

Institute for
Collaborative
Working



1990-2020

CELEBRATING
30 YEARS

AS A PROFESSIONAL COMMUNITY

Compiled by Nicky Painter, MICW



30th Anniversary

A brief history of the first 30 years
of the Institute for Collaborative
Working

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ICW Members

Foreword by Lord David Evans of Watford

I am delighted and proud to be the Chairman of the Institute for Collaborative Working at a time when we are celebrating its 30th anniversary and to reflect on the history and progress that has taken place since that day in October 1990, when as Partnership Sourcing this initiative was launched by Lord Joseph.



Since I took on the role of Chairman in 2007, I am constantly enthused by the progress that has been made by ICW members and our incredible core team. I am equally sure that our founders would be amazed at how their initial ideas have blossomed from a UK centric concept, to achieving both the status as an Institute and the international recognition that has come from the progressive work of our community.

Much has still to be done, but at the same time I believe it is good to look back at how far we have come. It has not always been an easy journey and my appreciation goes to those who have contributed to the tremendous advances that have been made. The publication of this brief history echoes my admiration and thanks to them all. From the small group that set the wheels in motion we have seen many changes in the world around us, but one key theme has always been present and that is the importance of relationships to successful collaborative working.

The thought leadership which the Institute has provided, effectively underpinned our progress, and put the UK at the leading edge of collaborative working Internationally. We see growing support at the ICW for harnessing and exploiting the power of collaboration and as we look back today, we can see ICW's footprint in so many parts of the world. There is little doubt that the more recent challenges of the international pandemic have shown what can be achieved through collaborative working - which from my perspective says we must all do more.

For all those who along the way have played their part in the journey so far, I offer my sincere thanks for the foundations that they have laid. As we look to the future, the Institute is positively evolving because our members believe so much more can be achieved for the benefit of all. So it is only right that we celebrate the past 30 years and build for the next generations.

David
Lord Evans of Watford

How it all began...

ICW started its journey in 1990 as Partnership Sourcing Ltd (PSL). It was the result of a Government initiative taken forward by Lord Keith Joseph.



Lord Joseph

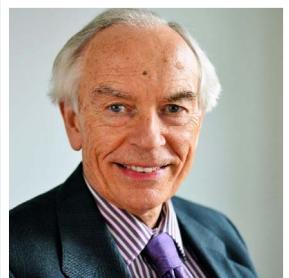
The inspiration for this initiative came from an official visit to Japan made some years earlier when Keith Joseph was Secretary of State for Trade and Industry and which was primarily procurement focused. During this visit he was introduced to the concept of 'Partnering' as a way of doing business between customer and supplier organisations to source competitive advantage. He was impressed by this collaborative approach and, once

he'd retired as a MP in 1987, he was determined to introduce it in the UK in order to promote a more collaborative approach to the way that business was being done by UK organisations, large and small, in the both public and private sector.



Sir Derek Hornby

him in the role of Director General. At the same time Ken Cherrett (formerly of TSB) was recruited to the role of Director.



Ken Cherrett

PSL in Action

The first step was for a formal PSL mission statement to be put in place together with a set of strategies by which this could be achieved. These were as follows:

Mission Statement

To bring about a fundamental change in companies' philosophy leading to a widespread knowledge, understanding and implementation of partnership sourcing within the UK.

Strategies to achieve the Mission

1. Ensure the widespread knowledge of partnership sourcing in both a general way (e.g. by speaking at relevant public conferences) and in a focused way (e.g. by providing personal briefings for the senior board members of influential UK-based companies).
2. Increase the practical understanding of partnership sourcing, for example by creating supportive guidance literature (booklets, media articles etc.) and liaising with those universities and business schools which are researching purchasing techniques.

3. Accelerate the implementation of partnership sourcing by providing advisory support services to UK-based companies, tailored to their specific business needs and encouraging them to apply partnership sourcing principles with their suppliers and customers.

Early Years

PSL was set up as a not for profit company limited by guarantee and remains so today as ICW. Initially funded through grants by the DTI which supported activities for its first 5 years, the CBI provided PSL with an office and support services in the interesting and controversial Centrepoint building near Tottenham Court Road Station.



Centrepoint

PSL effectively operated as an independent department of the CBI on a pro bono basis. The CBI also supported PSL by enabling the initiative to be launched at the CBI National Conference and arranging for follow-up presentations to be made at CBI Regional Meetings as well as at appropriate national committees. The CBI also facilitated introductions to a range of companies to assist with the development of partnering by nominating key personnel to form the PSL Steering Group.

By June 1992 Lord Joseph felt that he had achieved his objective in setting up PSL and resigned as Chairman. Sir Derek Hornby took on that role and Ken Cherrett assumed Sir Derek's role as Director General, a position he retained until 2001 – equivalent to our CEO today.

By the late 1990s PSL had become a self-supporting organisation, which has been the case ever since, funding its activities via the steering group membership, sponsorship and services to both government and industry.

A Board was in place which (as well as representatives of the DTI and CBI) included Sir Edwin Nixon (Chairman of IBM) Lord Berkeley, Barry Sheerman MP, and Clive Mason (BA).

The PSL Team

A strong team was now needed to support DG Ken Cherrett. First Neill Irwin (formerly of ICL) was appointed as Ken's Director of Operations.

It was his role to reflect PSL's strategy in appropriate policies and programmes and to oversee, manage and monitor the ongoing work.



Neill Irwin

Two Deputy Directors were also appointed: Michael Hamilton (on secondment from John Laing Plc) and Mike Wilkins (ex Midland Bank) who was primarily involved with PSL's financial affairs. Secondees from other companies and the public sector followed starting with Norman Hosford and Roy Ayliffe. From then on PSL gradually built up a team of 'Associates' as and when the work required it.

Work begins in earnest!

The first stage was to prepare and execute an ambitious plan to raise AWARENESS of partnering as a way of doing business and to promote its benefits as widely as possible, initially within the private sector but increasingly within the public sector too.

This involved planning a programme of visits to major organisations, often at Chairman and/or CEO level, along with the relevant senior executives. Conferences, workshops, and presentations figured prominently in the programme together with the production of accompanying brochures and supporting publicity material.

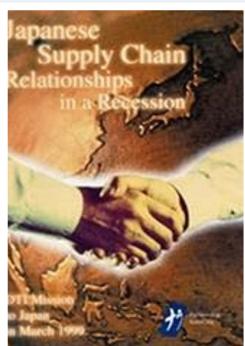
Much progress was made and after 3 years a research survey of over 300 companies revealed that awareness had risen dramatically close to 100% of the sample. However, when it came to implementation, although purchaser take-up had moved up by a creditable 11% to 56%, supplier take-up had increased by only 4% to 38%. So that illustrated the extent of the challenge facing PSL/ICW over the next 27 years and beyond!



The original PSL Team (from left to right): Neill Irwin, Sir Derek Hornby, Ken Cherrett, Norman Hosforth, Mike Wilkins and Maeve Scanlon (PA to PSL).

Tours and Visits

As well as spreading the news PSL also took part in fact-finding tours and visits. For example, at the request of the DTI, a delegation led by PSL undertook a 10-day mission to Japan in Spring 1999 to ascertain how supply relationships had been affected during a prolonged recession.



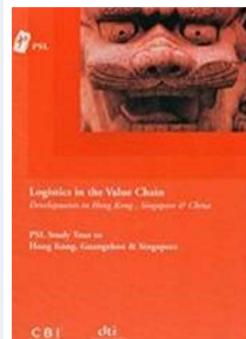
Their findings were published later that year and are still relevant today. Professor Richard Lamming of the University of Bath Business School - and later academic advisor to PSL - played a key role in the success of that mission.

In 2002 PSL also led study tours to Hong Kong, Singapore and China. This group of senior UK business people investigated the importance of logistics in international supply chains.

One of the findings of the tour is particularly relevant for the modern post-Brexit and Covid-19 era, namely that if a nation's industry wishes to stay ahead of the



PSL Visit to Japan 1999



competition then it must continuously reinvent itself. The Singapore Government called this initiative '**Creative Destruction**' and supported companies undertaking such action.

PSL on the Move!

Over the years the organisation has had several homes. In 1999 it was time to move out of the office in Centrepoint and into St

Christopher House, an ex MOD office on the South bank of the river in Southwark Street, which was later demolished (having more than an acceptable amount of asbestos incorporated in the structure!) In the meanwhile, it was being used to house parts of various government departments while their offices were being refurbished. PSL had a rather grand suite of rooms there for a peppercorn rent. But that was not to be for long! After this Elizabeth Stanton Jones joined the Team as the Administrative Officer and supervised the next move next door to Irwin House - again temporarily as it was also due for demolition (replaced today by a rather smart little development). It was about this time that Tate Modern opened, which occupied the river-side site just behind these buildings.

It was while in Southwark that PSL's mission developed from one of fact finding and spreading the word to delivering practical help to organisations in real-life partnering situations - work took off!

Over the next few years PSL moved several times. At the time of writing it's in Bloomsbury Square but it will shortly be moving again, though the current restrictions imposed by Covid-19 are not helpful!

The Partner

In 1997 PSL introduced an annual journal to act as a means of communication both internally and with interested organisations. The Journal began life as 'Partnering for Profit' but changed its name to 'The Partner' in 2005 to reflect the expansion of PSL's role.

It has traditionally consisted of articles by Board Members, Management Board Members and by Members of the Executive Network. There are also newsy articles by Members of our Team. The Partner is another method by which ICW raises income as contributors from the private sector are charged for the inclusion of an article. The Partner remains a very popular publication. Although there have been discussions over the years as to whether it should become exclusively an e- publication, there has always been a clear vote to retain it as a prestige printed document.



PSL Visit to Singapore 2002



Hard Work Begins!

Having raised awareness of partnering, the next stage was to offer advice and help with its implementation in the role of **Independent Partnering Adviser**. The type of services offered in this role were wide ranging from developing partnering agreements, frameworks, and charters, and facilitating the development of joint teams.

The focus was on facilitating the development of trust, encouraging the teams with the benefits of working together and exciting them into action. Guidance and training on partnering techniques, and appropriate mechanisms, systems, processes, and procedures in support of collaborative working were also provided. These were backed up by joint workshops and brainstorming sessions on real-life issues such as joint goal setting; risk management; performance measurement; value management, and innovation.

PSL concentrated on identifying the benefits of partnering and how to communicate them. Examples are the development of partnering arrangements such as a Joint Partnering Board; Joint Improvement Teams; methods of sharing information, knowledge and experience and joint objective setting between them and key stakeholders together with putting in place a means of evaluating the success of the partnering relationships.

PSL's team of Associates grew to undertake this work. Initially Associates acted as Independent Partnering Advisers. Broadly speaking they were allocated projects in areas with which they were familiar e.g. Defence, Health, Engineering, Construction etc. and to the geographical areas in which they lived. Mostly they identified and developed their own projects together with the Operations Director who maintained a formal programme of work and arranged regular support, which helped to build up links to the benefits of partnering.

Senior Staff Changes

By now, Sir Derek Hornby had been replaced as Chairman by Sir Ian Dixon. He sadly died and was in turn replaced by Sir Michael Latham in 2000. It was he who, in the same year appointed Les Pyle to succeed DG Ken Cherrett, who had decided to stand down after 11 years at the helm. Les decided to change the title of his appointment to Chief Executive in order more

appropriately to reflect the nature of his expanding and more business-focused role.



Lord Evans

Lord David Evans of Watford replaced Sir Michael in 2007 and remains ICW's Chairman today.



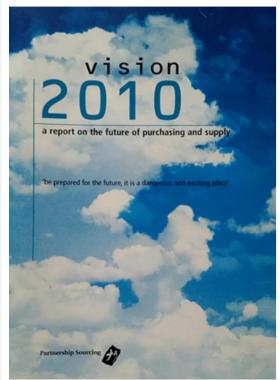
Les Pyle

The Next Development: The Executive Network (EN)

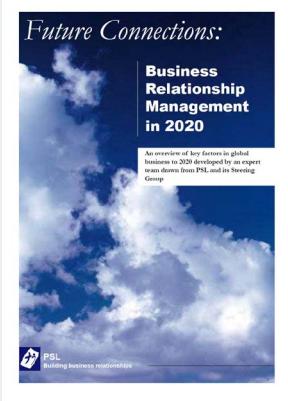
In 2001 the original Steering Group developed into the 'Executive Network'. This consisted of representatives from organisations from all sectors, including academia. The aim of it was to provide a forum for the exchange of collaborative knowledge and ideas, facilitated by regular high-profile networking events usually at interesting venues, such as the RAF Museum or the top of the BT Tower. Executive Network corporate members paid an annual fee.

Through this Network several research projects were developed the first being 'Vision 2010' - a report researching the value of strategic partnerships in the supply chain. This set the agenda for much of the work of the team. It highlighted the benefits and competitive advantage of strategic supplier management and the power of collaboration.

A second project was launched and published in 2005 - 'Future connections: Business Relationship Management in 2020'. The key output of this research was to identify the future of business models which would shift from



large single company operations to the growth in Partnership, alliances, networks and collaborative ventures, something which is commonplace today – **2020!**



As a result of the work of this 'think-tank' it became clear that there was a need for some fundamental issues to be tackled – *not least the need to promote a common understanding of the term 'collaboration' and some clear and structured guidance as to how to do it!*

A Structured Approach to Partnering

Bill and Kathy Murray, both PSL associates, were tasked to evaluate the situation and come up with a structured partnering solution with the aim of getting PSL into the European supply chain. They were already established advisers inside the EU and through them the partnering message was taken to European customers and suppliers of British companies.

It was not surprising that there was no consistency between organisations about their understanding of what partnering was, let alone how to do it! It was not that people were not all singing from the same hymn sheet - *there was not a hymn sheet at all!* Bill and Kathy built on a process used by Neil Irwin (ICL) known as RAFT - Relationship, Assessment, Fulfilment,

Transformation. It was subsequently developed into a more formal process by David Hawkins and became CRAFT - Collaborative, Relationship, Assessment, Fulfilment. The main selling point was the introduction of a pre-planned exit strategy. Up until then partnering

sounded like a lifetime commitment to a supplier and companies did not like that idea. The concept of an agreed exit strategy made the idea of partnering much more realistic.

At that stage Neill Irwin stood down and David Hawkins, who had been a Steering Group member since 1995, took on his role as Operations Director and was later recognised also as ICW Knowledge Architect.



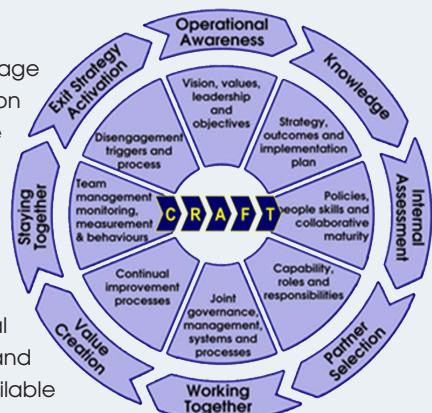
The Birth of CRAFT

It was recognised that not only was there a need for some basic structure on which the Associates could base their work but also a more robust methodology for collaboration backed by tools that organisations could take into their own operations and processes. David set about translating and augmenting the basic principles of partnering into a structured approach which would establish and support the life cycle of a relationship.

It was also recognised that the term 'Partnering' had become hackneyed as this was only one aspect of a range of approaches. To provide a more comprehensive description, the term 'Collaboration' was adopted instead and the methodology was expanded into an eight-stage process for the setting up, managing and structure disengagement to support successful collaborative relationships. This provided a framework that resulted in a portfolio of workshops, courses and tools, which today remains the core of ICW activities.

The Evolution of CRAFT

David had the vision that the CRAFT and the 8-stage process could be something that any organisation could use as a framework to support its unique relationships. In 2005 a discussion took place with Frank Post, a Director from the British Standards Institution (BSI), around the publication of a document looking ahead to the present day 'Future Connections 2020' (subsequently published in 2005). During this meeting the concept of a national standard was discussed and was then developed and jointly published by BSI and PSL as a Publicly Available Specification (PAS 11000) in 2006 – **the world's very first standard for the management of collaborative business relationships.**

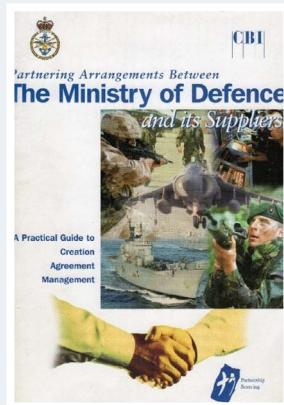


Prior to this PSL had worked alongside the Ministry of Defence (MOD) to help them develop their own Partnering Policy, which was published in a MOD Handbook with PSL's backing.

This was an important exercise for PSL because very large organisations like MOD (whether from the Public or Private sector) were notoriously bad at collaborating. This

was not for the want of believing in the philosophy but largely because their organisational structures – often based on a series of disjointed stove-pipes – were simply not conducive to free communications. Although things are improving - these challenges still remain.

MOD was one of the first organisations to adopt PAS 11000 as guidance.



First PAS 11000 Presentation

standard and work began with BSI to carry out a pilot programme under the guidance of BSI's Frank Lee who, whilst first a little sceptical, become one of its biggest enthusiasts!

Six companies formed the pilot programme and achieved BS 11000 certification in 2009: *Lockheed Martin, NATS, EMCOR, VT (now Babcock International) and Raytheon.*



Frank Lee - BSI

As a result of this pilot it was decided to develop PAS 11000 to a full British Standard. Taking this forward was a collaborative effort led by David in PSL in partnership with Frank (BSI) and others involved in the Pilot Study. After further research and practical application, BS 11000 was produced which was formally launched at the annual PSL House of Lords reception in 2010 by Lord Strathclyde (then Leader of the House). At this time, it was adopted by Network Rail who were amongst the first to see the benefits it brought and its establishment stimulated the next phase of PSL's development.

ICW is Born!

In 2012 it was decided that PSL should gain the status of 'Institute' and became a membership-led independent thought leadership organisation, broadening its focus to education, skills development, and research. Thus...

PSL became ICW - The Institute for Collaborative Working

...with the formal mission that:

Collaborative Working be recognised as a fundamental business discipline.

This new status resulted in existing projects gaining increased impetus and the opening up of many new opportunities for ICW.

The Foundation Management Board

In 2012 ICW established the Foundation Management Board to provide support to the aims of the Institute and its future development. Twelve members were appointed initially:

Atkins, Balfour Beatty, BSI, BT, Capita, Costain, EMCOR (UK), PERA, Lockheed Martin, NATS, Network Rail, Selex (now Leonardo)

Board membership has changed over the years as ICW has grown and evolved.

ICW Goes International!

ICW decided that it was now appropriate to extend its collaborative message internationally and that BS 11000 should be further developed into an International Standard.

Negotiations took place with the International Standards Organisation (ISO) in order to achieve this. David became the Chair of the International Committee and the evolution of ISO 44001 was finally completed in 2017 when it was launched at the Shard. A total of 29 countries have since got involved with the standard and its further development.

Since then additional guidance standards have been developed, further promoting ICW's global influence around collaborative working. This has included the establishment of a number of international outposts of ICW working with local partners in:

Australia, Canada, Italy, Baltics, New Zealand, Portugal, South Africa.

Others are being developed.

ICW Individual Membership Scheme

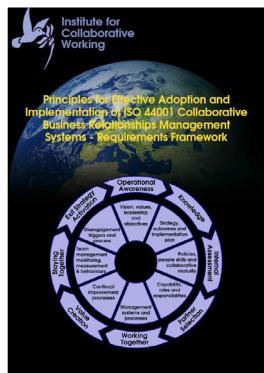
In 2013 the Individual Membership Scheme was established to build skills, knowledge and expertise. It has formed part of the ICW drive to establish collaborative working as a recognised professional business discipline.

The Scheme provides the basis for a personal and transferable accreditation which is recognised both nationally and inter-nationally. Fellows and Members are awarded formal certificates and are entitled to use the post nominal 'FICW' or 'MICW'. Special events for members of the scheme are held regularly. A small annual fee is payable to ICW, providing another source of income.

Membership of the Scheme continues to grow as more companies recognise the value of the personal skills which this important individual qualification represents.

Research & Academic Engagement

Building relationships with academia to support future education was part of the strategy for ICW and as a close affiliation with Warwick University, promoted by David Hawkins saw ICW jointly developing programmes with Warwick.

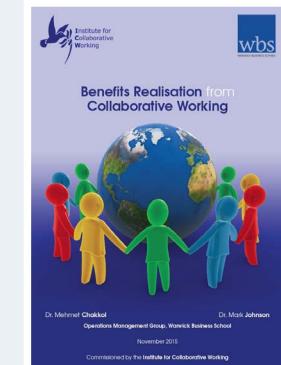


On the research front, in order to broaden our views of collaborative drivers, ICW commissioned two major projects through Warwick Business School. The first of these centred on identifying senior executives' focus on collaborative working and the second on understanding the psychology of collaboration and how this impacts behaviours. Work on this continues.

Together with Warwick Manufacturing Group ICW developed an MSc module and supported several courses for both UK and overseas students. Together with WBS and WMG, 'The Academic Forum' was created which regularly draws together academics from UK and overseas.

The ICW Collaborative Awards

In 2015 the ICW Annual Awards programme was introduced to recognise collaborative excellence. It is now in its sixth year which is being sponsored by BSI. This competition has proved very popular, attracting a large number of entries. The awards have traditionally been presented once a year at a very well attended Awards Ceremony in the House of Lords, which showcases the many superb examples of collaborative working from our members and beyond.



Laying the Foundation for the next 30 years



In 2018 Les Pyle announced his intention to retire and departed at the end of that year after 17 years of commitment to ICW and the cause of collaboration. Lord Evans thanked him for his loyal support over the years during the 2018 Awards Ceremony and presented him with a portrait to mark the occasion.

David Hawkins had by then been appointed as Chief Operating Officer to maintain continuity and to start the search for a new CEO. And during the interim period work was taken forward by the Main Board and Foundation Management Board to

develop the future strategy for the Institute aimed at establishing greater participation by both its corporate and individual members.

Claire Ward was appointed CEO in January 2019. Claire has a background as an MP and Government Minister and has experience of running Membership and Trade associations. She also has a keen interest in health and pharmacy issues in a NED capacity. Together with the Foundation Management Board, ICW began the process of implementing its future strategy by:-

- setting up several Special Interest Groups
- establishing of an elected Advisory Council, which took place in March 2020
- re-designation of the Foundation Board as Ambassadors



Claire Ward

Encouraged by the experience of its first 30 years and keen to build on that in the future, taking the standard to the next level, in September 2020 ICW announced its new Purpose and Visions, together with its 2 year strategy as a stepping stone to the next 30 years and an even stronger, brighter future.

Administration Manager

ICW is fortunate to have **Alan Maund** to ensure the smooth-running of the organisation. He arrived in 2013 when Elizabeth retired and has gradually taken on more and more responsibilities, as ICW's work has increased, such as running the Individual Membership Scheme (a considerable task). His continuing dedication and practical support will be invaluable during the current transition period and beyond.



Alan Maund

Finally.....

I hope you've enjoyed reading this short history. 2020 has been a difficult year, though not without some benefits. I send you all my best wishes for a collaborative and hopefully Covid-free future. In the words of HM the Queen, we WILL meet again!

It's fitting to end with a message from our CEO, Claire Ward:

Looking to the Future

Our new Purpose and Vision have been broadened to recognise that as we enter our 31st year our reach and value must be extended to all parts of business relationships and across the public and third sector. We believe that collaboration and collaborative working can bring significant benefits to the outcomes for all parts of society.

Our task is to use the experience of our history to help us develop and adapt our offering to members. Nothing will replace the need for human interaction, in person, that helps to build relationships but the availability of digital and virtual connections has undoubtedly opened up new possibilities as a result of the pandemic. Connections globally and nationally have become easier but the need to build trusting, sustainable collaborative relationships remains as equally challenging. We look forward to the next chapter of the ICW, supporting our members and partners to understand the value of collaborative working.

Note by author:

With many thanks to all those 'old hands' who helped me compile this booklet. Everyone was so helpful and willing to give their time. They are:

Ken Cherrett, Les Pyle, Neill Irwin, Clive Winkler, Tim Lee, Elizabeth Stanton Jones, Frank Lee (BSI).

Purpose and Vision

Purpose

To support people, organisations and business to understand the value of collaboration and the benefits achieved.

Our Vision

To be the home of collaboration where good practice is shared and supported with research, experience and training, building a global community that recognises the development of skills and knowledge of collaborative working practices.

Through our community we will enhance the professional relationships of business, public sector and wider society to produce greater value in the outcomes for all.



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