Frank Lee, ICW CEO

Issue 6 - Feb-Mar 2023

It's been a hectic first two months in the role but an enormously interesting and exciting time.

Firstly I worked with the central team to look at our vision for the future and have been simultaneously building our 2023/24 budget and our 5-year strategic plan which the Chairman approved just last week. Our vision has evolved slightly from the initial outline I referenced in December at the awards reception. It is to:

Promote and encourage collaborative working and its advantages in order to address the 21st-century challenges facing all types of organisations, people and communities.

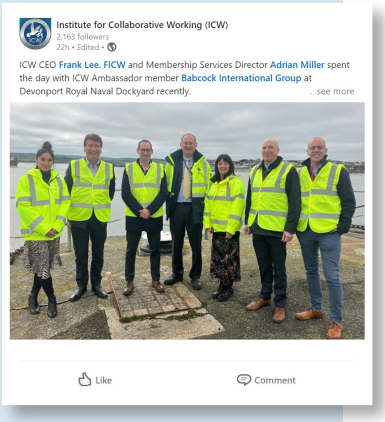
We are a purpose-driven, not-for-profit organisation, with a mission to demonstrate the vital role which structured collaborative working plays in delivering key outcomes, with the objective of helping our members and partners to achieve:

- **Better economic and commercial outcomes**
- **Driving towards the achievement of Net Zero and other sustainability targets**
- **Outcomes resulting in clear social value benefits to the communities within which they operate**
- **Applying collaborative behaviours to become a more inclusive and diverse organisation**

The strategic plan has us focussing on our mission and taking the actions to ensure we achieve it but it also contains a strategy for ensuring that as an Institute we have the interests of our members at our core and to ensure we support and provide value to them. To that end, I have been meeting with and talking to as many members as I can, as well as reaching out to other potential members and other external stakeholders, to better understand what value is to you all and I promise we will act on your feedback.

And the first key action is for us to reinvigorate our events to ensure we build a programme of both in-person and online events. I am happy to announce that **Jill Clancy** has taken on the role of collaborative events leader and I am sure Jill will be communicating her plans to you in due course.

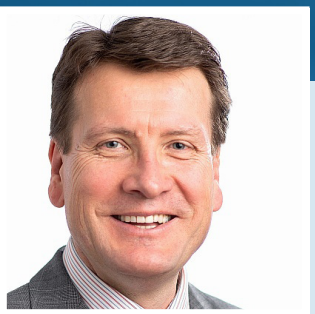
I hope you all notice an increase in our social media and website activity. I am trying regularly to post information on **LinkedIn** on where I have been and what I have seen so you can see the various activity and interactions we undertake to support and engage with our members.



Developing our **Strategic 5-year Plan** was an enormously rewarding exercise. It brought home to me both the challenge that we have in order to move our Institute forward but also the opportunities that exist for us to take our Institute to the next level and provide a range of valuable services for our members to help you not only grow your businesses but also to do so in a far more sustainable, socially valuable way whilst becoming more inclusive and diverse.

Thus we will become a much more modern forward-looking Institute, using our knowledge and history as the platform upon which to build a truly member-focused organisation that helps address the challenges we face today and in the future.

Don't forget about ICW's **FREE Collaborative Relationship Health Check**, only for our **Executive Network Members.** Contact Alan Maund at: **alan.maund@icw.uk.com**.



Adrian Miller, ICW

A case Study by Adrian Miller (ICW)

All Together CUMBRIA - a social value collaboration

Overview

Sellafield Ltd and Copeland Borough Council had a workforce transformation challenge alongside local growth in labour demand and falling supply (declining working age population) creating acute recruitment challenges with skill shortages across key sectors of the local economy.

Morgan Sindall Infrastructure proposed a collaborative concept to Sellafield Ltd and Copeland BC - to set up and manage a venture - **'All Together CUMBRIA' ('ATC')** - a Community Interest Company ('CIC') with a vision to 'To develop a more sustainable workforce for the future of Cumbria'.' collaborating with Sellafield Ltd and Jacobs at first and then growing a much wider network.

Business case objectives

- To help overcome labour supply challenges in the region - providing access to employment opportunities for all.
- To support the development of a trained, capable workforce, retaining local skills and talent.

Drivers for Collaboration

- Copeland BC, Future Opportunities Group (FOG) is a collaborative public/private forum with a **mission to promote and drive local economic benefit/growth**.
- **Morgan Sindall 'Values'** - a 'responsible business', with a long-term commitment to Sellafield and the local community.
- **Sellafield Social Impact Strategy** - to create thriving communities and resilient economies through skills and employability programmes, collaborating with supply chain for collective impact.
- **Collaboration key to impact** - all or none, couldn't be done individually. With an aim to create a 'Transferrable model'.

How it was done

- **Structured approach** using ISO 44001 Principles (leadership, governance, behaviours, trust building).
- **Terms of reference & clear business case** developed to establish entity - 'ATC' has own brand & identity.
- Concept brought to FOG group (regional business leaders) to test appetite/interest - **support from top.**
- Series of **structured workshops** across industry/sector to establish what would be required.
- **Trust building vital** - because partners usually in competition and local authority working with industry.
- **Collaborative behaviours**, to create independence & autonomy. Clear transparent **governance structure**.
- Start-up introduced **relationship management approach & risk management** (extensive in start phase).
- **Independence vital to success** - driving the right behaviours between the partners.
- **Playbook** - to help support replicating it in other regions (Industrial partners particularly in Southeast).

Who was involved - rationale and selection criteria

- Concept brought through **FOG** for volunteer partners - influence and opportunity to make a difference.
- Industry initiative - cultural observation (by **FOG**) was if the public sector got involved it would take too long.

- **Sellafield** (& originally **NuGen**) host employers, **Jacobs** & **Morgan Sindall** long-term employers (forming a loose alliance).
- Number of partners at the start was deliberately limited to ensure a scaled successful start-up.

Key Outputs

How it performed against objectives

- **First idea endorsed and owned by FOG** - identify strategic opportunity that would benefit the region.
- **First big thing – cultural shift** - unity, joint ambition, and common purpose (`park' competitive behaviours).
- **Sustainable approach** – forward looking - ambition for growth.

Difference collaboration has made

Cross organisational collaboration key to the delivery of the skills and employability programmes, i.e:

- `Autism Work Programme' for autistic unemployed. Collaboration by Copeland Work & Skills partnership and a range of partners - Inspira, Rosehill Theatre & employers - Sellafield Ltd, Kaefer, Morgan Sindall.
- `Festival of Work' a collaborative event involving a range of supply chain employers and support organisations including education/training providers and hosted by Lakes College.

Collaboration is also key to the revenue model - organisations using recruitment desk, incentivises agency partners to join, given greater business opportunities and making the rebate from their fees to ATC more worthwhile.

Benefits (tangible & intangible) - 2020-21 Outcomes (there are rolling benefits every year)

People Supported - 103 into further education/training. 113 into local employment. 425 hrs support given.

Collaboration on Employment - 7 businesses engaged providing training & employment support. 18 provision providers engaged to provide support.

Diversity - 563 hrs support to people from diverse backgrounds. 15 Services leavers given employment advice. 39 businesses engaged/committed to recruit from diverse backgrounds. 25 Ex-offenders given work experience.

Disability Confident - 3 businesses supported to become disability confident.

Socital Value Collaboration - 608 hours developing collective impact consortiums/projects. 51 businesses engaged in collective impact consortiums/projects.

SMEs - 129 collaborations to increase social value in the area.

£199,114 value invested in social impact

£124,122 received from in-kind donations from partner organisations

Most challenging aspects and how they were managed

- **Managing the 'CIC' model** - both revenue model and reinvestment model – achieved by adhering to vision and objectives.
- **Positioning 'ATC'** - Skills & employability in the region is highly active, with many initiatives, so extensive research and stakeholder engagement was required to place ATC appropriately. Collaboration helped avoid duplication; ensuring a joined up complementary programme of activities.

What has been learned? How can it help next time?

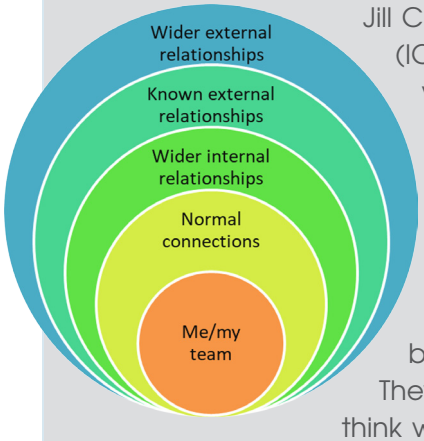
Appointing a new dedicated collaborative leader to ATC to champion and conduct thorough review and servicing of the entity, revealing a host of lessons and key thoughts. Including defining the area of focus (construction, engineering and nuclear) and avoiding duplication with government funded support and services.

Jill Clancy

Infuse Programme – encouraging collaboration across the Cardiff Capital Region

Wouldn't it be wonderful if it was easier to work with others to deliver more effective and efficient public services? A programme in Wales is bringing local authority, public and third sector workers together from across the Cardiff Capital Region to do just that.

Infuse is an innovation and research programme designed to build skills and capacity for innovative future public services across the Cardiff Capital Region (CCR). Infuse offers Associates the chance to tackle collaboratively some of the biggest issues faced by the region. As part of their time on the programme, they will have an opportunity to learn about and apply new tools and approaches to help deliver successful public service innovations and test an idea they have designed to help tackle common challenges, including Accelerating Decarbonisation and Supportive Communities.



Jill Clancy (FICW) and Professor Jane Lynch (ICW Lead for Wales) have been working with the first 3 cohorts of Associates in providing some of those tools, in particular recognising and embedding good collaborative behaviours and understanding the range of benefits which working collaboratively can bring and how they can deliver those benefits by working with other public sector bodies. They have also been encouraging them to think with whom they could collaborate. We like to work with people we know and have worked with before, but they are encouraged to look beyond that group and consider other possible collaborators, within and outside their own organisations and are given lots of opportunities to develop new relationships across the region during the programme, both in person and through virtual workshops.

Infuse is supported by the European Social Fund through Welsh Government and is a collaboration between Cardiff University, Y Lab, Nesta, CCR and the ten local authorities that make up the region led by Monmouthshire County Council. More information can be found **here**.

Richard Smith, Babcock

Meet the Membership - introducing Richard Smith

Where does real collaboration really start? A question I have asked myself since joining the ICW in 2018. If I looked back through my career, I think there has been a strong ethos of collaboration in many guises over the last 40 years.

If I look at my 24 years serving with the Royal Navy there is undoubtedly a constant theme of collaboration whether it be in the operational environment, working with NATO countries, humanitarian relief or just socially. As with any service, discipline underpins effective communication and ultimately effective collaboration - but in a structured command and control framework, which necessitates miliary doctrine, operational effectiveness and capability.

It wasn't until I left the RN in 2002, that a different dynamic was emerging in industry, and I was fortunate enough to work with a newly formed team to deliver a specific project on the Nuclear Submarine Programme. This is where a journey of collaboration really started to manifest itself, working closely with the Ministry of Defence to fully understand the task. There were two different approaches emerging from the team which was formed from ex-service personnel brought in as 'contractors' and those Dockyard employees commonly referred to as 'yardies' and long time served! It became an interesting relationship between both: one was very transactional, focused on the contract

deliverables, reactive in nature, and against costs and timescales, the other was very much the collaborative approach by the ex-service personnel, who knew the Submarines and how they worked and what the ask was and directly being proactive with and knowing the customer . Now both approaches do have a place, but I realised that as a recent service leaver I had to adapt to find the happy medium, working better together was the best solution a mix ok knowledge and trust emerged but a hard mould to break with very different mindsets but we did it!

If I move the clock forward, my career then went into top gear, a shift into the civil nuclear and thermal power stations, petrochemical and pharmaceutical industries, an interesting mix for sure and my second career post RN in the world of Quality Assurance. After 5 years another opportunity in the Oil & Gas industry emerged, working with North Sea and Far East Oil fields. What an eye opener working with huge international companies! I was very much part of a huge international organisational framework to deliver construction projects in oil & gas production.

Conscious of a young family emerging from school years, I settled back into a role closer to home and again back in the defence sector nearly 10 years ago as a Quality professional. This is where there was a real time collaborative partnership maturing between industry and Ministry representatives delivering ship repair and maintenance programs globally. Well, yes it was a formally an Alliance in a contractual framework agreed and shared between key support partners, but also competitors. The ironic thing about collaboration was one of my directors mentioned to me about achieving BS11000 in 2017 as he wandered down the corridor!

Well, as a true Quality professional, I undertook the gap analysis, mapped the standard, and set the wheels in motion for third party certification - only to find out ISO 44001 had hit the streets! Here starts my journey with the ICW with an invite to site, we had a head good start (so I thought), a fully operational and enabled alliance that had been running for several years, no end in sight as we had to deliver government strategic assets on time, to budget, to quality - you know the drill! But did we have the right mindset for real collaboration, was the trust there, behaviours, innovation, shared resources etc? Yes we did! So we targeted ISO 44001 Certification in Dec 2019 and successfully achieved that too.

So, the journey with the ICW and with our own business commenced. We won the industry award in 2020, we joined the ICW, became ambassadors, collaboration became one of our core Company purpose and principles and I recruited the first Collaborative Relationship Lead in the Global business. There followed numerous presentations on ICW Members' Day, working with other industries and more recently Babcock having seven nominations in for ICW awards in 2022. All this wrapped around chairing the ICW Special Interest Group, I was worried about going into reverse gear!

As always, my primary role is in quality and, as with adopting any standard, I had a different pair of eyes on how the relationship operated rather than raising non-conformities and maintaining the status quo between collaboration and Quality Assurance. Did I get it right? Yes, I think so.

So, I have moved through the gears in 40 years, never been in neutral but now the time has come to share my knowledge with my successors.

Babcock delivers high-value, technical and engineering support, helping keep the UK safe and secure. We are immensely proud to have them as an ICW **Ambassador** member.

Frank Lee and **Adrian Miller** recently visited Babcock at Devonport Royal Naval Dockyard, to explore how ICW can continue to support them in delivering a first-class service to their customers, and discuss challenges and opportunities ahead around collaborative working. We are keen to engage with all our corporate members; to explore how we can reinforce the importance of structured collaboration to deliver better commercial outcomes, help address climate change and other sustainability objectives, deliver social value, and create a more diverse and inclusive world. If any members wish to meet with Frank Lee or Adrian Miller then please contact them directly.

Denis Leonard, GRAHAM

My Road to Fellowship

Embracing BS11000 and then ISO44001 I was looking for support in understanding the standards and gaining insights and support around collaboration. ICW was my source for this information, however, I found more. I didn't realise it at the time but it was the start of a journey to a new professional status.

While I did gain some insights the real journey started when I became an Associate, this opened me up to the wider ICW and the wide range of resources that included webinars, reports and the Collaborative Working Awards. I entered one of our collaborations and it opened a doorway that I hadn't expected. We have now been a two time finalist and two time winner of the Awards, the real benefits included the learning from the awards process, the sense of pride and motivation it created within our teams and also meeting leaders in the ICW who were supportive and welcoming. We felt like we were part of a wider community, passionate about collaboration. This encouraged my organisation to become Executive Network members of ICW and provided me with the impetus to prepare my application to become a Member of ICW.

Having achieved MICW status I continued my journey with ICW by volunteering on committees and now in building my CPD via ICW courses and working ultimately toward Fellow status.

Denis Leonard FCIOB FICE FCQI MICW, Head of Integrated Management Systems, **GRAHAM**

Warwick University Plays Host to the ICW ISO 44001 Collaborative Leaders Course

Our tutor Leigh Lawry delivered the course to 5 delegates: James Sippl of Frequentis, who travelled from Vienna, Austria, Michelle Mortlock from Mott MacDonald based in Glasgow, Anna Norgett of Atos London, Jared Tovey of Volkerwessels in Hoddesdon, and Paul Farrow, a consultant from P3A based in Wigan.

The 4-day course consists of lectures and a written exam* (which is also the entrance exam for the Institute), a presentation to the group of a case study, demonstrating where the implementation of the principles of ISO 44001 did or would have made a difference to the project.

Dr Paul Connor, lecturer at Warwick University, is the adjudicator for the written exam, which is marked to the exacting standards of the University.

Read about the ICW **ISO 44001 Collaborative Leaders Course** on the next page.

All you need to know about the ICW **ISO 44001 Collaborative Leaders Course**

Introduction

ISO 44001 is the International Standard launched in 2017, which replaces the British Standard launched in 2010 that provides a strategic framework for organisations to build and manage effective collaborative relationships to deliver benefits for all stakeholders. The international standard has been developed within the ISO High Level Structure with the aim of supporting greater alignment with existing management systems.

ISO 44001 has been developed by an international group of countries from the experiences of BS 11000 with the full involvement of the Institute for Collaborative Working (ICW) and retains the life cycle model based on the CRAFT methodology. The establishment of a formal certification programme is seen as a major benefit for organisations seeking to improve their ways of working and benchmark their collaborative capability. Experience gained during certification programmes to date has highlighted the diversity and complexity of collaborative business relationships, which require specific skills and behaviours as well as robust processes. As the British standard has been progressively implemented across a broader range of organisations and sectors and with the publication of ISO 44001 there is a significant need for organisations either to develop internal champions or to seek external help from consultants to lead implementation programmes.

Whether internal champions or external consultants are used to support a certification programme the challenge is the same; to ensure that the person facilitating it has sufficiently developed knowledge and skills so that organisations gain real value from the adoption of the Standard.

The purpose of this course is to provide delegates with knowledge of ISO 44001 and to equip them to facilitate its implementation.

Aims of the Course

By the end of the course, candidates are expected to:

- Understand why relationships are important in delivering business strategy
- Understand the value of a pan-industry framework to enhance engagement and provide a benchmark for collaborative capability
- Be able to link collaborative working to organisational objectives and constraints to promote both effective engagement and risk management
- Be able to assess an organisation's internal capability as a prerequisite to external engagement
- Be able to develop processes for the selection of partners
- Understand how to facilitate the development of an appropriate delivery model and contracting arrangements for organisations seeking to engage partners in collaborative relationships
- Understand the importance of continuous improvement, innovation and value creation to develop the relationship to its fullest extent

- Appreciate the importance of effective measurement and monitoring of performance and the relationship
- Understand the critical need to define the exit strategy to facilitate controlled disengagement.

Accreditation

The ISO 44001 Collaborative Leaders is awarded by the Institute for Collaborative Working based on the successful completion during the course of the following elements:

- A three-hour written examination
- Group exercise on resource allocation
- Peer presentation of a relevant case study (selected by the candidate) demonstrating where a structured approach based on BS11000/ISO 44001 was, or could have been used, to benefit a business relationship. Alternatively, the candidate may select a case study setting out where the standard is to be applied to a future business relationship and setting out how this will be achieved.

(Candidates are advised that their Case Study should be contained in no more than ten PowerPoint slides and their presentation should be around 20 minutes. The Stage Presentation should comprise no more than five slides and should be around 10 minutes in duration.)

Successful completion of the course also includes one year's individual membership of the Institute for Collaborative Working and the use of the letters MICW as a qualification.

Overview of the Course

The course takes place over a four-day period as described below:

Day 1 - Introduction to the changing business environment and the role of collaborative working. This is followed by an in-depth and interactive briefing on the structured of ISO 44001 and where it enhances the principles of BS 11000.

Day 2 - Continuing interactive briefing of ISO 44001. On completion, candidates will be paired off to consider scenarios where they can develop their approach for a peer presentation on Day 4. Evening: Revision for the written examination.

Day 3 - The written examination takes place in the morning. In the afternoon there is a period for reflection and preparation of the stage presentation and the case study presentation.

Day 4 - Each candidate group presents their joint perspective on resource priorities and his/her stage case study presentation the Course Tutor and the Course Examiner. The course ends with an individual feedback session for each candidate allowing for reflection and consideration of next steps for the candidates.

If you would like more information about the Collaborative Leaders course, please contact ICW's Head of Administration, **Alan Maund**.

Frank Lee attends Leidos' 'Coronation Showcase'

"On Thursday 23rd February I had the privilege of joining our Ambassador member Leidos at their **Coronation Showcase** at the Honourable Artillery Company in London. The event celebrated the contribution of Small and Medium Enterprises to the Coronation of HM King Charles III.

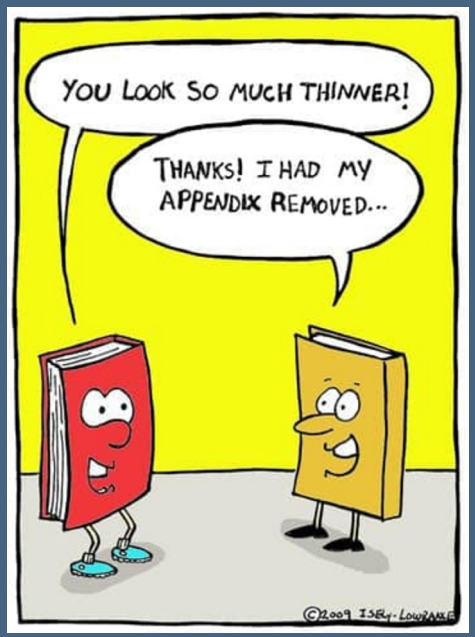
"It was inspiring to learn about the contribution of 'Team Leidos', as well as all the supply chain contractors, on how they pulled out all the stops to support the funeral of HM Queen Elizabeth II. It was also great to have the opportunity to discuss with Leidos' Ambassador representative Angela Crabtree, and colleague Robert McNeill, our visions for the future. In particular, how we believe ICW and structured collaboration can support organisations such as Leidos in achieving their goals and to see how closely our vision aligns with their thinking."

Nicky Painter, ICW

NOTE BY THE EDITOR

I do hope that by now you have all recovered from your respective seasonal celebrations and are enthusiastically looking forward to the challenge of 2023!

You will see from Frank Lee's Introduction that he's already set out a clear Mission for ICW and that action is already well in hand to implement his supporting strategic plan. In this connection he and Adrian Miller have already made a very successful visit to Devonport Dockyard where they met the Babcock team and discussed their aspirations for ICW and collaboration in the future, based on the collaborative nature of their current contractual relationships. Don't miss the short article about the visit on page 5.



Finally, thanks for all your interesting contributions to this issue of Insight. There are fewer than I'd hoped, but on the other hand there's a good variety of topics covered. Next time we'll aim for a fatter and even more exciting issue!

So you'll be excited to hear that Issue 7 is very clearly on the horizon!! Please start preparing your contributions, aiming at a publication date of **28 April**. I'm looking forward to them!