

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



## COLLABORATION IN THE NUCLEAR SECTOR FORUM – INAUGURAL PLENARY

*Monday 29 January 2024*

We are delighted to announce that the ICW Nuclear Forum held an inaugural plenary on Monday 29th January. The Forum is chaired by Eirini Etoimou, Head of Corporate Sustainability and Supply Chain Development, at Sellafield Ltd, who kindly hosted the event at their offices in Warrington.

The Nuclear Forum provides an arena for ICW Executive Network members in the nuclear sector to explore opportunities for collaboration, around a common purpose - for the benefit of the partners, their sector and its stakeholders, and the wider community.

Members at the plenary agreed that the Forum should focus upon 'sustainability through collaboration' in all its facets. Eirini commented that "sustainability is key for

our businesses, and the 'glue', that aligns our principles and can drive our actions." "I am positive about what we can deliver and the contribution to the industry and cross-industry. More importantly, I am excited about the shared knowledge and the opportunity to work with such amazing professionals."

Members will now proceed to define and prioritise their objectives, by means of a survey, ahead of a follow-up meeting which it is expected will be used to develop action programmes.

The Forum was attended by senior representatives from Cavendish Nuclear, Edwin James Group, Gleeds, Morgan Sindall, Mott MacDonald, Sellafield Ltd, Tetra Tech and Yokogawa.

### ALSO IN THIS ISSUE:

- Better business: demystifying the standards facilitating effective collaboration - **Page 2-3**
- February Leaders Course - **Page 3**
- Meaningful collaborations and partnerships - **Page 4-5**
- Public Procurement Workshop - **Page 6-7**
- To be Frank... - **Page 8**
- You can check out but... - **Page 9**
- Note by the Editor - **Page 9**

For the benefit of our wider readership we asked BSI, the UK national standards body, to provide a helpful summary of the range of ISO standards for Business Collaboration...

## BETTER BUSINESS: DEMYSTIFYING THE STANDARDS FACILITATING EFFECTIVE COLLABORATION

By Marilia Caride Teixeira

In our current globalised business environment, the ability to collaborate effectively is a strategic imperative. BS ISO 44001, BS ISO 44002, BS ISO 44003, and BS ISO 44004 are international standards which serve as invaluable tools, offering organisations of all sizes a road-map to collaborative excellence.

Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to organisations of all sizes:

- Improved engagement and efficiencies
- Stronger processes
- Improved risk management
- Enhanced skills
- Sustainable relationships



By embracing standards, organisations of all sizes can unlock new opportunities, mitigate risks, and build resilient relationships that drive long-term success.



BS ISO 44001 & BS ISO 44002: Laying the foundations for effective collaboration.

### BS ISO 44001:2017 Collaborative business relationship management systems

Requirements and framework are the building blocks for collaborative excellence. It is the internationally recognised standard providing organisations with guidance on how to establish a flexible and robust management system for their collaborative relationships.

Its use helps to improve the collaborative capabilities of your business, as well as ensure that you get the maximum value from working with others and that the shared goal of each collaborative relationship is achieved.

For organisations who haven't implemented a management system standard like BS ISO 44001 before, the process can seem daunting. To help break down the steps involved, BS ISO 44002:2019 is the standard which acts as a guiding compass for those seeking additional support to implement BS ISO 44001 successfully.

BS ISO 44002 provides insights into the interpretation of each requirement of BS ISO 44001, emphasising the importance of each and recommending practical approaches for implementation.

Its use helps to ensure that you implement a collaborative business relationship management system as effectively as possible, saving time and resources.

### BS ISO 44003 & BS ISO 44004: Empowering small business to collaborate

Recognising the unique challenges faced by micro, small, and medium-sized enterprises (MSMEs), BS ISO 44003:2021 provides specific guidelines tailored to meet the needs of these organisations.



Irrespective of their industry or location, MSMEs can leverage BS ISO 44003 to improve their collaborative capabilities, fostering stronger relationships with partners, suppliers, and customers. This standard is a testament to BSI's commitment to inclusivity and recognises the crucial role played by MSMEs in the global business ecosystem.

To build upon this, BS ISO 44004:2021 addresses the collaborative dynamics between large organisations and micro, small, and medium-sized enterprises (MSMEs). This standard provides guidance for large organisations seeking to engage MSMEs within their collaborative relationship programs.

Large organisations can leverage BS ISO 44004 to establish effective collaboration frameworks with MSMEs, unlocking new opportunities and fostering innovation.

If you would like to find out more about the ISO 44000 series, including '*Principles for Successful Business Relationship Management - ISO 44000*', please visit [knowledge.bsigroup.com/](https://knowledge.bsigroup.com/).



## FEBRUARY LEADERS COURSE

*19-22 February 2024*

*by Alan Maund*

It was a privilege for me as Head of Administration, Training and Membership to meet all the candidates at the recent ISO 44001 Leaders Course run by ICW's Leigh Lawry at Warwick University.

The delegates - Darren Williamson, David Stewart, Joseph Urquhart, Gary Burnett, Virginia Loydon, Pat Desmond, Helen Thurston, Elliot Watts and Callum White - all seen here with Leigh Lawry and course examiner Dr Paul Connor, set a new benchmark for the course as they all passed with a Merit classification.

All nine have taken up their membership of the Institute and were presented with their course certificates and membership badge and welcomed into the Institute's membership as MICWs.

At the recent International Pharmaceutical Federation's 81st World Congress of Pharmacy and Pharmaceutical Sciences, held in Brisbane Australia, ICW's health sector specialist was invited to address the conference. Trevor Gore, one of ICW's Associate Directors, has had a long and distinguished career in the health and pharmaceutical industry and is a well-respected figure. We share with you the article that was written for the International Pharmacy Journal by Graeme Smith. Trevor who is a great advocate for ICW's work, promoted the value of collaboration in the pharma and health sectors. We trust you find it an interesting introduction to the use of structured collaboration in this sector.

- ICW

# MEANINGFUL COLLABORATIONS AND PARTNERSHIPS ARE IMPORTANT FOR SAFETY AND QUALITY

by Graeme Smith  
23 October 2023

*What is required to form realistic and successful collaborations in order to strengthen health systems was the topic of a plenary session at FIP's 81st World Congress of Pharmacy and Pharmaceutical Sciences. Graeme Smith reports.*

The **World Health Organization** is a partnership by definition, and much of its work relies on partnerships with other parties, said **Raffaella Balocco**, unit head at the WHO International Nonproprietary Names (INN) programme. She highlighted a particular partnership — the **School of INN** (SoINN) — a virtual school set up to be used free of charge by those with an interest in INNs. She explained that the SoINN vision is for INNs to be used by all stakeholders across the world as common nomenclature for all pharmaceutical substances. "In some countries, INNs are mandatory for prescribing. We think this is good pharmacy practice," she said. The SoINN is a partnership with a number of universities across the world. It is available in English, Arabic, French and Spanish, and there are plans to provide a version in Mandarin. Other partners include students in all health fields, health professionals and university researchers and teachers, the pharmaceutical industry, and patients and consumers.

The SoINN has three domains of activity, Dr Balocco explained. First is training, which includes e-learning courses on things such as the INN system itself, and the economics and policy of INN prescribing. Second is promotion and cooperation, and third is research and publications. Dr Balocco referred in particular to a **joint publication with FIP** that described a pilot programme to teach pharmacology using INNs in a pharmacy school. She told participants how they or their institutions could become SoINN partners. First, they had to be a "friend of INN", by which she meant they had to believe in and use the system. Then, they needed to become a pilot site to develop INN projects with others. Finally, the third step, which was more demanding, was to become a collaborating centre through an official agreement with the WHO. Her take-away message was "Think INN, prescribe INN, dispense INN for good professional practice and the safety of patients".





## Making the World a Better Place

**Trevor Gore**, from the Institute of Collaborative Working, UK, said that collaboration means different things to different people. Sometimes the terms “teams”, “partnerships” and “collaboration” are used interchangeably when, in reality, they have different meanings. Looking at the WHO Sustainable Development Goals and FIP’s Development Goals, he was concerned that “collaborating” was not mentioned right at the beginning of these lists. “You cannot do any of the things you want to do unless you collaborate,” he said. For example, poverty, antimicrobial resistance, or sustainability cannot be dealt with unless people work together.

Mr Gore said that potential collaborators need operational awareness. Some 70% of collaborative ventures fail, he said. Potential collaborators need to have shared visions and values, display collaborative competence and behaviour, and be able to create value. “Only after you’ve got those three do you look for a partner,” he said. But nine times out of 10, people look for a partner first and then try to retrofit the rest in.

It is also advisable for collaborative partnerships to have an agreed exit strategy before they begin. He said: “When it goes wrong or when there is success what happens? How do we end it? Who owns the intellectual property that we may have generated?” These issues should be sorted out at the beginning, Mr Gore recommended. In conclusion, Mr Gore encouraged participants to use other people to enhance their expertise and to share their expertise with other people. “Build sustained partnerships that have a life of their own, that people want to be part of and that create value, ultimately for our patients, our consumers and our customers. That’s what this is all about. We’re collaborating to make the world a better place.”

## The Work of the USP

Closing the session, **Ronald Piervincenzi**, chief executive officer of the United States Pharmacopeia (USP), gave participants a flavour of the types of collaboration the USP is involved in. There were three that he wanted to highlight, namely the “Promoting the quality of medicine plus” (PQM+) programme, partnerships with regulators and the USP Convention. PMQ+, he explained, is a cooperative agreement between USAID and the USP to strengthen medical product quality assurance systems in low-to middle-income countries (LMICs). It is necessary because the WHO estimates that one in 10 medical products in LMICs are of poor quality. Its five objectives are to: (i) improve quality assurance system governance; (ii) improve country and regional regulatory systems; (iii) optimise and increase financial resources for quality assurance; (iv) increase the supply of quality assured medical products; and (v) advance learning about global medical products quality assurance.

Dr Piervincenzi told the congress that the USP partners with more than 50 regulatory authorities around the world to ensure a global supply of quality medicines. Such collaboration does not come without effort, he said. “We have to come together in ways that are multinational and advocate medicines quality issues in global policies.” He explained that the USP Convention comprises over 460 organisations across more than 40 countries. He said the convention is practical and real from a collaborative standpoint. “We use the convention’s regional chapters to identify specific problems and then begin to solve them together.” He highlighted the new Sub-Saharan Africa chapter, which would be launching soon. “We’re very excited about that,” he said.



Trevor Gore: The terms “teams”, “partnerships” and “collaboration” are used interchangeably when, in reality, they have different meanings.



## PUBLIC PROCUREMENT WORKSHOP – COLLABORATION PLAYBOOK

### The Centre of Public Value Procurement, Cardiff University Business School

On 24th January, in partnership with Cardiff University and Leeds University Business School's the Institute ran a consultation workshop, focused on structured collaboration in public procurement. It was the first step to establishing consensus for a 'Collaboration Playbook' for the Public Procurement Community.

The driving force behind the initiative is our Public Procurement Special Interest Group (SIG) led by Valerie Elliott. The Group have been working on how we as an Institute can support Public Procurement, to enhance structured collaboration integrated into the procurement process. They have proposed the creation of a 'Collaboration Playbook', which is intended to be a simple, clear good practice guide, complementary to existing procurement guidance, to help procuring organisations and suppliers work more effectively together.

We engaged key representatives from Scottish, Welsh and UK Government along with Industry and representative bodies to the workshop to focus on 'how more effective collaboration can improve public procurement activities and spending'. From the workshop we received participant insights, expertise, and involvement to help shape and co-design the 'Collaboration Playbook'. It is being developed as a complement to the existing Playbooks and the Procurement Act, 2023, focusing on how collaboration can help achieve better outcomes and greater value from public spend.

### Workshop Agenda for creating a Collaboration Playbook

#### Purpose of this Consultation

- To understand and gain learning; a co-creation.
- To develop guidance that can accommodate all sectors and government departments.



## Approach

- To be a complement to the suite of Government guidance on procurement – and flow in a similar way.
- Build on current requirements, the changing environments, as well as draw upon the learning from past experience of implementing collaboration.
- It is targeted for the Procurement and Supplier community, with the intention of making the complex, simple, so it is guidance for everyone.
- Scope of Playbook is from business case to contract award through to mobilisation to Initial Operating Capability (IOC)/Initial Service Delivery (ISD).

## Principles

- Structured collaboration – is a joint activity vs one-sided.
- Importance of deciding at the start of the business case, the type of relationships required.
- Ensuring consistency of understanding and responsibility.

We are currently processing all of the output from the workshop, with a view to ensuring we capture all of the salient points to include in the development of the Playbook. A second consultation workshop is being planned for 20th May, hosted by Leeds University.

We wish to thank all of the SIG members for their invaluable help and contributions to date. Our sincere gratitude to the team at Cardiff University for their fantastic support and to Amey for sponsoring refreshments during and after the event.

## SAVE THE DATE: Wed 10th July 2024

The ICW in collaboration with Leeds University Business School are pleased to offer members a first come first served basis one of the 120 places for the **Ideas in Practice** conference titled 'Collaboration, Social Value, and Sustainability in Complex Supply Chains'.

This event follows the oversubscribed event in October last year at Cloth Hall Court, Leeds LS1 2HA featuring a blend of practitioners, academics and subject matter experts. This year we will see and hear sessions from these

leading organisations – Government Commercial Organisation, BSI, National Highways, Kier, WorldCC, NATS, TRU West Alliance, Spencer West along with a number of distinguished academics in their field from Leeds University Business School and Cardiff Business School.

We will be unpacking topics from:

- Sustainability and social value through complex supply chains,
- Collaboration in circular supply chains,
- What tools are available to professionals to assist with solving key challenges,
- Changing the paradigm of risk transfer in complex contracting arrangements,
- How can all parties collaborate to find mutually inclusive approaches recognising commonalities and differences to ensure positive outcomes?

**Notifications and invites for this event will be arriving in your inboxes in the next month so be sure to register early.**





## TO BE FRANK...

It looks like 2024 is going to be as fast paced as 2023 was, or possibly even more so! It certainly feels like only a few days have passed since I was writing my 2023 summary! Already so many things have happened in 2024 and we have so many other things that we are planning.

The good news is the team returned for the Christmas break refreshed and motivated to move us still further forward, and we are fully committed to the continued evolution of our Institute. We have ambitious plans and are starting to implement them in as quickly as we are able.

The progress we made in modernising the Institute in 2023 was considerable but we know we have much more to do. In 2024 you will see more innovation from us. We will be refreshing our training offering and implementing new services to members, that enable them to demonstrate that they are leading edge practitioners of collaboration.

We will be working with our members to continue the process of realising the benefits that structured collaboration can bring. We believe that our sector forums will be a key element in achieving this and 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 be involved.

We are working with our friends in academia and have ongoing initiatives with both Leeds University Business School and Warwick business school to demonstrate the benefits structured collaboration delivers. We are also working with Cardiff and Leeds University Business Schools, through our Public Procurement SIG, to increase our connections with the Welsh, Scottish and UK Governments and promote effective structured collaboration in public procurement.

When I took over as Chief Executive my perception was that as an Institute, we had been too inwardly focused and needed to look outside more. I also recognised the incredible enthusiasm from our membership to advance collaboration. So, since taking the role, my focus has been on the value we can bring to you our members to help them and promote greater collaboration. I am committed to ensuring everything we do benefits our membership and to that end I will continue to get out and about, visiting you to hear first-hand what you need from your Institute.

But it is also important that we are future ready. We intend to define, improve, and invest in our systems and procedures in order to provide you, our members, with a consistent and professional service. That programme has already started, as we have identified our core processes and set out our plans for defining and improving them. I was very proud that we were awarded our cyber essentials certificate late last year.

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 informative and relevant events, with an overriding aim of offering better services to our members. To ensure our Institute is future ready.

**Frank Lee.** ICW CEO



## YOU CAN CHECK OUT BUT YOU CAN NEVER LEAVE

by Mark Lee

I am thrilled to share a significant milestone in my professional journey - I am bidding farewell to the Institute of Collaborative Working. It has been an incredible 6 months filled with learning, growth, and new experiences.

During my time at the Institute, I had the privilege of working with a team of dedicated professionals and engaging with brilliant minds in the field of collaborative working. Together, we achieved milestones, fostered innovation, and contributed to the Institute's mission of promoting effective collaboration in diverse industries.

As I take this step towards new horizons, I want to express my gratitude to my colleagues, mentors, and the entire ICW community for the support, encouragement, and guidance.

The experiences and insights gained will undoubtedly shape my future endeavours.

I am excited about the opportunities that lie ahead and the chance to apply the skills and knowledge acquired at ICW in new and challenging contexts. My commitment to fostering collaboration and driving positive social value remains unwavering,

Although I am leaving the Institute I will still be involved to help improve and develop it for the future! And as many have told me in the past few weeks the Institute is like the Hotel California, I can check out, but I can never leave!

On a final note, I would like to thank the whole ICW team, our members and our friends for the support and opportunities they have given me! I'm sure I will see you all at our events next year!



### NOTE BY THE EDITOR

A warm welcome to readers of the first Insight of 2024 and huge thanks to all of you who made contributions or generally supported me in my role as editor. I'm pleased to see that we have ended up with an informative and useful publication – but that doesn't mean it's too soon to start thinking about the next issue – only 2 months away! How about something for the 'Meet the Membership' series? Over to you!

Finally a challenging question to keep you all on your toes:

What month of the year has 28 days? - They all do!

All the best,

Nicky.

## ICW EVENTS FOR 2024

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

# 2024

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

March	7th	16:00-16:30	Wellbeing by John Sidebotham	Team - Apply
	21st	16:00-17:00	Drop In - Benefits Realisation Process	Team - Drop-in
April	4th	16:00-16:30	Wellbeing by John Sidebotham	Team - Apply
	18th	16:00-17:00	Drop In - Value Creation	Teams - Drop-in
May	2nd	16:00-16:30	Wellbeing by John Sidebotham	Team - Apply
	15th	12:30-14:30	<b>ICW Annual Reception at House of Lords</b>	Venue - Invite
	23rd	16:00-17:00	Drop In - Integrated Management	Teams - Drop-in
June	6th	16:00-16:30	Wellbeing by John Sidebotham	Teams - Apply
	20th	16:00-17:00	Drop-in - TBC	Teams - Drop-in
July	3rd	10:00-16:00	<b>ICW Members Day at Goodenough College</b>	Venue - Invite
	4th	16:00-16:30	Wellbeing by John Sidebotham	Teams - Apply
	10th	TBC	<b>Social Value at Cloth Hall, Quebec St, Leeds</b>	Apply
	18th	16:00-17:00	Drop-in - TBC	Teams - Drop-in

## THE PARTNER 2024

The 2024 Partner is currently under production, and we are looking forward to publishing it at the 2024 May Reception.

If you have not got a hard copy of the 2023 edition of the Partner and would like one, please contact the office at [enquiries@icw.uk.com](mailto:enquiries@icw.uk.com) and we will be pleased to send it to you.

The 2024 Awards will be launched on the 15th May at the Annual Reception. We recommend that you start thinking about your entries. If you would like a copy

of the ICW's Guide to the Awards Process, please contact Alan Maund at the office ([alan.maund@icw.uk.com](mailto:alan.maund@icw.uk.com)) and he will be pleased to email a copy.

