation of environmental factors influences an organisation’s choices and decisions about the certainty of its future direction of travel. Yet for some organisations it is active avoidance of uncertainty coupled with a blind faith in searching for predictable outcomes that leads to sub-optimal decisions and performance. For others it is over-reliance on the unrealistic optimism

of prophecy and fate occupying day-to-day management activities causing short-termism. Under these approaches, organisations remain constrained by served-market myopia and operational fixed mindsets associated with acting alone in how an organisation chooses to understand and deal

with uncertainty and chaos.

There seems to be a better way through taking into consideration more robust alternative approaches for organisational success. Constructive alternativism’s premise is that individuals will construct and perceive their worlds in various ways. This is

“For organisations trying to master the uncertainties and changes endemic in organisational life... they must understand themselves before seeking to be understood by others”

in the sense that their mental processes are channelled more by the way individuals anticipate events and environmental factors rather than immediately reacting. As individuals anticipate events and factors differently, then their interpretations of them are confirmed through replication or

subject to revision or replacement after having exposure to and learning from new academic and vocational experiences. Usually organisations simply wait for project notification to arrive or to be approached for involvement in a project of which organisations possess little prior knowledge. The objective for

organisations should be how to anticipate and determine the right balance between their and others’ worldviews. This is so that optimum authentic collaboration for mutual benefit can be realised.

A world view

This necessitates strong commitment to “speculative collaborative

profiling” i.e. conducting pertinent activities to ensure an organisation is heading for “proactive collaborative effectiveness” in deciding why, how, what, who, when, where and which projects and organisations it chooses to be involved with. This means identifying with wider parts of

both existing *and* adjacent value networks beyond an organisation's current interest groups to access the worldview of individuals and organisations about: a) their alternative perceptions and grounded interpretations of events and environmental factors, and b) their degree of readiness for undertaking collaborative ventures.

Collective improvement of transformation and innovation

The fundamental rationale for collaboration is that it enables collective improvement in terms of business transformation and innovation for organisations, along with the co-creation of value for their stakeholders and sustainability for society in general. This is whether collaboration's relationship nature is internal to an organisation, or vertical i.e. with customers and supply chains, or horizontal i.e., with competitors and complementors. It must be noted though, collaboration is not an end in itself, or always possible, or should be considered as a universal solution. Even so, it is imperative

to make sure organisations practise open-mindedness, agility and proactivity for identifying, evaluating and strategising the successful capturing of potential collaborative opportunities, should changes mean they arise in the future.

Coupled with the speculative collaborative profiling approach, best practice standards are also likely to rise through dissemination of shared knowledge and wisdom over time. This should lead to enhanced embedded practice and continuous improvement through vocational continuing personal development, training and development and thought leadership, plus funded academic research and qualifications. These elements can be seen as the ribs to the spine or backbone of collaboration i.e. ISO 44001 the international standard for collaborative business relationship management. The significance of ISO 44001 is that it is not prescriptive in terms of mandating a straight-jacket approach to collaboration. Rather, it recommends that collaboration actors agree to

a formal framework approach for joint-working processes, roles, responsibilities, ethical principles, contributions and deadlines determined through negotiation including declared exit strategies.

Mutual benefit for all participants

For organisations trying to master the uncertainties and changes endemic in organisational life, both of which vary in the intensity because of their dynamics of complexity and turbulence, they must understand themselves before seeking to be understood by others. However, true collaboration is a mutuality providing benefit for all actors, and therefore highly dependent on the successful navigation of complex dynamics in communications and relationships about accepting and reconciling differing worldviews. So it is not a case of "getting to know you, getting to know all about you", but rather it is "getting to know *us*, getting to know all about *us*". ■

Understanding of environmental complexity and turbulence



OUR VIEW

READINESS FOR COLLABORATION

Unprepared

Prepared

Uncertainty

Certainty

REACTIVE COLLABORATIVE EFFICIENCY

PROACTIVE COLLABORATIVE EFFECTIVENESS

COLLABORATIVE CHAOS

UNREALISTIC COLLABORATIVE OPTIMISM



OTHERS' VIEW

Collaborative perspectives: take up opportunities to develop collaborative muscle in times of uncertainty



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Organisations today operate within complex environments where navigating uncertainty has become an operational norm. These challenging times can bring periods of reduced growth and a shift from the normal operational models of business. When faced with these challenges, organisations adapt and make difficult decisions on when or where to invest, and in some sectors, what capabilities or personnel to retain.

It's vital to appreciate that these challenges are circular in nature, and there will be opportunities in the future which can lead to periods of accelerated growth. The most appropriate time to hone one's collaborative skills, attributes or behaviours is not in the middle of periods of accelerated growth but within a more still environment where one's skills and strategies can be nurtured and developed. These times offer organisations and individuals the opportunity to review internally how they perform, pinpoint where to improve, and develop its operational collaborative prowess. Furthermore, it creates a space to envisage future opportunities and outline how and when to implement collaborative expertise.

For ease of application, suggested guidelines for undertaking such a review are outlined in the table that follows, and viewed through the collaborative lenses of: (i) the collaborative organisation

and (ii) the collaborative individual. For both, the perspectives are intertwined and reflected in the table parameters.

In addition to the suggestions outlined in the table on the following pages, it is important to note that the review should be embarked upon under the umbrella of:

- 1 Mitigating risk with a forward-thinking strategy based on in-depth analysis and analytics, and develop actionable, measurable insights to support business objectives and desired outcomes
- 2 Providing the clarity and confidence to make informed, intelligent, considered decisions which fully explore the consequence and impact of the chosen action
- 3 Translating the findings into powerful, engaging stories with practical application between partners, sectors, departments, teams, and individuals

- 4 Actions and findings from the review are agreed and collated into an appropriate development and action plan that develops the capability and capacity for either the organisation, or the individual, or both. These plans should be integrated within the organisation's or individual's future focused growth and development strategy.

Take time to optimise

Times of uncertainty permit a business to take the opportunity to reflect, reevaluate and consolidate around the businesses purpose, values, and objectives; how these interact and align with business systems, the impact these have on collaborative partners, key suppliers, internal sectors, departments, teams, and people. Taking time to optimise and align all areas of the business through a collaborative lens focuses and cultivates an organisation's collaborative advantage and its readiness to respond effectively when opportunities emerge. ■

Table: 'Suggested areas for review and reflection'
see next page...

Suggested areas for review and reflection¹

	COLLABORATIVE ORGANISATION	COLLABORATIVE INDIVIDUAL	CONSIDERATIONS AND REFLECTIONS
Business objectives	Review business objects. Are all functions, processes, procedures, and drivers aligned to fully benefit from collaboration? Are these objectives clearly articulated and communicated to all key partners and personnel?	Am I fully aware how my role and responsibilities contribute to the organisation meeting its business objectives? Is what I do when I engage with others fully aligned with these objectives?	Are objectives clear and understood across all levels of the organisation and between collaborative partners? Are there any barriers to meeting the organisation or collaborative partner's business objectives?
Purpose, values and ethics	As an organisation, are we fully aware of what we do and why we do it? Are there any systemic contradictions? What needs to change?	Does the operational culture support the purpose, values, and ethical position of the organisation? Where do I go to for support and advice?	Hold onto purpose and values in times of doubt. Never knowingly deviate from ethical position. Are the consequences of ethical deviation fully realised across the organisation?
Relationships	Assess the maturity of relationships between partners, suppliers, internal departments and how they function. How can these relationships be developed and nurtured?	Are the key relationships identified that are pivotal to the individual in achieving their role and responsibilities? What support strategies are in place for the individual to access when relationships are under strain?	Mature and trusting relationships provide a source for objective reasoning when faced with uncertainty. They are also invaluable for discovering and developing an approach to complex situations.
Communication and reflection	Review, develop, or establish a collaborative communication strategy. What message and language are most appropriate when engaged in collaborative endeavours?	Review one's own communication approach and assess whether this is the most appropriate (i) communication medium and (ii) form of language.	Consideration to be given when engaging in conversation within collaborative narratives. How is what I say being interpreted? Does what I say inspire?
Collaborative leadership	Identify key individuals throughout the organisation at all levels that demonstrate collaborative leadership potential. Develop strategy for ongoing development and support.	Review one's own leadership skillset and assess where self-development and opportunities exist. Undertake leadership 360 review to further harness growth and feedback data.	Does this build unity of purpose when seeking accountability? Does this exhibit trust or understanding of the situation? Could or should I demonstrate more compassion?
Systems and governance	Review and assess governance and decision-making structures through a collaborative lens. Review and align business systems, processes, and procedures to business objectives.	Assess the impact of organisation governance and business systems at an operational level. Does this aid or erode our collaborative endeavour, principles, or operating environment?	Challenge sources of knowledge, assumptions, and authority. Is this the right step? What impact is this having? Can we do better? Offer feedback in real-time. Support emergent change as it arises.
Competence and behaviour	Assess collaborative skills, behaviours, and leadership capability. Review organisational skills matrix and align with collaborative business objectives. Integrate within organisation talent management strategy.	How aware am I on the impact and consequence of my behaviour on others and business objectives? What support do I need to develop further? Is there on-going support available when needed?	Consider use of joint development platforms between partners. Always consider what is next to achieve. Challenge complacency on all level. Do we really know when we are at our best?

...continued on next page

...continued from previous page **Suggested areas for review and reflectionⁱ**

	COLLABORATIVE ORGANISATION	COLLABORATIVE INDIVIDUAL	CONSIDERATIONS AND REFLECTIONS
Trust and commitment	Ask for commitment and instil belief in the organisation's collaboratives endeavours. Shift from forms of control to ones of trust where applicable. Undertake 360 review with partners.	Assess key relationships through the lens of trust. How will what we do next be viewed by others? How trustworthy am I? What can I do to inspire more trust in and from others?	Always reflect upon the impact and consequence of your actions and behaviours on your overall trustworthiness. Does this demonstrate commitment? Does this build trust? How can we do more?
Value creation	Explore multiple hypotheses and differing perspectives. Review or establish programmes of joint development between partners, sectors, departments and teams.	How does what I do drive value creation across the organisation? Am I fully aware of the end-to-end impact of what I do on value creation for the organisation and the relationship with its partners?	Assess fully the collective cognitive diversity across the organisation and trusted partners. How could I or the personnel I influence contribute more to value creation initiatives?
Success	Review criteria for success and communicate to all. Do we as an organisation know and reward our people when our collaborative endeavours bring success?	How committed am I to the overall success of others? What does success mean to me and are these aligned with what success means to the business and its collaborative partners?	Acknowledge, share learnings, and reward success in a manner that reinforces collaborative endeavour and trust.
Information and knowledge	Review and assess effectiveness of the organisation's knowledge and information sharing strategy. How is best practice enhanced and integrated across the organisation and relevant partners?	Within the parameters of my role/responsibilities and sphere of influence, reflect upon whether I have access to all the information available to me to make informed decisions.	Stay curious, always question, gain knowledge, delight in the unknown. Are all stakeholders involved? Consider who, how, when, and why someone else needs to know?
Risk and impact	Analyse both external and internal risks, how this impacts business objectives, ethical values and reputation for both the organisation, partners, relevant stakeholders, and collaborative relationships.	Am I aware of how the organisation has evaluated and mitigated risk when engaged in collaborative endeavours? Reflect upon how my status is aligned to the organisation, partners, and relevant stakeholder's reputation?	Consider the impact of what we do and how it will be perceived by our great grandchildren. Have courage, be brave; however, fail fast and cheap. Harness and share all learning quickly.
Optimisation, alignment, and measurement	Review and reflect on whether the business is fully optimised to be successful. How do we know we've got it right? Is what we measure appropriate?	Can I or we do better, what is getting in the way, how do we know, can it be removed or managed more effectively? Share when things go right.	Consider what processes are in place to capture both poor and best practice and distribute the learning across the organisation quickly. Measure how quickly changes are implemented.
Exit strategy	Review and reflect upon an escape route; how do we know if a collaborative relationship is failing? If we know success, what does failure look like?	Who do I talk to for support and when things go wrong?	Consider the who, what, when, where, and why when things deviate from business objectives and desired outputs.

ⁱTable adapted from overlaying aspects and principles of: Barker Scott, B. A., & Manning, M. R. (2022). Designing the Collaborative Organization: A Framework for how Collaborative Work, Relationships, and Behaviours Generate Collaborative Capacity. The Journal of Applied Behavioural Science, 0(0). <https://doi.org/10.1177/00218863221106245>
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International branches

ICW WALES

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The last few years have presented public organisations with a multitude of challenges. These range from how

to reduce our carbon output, to ways of navigating and supporting our communities through one of the most difficult periods in a generation. To address these and other grand challenges in the ever-changing landscape, a radical project is under way in Wales.

Infuse (Innovative Future Services) is an innovation and research programme underpinned by collaborative working across the Cardiff Capital Region (CCR). These include co-designing and trialling creative solutions for addressing societal problems shared across Welsh communities, particularly those linked to

accelerating decarbonisation and developing supportive communities.

The Infuse programme involves developing new skills, tools, and methods of working whilst providing a “safe” space in which to test them. Infuse associates from local government and health boards in the CCR benefit from a network of peer learning and from academia leading in data, innovation, and procurement. Infuse provides a unique opportunity for participants to stand back from the day job and think more broadly about the aims of their respective councils and make a real difference to local communities.

The Infuse programme will run until September 2023 working with public and third sector workers. Infuse is supported by the European Social Fund through Welsh Government, and a collaboration between Cardiff University, Nesta and the ten local authorities that make up the region led by Monmouthshire County Council.

Collaboration in the public sector, not just in Wales, has

become stale and often met with scepticism as it is often applied inappropriately rather than by asking: “Why do we need to collaborate?” and “How will collaborative working help us better achieve our project goals?” When tackling large societal problems as grand challenges, participants soon appreciate the need to rethink collaboration and understand how it is an imperative for addressing skills and capacity issues.

Board game

A spin off from Infuse is a board game called Caffael (Welsh for “procurement”). Designed by Dr Oishee Kundu, it teaches children in the classroom how to build a resilient community and that smarter spending through public procurement helps to build the appropriate infrastructure for mitigating crises. It teaches skills that align with the curriculum. When trialling the game, children fed back that they learned about the importance of teamwork, creating alliances, negotiation skills and budgeting.

Infuse has highlighted how procurement is one of the critical levers that brings together and sustains businesses and communities, despite ongoing multi-layered crises. Dr Amina Imam’s blogs highlight the role of 21st century procurement at: sway.office.com/c1Fs0fu1cSXQYEdh?ref=Link ■



Left: School children trialling the board game Caffael (Welsh for “Procurement”), in which they learned about teamwork, negotiation skills and budgeting

The February-March issue of ICW’s *Insight* newsletter included an article introducing Infuse. For more information, email Professor Jane Lynch, Centre of Public Value Procurement, Cardiff University at lynchj2@cardiff.ac.uk

ICW AUSTRALIA

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ICW Australia has been growing steadily since our launch in August 2021. In our first 18 months we have completed the

establishment of our governance structure, begun providing member events for our 250-plus regular connections, and initiated our first research project with the support of our capability providers and the Adelaide University Business School. Our two initial Corporate Executive Network Members – Babcock and Ventia – are now being joined by a third, Gamuda Australia, who by the time of *The Partner's* publication, will be a full Corporate Network Member of ICW Australia.

Our activities scheduled for 2023 include continuing to deliver our regular webinar series, which kicked off in March with an overview of collaborative contracting and the NEC 4. This presentation by Mike Ford was well attended, with more than 40 participants. We will also see the start of our regular Special Interest Group related activities, run by our SIG leads Michael Perkins (Professional Services SIG) and David Pender (Small and Medium Enterprise SIG) with a further SIG in Environment Society Governance likely to kick off in the next month. We have launched our online community collaboration tools, so all our ICWAUS Affiliate Members

and connections can participate more freely in our activities.

We are holding additional roundtables on our first research project, a report on the current state of collaborative working as a business discipline in Australia. The initial results of the research will be released over the course the next few months in a series of discussion papers, with the main report due to be released in Q3 2023.

Following on from the inaugural Leaders Course held last November supervised by Leigh Lawry, our education programme is ramping up, with several courses planned. We also intend to run Introduction to Collaborative Working courses.

In conjunction with BSI, we are investigating the running of Collaboration Awards in Australia for this year, with a target to hold the awards in the last quarter of 2023 and aligned with the UK awards. There are several major industry and government organisations interested in participating in the awards and we see this as a major event for raising our profile here in Australia. In 2023 we look forward to strengthening our links with ICW UK and other ICW related organisations around the world, as well as contributing to the growing body of knowledge from Australian based experiences and research.

All in all, an exciting year for ICW Australia, all made possible by the volunteer efforts of a small number of supporters and our Executive Network Members Babcock, Ventia and Gamuda. Special thanks go out to Josh Choong, David Pender, and Michael Perkins for all their efforts over the last year and commitment to making this year successful. ■

ICW SCOTLAND

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At ICW Scotland our steering group represents both public and private sectors. We are currently looking at refreshing the

group membership to attract more small to medium sized businesses. Our arrangements have generally been very informal, and all meetings occur via Microsoft Teams.

ICW Chief Executive, Frank Lee agreed to participate in the April meeting to provide updates on ICW's focus going forward and the role the Scottish steering group might play in that.

The steering group members include representatives from local and national government, large Scottish utilities, and Scottish economic development agencies, as well as private companies. A few of these are members of ICW, but most are not, which adds a very different perspective to what collaboration

means in their respective organisations.

Collaboration is highly desired across public sector and private sector and there is a lot of work going on to connect the various agencies involved in large scale infrastructure projects such as roads; but there is also a lot of work in the organisation development and cultural aspects of collaboration in health and social care. Public sector budgets controls will require higher levels of collaboration going forward. ■

ICW NEW ZEALAND

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It's great to be able to write this article at a time when ICW New Zealand is very busy.

As I write, the team is running the Collaborative Working Practitioners Course for two local authorities and their contractor preparing for their collaborative contract. Next month we will be running the same course for key members of the commercial pool of the New Zealand Government's Procurement Group and the following month for the New Zealand Defence Force as we work with them, including other initiatives, to improve the collaboration within one of their contracts.

While all this is going on, we continue to work with Auckland Transport to support them in embedding collaborative working in their billion-dollar maintenance contracts and we are working with our Australian colleagues in supporting Babcock Australasia to become ISO 44001 certified using the contract with New Zealand Defence Force's naval base at Devonport.

We are also getting success with the Collaborative Working 101 four-hour online training course that we developed in partnership with IPWEA using their platform. If you are interested, check it out at icwnz.co.nz/2022/10/04/cw-101

All this just hasn't happened by chance, but as a result of building relationships over many years,

and more recently, consolidating ICW NZ as an organisation. Our Advisory Panel continues to meet monthly, and we post on social media regularly. In developing our contact database we realised that we've trained around 130 people and engaged with 17 organisations.

This will be my last article as the Director for ICW NZ as I'm stepping down as I transition to retirement. It's been an exciting 18 months and ICW NZ is well positioned for the future.

I would like to thank my colleagues Tony McCartney, Erik Barnes and Ian McNally for their great unwavering support and contributions over this time, as well as our Advisory Panel, ICW UK and ICW AUS. I wish everyone all the best for the future. ■

NOTES

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