

ICW's bi-monthly newsletter encompassing all things collaborative, from within ICW to the great wide world beyond.

A GUEST'S EYE OF THE ICW'S ANNUAL RECEPTION AT THE HOUSE OF LORDS

by **James Brener**, *Breners of London*

It was a pleasure to attend Last Tuesday's ICW Annual Reception. Having not attended an ICW event previously, I was keen to meet ICW members and learn more about what the Institute means to them.

Held at the House of Lords' Terrace Pavilion, illustrating the collaborative work in Government and British industry, the reception featured unrivalled river views and a welcoming atmosphere. The speech by the Chairman, Lord Evans, reminded all of the strong connections that the impressive surroundings reflected, as well as the incredible work of many ICW members. The vision for the future of the ICW set out by Frank Lee, ICW CEO, was inspiring and hammered home the importance of the work of the ICW. Finally, Simon Fovargue MBE, Leidos' CEO, spoke eloquently of Leidos' critical role in the coronation of King Charles III, and the importance of collaboration in executing such a successful public event.



The reception enabled many, including myself, to develop a deeper understanding of the benefits of collaborative working and ICW membership. It was wonderful to see like-minded business professionals share their aims of collaboration to further growth.

Meeting people from various industry sectors and learning about their work was fascinating and memorable. Most notably, hearing the varied backgrounds of all those attending conveyed the truly diverse nature of the ICW's membership. I immensely enjoyed the reception and look forward to meeting more ICW members and discussing their outstanding work.



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WORKPLACE WELLBEING AND COLLABORATION

We often focus primarily on the organisational advantages of collaborative working, but the benefits can be a lot more extensive, including how it can help individuals.

For Internal collaboration to thrive in the workplace, good personal behaviours and the right culture are key contributors. A collaborative working environment is likely to have a really positive and motivational impact on people; as part of a team but just as importantly for their personal health and wellbeing.

In view of the strong link between collaboration and wellbeing, the Institute offers our members access to online sessions, run by a leading champion of health and wellbeing in the workplace, **John Sidebotham**.

John runs regular drop-in sessions for the Institute and if you are interested in joining, all members are welcome. It is a great opportunity to hear John's regular thoughts on wellbeing and be part of the discussion, where participants can contribute and share as they wish, in an informal, friendly and inclusive atmosphere.

John is a Programme Manager at Network Rail, a wellbeing guru, on a mission to make sure the people he works with are empowered to share, without judgement, what's on their mind. He's been a driving force in changing the way the Network Rail team view mental health. John's motivation to help others and support colleagues is because he believes that mental health is a hidden problem in the workplace. His view is "The more we talk, the better – about anything, from the smallest to the largest of our worries" John's mission to break the stigma around mental health in the workplace. Sometimes we just need to know that there are people there for us, who care and want to listen."



In 2021, John received the British Empire Medal for his work on health and wellbeing during the Covid-19 pandemic. He recently attended the coronation of King Charles III as a guest.

John says "Sometimes it's easy to forget how much your mental health helps keep you safe. Mental safety and physical safety aren't exclusive, they work together. If you think someone is struggling: Show how you care: focus on the other person, make eye contact, put away your phone. Have patience: it may take time and several attempts before a person is ready to open up. Use open questions: use open questions that need more than a yes/no answer, and follow up with questions like 'tell me more'. Say it back: check you've understood, but don't interrupt or offer a solution."

You can join John's Wellbeing sessions by contacting icwadmin@icw.uk.com and ask to be added to the circulation list and be sent invites to John's sessions.

Empowerment	Always safe	Care about people	Teamwork is key

WHY A CORPORATE FOCUS ON 'INTERNAL COLLABORATION' MATTERS

We all know that 'internal collaboration' within an organisation is just as challenging as 'external collaboration' with key partners. Issues such as professional silos, hierarchical structures and lack of information sharing are just some of the barriers to effective, efficient and engaging internal collaborative working.

Internal collaboration is also increasingly being acknowledged as a key driver for business success with both quantifiable and qualitative measurable bottom-line benefits including:

- Holistic cross-organisational thinking and action; not unhealthy silo-thinking and action.
- Increased staff motivation & engagement.
- Higher staff retention; lower staff turnover.
- Increased innovation leading to better co-created products / services being designed and delivered faster with less mistakes and greater ownership.
- More effective utilisation of internal resources – staff, money and expertise.
- Facilitates the development of a 'can do' culture rather than a 'I need permission first' culture.

by **Henry Pavey**, ICW



For Corporate Management Teams (CMT), the potential impact of internal collaboration on bottom line performance is immense. However, without a structured approach to measuring their organisation's commitment to internal collaboration, many CMTs will keep on questioning; 'why aren't our teams working well together'?

The good news is that, through our **Internal Collaboration Assessment Tool**, the ICW can help CMTs and their organisations to baseline their current Internal Collaboration strengths and identify the actions they need to undertake to address areas of concern. In other words, we can help CMTs to better understand what aspects of Internal Collaboration is working well and, just as importantly, what isn't working so well and why?

The ICW's Internal Collaboration Assessment is undertaken in a fully confidential and non-judgemental

Internal Collaboration Assessment - Engage Scores:

Our Organisation's Internal Collaboration Approach - High-Level Baseline Assessment		a) Strongly Agree	b) Agree	c) Disagree	d) Strongly Disagree	Number of comments
<i>(Consider each of the 12 best practice excellence statements below and place a cross in the box that reflects your response)</i>						
Internal Collaboration (Enact – Core Principles)	1) My organisation's culture creates the right conditions (customs and social behaviour) for positive internal collaboration to flourish.	-	60	53	-	19
	2) My organisation's senior management champion the shared value benefits of internal collaboration and are seen to be positively role-modelling it.	-	57	44	12	33
	3) The shared value my organisation seeks to realise through internal collaborative working is clearly aligned with our organisational vision, mission and values.	8	55	41	9	9
	4) We have a deep understanding of our organisational context and also our own individual / personal boundaries that underpin all our internal collaborative activities.	4	92	17	-	-
Internal Collaboration (Engage – Relationship Building Principles)	5) Our organisational commitment to internal collaboration is through a structured approach that is clearly aligned to our systems, processes and procedures.	-	31	73	9	72
	6) My organisation's internal collaboration strategic objectives are clearly defined, understood, aligned and implemented throughout the organisation.	-	55	51	7	57
	7) My organisation has equipped me with the personal skills and confidence to enable me to undertake internal collaboration effectively, efficiently and engagingly.	-	42	62	9	66
	8) We undertake internal collaboration well because we demonstrate personal behaviours that builds high levels of trust right across the organisation.	-	42	68	3	58
Internal Collaboration (Enable – Principles for Supporting Collaboration)	9) We always seek to ensure that we are adopting the correct medium, style and tone all our internal collaboration communications and that our key messages are consistent and fully understood by everyone.	24	52	37	-	-
	10) My working environment (social features and physical conditions) supports internal collaboration and does not create any barriers – intentionally or not – to creating shared value across my organisation.	28	61	24	-	9
	11) My organisation provides me with the necessary tools and templates to enable me to undertake internal collaboration effectively, efficiently and engagingly	-	60	53	-	24
	12) Our approach to internal collaboration is flexible enough to consider and accommodate individual and team styles and preferences.	-	63	43	7	-

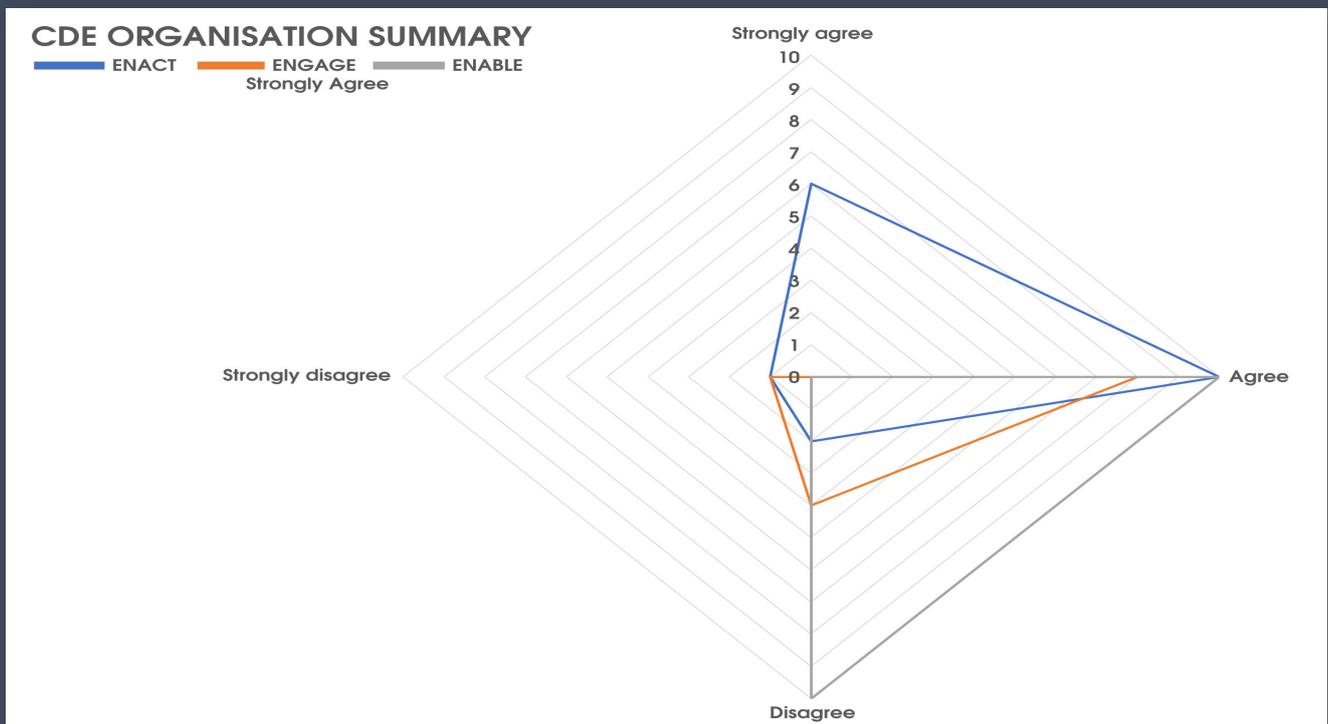
way; and concludes with the presentation to the CMT of a comprehensive Internal Collaboration Assessment Baseline report which brings together:

- **Quantitative Data:** Aggregated response scores across the 12 key elements of successful internal collaboration.
- **Qualitative Data:** All the individual comments received (anonymised) aligned to the 12 key elements of successful internal collaboration.
- **Strengths & Development Needs:** Areas of current internal collaboration best practice highlighted coupled with areas requiring further development.
- **Professional Advice:** Recommendations from the ICW as to the next steps CMT should consider in further developing its internal collaboration culture.

For ICW Corporate Members, the ICW can undertake an Internal Collaboration Assessment for you which is covered within your membership fee. For individual ICW Members and non-ICW Members, we can offer to undertake an Internal Collaboration Assessment for you at a competitive rate.

If you would like to find out more, please contact Henry Pavey (henry.pavey@icw.uk.com) or Adrian Miller (adrian.miller@icw.uk.com) to arrange a no-obligation exploratory meeting.

'Three E's' approach and 12 principles



KIER GROUP JOINS ICW

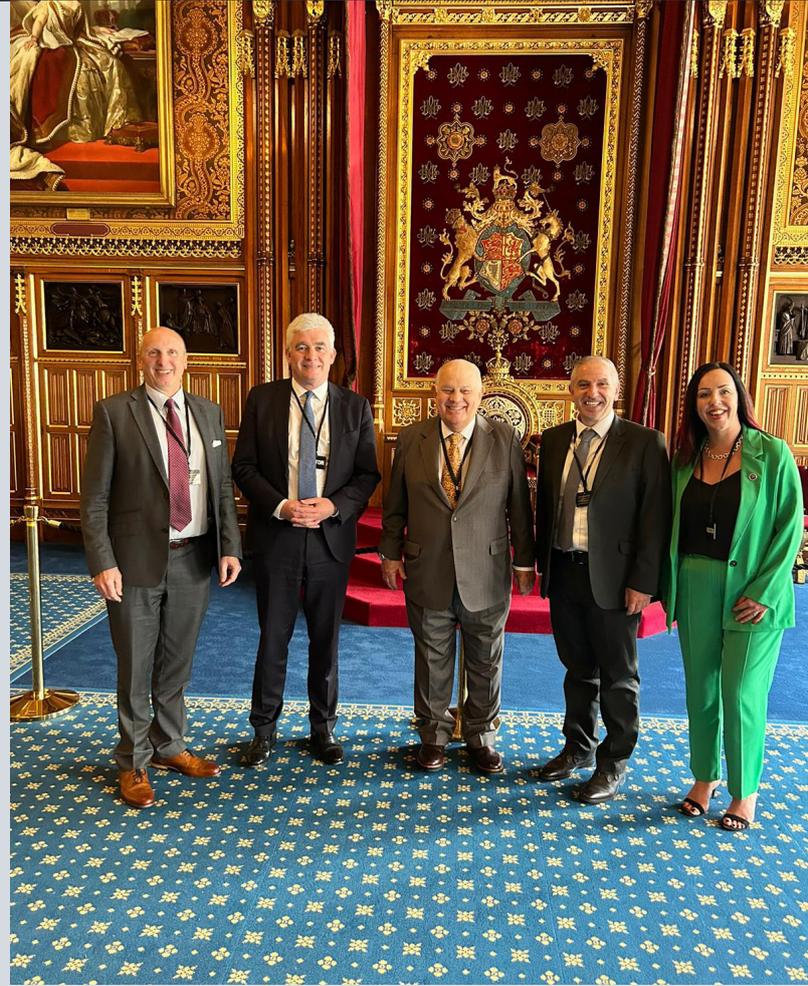
by *Kirstin Armsden, Kier Highways*

Kier has announced its Group-wide partnership with the ICW. Kier Highways has been a member of the ICW since 2016, and has realised significant benefits, including access to a unique community of practice and a wide range of knowledge and expertise which has allowed us to evolve and improve, benefitting not only Kier but its clients too.

Kier Group's membership will continue to provide it with unrivalled expertise in several areas, including collaborative working practices and sustainability.

To celebrate, Andrew Davies, chief executive at Kier Group, Joe Incutti ACMA CGMA FCIHT, Group managing director Kier Highways and Louise McMahon, strategy & business improvement director, Kier Highways, were invited to the House of Lords with Lord Evans of Watford, the ICW's chairman and Frank Lee, ICW's chief executive.

Andrew Davies said: *"The ICW aligns well with our values of being collaborative, trusted and focused. We have seen the positive impact it has had on our Highways business, providing us with crucial*



insights on collaborative working with our supply chain partners. I look forward to these benefits being extended across the Group."

A66 PROJECT WORKING WITH CUMBRIA CAREERS HUB

As part of our National Highways A66 Northern Trans-Pennine project, we're working with Cumbria Careers Hub to help young people explore the endless opportunities available to them in our industry

Working together with others on the project, National Highways, Balfour Beatty plc, Costain Group PLC and Keltbray, we aim to support local teachers and inspire students and school leavers by getting them to recognise their transferable skills - ultimately helping close the skills gap in the area

We were delighted to attend an event hosted by Cumbria Local Enterprise Partnership (CLEP) to launch the collaboration, which will help create learning material for over 5,000 Year 9 students.

Want to know more? [Watch the video on YouTube](#)



TONY McCARTNEY NEW HEAD OF ICW NEW ZEALAND

Tony McCartney replaces Dave MacDonald as ICW New’s new head. Tony is an experienced executive, board member and business owner with over 35 years of infrastructure advisory service to central and local government and the private sector across NZ. He has background in civil engineering (BE) and accounting (corporate management). He is member of the Institute of Directors and Engineering New Zealand.

Tony brings a collaborative solution oriented approach that utilises partnering practise across available resources and knowledge, complemented by subject matter expertise as required. He has strong belief in collaboration with accountability to ensure that expected outcomes and benefits are realised. His network of clients and subject matter experts extends across the total gambit from policy, planning, procurement, design construction to operations.

Specifically, he has designed and led the Policy, Tactical and Operational procurement for Auckland Transport’s 2020-22 Road Corridor Maintenance Contacts (\$2b – 10 years), acted as independent advisor to the Ministry of Defence



Capital Estate Steering Committee’s capital programme, provided governance of Auckland Councils’ facilities management contracts (\$1b over 10 years) and led AT’s sustainability framework development including social procurement. He has also acted a subject matter input at Board level for collaboration, sustainability, and productivity and delivered numerous infrastructure projects secured under varying procurement models.

Tony says: *“I am very grateful to Dave MacDonald and Chriss Olsen for the their untiring efforts to develop ICWNZ. They have established a great platform for me to take over.”*

ICW COLLABORATIVE AWARDS 2023 OPEN FOR SUBMISSIONS

Following our Annual Reception on 16th May 2023 at the House of Lords we are pleased to announce that the registration platform for this year’s Awards is open for submissions. We are pleased to announce that once again BSI will be sponsoring the ICW Collaborative Working Awards, which will be presented at the House of Lords on the evening of 22nd November 2023.

[Find out more and register »](#)



TIMES THEY ARE A-CHANGING...

Newsletters are a part of ICW's history, and to mark the new styling introduced in this latest issue of 'Insight', here is a brief history of ICW's newsletters...

ICW branding changed a couple of years later, and in November 2014 a new design was introduced. This evolved along with the overall ICW branding, until Claire Ward took over as CEO and introduced a new colour scheme for ICW. She also decided to drop the name 'Collaborative Insight' and simply go with 'Newsletter'. The subsequent few Newsletters went out as emails, rather than the previous digital PDFs.



Way back in September 2004, PSL (as ICW was known back then), with Les Pyle at the helm, launched its first newsletter called 'The Partner'. This name was used until May 2012 (tweaked to 'The E-Partner' in April 2011), when it was given a makeover and renamed 'Collaborative Insight', and the name 'The Partner' was given to ICW's big annual publication (2023 issue available now!).

Changes at the top created a newsletter hiatus, and it wasn't until March 2022, with Tim Mowat as CEO, that ICW's newsletter was reinstated. This time the name 'Insight' was chosen, with the design being a reflection of the website. Fast-forward to this latest issue, and at the request of CEO Frank Lee, this new style was created - I hope you like it.



TO BE FRANK...

What a great honour and pleasure it was to have the opportunity to communicate our strategy and vision for the institute at our reception on the 16th May at the House of Lords. I am now looking forward to the next opportunity to interact with our members, at our Members Day on the 12th of July at The Lansdown Club.

It was great to hear feedback from our corporate members on how relevant they feel our updated strategic objectives are to some of their business priorities. I'm optimistic that this is being reflected through new members that are joining our ranks and supporting us in our thought leadership activities and forums demonstrating the benefits structured collaborative working brings to organisations. Whether this is through Improved commercial outcomes, in addressing the sustainability and climate change issues we face, delivering social value, or by helping us create a more inclusive society.

At the House of Lords I also had the great pleasure of welcoming Copello, Viasat, Globant and LCRIC to the Institute and since then National Highways have joined us and we hope for more new members in the near future.

You will also see us launch several new initiatives in the coming months, to collaborate in ways we have never done previously, with key partner organisations, in order to bring a fuller more comprehensive service for members.

I am sure you will find this edition of Insight, enjoyable interesting and informative and I hope you agree with me; that our Institute is looking forward to its future and in supporting its members to meet the challenges that they face, to maximise the opportunities that they have, by leading with collaboration.

Frank Lee, ICW CEO



NOTE BY THE EDITOR

At last the day has come that you've all been waiting for - the new edition of Insight hits your desks/inboxes!

You'll notice that this edition sports a new design and colour scheme, and the welcome by the CEO, traditionally on the front page, has been moved inside to allow us to highlight the House of Lords special feature. We will probably continue with this theme in the future. To mark this new style,

we've included a brief history of how ICW's newsletter has evolved since we first issued one nearly 20 years ago. As always we welcome any feedback.

Looking to the next issue, we would love to increase the number and variety of articles, so please start preparing your contributions, aiming at a publication date of **31 July**. Let's make sure that Insight continues to be "simply the best"!

Nicky Painter, ICW

