

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



ICW COLLABORATIVE AWARDS 2023

House of Lords, 22 November 2023

On a warm evening in November, around 200 members, guests and shortlisted candidates gathered for the 9th ICW Awards Reception at the House of Lords.

The awards event is one of the highlights of the ICW calendar and the culmination of a process that started back in May when, at the Annual Reception, the Awards process was officially launched.

In August the Shortlisting Panel, led by Bill Taylor and Leigh Verrall, sat and reviewed all the submissions producing a shortlist of over 20 candidates.



The Judging Panel of ICW Chairman **Lord Evans**, BSI Director **Simon Healy** and Warwick University Professor **Mehmet Chakkol** then sat for 2 days in September and heard presentations from all the shortlisted candidates. They all said that it had been a challenging task as all of them were of a high standard, and they should all be proud to have got this far.

So, congratulations to all shortlisted nominees.

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On November 22nd the ICW's awards for 2023 went to the following:-

INDUSTRY COLLABORATION
Eviden



PUBLIC SECTOR
**North Cumbria Care (NCIC) NHS
Trust John Graham Construction
Ltd and CCL Solutions**



SUPPLY CHAIN
**Sellafield Programme Project
Partners and Project Delivery
Directorate**



PUBLIC/PRIVATE COLLABORATION
Vinci Facilities and DIO



INNOVATION
**Costain(RDP Framework) and
National Highways IBIP Team**



COLLABORATION IN DEFENCE
**The Joint Platform Engineering
Team (JPET)**



SOCIAL IMPACT
**Decommissioning Delivery
Partnership Sellafield Ltd**



SUSTAINABILITY
ARUP+ and HS2



COLLABORATIVE LEADERSHIP
**The Alliance 4 New Prisons
(A4NP)**





CHAIRMAN'S AWARD
Operations London Bridge and Golden Orb. Modus, Amey, Skanska and DIO



INFRASTRUCTURE COLLABORATION
Rail Electrification Alliance (REAL) and Northern PowerGrid



NATIONAL SECURITY COLLABORATION
10 Dock Programme Team, Babcock International



SME COLLABORATION
Crown Highways Ltd and RC Williams Ltd



INTERNATIONAL AWARD
Mr. Ali Al-Khalifa



HIGHLY COMMENDED AWARD
Haverigg Community Skills Centre and Forests with Impact (FWI) Project



Congratulations again to all our winners. As we now look forward to next year, when we will be celebrating our 10th Anniversary of the ICW Awards, it could be your year to win a coveted ICW award!
It's never too early to start putting ideas together for your submission or identifying a project, so let's make 2024 an awards event to remember!

COLLABORATOR OF THE YEAR 2023

I am truly honoured to be recognised by the ICW as Collaborative Leader of the Year 2023. Throughout my career I've always found the greatest satisfaction collaborating with a spectrum of relevant stakeholders, external and internal, to bring together their respective expertise and create powerful solutions. We need the power of our collective intellect, resources, and passion to solve the complex global challenges we face today. It is a privilege in my role as Executive Director Assurance Services Division of BSI, to play an integral part in helping companies to improve, collaborating with colleagues, clients and other stakeholders around the globe using standards and knowledge to make an impact for a better society.



Pietro Foschi, BSI

Pietro Foschi joined BSI, the British Standard Institution, in August 2014, and brought extensive experience of Assurance, Inspection and Consulting services having spent over 3 decades in large Professional Services organisations. Prior to BSI he spent 14 years at Bureau Veritas in senior strategic and international roles. Before joining Bureau Veritas as Group Director of Strategy, he was in strategy consulting with Oliver Wyman, formerly Mercer Management Consulting, where he was promoted partner in their Paris office. Mechanical Engineer by background, he holds a MBA from Bocconi University (Milan) and Group HEC (Paris). He started his career in industrial engineering with Halliburton, formerly Brown & Root Vickers Ltd. He regularly speaks at conferences and publishes articles on sustainable development, organisational resilience, resilient leadership, and innovation."

BSI (British Standards Institution) is a business improvement and standards company and for over a century BSI has been recognised for having a positive impact on organisations and society, building trust, and enhancing lives. Today BSI partners with more than 77,500 clients in 195 countries and has a 15,000 strong global community of experts, industry and consumer groups, organisations, and governments. Utilising its extensive expertise in key industry sectors - including automotive, aerospace, built environment, food and retail, and healthcare - BSI delivers on its purpose by helping its clients fulfil theirs. BSI provides organisations with the confidence to grow by partnering with them to tackle society's critical issues - from climate change to building trust in digital transformation and everything in between - to accelerate progress towards a better society and a sustainable world.



- AI will kill your jobs
 - ♦ humanity replaced
 - ♦ human creativity is gone
- AI is so smart that it just works by itself
- AI is a security threat
- No more privacy
- Unjust, intractable decisions



ARTIFICIAL INTELLIGENCE AND COLLABORATION

In November we ran a special event alongside Globant, our Executive Network member, who are experts in digital and cognitive transformations. We wanted to highlight why collaboration is a vital dimension of any AI implementation strategy. BSI joined us to explain why trust is such an important consideration, particularly when working with other parties as data will need to be shared and properly protected.

We have put together a summary of the key messages from the event:

Developing an AI strategy and its challenges

Businesses can incorporate AI most effectively by defining clear use cases, investing in talent and technology, and addressing ethical considerations. It will enhance efficiency, decision-making and innovation, ensuring robust governance measures. The challenges to consider include data privacy and ethical concerns.

A better understanding of AI will help ensure it has a positive impact

Education and awareness about how AI enables businesses to make informed, ethical decisions is key to creating a positive impact for organisations and, consequently, for wider society.

How trust in AI can be shaped

This involves implementing standards, complying with regulations, and emphasising ethical practices, fostering transparency and accountability in AI development and deployment.

How ethical AI adoption can be ensured

Through transparency, fairness, accountability, user involvement, continuous monitoring, compliance with standards, and international collaboration.

Addressing common myths about AI

Will AI take away jobs? It can automate certain rote tasks to transform some existing roles, and will create new job opportunities. The impact on employment is likely to depend on various factors, and proactive measures like skills development can help individuals adapt to changes.

Is it a security threat? It can pose security threats if misused, but proper governance, ethical guidelines, and cybersecurity measures can address and mitigate potential risks.

We would like to express our sincere thanks to Globant and their team for arranging and hosting the event at their fantastic facility with the 'Globar' for networking. We also wish to thank our great speakers and facilitators on the evening, particularly:

- **Lord Evans of Watford**, ICW Chairman
- **Juan Jose Lopez**, Head of Data Science & AI at Globant
- **Isa Goksu**, CTO UKI & DE at Globant
- **Craig Civil**, Director of Data Science and AI at BSI
- **Anna Popova**, VP Delivery at Globant

We produced a short video about the event that is available on our website.

If you would like to learn more about how Globant and BSI are helping organisations with their ethical AI adoption journeys, get in touch!



SUPPLY CHAIN COLLABORATION ON THE RACE TO NET ZERO

Climate change has emerged as one of the biggest challenges of our time. It's estimated that warming above 2°C will expose nearly 3 billion people to severe climate risk. If warming can be cut to 1.5°C this figure could be halved.



The UK Government's aim is to cut emissions by 78% by 2035 compared with 1990 levels and reach net zero emissions by 2050. Government now requires large corporations to report on their environmental impact and bidders for major public sector contracts now need an effective carbon reduction plan in place to win work.

Supply chain is a growing obstacle to these net zero ambitions. In the latest BSI Net Zero Barometer report, 33% of organisations surveyed cited supply chain as an obstacle to decarbonising.

For most organisations, Scope 3 can account for over 75% of their carbon footprint. Scope 3 emissions are indirect emissions that arise from sources not owned or controlled or where control is limited, such as the supply chain.

This means business will have to pull together to make net zero achievable. No business stands alone in this endeavour, and it will take collective action to overcome the difficulties of having a sustainable supply chain, as well as addressing a lack of clarity about the carbon accounting of supply chain links.

Collaboration is going to be a key tool for bringing the supply chain along on this journey. There simply aren't a pool of suppliers to select from that are net zero ready and capable. To have a true measure of your organisations impact, then relationships with suppliers are going to have to be mature enough to have trusted data and agreed methodology for carbon reporting.

Understanding the scale of the challenge ahead is simply the first step in reaching net zero. Knowledge, best practice, and technological innovations for controlling carbon are all going to have to be created and shared with the supply chain to bring them along on this journey of reducing carbon emissions as we head towards the 2050 deadline.

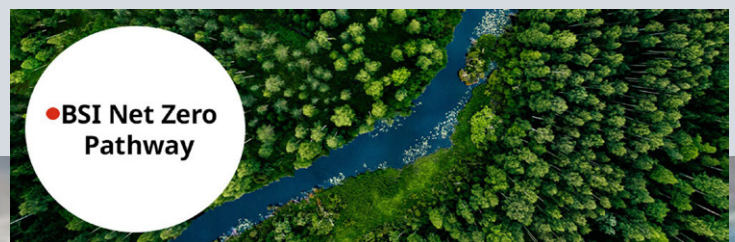
So, how will your organisation play its part in the race towards net zero?

The BSI Net Zero Pathway provides credible assurance to your carbon inventory, methodology, targets, and management controls to ensure your company meets its net zero goals on time, and on budget.

You can learn more [here](#).

Simon Healey

UK&I Operations and System Certification Director, BSI



NATIONAL HIGHWAYS - ROADS ACADEMY

Last month ICW were invited to join the first ever Roads Academy graduation. Roads Academy is a collaborative initiative between National Highways and the supply chain to support and develop sector leaders. There were over 100 Roads Academy graduates and special guests in attendance, and we were delighted to be part of the celebration.

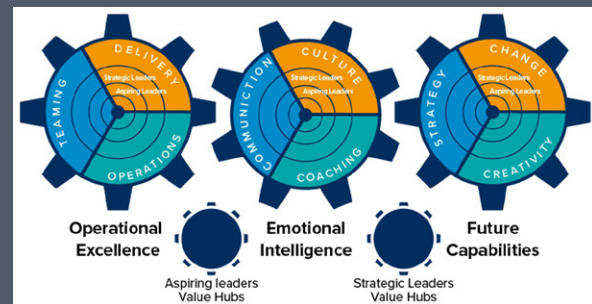


Many members of the National Highways Executive and Senior Leadership teams were in attendance. Nick Harris, Chief Executive Officer, National Highways, expressed his pride in Roads Academy and highlighted the unique nature of its programmes: "Tonight, was fantastic. I was just thinking...have I experienced, in other sectors or other countries, anything like what we do across the whole sector; Coming together to focus on what we're doing, our development, and getting better at what we do? I don't think so. Roads Academy is unique. It's something that we can be incredibly proud of and continue to build on."

David O'Neil, Supply Chain Director, National Highways, highlighted some key facts and figures illustrating the success of the Academy so far: "We have had over 350 leaders join us from more than 70 organisations since relaunching 18 months ago. 70% of our organisations are T2+ suppliers, 43 are SME, and 65% are operations focussed. We've also hosted 8 Value Hubs and 3 Lunch & Learn sessions so far. To hear the leaders' journeys and witness benefits to individuals, companies, the wider sector, and on-the-ground on our Strategic Road Network is so inspiring."

Roads Academy brings leadership learning into a unique blended learning package for current and future leaders of the sector. National Highways engaged with a wide range of suppliers and stakeholders to shape the Roads Academy design. A Federated Advisory Board consisting of suppliers and National Highways representatives was established during the design stage to contribute to the strategic direction of Roads Academy. These individuals continue to inform the strategic direction of the Academy and ensure that value add for the entire supply chain continues to be of top priority.

It has two programmes for 'Aspiring' and 'Strategic' Leaders. The Aspiring Leaders programme refreshes existing knowledge and builds a broad awareness of the latest leadership topics and thinking. The Strategic Leaders programme focuses on how learners can further enhance and apply their existing knowledge and experience to become confident change agents who support sectoral innovation and transformation. Both Aspiring and Strategic Leaders are required to attend Value Hubs which provide opportunities for leaders to collaboratively apply their learning and experience to address challenges facing the sector.



The Academy continually strives to create value and positively impact individuals, organisations, and the wider sector. National Highways say: "Our supplier community is fundamental to the success of our leaders, and we are constantly looking to grow. Individuals from any organisation or authority across the sector are welcome, so join us today and support our efforts to develop better leaders, better roads, and better journeys!"





FRANK LEE VISITS GRAHAM GROUP

I had the great pleasure to spend some time with our Ambassador member Graham Group. I visited both their head office in Hillsborough where I had the opportunity to meet their senior leadership team and then at the Nelson Street Belfast student accommodation development. By meeting many of the team working on that site I gained an overview of how the Graham Group are using a collaborative approach as the main contractor for the Loft Lines, one of Europe's largest urban waterfront regeneration projects.

Getting out of the office and meeting our members is both one of the most enjoyable elements of my role but also one of the most informative. It helps me gain a greater understanding of the needs and expectations they have of us as an institute and how we can continue to modify and update our services for the benefit of our members.

BSI STANDARDS CONFERENCE

It was a pleasure to represent the ICW at the BSI standards conference at Central Hall Westminster. It was wonderful to meet so many people from a variety of organisation that work with a myriad of British and International Standards. From those who specialise in infodemics to industrial laminates, the event demonstrated cross sector interest. The event was well attended by the ICW. Jamie, Iwona and Adrian from the core team, as well as Paul Connor who works with the ICW on the Collaborative Leaders Course, were all in attendance. The hot topic of the day was AI, and its impact on the world of work and especially its effect on standards. Furthermore, it was interesting to hear of Britain's international positioning within the world of standards. As a global leader Britain is able to further its business interests and collaboration around the world. It was clear from what the Under-Secretary of State for Enterprise and Markets, Kevin Hollinrake said, that Collaboration is the key to driving British economic success. I look forward to attending next year.



IRISH POST AWARDS

Last month Jamie, Alan and Mark were invited to the Irish Post Awards, the first event to be hosted since 2019. After a day in the office the three of us got into our tuxedos and headed to the event. We were greeted by a red carpet and champagne reception.

The night was very enjoyable as we met old friends and new over a night of fine dining. The awards ceremony followed with the likes of Nadine Coyle, Finbar Fury and Jeremy Irons winning awards. In addition to the celebrities many award winners came from Irish business in the UK and Northern Ireland This was followed by a party with a live Irish band and a lot of dancing.

The event also gave us the opportunity to network with lots of great companies from the UK and Ireland and gave us time to create connections with great organisations doing great things, and also allowed us to learn about new industries with which we don't often get to connect.

A huge thank you to the Colour Company for inviting us to attend the event and a special thank you to Phil Pearlman for personally getting our invitations! We had a great time at the event and will remember a great night!

TO BE FRANK...

It's amazing how quickly my first year as Chief Executive has gone by, but by the same token 2023 has been a brilliant year for the ICW because I feel we have achieved so much.

Our membership, both Executive Network and individual members has increased at an impressive rate, at over 11% and 32% respectively. We launched our concept of 'The travelator' which provides organisations with a route map from initial interest in a collaborative approach through to working at the leading edge, and of course how we can support them on that journey.

We relaunched our events programme both online and in person and to maximise their benefit we collaborated with both our members and academia to deliver events that we believe are topical and relevant to the challenges facing many organisations today.

I believe the strategic objectives that we set out at the start of this year have really resonated both with our Executive Network and individual members and also with our contacts and affiliates in government where, we are also seeing a growing interest and membership. We deliberately moved from not only championing structured collaboration for commercial benefits and rewards but also expanding this to the wider opportunities that good effective structured collaboration can deliver. Like enabling a more sustainable approach to doing business by collaborating to deliver projects that can support us on our journey towards Net Zero. And probably to an even a greater extent, our focus on how collaboration can help deliver increased social value, has really resonated. By highlighting the difference that collaboration between the public and private sector's, if harnessed effectively, can bring to delivering real social impact and the enormous difference it can make to people lives.

Its issues like these that our mission and vision is addressing and its why our new strapline, which we recently launched, 'Advancing collaboration, to make good things happen', is so relevant to us as an Institute and its membership.

Good things can be economic, commercial, environmental, social, health or safety related or as we learned through our interaction with the national centre for diversity about making our society more inclusive and embracing diversity within our organisations.

As an Institute today we are committed to seeing structured collaboration delivering value and benefits in many areas and equally we are open minded as to the models, methodologies and approaches that enable good things to happen through effective collaboration.

In 2023 we have commenced the modernisation of the Institute both outside and inside. Our new "collaborator site" allows our core team to see our membership data more readily and to analyse and better understand it, so we can provide a better and more responsive service to our members. Our new opportunity tracker allows us to all see where new member enquiries are in our onboarding process and how colleagues can support one another in bringing the benefits of membership to potential new members. And to close of the year we completed our 'cyber essentials' project and we expect to be awarded the certificate very soon. Great work from Jamie ensuring we provide confidence and security to our members.

But as 2023 draws to a close its not all about saying how well we have done we also need to learn from what we did in 2023 so we can improve. In 2024 we are committed to the continued evolution of our Institute. We have plans and are starting to implement them and I will tell you more about them in the next edition.



The progress we have made in modernising the Institute in the past year has been possible due to the solid platform we inherited and our wonderful history and one amazing fact of that history is that we have not increased membership fees in almost 10 years since 2014.

So, after 10 years of absorbing cost increases in order to continue to make the improvements that we believe are required we will be increasing membership fees slightly from April 2024, but be assured they will be kept to a minimum and every penny will be used to invest in our future to support research and thought leadership, to run more and more informative more relevant events and to ensure our Institute is future ready.

In 2024 you will see more innovation from us , we will be refreshing our training materials, offering new services to members allowing them to demonstrate to potential clients they are leading edge practitioners of collaboration, working with our members to start the process of realising the benefits collaboration will bring in our sector forums and again I want to thank our members Sellafield Limited, National Highways and LCRIG for the leadership they are showing in these forums which all members are entitled to nominate representatives to.

We also plan in 2024 to build and expand on the areas we have started to develop in 2023 with other arms of government for example the MOD where we see exciting opportunities for collaboration to support the defence of the Nation and I will be able to expand more on that in 2024.

So as a successful and exciting 2023 draws to a close and an even more exciting 2024 is on the horizon, I want to thank all the central team, Adrian, Alan, Jamie, Iwona and Mark for the hard work commitment, innovation and humour they show every day they come to work. Adrian Wright for his sterling support on website and systems and creative design. Andrea for helping us to ensure our Events programme. John Osborne, Bill Taylor, Jill Clancy, Nicky Painter and Paul Greenwood for all the time they volunteer to support various important activities of the Institute. All our Associate Directors for the support and contributions they make to the future of the Institute. Leigh Lawry for the training business support he provides. Lord David Evans for his advice, guidance, wise council, time and for all the work he does as Chairman of the Institute but most of all for his friendship which I value enormously. And to all our members for your support, participation, thought leadership and enthusiasm for making collaboration the business s discipline it is and for demonstrating that collaboration works.

I hope you all have a wonderful Christmas and a happy healthy and prosperous new year and that in 2024 you continue to **advance collaboration, to make good things happen!**

Frank Lee
ICW CEO



Jamie and Mark from the ICW core team visiting
Insight editor Nicky Painter

NOTE BY THE EDITOR

Welcome to your final Insight of 2023 and I hope you all have a great Festive Season! Then we can collectively greet the New Year with collaborative and innovative enthusiasm and build on the progress that we've made up until now!

You will find a collection of interesting and diverse articles in this edition and as usual I would very much appreciate your feedback. And it's never too soon to start thinking about making a contribution yourself!

All the best,

Nicky.

SEASON'S GREETINGS

Wishing you a
Collaborative New Year
full of good things happening



From all at ICW