

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



## ‘THE IMPORTANCE OF COLLABORATION IN ECOSYSTEMS TO UNLOCK SOCIAL VALUE’

*an ICW event in partnership with Leeds University, 3 October 2023*

The Institute hosted an excellent Social Value event, in conjunction with Leeds University Business School (LUBS), Social Value Portal (SVP), Sellafeld and Vercity.

Hosted at the Cloth Hall, part of Leeds University, Catherine Thristan LUBS Director of External Engagement welcomed attendees. Elena Sinel of ‘Teens in AI’, began, with a keynote speech showcasing their remarkable software creation for hospitals, stressing the pivotal role of online collaboration across time zones in generating social value.

Frank Lee, on behalf of ICW emphasised the need for nationwide collaboration to provide bespoke solutions for regional areas, suggesting that it’s more about ‘raising up’ than ‘levelling up’, thus benefiting everyone. Guy Battle from SVP echoed this sentiment, illustrating the inseparable link between collaboration and social value. He highlighted the SVP’s ability to quantify social value, assigning a financial value to the achievements of their clients. This was eye opening as it showed the direct benefit of social value.

Christina Smith of the Yorkshire Space Hub and Danny Flack with Mike Rudd discussed the social value of space exploration and its potential for collaboration induced social change, skills development for younger generations and SME opportunities. After a break, Helen Hughes and Jon Brazier explored the FREDIE framework that promotes fairness, respect, equality, diversity, inclusion, and engagement in the workplace, illustrating its role in supporting social value thinking in the MOD. It was inspiring to hear how collaboration led to lighting up of the MOD building in the rainbow colours, which meant so much to previously disenfranchised service personnel.

The TransPennine Route Upgrade team, led by Brain Walton from BAM presented detailed insights into the social value generated by their project, emphasising community support during the project. Eirini Etoimou from Sellafeld stressed the importance of integrating social value into tenders for private sector collaborations. This will create a trickle-down effect of social value within supply chains. (cont’d...)

### ALSO IN THIS ISSUE:

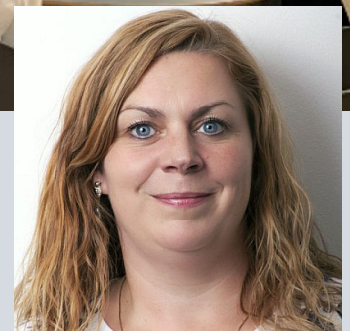
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(cont'd from page 1...) A panel discussion, led by David Loseby, featured Melanie Worthy (BSI), Sarah Robbins (TMS), and Irena Grugulis (LUBS), as well as the previous speakers. They delved into the challenges and opportunities related to social value, discussing its role in private enterprise and emphasising living wages. The discussion extended to the global perspective, considering varied solutions for social value based on different countries and cultures.

The panel also addressed the delicate balance between social value and ecological sustainability, as well as exploring business dilemmas like fiduciary responsibility and social responsibility. The day concluded with profound insights, leaving much to ponder.

We look forward to bringing our membership similar events in the future and would like to express our special gratitude Professor David Loseby, Grace Carter, and Karolina Jachowicz-Dudek at Leeds University for working with us to organise an exceptional day.



## INSPIRING COLLABORATIVE WORKING IN THE WORKPLACE

*by Jo Potter, Airbus Defence and Space*

The recent ICW early evening session 'Inspiring Collaborative Working in the Workplace,' was organised by Copello Global and held in their Headquarters in Whiteley, Hampshire on a gloriously sunny and warm late summer evening.

This knowledge sharing event was organised to disseminate good practice, challenge conventional thinking and promote collaborative working business

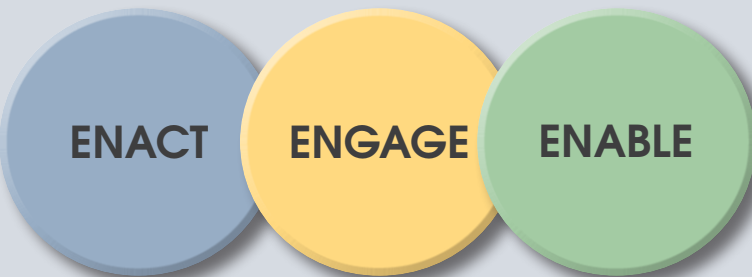
relationship thought leadership with the aim to stimulate the debate about hybrid working, team cohesion and internal collaboration.

Attendees represented Defence, National Infrastructure, Utilities, Engineering and Professional Services sectors and included approximately twenty ICW members and another fifteen who showed an interest in joining the ICW.

Following drinks at Copello's bar, delegates took their seats, where Frank Lee, ICW CEO introduced the event and asked the delegates to consider how collaborative working can help encourage people back to the office.

Andrew MacAskill, CCO of Fraser Dove International then gave his presentation, stressing that we will never go back to where we were with a fixed five days in the office - fluid working is here to stay. His presentation questioned if fully remote employees are receiving the same level of support and development and debated whether collaborative working can encourage people back to the office. The delegates agreed that without collaborative time together people are unlikely to benefit from on the job coaching, which is a loss to all parties. Andrew's presentation concluded that we need to make our workplaces attractive to our teams' heads, hearts and wallets.

Henry Pavey FICW, London Borough of Hackney Growth Boroughs Programme & Partnership Manager then explained how organisations can facilitate the right environment for better internal collaboration. Henry asked the audience to consider the implications and negative outcomes of poorly managed internal collaborative processes and explained the 'Three E's' of an internal collaborative framework.



Henry concluded with sharing the ICW Baseline Assessment Questionnaire for measuring internal collaboration strengths and identifying development needs to ensure effective internal collaboration processes.

The presentations were followed with delicious cheese and wine provided by Copello, and a networking session that elicited some really thought-provoking and engaging conversations among



committed professionals about the future of work, with special focus on how collaborative working can encourage people back into the office. It was encouraging to see so many new faces from various organisations joining in with these discussions.

This Solent regional event proved to be an excellent opportunity to connect with ICW members and some new faces to share knowledge and thought leadership. Andrew MacKashill said "I left feeling encouraged, informed and excited about collaboration in the new world of work."

Thank you to Lisa Pinhorne and Russell Baker at Copello Global and to their team for hosting and creating such a superb event in their collaborative workspace.

Copello is a Talent Solutions business within Defence, Security and Engineering Technology and a key strategic provider to organisations in attracting and retaining talent. Copello is a dynamic SME business and a member of the ICW Executive Network.

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## THE POSITIVE ROLE DIGITAL TOOLS PLAY IN COLLABORATIVE WORKING

By **Rob Bullen** CFIOSH, Health & Safety Specialist

Within Health & Safety management, collaborative working has focussed, for the most part, on driving better communication and consultation. My experience working in a Software as a Service (SaaS) business for the last three years has revealed what I believe to be a positive change in these factors, thanks to the digital technology solutions that we have accepted as standard practice.

In a world where technology rapidly evolves our professional landscape, digitalisation has become the catalyst for collaborative working. By 'digitalisation', I am referring to the following definition:

***“The process of leveraging digital technologies to transform a business model, creating new revenue streams and value-producing opportunities”***

In a post-COVID workspace, technology continues to challenge traditional models of working. Previously, work was characterised by physical proximity and linear communication taking the form of a meeting room or 'water cooler' moments. Conditions now have ushered in a new era of collaborative working, where technology acts as the bridge connecting people across geographical boundaries more easily.

Having observed how employees, customers and other stakeholders use technology within their operations, I wanted to share some sentiments that I hope qualify the value of technology within collaborative working.

### What are the benefits of digital technology and positive collaborative working?

Video conferencing, messaging apps, and collaborative platforms have broken down the barriers of physical distance, allowing team members to interact seamlessly regardless of their global location. Such systems have facilitated a more transparent approach, bridging the gap between frontline staff and more senior leadership, thus truly increasing 2-way communication. This shift has led to the rise of remote work and virtual teams, enabling organisations to enhance their commitment to Equality, Diversity & Inclusion (EDI), and attract and retain their highest-performing talent.

Tools such as instant messaging and project management software have also provided real-time communication, enabling real-time interactions that fuel faster decision-making and better accountability. With a rapid exchange of ideas, updates, and feedback, teams can collaborate in a more agile manner, responding to challenges and opportunities with greater efficiency. This is particularly important in recent years when the UK has been suffering from an ongoing challenging economic outlook.



Collaborative tools have also provided a digital shared workspace that surpasses the likes of Sharepoint, Dropbox, and other shared workspaces in many ways. Teams can now collaborate and edit documents, slides, and spreadsheets simultaneously, reducing the back-and-forth exchanges of information. This streamlines workflows - ensuring everyone is literally on the same page! The use of virtual brainstorming sessions and online idea boards empowers teams to generate, refine, and implement innovative ideas collectively. This dynamic exchange of perspectives can lead to novel solutions that might not have been possible through traditional in-person interactions.

Lastly, these digital tools have ushered in an era of data abundance. Teams can collaborate by leveraging data analytics to make better, evidence-based decisions together. By analysing trends, teams can align their efforts more effectively, make better strategic decisions, based on their own data, and benchmark the industry better.

## What are the challenges when using digital tools for collaborative working?

Whilst technology has undoubtedly transformed collaborative working, it's important to acknowledge potential challenges for a balanced view. An overreliance on technology can sometimes hinder meaningful face-to-face interactions and weaken the personal connections needed to foster strong teamwork.

When a team is at the 'forming phase' (to quote Bruce Tuckman's **team theory**) there are already challenges in establishing purpose, boundaries and characters. Throwing technology in the mix and having to navigate a plethora of tools/platforms can lead to fragmentation if not managed strategically.

Lastly, as we all navigate through a cost of living crisis, it's essential to acknowledge that technology presents another potential cost in both time and financial resources when ensuring its proper implementation so it can be used as a catalyst for collaborative working.

## What one simple tip can you provide when adopting technology for positive collaboration?

First and foremost, it's important to make sure that any technology is integrated effectively into current ways of work, a term in tech referred to as 'interoperability'. In simpler terms, this just means verifying that the tech solution proposed can complement processes, team members and company culture. Often overlooked, change management is a paramount skill when considering technology implementation.

To help with this, initially check that the interface of the technology is user-friendly, and that its use case is appropriate for collaborative working. Then, progress to what features the technology has that make it easier to use, such as an API that allows it to talk to other software systems, or a Single Sign-On (SSO) to reduce frustrations when trying to log into a system.

## Final thoughts - Working together, always working

As technology continues to advance, the future of collaborative working promises even more innovation. Virtual Reality and Augmented Reality are poised to offer immersive collaborative experiences, enabling team members to interact like they are in the same physical space.

Artificial intelligence such as large language models, or LLMs, are already automating routine tasks, freeing up teams to focus on higher-level strategic thinking and creative endeavours. It is exciting to see how this field develops and should certainly be seen as career-enhancing rather than career-limiting.

Technology has and continues to irrevocably reshape the landscape of collaborative working. It has transcended geographical boundaries, accelerated communication, and empowered teams to harness their collective creativity. As technology continues to evolve, the challenge lies in striking a balance between the digital and human aspects of collaboration to create a harmonious and productive working environment.

# THE STRATEGIC SPHERES OF STABILITY MODEL

by *Denis Leonard*



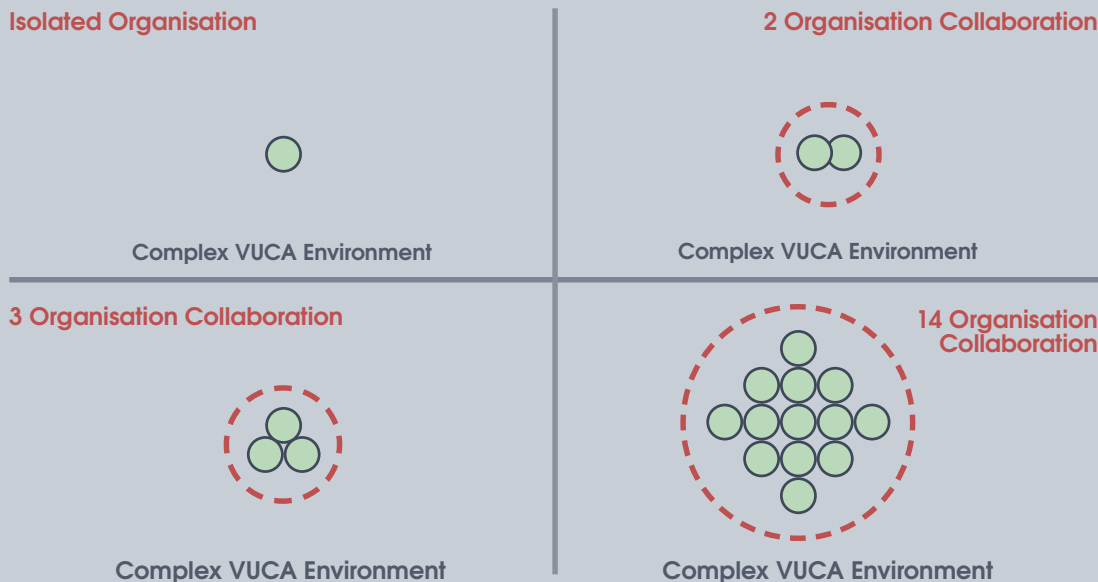
Through a study of three collaborative relationships, a model has been developed to help conceptualise and visualise the collaborative environment and its benefits and impacts and in creating strategic stability within the chaotic business environment dominated by volatility, uncertainty, complexity and ambiguity (VUCA).

The collaborations studied with GRAHAM (which specialises in Building, Civil Engineering, Fit Out and Facilities management across the British Isles with a turnover exceeding £1Bn) included an eight-year £30M collaboration between two organisations, a four-year £235M collaboration between three organisations and a four year £26M collaboration between fourteen organisations. These included a range of structured and unstructured collaborations complying with ISO44001, those only using a JRMP and one with neither.

## The Collaborative Environment

One of the strategic advantages provided by collaboration is that it allows an increased sense-making perspective of the complex strategic environment and creates a collaborative ecosystem. This creates a sphere of strategic stability within the larger VUCA environment – a sphere of stability that can increase in size and influence depending on the number, size and diversity of the collaborative organisations. This sphere of strategic stability created by the collaboration provides a significant advantage over organisations working in isolation (Figure 1).

### Strategic Sphere of Stability Created by Collaboration in a Wider VUCA Environment



This collaborative model allows us to consider the value, impact, and benefits of achieving an ideal level of collaboration and an increasing sphere of strategic stability.

## Biography

Denis Leonard is Head of Integrated Management Systems with GRAHAM. GRAHAM specialises in Building, Civil Engineering, Fit Out and Facilities management across the British Isles. Denis has a degree in Building Engineering an MBA and PhD in Business and Management and is a MICW. Denis has led GRAHAM to achieve ISO44001, two ICW Collaboration Awards and most recently becoming an Ambassador organisation for ICW.



# UNITED LIVING INFRASTRUCTURE SERVICE - HYDROGEN & CCUS (CARBON CAPTURE, UTILISATION & STORAGE) WORKSHOP – 4/5 OCTOBER



We were delighted to join key players from across the energy infrastructure sector, at the Manufacturing Technology Centre in Coventry, who came to together to discuss how they can work collaboratively to address the net zero skills shortage.

The event was supported by **The Pipeline Industries Guild**, **The IGEM** (Institution of Gas Engineers & Managers) and the **ICW**. This collaborative event covered key challenges the industry faces in building UK Hydrogen and CCUS infrastructure at scale. It focused on:

- Knowledge sharing to develop UK skills
- De-risking complex major capital investment projects
- Attracting and training the next generation of workers
- Embedding digital technologies and automation

**Paul Greenwood**, with a lot of experience in the sector, was asked to facilitate the session and **Adrian Miller** was also present to contribute to the discussion on cross sector collaboration.

It was a first step in a programme of ongoing collaboration which all agreed is key to overcoming the challenges the sector faces.



## INTRODUCING ANDREA

Hi, I'm Andrea, I have been with ICW for a few months now in the capacity of Events Co-ordinator. So far, it's definitely been busy assisting with new and exciting events for all members. In a previous life I worked at NATS for around 25 years in various roles. Outside work I am a keen runner, and a qualified run leader so play an active part within the run group I belong to. I also dabble in a bit of road cycling and keeping fit in general. Looking forward to exciting times ahead with the Institute.





## JAMIE'S VISIT TO DSEI

It was a pleasure to visit DSEI with Mark back in September. We wanted to visit, so we could meet our members and learn more about the defence industry. It was delightful to see so many of our members and learn about the incredible projects that they are working on. From the model of the nuclear submarine support dock being built in Plymouth by Babcock to the helicopter brought by Leonardo, there was a true plethora of interesting collaborative projects to learn about. Furthermore, visiting some more recent members such as Copello was really insightful, and I enjoyed our chat with them about the benefits that DSEI could have on influencing careers and pathways. I must say a huge thank you to Leidos who provided our tickets and whose stand was fascinating. I look forward to learning more about the defence and security sector and the collaborative projects on which they are working. Finally, I have to say a highlight of the day was visiting some of the small arms producers. The entire stand was filled with boys with toys. It would have been remiss not to take any photographs. A thoroughly enjoyable and interesting day out of the office.



## MARK'S VISIT TO DSEI



On Thursday, the 14th of September, Jamie and I attended DSEI London at the Excel Centre. It was a great experience meeting many of our members at their stands and getting a more in-depth understanding of their operations and extensive collaboration. It is great to see the large-scale collaboration between our members in the defence industry and the advancements in technology and equipment fuelled by successful collaboration. We also took this opportunity to network with smaller businesses who provide unique and specialised services and products, introducing them to the Institute and creating a base connection to hopefully increase collaboration with small and medium enterprises going forward.

Jamie and I thoroughly enjoyed the event thanks to Leidos for granting us the opportunity to attend. It was a unique opportunity to delve further into the defence industry and a fantastic experience to learn and handle personal equipment and weapons systems. Overall, meeting everyone at the event was a pleasure, and I look forward to increasing our collaboration in the future.

## TO BE FRANK...

I would like to start my piece in this edition with a big thank you to the central team of Adrian, Alan, Andrea, Iwona, Jamie and Mark. We have had so many things to manage and deliver in recent months, while at the same time trying to introduce changes and they have risen to every challenge that I have set them. But it's not only the hard work and commitment they have shown but the positive challenge they provide, in our drive to create a more modern, forward thinking, and relevant Institute.

Of course, I equally want to recognise the importance of the extended team of Ade, Bill, Jill, John, Nicky, and Paul, without whom we would not deliver anywhere near the quality or quantity of services, initiatives, and events. They give so much of their time and experience, so a big thanks to all of you.

It's a real joy to be part of such a vibrant and enthusiastic team who are focused on our members, who we strive to support by providing services, differentiators, events, and networking opportunities. But also offering the opportunity to be part of genuine thought leadership and innovative thinking activities. We really appreciate the extent to which many of our members, both corporate and individual, participate and commit their time and expertise to helping the Institute develop and progress.

I'm going to take this opportunity to welcome all our new corporate members, who have joined this year. I am looking forward to supporting Lord David our Chairman when he hosts them at our first ever new member networking lunch at the House of Lords later in October. To underline how our core mission messages are resonating, we are starting to plan our second new corporate member networking lunch which we will be hosting early in 2024.

If the increasing number of organisations joining us is not evidence enough of our progress as an Institute this year, certainly attendance at our events confirms this. The enthusiasm and level of attendance at our recent events, firstly with our member Copello on the Collaborative Workplace and then with Leeds University Business School on Social Value. Both were great successes and I want to thank all involved in hosting and organising them. Of course, we have one more to come in November, in conjunction with our member Globant on collaboration and AI, which is already filling up fast.

We have also launched two new collaborative forums focused on the Nuclear and Highways sectors, I believe these forums will enable our members to work collaboratively, to find ways to realise new opportunities and address challenges and risks and to then communicate that across into other sectors.

When I first took on the role of Chief Executive, I made it my mission to ensure we were a member driven Institute and as well as our not-for-profit status we established ICW as a "for purpose" organisation. I believe the thought leadership, knowledge sharing and events we have undertaken in recent months is evidence that we are being true to this aim. All the while ensuring we place emphasis on how effective structured collaboration is able to support our core objectives, sustainability, the social value agenda, economic value and more inclusive and collaborative workplaces.

I believe you will find all the content of this edition of Insight valuable and interesting, but can I conclude by inviting any of our network members who do not have representatives in our special interest groups and forums, to please contact one of the team so we can talk you through the opportunities and help you get involved. Remember having the opportunity to be part of thought leadership activities is brilliant experience for members of your teams and it can help them develop further and support them in reaching their full potential.

It's been a busy start and the team have achieved an enormous amount but we also have a pipeline of new services and events being worked on and an even greater number of ideas so I can promise you we have only just started to build your Institute for the future.

**Frank Lee.** ICW CEO







# COLLABORATIVE AWARDS 2023

For two days in September the Sunroom at the Lansdowne Club was a hive of activity, with groups of would-be hopefuls giving their presentations for the 2023 ICW Collaboration Awards.

Our three Judges **Lord Evans**, **Mehmet Chakkol**, and **Simon Healey** saw representatives of the 22 submissions. These had been selected by our shortlisting panel who had spent 3 weeks reading though the record number of submissions of a high quality and diverse nature.

So, we congratulate those whose submissions were shortlisted - it was no mean feat and they can feel proud to have got this far.

As to who the Judges have judged to be the winners, this will all have to wait till the 22nd of November at the House of Lords, when all will be revealed at the 2023 ICW Awards Reception.

So we congratulate our shortlisted candidates: **Haverigg Community Skills/Forests with Impact (FWI) Project**, **Eviden**, **Leidos**, **TRU West**, **BAM**, **Arup** and **HS2**, **Crown Highways** and **RC Williams**, **Sellafield**, **North Cumbria NHS Trust**, **John Graham Construction**, **Teens in AI**, **Babcock**, **DIO**, **ESS**, **Modus**, **Amey**, **CCL Solutions**, **REA**, **North Power Grid**, **VINCI Facilities**, the **MOJ**, **Kier**, **Laing O Rourke**, **Wates**, **Costain** and **One AIM**.

In the meantime, congratulations and we wish you all the best of luck for the 22nd of November, when the winners will be announced.

## The ICW Collaborative Working Awards 2023

**Date:** Wednesday 22nd November 2023

**Time:** from 6:30pm

**Venue:** House of Lords

**Sponsored by BSI**



## NOTE BY THE EDITOR

Welcome to the latest edition of 'Insight' and thanks for all your contributions. I think you will enjoy the wide variety of articles. It would be lovely to get more feedback about the evolution of the style and shape of the Institute. I would like to know what you think as we all need to take ownership of it, and 'Insight' should reflect ICW in a lively, entertaining, and controversial way. So, innovative inputs from you such as poems, short stories, maybe a drawing would all be appreciated.

Our next Edition will focus on ICW's **Collaborative Awards**

**2023**, which will be presented on November 22nd at the House of Lords - we wish all the shortlisted candidates the best of Luck!

So can I ask for all your contributions to be with me by 30th November (although the sooner, the better) for the next edition.

All the best,

**Nicky.**





# ICW EVENTS FOR 2023-24

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

## 2023

November	14th	16.00-16:30	<b>Dispelling the myths of AI &amp; highlighting its opportunities</b>	Venue - invite
	16th	16.00-16:30	Wellbeing by John Sidebottom	Teams - Apply
	22nd	18.30-20.00	<b>ICW Annual Awards sponsored by BSI @ House of Lords</b>	Venue - invite
	23rd	16.00-17:00	Drop In - Senior Executive Responsible (SER)	Teams - Drop-in
December	12th	16.00-17:00	Drop In - Business Case	Teams - Drop-in
	14th	16.00-16:30	Wellbeing by John Sidebottom	Teams - Apply

## 2024

Dates and further events will be announced on the ICW website as they are confirmed.

January	11th	16:00-16:30	Wellbeing by John Sidebottom	Teams - Apply
	18th	16:00-17:00	Drop In - Culture	Teams - Drop-in
February	8th	16:00-16:30	Wellbeing by John Sidebottom	Team - Apply
	22nd	16:00-17:00	Drop In - Leadership	Teams - Drop-in
March	7th	16:00-16:30	Wellbeing by John Sidebottom	Team - Apply
	21st	16:00-17:00	Drop In - Benefits Realisation Process	Team - Drop-in
April	4th	16:00-16:30	Wellbeing by John Sidebottom	Team - Apply
	18th	16:00-17:00	Drop In - Value Creation	Teams - Drop-in
May	2nd	16:00-16:30	Wellbeing by John Sidebottom	Team - Apply
	15th	12:30-14:30	<b>ICW Annual Reception @ House of Lords</b>	Venue - Invite
	23rd	16:00-17:00	Drop In - Integrated Management	Teams - Drop-in

