

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

2023 ICW MEMBERS DAY

12 July 2023 at *The Lansdowne Club, London W1*

We were delighted to host our members and their guests at the 2023 ICW Members Day on 12th July at the prestigious Lansdowne Club, welcomed by our Chairman Lord David Evans of Watford. This special event presented a unique opportunity for our individual members to network and engage at the highest level and gain vital insights from expert speakers on key collaboration topics.

Frank Lee, our CEO, shared the ICW's Strategic Objectives for the Future, with our inspiring plans and new developments.

Stephen Blakey (FICW) from Network Rail launched the new ICW paper on Collaborative Leadership Insights. He offered a really engaging presentation, with an expert panel of contributors to the document. The paper is thought-provoking, rich in content, and has established a clear definition of Collaborative Leadership and the associated competencies and will inform ICW's thinking on how best to develop tomorrow's collaborative leader. It is now available to members in their hub.

Denis Leonard (MICW) from Graham Group UK presented a really insightful presentation about



"The Evidence for Structured Collaboration". Denis has developed a model to highlight the different and positive performance that can be achieved when structured collaboration is applied. This is a key area for further discussion and development with members.

Bill Taylor (FICW) from the ICW 'Structured Collaboration' Special Interest Group shared how the recently launched ICW Travelator defines a growth pathway for organisations to develop their collaborative capability. Bill raised some thought-provoking points on how leading edge collaborative organisations can highlight how they are driving innovation, improvement and creating greater value.

Adrian Miller, Membership Services Director, provided a preview of some of the initiatives and partnerships that the Institute has launched in service of its strategic objectives and to support the interests of our members. Following this was our annual Special Interest Groups (SIG) Marketplace.

Finally Frank hosted a Members' Voice session, giving our members a platform for requests, suggestions and views. We value our individual members and their feedback.

We would like to thank all our members that attended the event. Members can access the slides from the day in their Hub.



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A SELECTION OF PHOTOS FROM THE ICW MEMBERS DAY 2023



INTRODUCING COPELLO

by Russell Baker, Director, Copello

Copello is a Talent Solutions business within Defence, Security and Engineering Technology. On top of that we are an SME, so we are perhaps a slight change in direction for the ICW.

Recruitment and SME might be two things that will turn you off reading further, but bear with me.

I am fully aware of the reputation of Recruitment industry and to be honest, I haven't ever understood it. For most companies and indeed candidates, Recruitment is a necessary evil, and most relationships are transactional. I have always found that to be odd, particularly when talent is so hard to come by.

Ask any CEO what is most important to their business, and they will say the people but often the relationship with their people partners is not strong, strategic, or indeed collaborative.

Of course, we at Copello think we are but we don't really have any way to prove it. We were first introduced to the ICW by Stuart Crawford, who



is someone clearly dedicated to a collaborative approach. After meeting Frank and Adrian and discussing the ICW we were excited to join and enhance our understanding of collaboration, essentially taking it from a buzzword on a pitch deck to the principles in which we can grow our business.

So, Copello joined the ICW with a mission: to improve our knowledge and understanding of true collaboration; to make our culture collaborative and then to take that to our customers to demonstrate that recruitment partners can be a key strategic provider in attracting and retaining talent. We want to prove that collaborative principles shouldn't only be reserved for big business and that SMEs can play a key role.

We are throwing ourselves into the membership, helping to organise a regional event around collaboration in the workplace and we are looking forward to learning and increasing our understanding of what we see as vital to us making a difference to our customers.

(left photo: Russell Baker with fellow director Lisa Pinhorne)



REPORT ON THE STATUS OF BEHAVIOURS, RELATIONSHIPS AND DISPUTES ACROSS THE PFI SECTOR

by **Bill Taylor**, ICW



In November 2022 the Infrastructure and Projects Authority (the IPA) invited Barry White and Andrew Fraiser to prepare an independent report on:

1. The status of behaviours, relationships and disputes across the PFI sector, together with recommendations for how to improve them moving forward;
2. Recent industry proposals for a “conduct charter” and an “expiry and handback resolution council”; and
3. The extent to which negative working practices are being adopted across the PFI sector, together with the reasons why.

The report was published on 21 July 2023. This quick summary from an ICW perspective has been produced for our members in our monthly INSIGHT.

The report concluded behaviours were generally reasonable and are not the root cause of disputes. However, there is significant scope for disputes due to lack of contractual definition with respect to the condition that PFI projects are required to be in at expiry. Whilst behaviours per se were not the root cause of disputes there were some very poor behaviours and in some sectors e.g Health had deteriorated and were adversarial. Issue raised included (not limited to):

- Over aggressive interpretation and application of the contract especially by 3rd party advisors to the public sector to maximise commercial advantage e.g. deductions – perhaps linkage to 3rd Party contingent fee. Forgetting the contract may not be up to date, have over specified requirements, and the practical application for the PFI end users e.g. access in an environment that operates 24/7/365 etc where blind compliance was not an option.
- Storing up issues to overload help desks and failing to resolve issues.
- Shouting and aggressive conduct at meetings.
- Quality of self-reporting, self-monitoring and audit.
- Withholding of survey reports until full completed.
- Access denial to stop 3rd party surveys.
- Resolving issues with the supply chain before addressing reported issues causing delays

- Changes in key personnel – new leaders, contract manager trying to mack a mark and destabilising the relationships.
- Resourcing levels – lack of availability and competency.
- Lack of trust.

The report’s recommendation was to adopt a code of conduct based on the ‘seven principles of public life known as the ‘Nolan’ principles, and that the **‘IPA and Government Departments should raise awareness of their relevance’**.

The Nolan principles are not new and were published 31 May 1995. Thus, if they have not been followed up to now why would they going forward? As Einstein reportedly said ‘insanity – doing the same thing over and over again and expecting different result’. In the view of the ICW, whilst a code of conduct is useful in setting the expected standard of behaviour, in will make little difference to the behaviours unless more fundamental changes are implemented and the code is incentivised, measured and managed. Behaviours are an outcome of other factors and are normally symptoms of deeper problems. To improve behaviours, the participants need to address the fundamental root causes, be it contracts that are out of date to the established ways of working to meet practical or new user requirements and access, poor reporting, changes in personnel, new regulations, competencies, changes in financial drivers, wrong incentives e.g. use of contingent fees for 3rd party contract management consultants to maximise deduction etc.

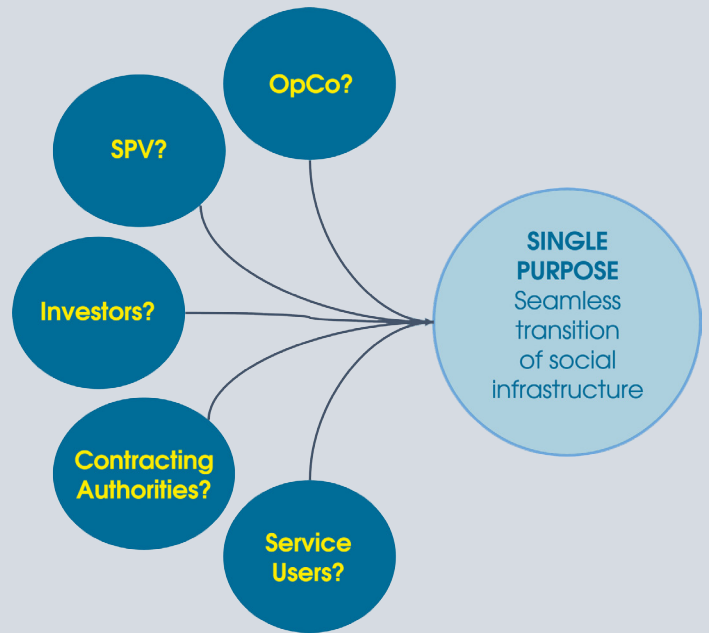
As the report stated **‘the effective management and delivery of PFI Contracts requires a degree of goodwill and flexibility. It is widely accepted across the PFI industry that this will become increasingly important on the journey to hand back and net zero’**.

The report identified that a relational rather than penal ways of working was needed and to enact a reset of the environment. The report however, only focused on resetting the delivery performance status not the other health factors e.g. contract status and data (single version of the truth), resource levels, leadership, competency and skills (interpersonal and functional), reporting etc. Notwithstanding, the report highlighted that the players **'needed to embrace the approach willingly with a commitment to collaborate'** and **'an opportunity for a collaborative approach to improve performance'**; Moreover, **'PFI projects can only be a success if both parties work collaboratively together and create the level of "trust" and "goodwill" that will allow the PFI project to successfully navigate all of the changes that it will inevitably encounter through its life'**. The report correctly identified that a collaborative approach was needed but did not address the 'how'.

Finally, to enable a more effective dispute resolution process, recognising that in many cases formal disputes drove win/lose behaviours, wasted time and effort, and left a legacy of resentment and difficulty for 'life after a major dispute' working to the letter of the contract and no more. The report recommended establishing a PFI Dispute Resolution Forum with accredited specialist that has jurisdiction to hear any type of PFI dispute and provide to all parties a centre of knowledge and experience for standard contract terms.

Establishing collaboration in business requires the management of 2 dynamics against a common goal:

1. People and group aspects (attitudes, interpersonal skills, behaviours, trust etc).
2. The alignment of resources (people, processes, systems, assets, technology etc) to the value proposition (promise of benefits) underpinned by contract/agreement. Thus, ICW had previously recommended to the IPA and to the writers of this report, that a structured approach to collaboration was needed but based on the following steps:
 1. For the collaboration to succeed there must be a single purpose for the handback e.g. the 'seamless transition of social infrastructure' that all parties are committed to.
 2. Define the true operating landscape. – Who's who, interdependency, and interests and concerns. Create a handover time lined Business Relationship Environment Map and define the true business drivers of everyone.



3. Define the PFI Project psychology and determine the status of the relationships in terms of contract understanding and correctness, deliverables, behaviours, and trust.
4. Adopt modern contract and task management technology e.g. Affinix, and integrate the collaboration obligations.
5. Determine what needs to be done together versus what can't be done by each party on their own. Thus define the 'Why' for the collaboration and the collaboration model, aims, outcomes, benefits that enable the development of underpinning SMART objectives. If there is no accepted 'Why' there will be no collaboration!
6. Adopt a structure collaboration methodology around the 12 principles of ISO/TR 44000 embracing joint governance underpinned by a relationship management plan and wrapped by an independent assurance mechanism.

Whilst the report touched on several important topics and highlighted behavioural issues it did not fully explore the ways to enable the collaboration recommended. The ICW has developed its collaboration growth pathway known as the 'travelator'. Enabling the 12 principles and the fundamental 8 stages of business collaboration to be developed at different levels of fidelity, depending on the complexity and requirements of the collaboration. Our 'travelator' is readily adaptable to help our members in supporting their PFI handback.

For more information contact Bill Taylor: bill.taylor@icw.uk.com.

EVIDENCE FOR STRUCTURE: THE COLLABORATIVE CYCLES MODEL

INSIGHT

by *Denis Leonard*



Through a study of three collaborative relationships (some using ISO44001 and some not) a model has been developed to visualise and therefore, articulate and conceptualise the journey, impact and benefits of collaboration including using a structured approach and complying with ISO44001. During the 2023 ICW Members Day this model was shared and during a facilitated session, feedback was gathered on this model to help improve it based on the participants experience.

The Model

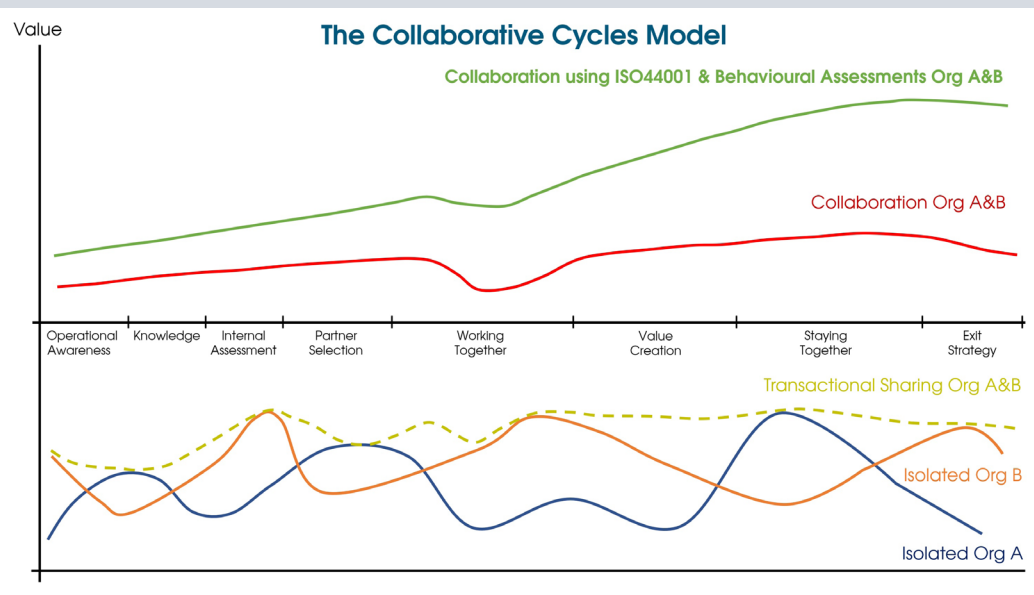
By working in isolation, an individual organisation creates its own value and innovation (as shown by Org A in Figure 1) which goes through peaks and troughs. However, by working with another organisation (Org B), there can be a sharing or transactional relationship through which, by combining their efforts, they can create increased value and innovation. (Org A&B).

While this sharing is obviously beneficial it misses the true potential of going beyond a transactional relationship and engaging in collaboration, where each organisation would be looking beyond the transactional aspect of what would be needed in a partnership.

By adopting the structured approach of ISO 44001, the opportunity is created to take further the

collaboration, value, innovation and continual improvement it provides. This systematic, formalised approach. The partner selection process can then be more detailed, allowing the 'working together' stage to be more productive. This will provide stability, understanding and trust earlier in the process, ensuring that the 'exit strategy activation' stage happens smoothly.

Continuing to use behaviours not just to assess and align individual's profiles to form teams, but to also assess and continually improve the behaviours of the teams during the collaboration, would create a situation where value and innovation creation are continually improved to the maximum value. This will ensure the best possible 'working' and 'staying together' stages and a productive and positive 'exit' stage.



A more detailed paper on this model is available on the ICW Members Hub.

If you have questions and would like more clarity on the model please feel free to contact me at Denis.Leonard@Graham.co.uk.

If you would be interested in providing input on developing this model further please contact Adrian.Miller@icw.uk.com.

COLLABORATIVE LEADERSHIP INSIGHT PAPER LAUNCHED AT MEMBERS DAY

Stephen Blakey, Commercial Director at Network Rail and Chairman of the Special Interest Group, launched a defining paper on Collaborative Leadership. For those of you that could not be at Member's Day, Stephen gave a compelling and engaging presentation on the paper and then was joined by contributors to the paper; **Bill Cotter**, **Richard Holm** and **Bill Taylor** for an expert Q&A session.

The paper was created with a set of **key objectives** in mind, which we believe it has achieved:

- Define Collaborative Leadership.
- Raise awareness through a published Insight Paper, expanding on the theme first highlighted in ICW's Future of Collaboration Paper, drawing on case studies where possible.
- Review current ICW training collateral and identify opportunities for enhancement and an improved learning & development offering.
- Recommend a framework for evaluating collaborative leadership capability and the component characteristics, attributes, skills & behaviours required of a collaborative leader.
- Provide recommendations to ICW on matters related to collaborative leadership and expand current knowledge and associated collateral.



Collaborative Leadership

The ability to deftly move between leadership styles and role model behaviours through a blend of intellectual, emotional and linguistic attributes that embed a collaborative working culture across your sphere of influence.

For your copy of the paper use [this link](#) to find it on the ICW website and download a copy.

ICW AT THE BSI STANDARDS CONFERENCE

ICW recently attended the BSI Spring Standards Conference entitled 'Making connections for a better world'.

The event was designed by, for and with young professionals and it hosted award-winning and influential speakers who shared their expertise on how we can shape a digital future which is better for People and Planet; helping participants make connections that will help them make a difference in shaping a better future. It's a great opportunity to learn about standards and the role they play in business, the economy and society.

ICW were part of the 'Knowledge Marketplace', to connect with organisations from various industries and engage in conversations focused on evolving and sharing knowledge, career development, training, resources and industry news and change.

The Institute uses these opportunities to engage with a whole range of different people from diverse organisations, to share our mission to promote collaboration and show how it enables and supports many key objectives for organisations and business. We get to network with professionals from across a number of fields, to make new connections and to keep up with current developments. peers from across a variety of sectors.

Because the event this year was particularly focused on encouraging the participation of



Young Professionals, we were delighted that BSI gave us the opportunity to invite two of our younger ICW members to attend. Elsie Taylor and Molly Richards are active ICW members, working at Babcock and they were able to participate in the day. Their thoughts and reflections are captured below:

"It was great to be able to attend the BSI Conference exploring People, Planet and Digitalisation. I came away from the event feeling really inspired from seeing individuals from across different industries, age ranges and backgrounds collaborate together to explore key global trends and how we can help make the world a better place for all. As a young female professional, it was especially inspiring seeing women of a similar age so passionate about the work they are doing."

Elsie Taylor BSc, Business Analyst, Babcock Marine & Technology.

"The 2023 BSI Spring Standards Conference was thought provoking and certainly inspiring to see many young leaders on the interconnections panel. The discussions surrounding the key themes of People, Planet and Digitalisation and how we can all contribute to tackle global issues through collaboration really made me think about my purpose as well as my company's purpose and it has pushed me to work harder in supporting Environmental, Economic and Social initiatives".

Molly Richards, Business Operations Graduate, Babcock Marine & Technology





INTRODUCING JAMIE

Hello! I am Jamie Brener and am thrilled to have joined the ICW as the Admin Assistant. I just finished my degree in History at UCL and am looking forward to getting to know the members and learn from their diverse experience. I am thoroughly enjoying working with Alan and all the ICW team and look forward with excitement at the direction in which the ICW is moving.

Beyond the ICW I am interested in fishing and mixology. I am actively involved in the antique silver and jewellery trade and also design and produce new pieces.

I was delighted to meet many members at both the House of Lords reception and the Members Day at the Lansdowne Club. Both events were superb, and I enjoyed being able to connect with so many esteemed individuals.

INTRODUCING OUR NEW INTERN, MARK LEE

Although short, my time at the Institute has been a very insightful and meaningful experience that has kickstarted my career following my recent graduation from university. Working with such a great team who welcomed me into the Institute with open arms has also been a great honour; they have taught me many valuable lessons that will be of immense value to me as I develop through my career.

I look forward to continuing to work with Alan, who is an invaluable asset to our Institute, his relationship and dedication to our members are one of the most remarkable qualities of the Institute; I have also had a great time working alongside Jamie, who I believe is an essential step forward for the Institute in developing and improving our operations; I am excited to see what Jamie will bring and how he will enhance the Institute in the future.

I also want to thank our members, especially those who attended our event at The Lansdowne Club, for being so welcoming and friendly; it was wonderful meeting people from all different sectors, places and professions; I thoroughly enjoyed the event, and I am grateful for the insight it gave in to our members. I look forward to meeting and working with you in the future.

I also want to thank Lord Evans for giving me this opportunity to work at the ICW and for being so supportive; I hope what I am able to do for the Institute in my short time here will help it grow and develop further and, more importantly, improve the experience and relationship with our valued members.

I am excited to see how the ICW will develop in the coming months; I believe the Institute is entering a new era and how the effective collaboration it brings to organisations and Governments will improve society as a whole.





TO BE FRANK...

I very much enjoyed our Members Day on the 12th July and I hope that everyone who attended found it informative and engaging, as well as an ideal opportunity to catch up and network with other members.

I particularly appreciated the chance to communicate our mission and strategy directly to our members and I am sure you can see that our strategy and plans are beginning to show signs of success. For example, our social media efforts underpinned by the great work by Iwona, has resulted in a 30% increase in our LinkedIn followers since the start of this year. We have 8 new executive network members that have joined us so far in 2023, with increasing interest from other organisations that want to learn more about the Institute. Our individual membership numbers are also on the rise, with an increase of 18% this year, to date. We are building on our great history to take us into a brighter future with a mission that increasingly seems to be resonating widely.

I was also really impressed and delighted by the energy and enthusiasm in the room. We have a vibrant and engaged membership that I am pleased to say is growing. It's this dynamism within our membership that gives the confidence to continue to invest in our Institute to expand its influence, with the knowledge that our thought leadership will continue and grow even stronger in the future. But equally we must not be complacent, as an organisation we still have lots of work to do in order to become a more diverse and inclusive organisation and this was made clear at the Members Day and it's a challenge that I accept and embrace.

Over the coming months you will see our schedule of events published and the establishment of our new collaborative forums plus the outcomes of the 'Travelator', thought leadership will start to be deployed to provide more benefits to our members.

Those of you who were able to attend the Members Day will have seen me introduce Jamie and Andrea as new additions to our team and of course Mark who is doing great work supporting improvements to our membership database. These new colleagues are bringing fresh ideas and energy as well as vital experience and skills. I believe this diversity of thought and experience will prove to be of vital importance in driving our development forward and I intend to continue to strengthen the team as resources allow to build your Institute of tomorrow.

Frank Lee. ICW CEO

ICW MEMBERS EVENTS FOR 2023

We have been busy building our events timetable for the rest of the year. It is still subject to additions but so far we are planning the following:

August	8th	10.00 - 10.45	Behaviours Share & Learn	Teams
	17th	16.00 - 17.00	Drop In - Engagement & Negotiation Strategy	Teams
	24th	16.00 - 16.30	Wellbeing by John Sidebottom	Teams
September	7th	16.00 - 19.00	Collaborative Workplace @ Copello, Whiteley	Apply
	21st	16.00 - 16.30	Wellbeing by John Sidebottom	Teams
	28th	16.00 - 17.00	Drop In - ISO 44001 Implementation	Team
October	3rd	All day	Social Value @ Cloth Hall, Quebec Street, Leeds	Apply
	19th	16.00 - 16.30	Wellbeing by John Sidebottom	Teams
	26th	16.00 - 17.00	Drop In - Risk	Teams
November	16th	16.00 - 16.30	Wellbeing by John Sidebottom	Teams
	22nd	18.30 - 20.00	ICW Annual Awards @ House of Lords	By Invite
	23rd	16.00 - 17.00	Drop In - Senior Executive Responsible (SER)	Teams
December	12th	16.00 - 17.00	Drop In - Business Case	Teams
	14th	16.00 - 16.30	Wellbeing by John Sidebottom	Teams

NOTE BY THE EDITOR

This is the second 'Insight' since Frank introduced some changes to the vision, structure, size and role of ICW. This issue aims to develop his dream and introduces us all to new members and organisations. In particular you'll meet Mark, our Intern, and Jamie, our Admin Assistant, both of whom support Alan (which he much appreciates!). There's also an interesting article by Russell of Copello - an SME which we've just welcomed onto our Executive Network.

We've also included quite a lot about our very successful 'Members Day' held recently. The best bits are reported including a good variety of photos!

It would be appropriate before I exit to say something about the importance of agreeing an exit strategy with one's partner(s) before commitment - hence it's key element in ISO 44001 and

it was referenced in several of the articles in this issue in different ways and by different authors. I found them all interesting and well worth a read.

Finally, as well as appreciating your specific feedback on this issue, it would be very helpful to know your views about the way in which ICW is developing.

REMINDER: The next Insight will be published at the end of September, so contributions to me as soon as you like but no later than Friday 22 September please! Don't forget, we want 'Insight' to become more and more interesting, informative and above all an enjoyable read, so please be innovative! Thank you all, **Nicky Painter** (nicky.painter@icw.uk.com).



**JELLYFISH HAVE SURVIVED
650 MILLION YEARS,
DESPITE NOT HAVING A BRAIN.**



THIS GIVES SO MANY PEOPLE HOPE.