



Tim Mowat, ICW

As ICW's new Chief Executive Officer, I am delighted to introduce the first edition of 'Insight' - the ICW's refreshed newsletter. I am now a few months into my new job and I'm already getting my teeth into the challenges ahead. I know many of you from my previous involvement with the Institute, but for those with whom I have yet to become acquainted, I'm looking forward to the opportunities when we can meet.

After a 40-year career in the Defence & Security sector, spent mainly in senior commercial roles, I was delighted to be asked to join the Institute as its new CEO. Throughout my career, collaborative working was always an important part of how we delivered our programme objectives. I am excited that this role offers me the perfect opportunity to re-invest energy into an organisation I have worked with and been fond of for many years, and drive our mutual understanding of the world of collaboration forward.

As we enter a new budget year, we have made provision for some key initiatives which will support our Members in their continued collaborative journeys. We have already commenced an analytics project which should conclude towards the end of this Summer and which will provide some sustainable data quantifying the benefits of structured collaboration. We are also refreshing our toolset and developing new tools to manage collaborative projects and, in particular, assess the value we derive from collaborating effectively with our partners. We will also be investing in a refresh of our training material to ensure it remains best in class and relevant to the development needs of our Members. The Annual Reception in May will see the launch of several new initiatives which will provide effective support to our Members to further develop their collaborative capabilities.

I am pleased with the progress that we have already achieved, but there is still much more yet to do. We have re-focused the Advisory Council to become an essential part of the development of new approaches to collaborative management within the Institute. The election process for the Advisory Council has commenced, and I would encourage those Members with a passion for

exploring the boundaries of collaborative thinking to put themselves forward as candidates. I have had really productive engagements with the Associates and the Ambassador forums, and I'm convinced that with their commitment and support we will realise our ambition for change.

I see an important part of my role as creating a more engaged Institute where there are more opportunities for our Member community to become involved in the development and direction of the ICW. We are trying to improve how the Institute operates, how it communicates and how it delivers value to its Members. However, I also know that we will achieve these important changes more quickly with your support and I would like you to share your thoughts on aspects of our operation that you think we can improve and to offer such support as you can.

ICW welcomes the first French MICWs



ICW welcomed Thomas Mallet and Isabelle Bielawski as the First Members of the Institute based in France.

Thomas and Isabelle of Transdev - the France-based Public Transport company - both successfully completed the ISO 44001 Leaders Course held at Warwick university in March.



Sarah Vanderheide,
Leonardo

Leonardo have been an advocate of ICW for many years now, championed through the now ICW CEO, Tim Mowat. We thank

Tim and wish him well and now continue the charge to promote and support collaboration within Cyber Security Division as well as across the wider Leonardo group. We remain an ICW Ambassador, Advisory Council Member and active members of ICW Special Interest Groups.

Our focus is also on the world outside Leonardo as we understand the importance of collaboration with local communities who are one of the biggest assets for long term prosperity. Our collaborative knowledge and insights are being put to good use to strengthen relationships with local students through the sharing of knowledge and technical skills to shape professions of the future. These and the commitment to an inclusive culture are central themes for Leonardo moving forward and part of the Group Sustainability Plan.



Ambassador. This voluntary role has taken me to local schools to deliver primary science lessons, enriched by my business and collaborative acumen and I hold career events to encourage the young people to know that there is something exciting for them beyond school whatever their qualification and aspirations may be.



In the UK Leonardo is reaching out to schools, involving teachers and students through mentoring programmes, in-class teaching, technical training and STEM (Science, Technology, Engineering and Maths) role models, to guide and inspire new generations. As a MICW and Chair of ICW's 'Behaviours and Challenges' Special Interest Group, I am proud to be Leonardo's dedicated STEM

In Italy Leonardo, together with 11 leading national companies, is taking part in School4Life, an initiative promoted by the ELIS Consortium - a non-profit organisation that promotes educational and professional training activities for young people - to counteract the occurrence of secondary school dropouts throughout Italy.

Through these collaborations we are continuing to forge alliances,

build trust and foster a culture of collaboration which is enriching those that take part and reinforces the company's core values whilst enhancing values and learning opportunities for the surrounding communities.



Richard Holm, Qinetiq

QINETIQ

What does it mean to collaborate... in times like these?

The words 'Collaborate' and 'Collaboration' are used frequently and, in my experience, often incorrectly.

In the current climate, and in my day job as 'Group Collaborative Working Lead', I have had the need to explain and differentiate between 'being nice and working together' and 'conscious structured collaboration'.

I have used the 'Five C's' as below for reference, if nothing else for newly forming teams to create a 'common language' and get people to think about what collaboration means to them.



The Five Cs: a common way of looking at different levels or working in joint teams.

So what?

Whilst this resonates with some, there is still a need to 'make it real' and to find a way of getting people to understand how this translates to their own teams and work context, as well as how to connect with 'why collaboration is a different playbook to a previous way of working'.

For me, working in a collaborative way has certain characteristics, and at the beginning of lock down (and more recently due to the tragic events which reminded me of this exemplar) I asked individuals to consider this [musical video](#) as an example of 'Collaborative Working' in action.

So what is it that makes different styles and musical backgrounds find the ability to come together and collaborate?

I would suggest the important characteristics are:

- There is a clear single objective - a song that reflected the 'moment' at the beginning of the Covid lockdown.
- The end result is greater than the sum of its parts - in the video it just wouldn't work by showing each contributor individually.

- There is a safe space for people to explore and innovate - in this case transforming one style of music to infuse lots of different styles (just look at Dave Grohl's face with the addition of AJ Tracey as an example).
- That end result and joint purpose is bigger to those taking part than their individual contributions - I have to confess to only recognising half of the artists but I don't notice the individuals just the outcome. Still today it gives me chills.

That's all well and good, but how does this translate to a work environment?

Well those same characteristics also exist in the business context.

- We know that high performing teams work best when they commit to an agreed common purpose: there may be other objectives and targets to reach on the way, but the commitment is that the joint purpose is the primary end goal or state.
- Collaborative environments require inclusion and challenge: this requires trust, and a sack load of it. Now most teams when they come together may not have an in-built 'reservoir of good will' from which to draw. So how do you build trust? This is something I will save for a later date, but in essence, part of it is in the leaders committing to being constantly challenged, even inviting and embracing it and consciously doing so in order to improve the achievement of the agreed joint purpose or outcome.
- When the lines blur between different organisations in a team, you are probably on the way there - when it doesn't matter where people come from, only that they are committed to making something better. It is no coincidence that engineers and scientists make great collaborators. As long as there is trust.

And as with everything I write or comment on, I welcome comment, challenge and personal experiences.

Next time: "Trust: What is it Good for? (Absolutely Everything)".



Iwona Karcz, ICW

ICW and Social Media

I was appointed in October 2021 as ICW's Marketing and Administration Manager in response to the Institute's growing need to improve its social media profile and presence.

After graduating from UCL Institute of Education with a degree in Education Studies, I held various marketing and administrative positions at Senate Publishing and Global Health Assured. I specialise in digital marketing and am particularly interested in marketing ethics.

As well as managing the LinkedIn and Twitter accounts I am responsible for the admin support of the Special Interest Groups, which gives me a unique overview of what is happening within ICW.

Institute for Collaborative Working (ICW)
1,270 followers
2w • Edited •

We are delighted to welcome four new MICW members who successfully completed the ISO44001 Collaborative Leaders course held at **University of Warwick** from 7th to 10th of March 2022.

Thomas Maliet, Isabelle BIELAWSKI, Matthew Squire and Rachel Lindy are pictured with ICW's **Leigh Lawry** and Warwick University's Paul Connor after completing the course.

Want to know more about this or our training programme? Get in touch with us
<https://lnkd.in/d/hjFY7x>

#leadershiptraining #cpd #ISO44001

I find it rewarding to see our members' increasing participation in the ICW online platforms, which provide excellent opportunities for knowledge sharing, networking, and building valuable connections. We have focused on making more use of digital marketing strategies, boosting user engagement and increasing ICW brand awareness. In the past months we have shared regular updates on ICW activities, members' testimonials and research undertaken by the Institute. This has considerably increased our followers' base and raised ICW's online profile. Below are some of our latest social media posts.

Institute for Collaborative Working (ICW)
1,270 followers
3w • Edited •

Radically improve your internal collaboration.

Organisations that fail to collaborate internally pay a big price. Those that do it well are better at collaborating with other organisations.

Here's the first blog, in a series on internal collaboration, from the Thought Leadership group of the Institute for Collaborative Working, setting out a structured framework to tackle this issue. Does this resonate? And what challenges or successes have you had in your organisation?

We're keen to hear your views and experiences. DM us by email at john.osborne@icw.uk.com

<https://lnkd.in/d4ngcz3a>

#collaboration #leadership #collaborativeworking #blogpost



Institute for Collaborative Working (ICW)
1,270 followers
2w •

We are delighted to announce that the first ICW Certificate of Competence under ISO44003 was presented to **NATS** and **Thinking Space Systems Ltd** and confirm that their Collaborative Business Relationship meets the intent of the MSME scheme.

john osborne was pleased to present the certificate to **Paul Roberts** of Thinking Space Systems Ltd, watched by **Darren Rowlands Dip.RSA, MCIPS, MICW** of NATS.

#SMEs #ISO44001 #collaboration



The ICW social media community is growing. Come and be part of it and follow us on:





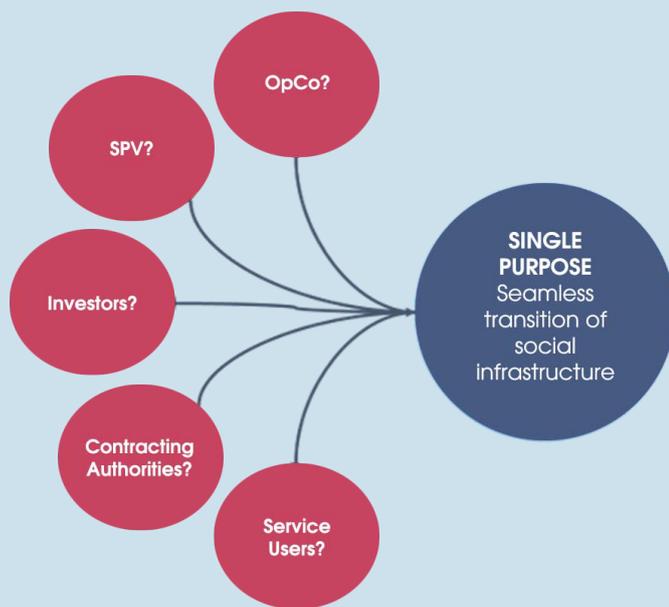
Bill Taylor, ICW

ICW investigates the challenges of PFI Hand-back

With the release in February this year by the IPA (Infrastructure Projects Authority) of their guidance 'Preparing for PFI Contract Expiry', ICW was asked to provide feedback to the IPA on the aspects relating to relationship management and collaboration. In parallel we were asked to provide insight to Partnership Bulletin article 'Hand-back Guidance: First Steps'. In summary, whilst the IPA guidance identified the need for strong relationships and collaboration, and the need for supporting Relationship Management Plans, many

of PFI Contracts'. Today's projected operational environment looks very different to that envisaged when these PFI contracts were let some 20 years ago: today the facilities and services will need to embrace net zero technologies and targets, and smart city and social value strategies.

As several of our members are, or will be, involved in the hand-back challenge over the next 10 years operating across a broad range of activity such as Investors, SPV companies, FM Service Providers, Management companies etc., exit strategies are now being prepared at least 7 years ahead of the contract end. Against this background ICW is developing approaches to enable us to provide advice to our members and the IPA as to how collaboration through the hand-back lifecycle can deliver the effective facilities and services to meet the estate future requirement. If you want to get involved, please contact Tim Mowat or Bill Taylor.



aspects were missing around the 'how'; not least skills, leadership requirements, structure, and the thinking needed to develop the way forward for the complexity of the various relationships involved over the hand-back life cycle. ICW, through Bill Taylor, has contributed to the NAO report on 'Managing PFI Assets and Services as Contracts end' and in November 2020 we took part in a joint presentation at the Construction Investigation Group (CIG) masterclass. We also supported the 'Big Question' workshop run by DLA Piper and, in early 2021 we provided input evidence via our Associate Partner, Affinitext, to the Government Public Accounts Committee (PAC) review 'Managing the expiry

PEOPLE	PROCESSES	TECHNOLOGY
<p>People Issues</p> <ul style="list-style-type: none"> Insufficient Expiry skills Staff turn-over Current staff have no-capacity for Expiry Lack of team working and collaboration skills – Win/Lose behaviour <p>Remedial Actions</p> <ul style="list-style-type: none"> Fund/resource Expiry teams to work with existing teams Complement Expiry teams with IPA and specialist external expertise (e.g. CURSHAW) Compensate/level-up for 'people issues' by investing in Processes and Technology Ensure collaborative leadership and walk-the-talk of collaboration 	<p>Process Issues</p> <ul style="list-style-type: none"> Basic failures in information No up-to-date contracts Poor asset and risk registers No structured approach to collaborative working No agreed Expiry process <p>Remedial Actions</p> <ul style="list-style-type: none"> Invest in domain expertise/data scientists/data collection, with portfolio approach Soft landings approach Commercial reviews Asset condition surveys Best of breed technologies Define the collaboration model and underpinning assurance Knowledge share with partners Agree on 'standard' Expiry process – What does good look like? 	<p>Technology Issues</p> <ul style="list-style-type: none"> No tech strategy in place Lack of investment in Digitisation Failure to treat contracts and physical assets as data assets Failure to attribute value to data <p>Remedial Actions</p> <ul style="list-style-type: none"> Establish a tech strategy that: <ol style="list-style-type: none"> Provides up-to-date, navigable versions of contracts, with dynamic compliance/knowledge features Ensures single versions of truth of contractual/statutory compliance and asset condition Unlocks value of asset and contract data lakes Invest in best-of-breed, value for money technology stack Walk-the-talk of digitisation

The three levers of success for PFI Handback



Annabelle Chalker
ICW Australia

The Institute for Collaborative Working launched in Australia

In September of 2021 much of the world was in lockdown, but the Institute for Collaborative Working in Australia was launched to an audience of eighty by virtual means.

Since then, the Institute in Australia has continued to grow, with a thriving community of practice, one executive member and a few more in the pipeline, and a schedule of monthly webinars to occur over the coming year.

ICW Australia's Managing Director is Brett Ackroyd, a former commercial lawyer and now business owner with a background in designing organisations and significant government procurements. He was inspired to establish the ICW in Australia after repeatedly seeing difficulties (even failure) in complex projects when collaborative working was not applied – and how extraordinary the results could be when it was applied as a business discipline:

"Organisations were reaching their aims. All parties became focused on common goals and behaviours improved. Contract owners were happier with what they were getting for their money. And contractors had higher morale and stayed under contract for longer" Brett said at the launch.

"So, I have come to ICW with a passion for collaborative working and a real world understanding of what it can achieve."

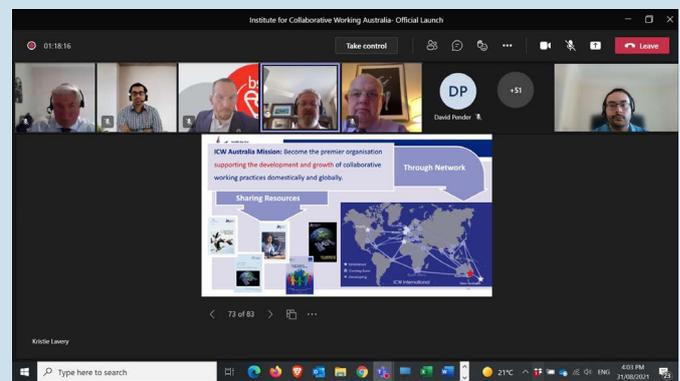


The launch was introduced by ICW Chairman Lord David Evans, and speakers included ICW's David Hawkins, Paul Sexton of Scottish Water, Warren Jolly of Leidos Australia, Noel Lindsay the Dean of



Adelaide Business School, Chris Meehan of BSI Australia, and David Pender of Knowledge Perspectives.

ICW Australia's first executive member is Babcock, but we look forward to announcing some new executive members very soon – all in the spirit of growing our Australian community of practice.



Since the launch, the Australian Institute has supported the University of Adelaide Business School to become the first Australian organisation to be ISO 44001 certified with BSI. It has also run its first 'Introduction to collaborative working and ISO 44001' course (convened by Director Josh Choong) and now runs a regular schedule of free lunchtime webinars.

The webinar series began in December 2021 with International Collaborative Working Prize-winners Network Rail Consulting. Mark Pettigrew, Helen Benson, and Jon Hayes presented their webinar on their Sydney rail digitisation project just a few days before the prize was announced, and it was great to hear about it first-hand from them.

Since then, we have featured webinars from our capability providers David Pender (who presented on the SME experience on collaborative working) and Allan Ryan of the Hargraves Institute, who provided an inspiring introduction for change-making individuals wanting to make collaboration happen. For further information on the Institute for Collaborative Working Australia, please visit our website (www.instituteforcollaborativeworking.com.au) or email enquiries@icwaus.com.au.



Nicky Painter, ICW

NOTE BY THE EDITOR

I'm very pleased to have been asked to be the Editor of our new newsletter - Insight. I'm regarding this first edition as a bit of a prototype. We wanted to publish it as near as possible to the start of April so there's not been a lot of time to gather the articles together. Many thanks to all contributors who have beaten the clock!

The idea is that 'Insight' should be an engaging and un-stuffy publication and I'm pleased with this first edition - I think it looks quite attractive and that's down to Adrian Wright our graphic designer. But you all know about continuous improvement and adding value etc so I would very much welcome your suggestions and ideas as to what would improve it for YOU - ideally in time for the next edition. And, if you have any news or articles about collaborative activities, they'd be very welcome. The next issue will be published at the end of May - the deadline for getting your contribution to me is **Tuesday 24th May**.

What do you think about including a little cartoon each time - ideally with some sort of collaborative theme, however vague? I'll start you off with mine which has nothing to do with collaboration but reflects the fact that I am a very strict editor and a

grammar pedant!! If you like the idea feel free to send me yours!



Please send everything to me and I wish you all a very Happy Easter!

Nicky Painter, ICW
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500 years of combined collaborative experience

Institute for Collaborative Working