

The Partner

May 2019



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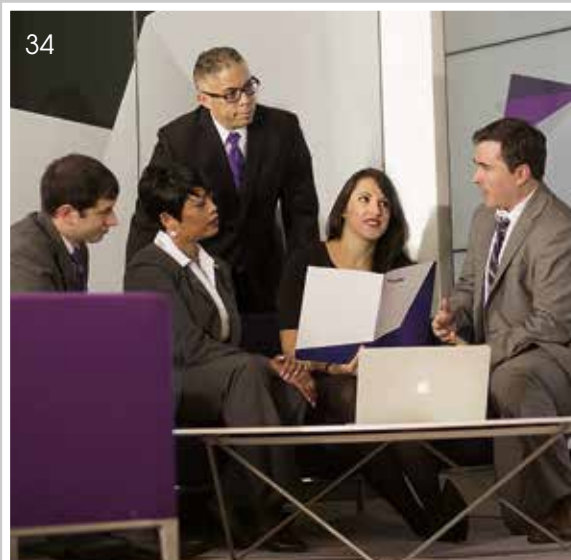


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Institute for Collaborative Working

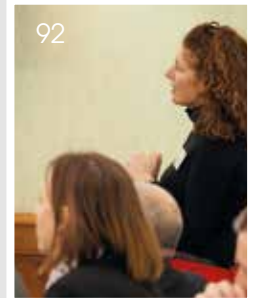
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ICW

Board Members



Lord David Evans of Watford
CHAIRMAN



Claire Ward
CHIEF EXECUTIVE



Christopher Kehoe



Douglas McCormick



Tim Bullock



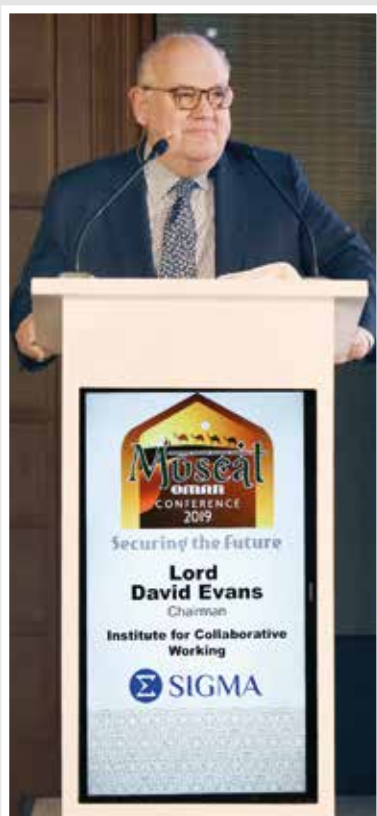
David Hawkins
CHIEF OPERATING OFFICER

Extending into more countries and more sectors



Lord David Evans of Watford
CHAIRMAN

I am delighted to give a warm welcome to Claire Ward, our new Chief Executive, who I know is determined to develop The Institute across new sectors and into new opportunities: a fresh start for ICW at a time when we all face challenges and uncertainty. That said, we also face exciting new prospects to improve performance and expand our markets, given that collaborative working has already proven to be an essential key management discipline in successful organisations.



The process of Brexit has proved to be divisive. However, there is among many people, a desire for more social cohesion, a sense of belonging and – above all – new ideas, proven values and open dialogue.

Working closely together and working collaboratively gives us the edge to provide better service, greater value for money, improved communications and efficiency, along with higher returns on investment. Collaboration is key and your ICW will continue to innovate and promote good practice here and abroad. ICW Baltic launches this summer to cover Lithuania, Estonia and Latvia, working in partnership with ICW in the UK to promote professional development and commercial opportunities in international markets.

I was also very pleased to be part of one of the first opportunities brought in by our new CEO to get involved in other sectors. This was as a guest speaker at Sigma Pharmaceuticals' annual conference in Oman.

Sigma is based in the UK and supplies thousands of community pharmacies and hospitals across the country with their medicines. We found tremendous interest in collaborative working, as the sector is up against major pressure to be more efficient by forming alliances. Collaborative working is an obvious and attractive solution available to the sector and the wider NHS. Watch this space!

Changes

This year will see improvements in our communications, a new web site and changes in our procedures following Claire's strategic reviews with tremendous input from our foundation members and their teams. May I thank everyone who gave up their time to take part – we really appreciate your... collaboration. ■

Taking ICW to the next level



Claire Ward
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I am delighted to be launching the new format for *The Partner*, as part of the changes that we are making at ICW. I hope that you'll find it an even more engaging read, which brings the experience and expertise of our key foundation members to a wider audience. Case studies of collaborative working, often in award-winning circumstances, and certainly with demonstrable benefits, are hugely important to making sure our narrative about collaborative working has resonance with members and potential members. As you'll note from the various contributions, collaborative working is making a real difference in performance, efficiency and profitability. Our contributors are experts in their field, and in recognising the value gained from membership of ICW, they are able to share that expertise across the network.

In my first month in the role of Chief Executive, I launched myself into a collaborative mindset by attending one of our Collaborative Leadership courses held at Warwick Business School. It greatly helped me to understand the theory and practical application of collaboration. A three-hour exam and an assessed presentation have the desired effect of focussing the mind!

This initial experience led me to recognise two important aspects of the work we do at ICW: first, an appreciation of the attitudes, behaviours and skills that are needed for individuals to work together effectively and how these can enhance overall productivity. Understanding the

behaviours, psychology and neuroscience behind collaborative working is enhanced by quality research. We are fortunate to have built excellent relationships in academia, especially with Warwick Business School, where we not only deliver most of our leadership courses, but are also able to utilise the key research that underpins the most effective collaborative behaviours. That's why in future years we will be committing further resources to our research with academia – specifically Warwick Business School – so that we can enhance the quality of information we provide our members to underpin their collaborative working. In this edition of *The Partner*, WBS sets out their initial scoping of research into collaborative behaviours.

Secondly: the value of an institute in which members can gain accreditation which is then valued by their employers and the wider business community. I encourage those within our executive network who have not had this experience through attending our courses to consider doing so, if only to ensure that they are able to qualify individually

The Partner

May 2019



Performance & Outcomes

for the right to become Members of the Institute for Collaborative Working (MICW).

Championing

Taking up the role of the Chief Executive, I see a great organisation with huge potential to support the development of collaborative working, not just in our existing membership network but in promotion to a wider range of sectors. Over almost 30 years, ICW has been championing this important business discipline that cuts across every sector and industry. Our membership representing major industries and some of the largest companies with multi-million and even billion-pound turnovers, indicates a very

impressive platform for taking ICW to the next level.

Expanding our network requires ICW to look at how we make our understanding of collaborative working – and especially the value of being independently certified at such a high standard of collaboration – relevant to new sectors. My background and experience in recent years with the NHS and community pharmacy, leads me to believe that the public sector, and in particular the NHS, could greatly value a model of collaboration. As the NHS is now required to work across local systems and integrate with their partners in terms of health and social care delivery whilst maintaining system-wide control

totals, collaborative working is essential to its success. So, I shall be leading the ICW to engage more widely with the public sector and encouraging our executive members, many of whom are key suppliers to the public sector, to enhance our links, reputation and network in doing so.

The development of the international standard, ISO44001 owes much to the support of ICW, and especially the drive, knowledge and leadership of David Hawkins. As more companies recognise the value of certification to a global standard, ICW not only needs to continue its important role in development and training of companies and individuals to meet those standards, but also in the broader offering of ways in which we can encourage individuals and companies to realise the value of collaborative working. We rely upon a small but expert team of associate directors to deliver our training and development programme, which gains high recognition across a number of industries. I look forward to supporting our team to enhance our offering to our members and beyond.

Not all companies will wish to achieve ISO44001, but we believe all companies could benefit either externally or internally, from collaborative working. Our challenge will be to ensure that we remain relevant to all of those interested in finding ways of collaborative working, whether through certification or not.

Finally, my ambition for ICW sees an institute that serves corporate and individual members through provision of networking and access to our resources and partnered research, but also looks to the development of collaborative working as a cross-sector business discipline in its own right. I look forward to continuing to work in collaboration with all those who share that ambition. ■

Where next for collaborative working?



David E Hawkins
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The past 15 years have seen our thought leadership take relationship management from the creation of a structured approach to the relationship life cycle, to an international standard. Some might suggest that ICW has already exceeded the original concept established in 1990 when PSL was formed. The reality is that the publication of ISO44001 is only a step in a journey. So, “what next?” we may ask ourselves. The establishment of our Thought Leadership Special Interest Group is part of a wider process to ensure that ICW looks ahead, fosters research and maintains its role as a thought leader.

We live in turbulent times perhaps more so than for decades, whether political change, disruptive technologies, economic instability, demographic changes or cyber criminals and terrorist proliferation. By the time *The Partner* goes to press, the decisions over Brexit and its impact across Europe and globally may or may not have been decided, what is certain is that we will not know the true implications perhaps for years to come.

Looking to the future, one constant is that, whilst technologies may open up new avenues for organisations, at the core of these will be the ever present need to ensure that the relationships between them and the individuals involved will have a significant effect on stability, resilience and performance.

This focus on relationships is clearly apparent when looking at the wide ranging approaches the Institute receives from across a spectrum of organisations seeking

to deploy a more systemic approach to their interactions. From air traffic management to academia, construction to credit unions, facilities management to frigates, highways to helicopters, smart cities to social enterprises, trains to third sector voluntary communities; the list goes on. The common factor is that interdependence has become more and more a key issue as business model changes and the value of working together is not just good business but a mission critical element of success.

The 2018 ICW Collaboration Award winners reinforced this perspective with outstanding examples from infrastructure projects, environment programmes and collaboration to enhance adoption processes. In each case, their success was built on a platform of collaborative working jointly focused on mutual outcomes, benefitting the organisations involved and the wider social community.

On a global front, the work of



the ISO committee continues and progressively is being referenced in a number of countries and where ICW is offering support. The benefit of the standard is that it has brought a degree of rigor and a common language. Certainly some organisations have only seen it as a route to a badge on the wall, but it's a start in raising awareness, whilst some clients both public and private sector have not fully understood the implications of simply demanding compliance without an intent to participate in fully harnessing collaborative working.

So, where do I see the role of ICW and its aims to enhance the adoption of systemic collaborative working? First, one aspect is that we need to protect the integrity of the standard, as one of our members wrote: “ICW is the guardian of ISO44001”. Our experience, expertise and knowledge-based community must be vigilant and proactive so the standard does not become a tick box exercise.

However, the standard is only



the platform not the solution. In order to promote collaborative working we need to focus on researching, identifying and publishing the value creation potential, building our database of positive examples and the tangible benefits that can and have been achieved. This issue of *The Partner* has focused on performance and outcomes but we need to do more. Intuitively we all know that good relationships deliver better outcomes, but for many collaboration is still a “soft and fluffy” concept.

What we have identified is that, whilst collaboration is heralded as a panacea, the majority of organisations have as yet not incorporated the development of skills into their people recruiting and development programmes. Thought leadership needs to be at the forefront of delivering people development through a variety of mediums, together with encouraging the creation of tools which will support organisations to identify training needs and

“Our community must be vigilant so the standard does not become a tick box exercise”

work with other institutes and associations to build the links to their people development programmes .

Working with academia, ICW needs to expand its relationships within higher education so our next generation of business leaders can adequately evaluate possibilities and the need to build stronger relationships. Collaborative working introduces new dynamics to leadership which reach beyond the command and control models of the past millennia, understanding how to overcome engrained unconscious bias that will impact

successful application. ICW is working with Warwick University on just these topics and this year will be jointly launching a Post Graduate Certificate in collaborative leadership.

We need to be reaching out to the business community to explore the way in which organisations large and small can work together. Whilst traditional highly systemised large organisations are increasingly dependent on agile and innovative small companies, they frequently struggle to engage with them. For many smaller organisations, they have limited focus on the potential to work collaboratively with other similar or complementary organisations to build enhanced value propositions. Taking the lead from ICW, the ISO committee that oversees ISO44001 has already launched a number of initiatives to start addressing these challenges. At the same time, our special interest group is exploring how smaller companies can become part of the ICW community.

As collaborative working is increasingly recognised and becomes more established, there is a need to find processes, systems and tools which will provide better engagement, visibility and transparency. Working with a variety of specialist organisations and academics, ICW is looking to support these solutions.

Application of collaborative working will increase both through visionary companies and by necessity, as business models adapt to the challenges and risk ahead. What we can be sure of is that building relationships will be a key factor in successful outcomes and that identifying relationship issues looking through the windscreen is a better way to highlight and overcome future challenges than through the rear view mirror. ICW has been at the leading edge and our thought leadership role remains key going forward. ■

Managing inclusivity proves critical for MOD data-sharing rollout



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The project's aims were to further develop and test the Ministry of Defence's Identity and Access Management (IdAM) platform, which would transform the way secure data is shared across the MOD's supply chain. The tests would be against real-life Official Sensitive system demonstrators to prove the platform is the solution for both tier 1 companies (such as Babcock and BAE) and SME partners (such as ilmNEXUS).

The project involved multiple MOD, industry and SME organisations (customers, partners and suppliers) covering a wide range of disciplines: security, IT, commercial and technical specialists. It utilised best practice project management, robust communication and stakeholder management, drive and enthusiasm to deliver the outcomes.

Communication and collaboration were essential to ensure the agile way of working was successful, and also to verify delivery of a true "Enterprise" solution. A Joint Information Group (JIG) provided the governance layer, enabling a controlled and measured approach to the project. It also ensured that the team was driving towards common aims and objectives.

The Enterprise's detailed IdAM designs were produced and risks captured, understood and managed. Co-ordination was required to ensure the availability of limited test facilities, including the Land Systems Reference Centre.

Key stakeholders were identified and targeted with regular communications to ensure their continued support and help when issues emerged. The collective knowledge and experience of the team proved vital at various stages including the last-minute need to configure network gateways by BT and MOD to ensure the programme remained on track. A virtual collaborative workspace was utilised to support the workshop and outputs, allowing all parties the opportunity to contribute to the next phase. MOD users at different locations provided realism to the adopter trials and allowed the MOD to test the network traffic, making the trial results more valuable.

Effectiveness

Agile demonstrators like these allow Team Defence to understand technically how we can deliver these types of services and provide insight on those non-technical aspects that need to be considered. This work is now informing policy, procedures and processes needed to support an IdAM service, and has identified

further work needed to consider commercially how to adopt this for legacy projects and contracts and how we align service levels.

Efficiency

Each early adopter now has a blueprint of what is needed technically to move the Beta test into a production service. This early testing can lead to significant operating cost savings and improved rollout efficiencies. This work has also identified exploitation opportunities where existing capabilities can be re-used and where the MOD production service rollout could allow these adopter projects to become reality much earlier than anticipated.

The agile demonstrators were designed specifically to allow multiple outputs to be achieved from a single demonstration. This not only allowed the high-level and low-level designs to be tested, but in parallel we also tested the RLI (restricted LAN interconnection) network traffic to ensure that this new type of service will have low impact on existing MOD services. The way the work was executed also enabled efficient use of resources and allowed those unable to attend the face to face workshops to remain engaged and up to date on progress using the virtual network and the sharing of the workshop outputs via the communication channels.

Agility

The approach has enabled Babcock to take policy, procedures and processes rapidly and test them in real life scenarios with multiple organisations and with the support of key stakeholders from across different specialisms. It has enabled the MOD and industry IdAM

implementation teams to introduce rapid continuous improvement and testing before full production, allowing the team to change course quickly and to add in new aspects for consideration. This flexibility provided a much more agile development of the real solution and refinement of the policies, procedures and processes to increase confidence in the adoption across Team Defence. This is allowing all parties to show clearly the benefits of investing in

IdAM, especially when considering the wider adoption and rollout of additional IdAM capability.

Innovative approach

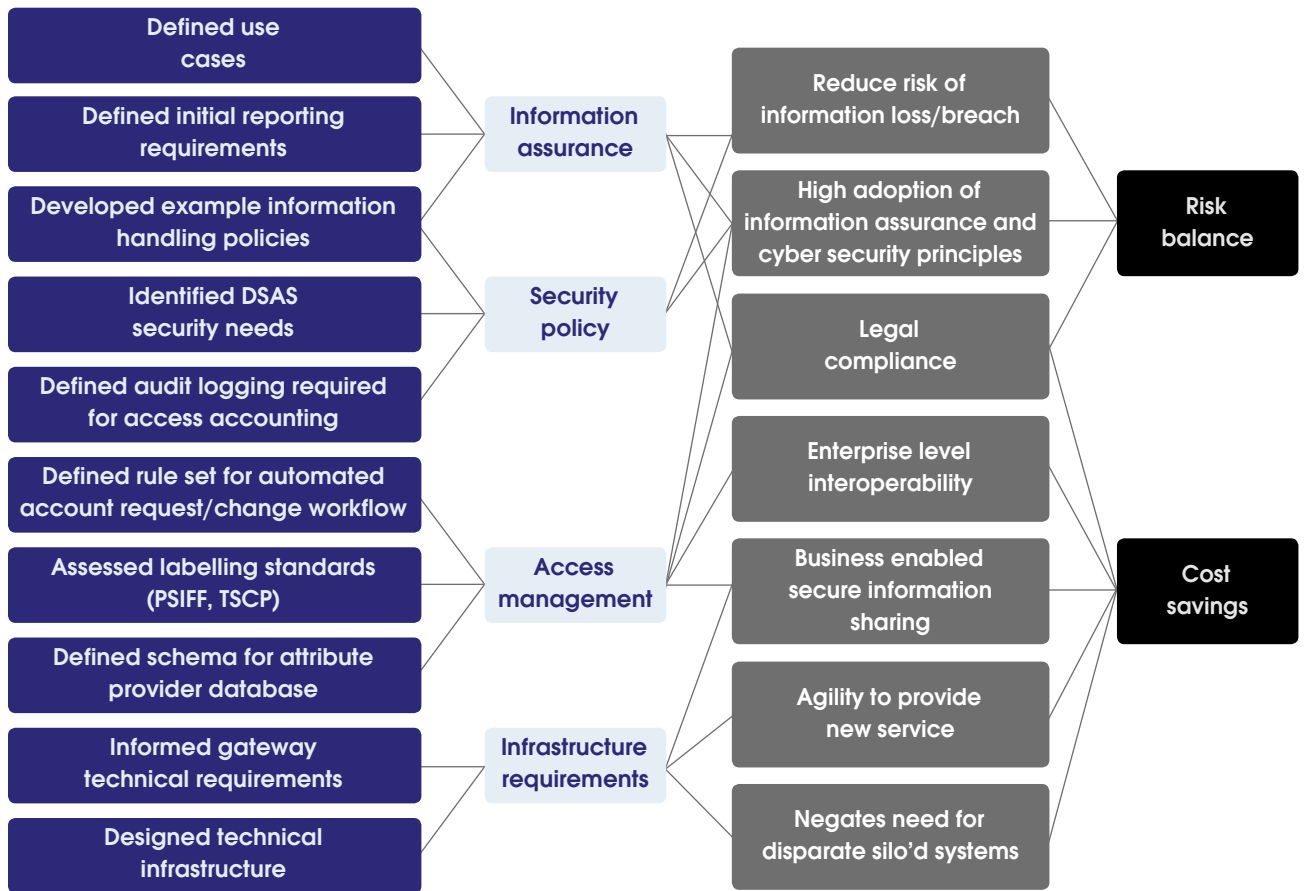
Innovation often arises from identifying and implementing novel combinations of existing and new technologies and/or services. This project was a clear example of this as it integrates new and existing components and expertise from the SME community, overcoming a number of potential “blockers”

in the process, to achieve a simple but powerful outcome. That outcome is the ability to use IdAM to manage access control to the early adopters’ repositories and to provide the confidence that the information asset owners that use these systems can see: improved security and auditability.

One of the key drivers of this project was providing real IdAM demonstrators that give confidence to the MOD and Team Defence that such a capability is

Identity and access management benefits map for the JIG sponsored IdAM demonstrator

KEY: ■ Change ■ Capability ■ Benefit ■ Objective — Dependency



“The approach has enabled Babcock to take policy, procedures and processes rapidly **and test them in real-life scenarios** with multiple organisations”

technically feasible, but equally can be applied consistently across all of Defence. This project has proved for the initial design that this can be achieved across the supply chain, noting that one of the early adopters engaged was tmNEXUS, a smaller medium enterprise (SME), which has proved that the approach works not only for tier 1 companies such as Babcock and BAE, but across the board.

This work has created a blueprint that Team Defence and MOD could exploit as follows:

- UK Government to UK Government and international

collaborations (other governments)

- defence to industry collaboration
- industry to industry collaboration
- expanded supply chain, including SMEs
- across each of the early adopters organisations in the UK and internationally.

The MOD is one of the principle leads within government adopting IdAM, and lessons applied and learnt can be equally shared across government to aid

others in how to adopt IdAM. The work done on this project lays foundations for IdAM to be expanded to cover the more complex access control management use-cases at Official Sensitive level and also how this could be used in a secret environment. The ability to use this for secure exchange of information throughout the supply chain and support network is providing the capability for MOD and Team Defence to introduce this important information assurance and security control capability. ■



Keeping a focus on the near and far prevents a fall

Steve Abrahams
BABCOCK

Recently I was out walking in an unfamiliar spot in the countryside and I decided to visit a castle.

Because I was walking in an unfamiliar area, it was necessary for me to keep glancing up towards the castle in the distance, just to make sure I was heading in the right direction. As I continued I realised how similar the process of walking towards a destination is to achieving a goal.

- The castle in the distance represented the **outcome** portion of my goal.
- Keeping a close eye on the upcoming terrain represented **performance** (in so much

that each small step brought me a little closer to my destination).

- Lastly, the attention I paid to each individual step, watching my footing on the uneven terrain, represented the **process** portion of my goal.

Each bullet point above is vital to the achievement of a goal. If I were to focus only on the castle in the distance (the outcome), then I wouldn't have been focusing on what was right in front of me, or watching where I was putting my feet. Conversely, if I were to focus only on the ground ahead, then I may have lost sight of the castle

in the distance and walked aimlessly in the wrong direction.

So what's my point? Outcome, performance and process goals should work collaboratively. If you only focus on the goal without looking at where you're stepping, you'll eventually trip and fall. If you only focus on how and where you're stepping, you may feel like you're achieving something because you're walking, but at the same time lose sight of where you originally set out to be.

The case study demonstrates the power of ensuring that performance and outcomes are used in a collaborative way to achieve the end result.



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Thinking differently for better connectivity



Gillian Peters
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Britain has the fastest growing railway in Europe, with passenger numbers expected to increase by 40 per cent by 2040. It is a growing industry that offers better connectivity, opportunity and economic growth. Yet, to meet the demand for more capacity, further connections and faster journeys, the challenge becomes ever more complex.

Responding to peoples' expectations for a 24/7 service and seeking efficiencies to reduce the cost of renewing and enhancing railway infrastructure, amidst an increasingly congested network with ageing assets, means we have to think differently to deliver a better railway.

As we enter the next railway industry control period (2019-24), BAM has reflected on our journey through the past decade: how the industry's approach to collaboration is maturing and how we maximise this experience to ensure collaboration is inherent and effective in bringing value for our customers and stakeholders.

Enabler

Being flexible to meet the needs of our customers, stakeholders and projects requires an environment that stimulates innovation. BAM's approach? Open collaboration. At its simplest, the definition of collaboration is two or more people working together to create and/or achieve the same goal. In a time where we have more data, surveys and tools available, it is valuable to strip back collaboration

to focus on its actual purpose.

Start by knowing yourselves, your organisation and culture – and why you seek a collaborative working relationship. Build on the experience and knowledge gained. Never lose sight of shared goals. These are what define the project's purpose, its outputs and why collaboration is happening. Collaboration in infrastructure projects is there as an enabler to meet the project goals – it is not a project in itself!

Effective collaboration also means facing a challenge, and can be at its most effective when used to solve the hardest riddles. This was demonstrated with the on-time and to-budget opening of the Ordsall Chord, linking Manchester's Piccadilly and Victoria stations for the first time. In a World Heritage Site, surrounded by Grade I and Grade II listed structures, two conservation areas and an urban inner highway, the new railway link was recognised by the Royal Academy of Engineering Major Project Award for 2018 for the collaboration, skill and engineering flair necessary to deliver such a complex, multidisciplinary feat of railway engineering.

Maturity

Ten years ago, BAM undertook a number of "hub and spoke" contracts, where the customer takes a central hub role, with contractors procured separately to each spoke. However, the reliance on this hub to manage information, communication and other functions can be inefficient. Without true integration, risks arise from different objectives, contracts, programmes and drivers agreed with each spoke. The collaborative focus is directed into the hub and not throughout the whole network.

In 2012, BAM won the design and construction contract for Borders Railway. With 30 miles of new railway and seven stations, it is the longest new domestic railway built in the UK for over 100 years. Opening the line on-time and to-budget, while meeting the Scottish government's requirement for value, required a truly collaborative approach. Together, BAM and Network Rail developed a Collaborative Charter. This committed the signatories to "inspirational and proactive leadership" and defined the ten guiding principles to apply in daily development and delivery of the project to ensure safe, efficient and timely completion. Directors from both organisations formed the project steering group, which provided strategic leadership and support to delivery teams and promoted shared objectives, stakeholder inclusion and continuous improvement. The steering group also acted as a key decision-making forum using the ten guiding principles to reach decisions, preventing any delay or disruption to the programme.

During 2014-15, projects in the far north of Scotland and south east of England developed



joint relationship management plans and were now broadening collaborative engagement to organisations outside of direct and contracting relationships.

The ambitious railway project between Aberdeen and Inverness is set amidst the beautiful backdrop, yet challenging terrain and environment, of the Scottish Highlands. We used collaborative planning sessions with steering group members and our key suppliers to assess a variety of railway access strategies to measure opportunity and risk in meeting targeted dates. A strategy was agreed with stakeholders including Network Rail, Transport Scotland and ScotRail (Abellio) to deliver key elements of work in two blockades during the summers of 2018 and 2019. These include; benefitting lineside neighbours through minimising disruption, reducing the economic impact on the business community, reducing delay risk from inclement weather and reducing operational risk from failures to near life-expired

signalling, power and telecoms equipment.

In the South East, we began Network Rail's first pilot of NEC contracts in the CP5 Southern Multi-Functional Framework and joined the Southern Shield collaborative forum for safety leadership. We worked closely with directors from Network Rail, Southern Region framework contractors and supply chain partners to look at cultural, behavioural and process changes across the region to increase safety. The Southern Shield Charter aims to prevent accidents or incidents so that safety is never sacrificed for commercial advantage.

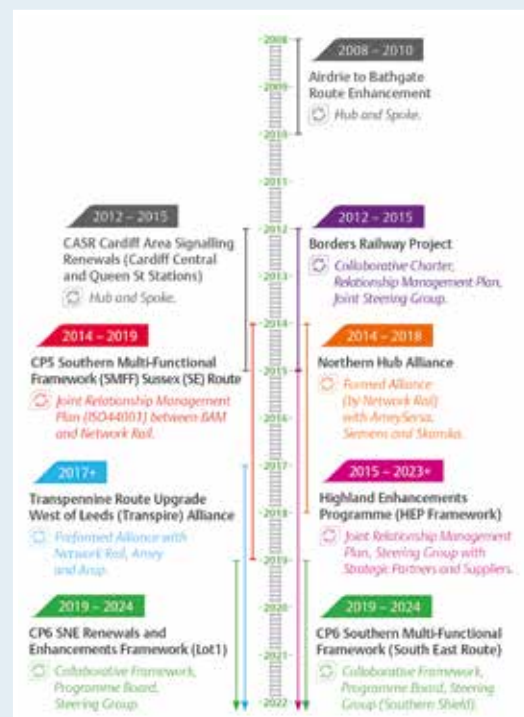
Alliancing

BAM's insight into alliancing in the rail

industry in recent years first came as part of a formed alliance (Northern Hub), where Network Rail as client and owner-participant selected each of the non-owner participants. More recently, BAM is part of the Transpennine Route Upgrade West of Leeds (Transpire) Alliance: a pre-formed alliance arrangement where organisations self-selected the "consortium" arrangement first, to then bid for the opportunity to join Network Rail in the Alliance Agreement.

Lessons

- 1 It is the whole team that can affect a step change: The Transpire family of non-owner participants (BAM, Amey, Arup) and sub-participants began working together before the bid and all parties signed into the procurement process and alliance formation. One team together does not mean having to leave your company





- logo at the door or losing your identity. Maturity in collaborative relationships celebrates the diversity in the different skills people and teams bring. Innovation, problem-solving and learning stem from this assembly of talent working together.
- 2 **Living and working to the alliance values:** Respect, trust, humility and challenge are described in Transpire's values. Finding solutions together means being able to explore options, challenging in a constructive manner, listening,

taking responsibility, pushing the boundaries when needed and never burying difficult or bad news.

- 3 **Shared goals:** It is essential that everyone is on the same page and energy is spent resolving problems collectively, as opposed to blaming each other. True collaboration becomes effective when challenges arise. Experience tells us it is easy to be collaborative when all is going well, however it is most effective in the face of adversity. ■



Realising the benefits

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so it's not just a commercial "race to the bottom".

This approach has shown benefits for BAM in the improvement

placed to act as a trusted adviser.

Internally, we have developed a more integrated approach across Royal BAM Group with the launch of One BAM. Sharing values and integrating our communication methods, processes and systems gives us access to specialists from around the business to challenge existing standards, deliver innovation and provide value throughout the project lifecycle and for end-users.

Project delivery

Our project in the Antarctic, with the British Antarctic Survey (BAS), faces challenges like no other, and only through a collaborative approach can it be successfully delivered. The BAM team is embedded in the BAS HQ in Cambridge, working collaboratively with the Natural Environmental Research Council and the BAS operations and science department, and their technical adviser, Ramboll. All parties have shared goals based on the desire to deliver innovative and longstanding solutions which are critical to delivering world-class polar science to benefit Earth.

We support the approach taken by BAS, Highways England and Network Rail, amongst others, and hope more customers continue to recognise the benefits of collaboration and adopt these processes.

At BAM we have made considerable progress on our collaboration journey with our customers, key supply chain partners and internally across the Royal BAM Group during 2018. This has realised benefits for all, such as a shared commitment to deliver continuous improvements in performance, and clarity on where input from specialists and stakeholders will add the best value to outcomes.

Last year saw several significant frameworks being tendered for in the highways and rail sectors. While procurement processes differed to reflect our customers' vision and challenges, they both had a common theme: they recognised and valued the benefits gained through working collaboratively with their key supply chain partners, and created an environment where bidders could demonstrate their approach to collaborative working. This puts collaborative processes and values at the centre

of our win rates, which seem to be closely aligned to this form of procurement and delivery. The challenge now is to follow through with successful projects delivering benefits for all parties.

Adopting Project 13

The introduction of Project 13, sponsored by the Institution of Civil Engineers, is an exciting move forward. The ethos is a flexible approach and set of principles rather than a set way of doing things. It is about finding the right method for each customer that will generate benefits for the project and support the development of lifecycle and supply chain value.

Under Project 13 principles, our role will vary from a key supplier to potentially an integrator. The process moves away from the traditional transactional approach to that of an enterprise. We are learning with our customers and, as a member of the Infrastructure Client Group and the Future Leaders' Group, we are well



Collaborative

We believe that working and learning flexibly with customers and partners brings diverse capabilities together to achieve progressive outcomes.

Our 'one team' approach promotes the constructive challenge and adaptive thinking that delivers enhanced achievements and shared results.



Certification grows for Collaborative Business Relationships



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At BSI we have seen yet another year of significant growth for Collaborative Business Relationships Management Systems certification. In particular, we've seen an increase in SMEs achieving ISO44001 certification.

This is probably due to a rise in tender requirements and contract models required by specifiers, but our clients also tell us that they can gain competitive advantage in the market place through certification, as large specifiers realise the benefits of collaborative working.

With the current market, the need to build stronger relationships – particularly with overseas markets – is more important than ever. Yet, many businesses are concerned that implementing ISO44001 will involve a lot of bureaucracy and that the implementation will be complex.

Our clients' feedback however is that this is not the case. While other management standards, such as ISO9001 quality management systems, concentrate on systems that could generate a lot of new processes, Collaborative Business Relationships Management is supported by a system, but it's the behaviours and culture that are key. Behaviours are driven by circumstances, so a successful collaboration relies on employees being or becoming very self-aware, with an honest analysis of what this means – so

that shortfalls can be addressed.

Most organisations take great pride in achieving certification to ISO44001, particularly in alliances – where multiple organisations have come together to work on a project. Each organisation is able to demonstrate the commitment they have to working collaboratively, the capabilities they have, and that they have an effectively embedded collaborative culture. It also demonstrates that the leadership team are innovative thought leaders.

Increased competitive edge

Other benefits can be hard to measure tangibly but include positive wellbeing, social and environmental impacts. Plus, 79 per cent of BSI clients feel certification to ISO44001 has increased their competitive edge and has achieved cost savings, more efficient and improved projects, and of course more peaceful working relationships throughout their supply chains.

We have also noted that collaborative working sets a standard that is hard to move away from – once a business has worked collaboratively under one contract, it will want to look for similar standards of working in the next project.



Some of our clients sponsor their suppliers to gain ISO44001 certification for a particular project after realising that the benefits of this far outweighed the cost of the sponsorship. For example, Kier Highways has noted that a complete alignment of objectives and a removal of a silo mentality has resulted in improved problem solving, reduced operating costs, increased trust, enhanced innovation and better stakeholder satisfaction. They have worked on initiatives such as creating a “plug and play” collaborative portal, joint training programs, sharing best practice and joint governance. This approach enabled their alliance partners to achieve ISO44001 certification at a fraction of the cost and time they expected.

Louise McMahon, Collaboration and Improvement Manager at Kier Highways stated: “We were delighted to hear that one of the BSI assessors was impressed with how we all work and the spirit of collaboration. We were told that we had one of the best systems they have seen so far. We’re looking forward to seeing our alliance evolve into the future, continuing to achieve even more shared value and benefits from working together.”

Construction companies have also recognised that collaborative contracts are running more smoothly with earlier contractor engagement, improved problem solving through cross-innovation, increased trust between partners, longer term planning, consistency improvements, and collective capabilities being realised. For many, certification enables an organisation to demonstrate their values, rather than merely claim them.

Looking ahead: more countries, more sectors

We expect to see continued, steady growth for Collaborative Business Relationships, and more international take-up; so far we’ve noted development and growth in Japan, Germany, UAE and Australia. In the future, industries such as pharmaceutical and medical, aerospace and other complex areas will likely take up business collaboration as a way to address the challenges they face, and to gain more control over integrated supply chains.

We’ve also noticed more of a variety of industries are adopting the standard and the framework it provides, for example the social care industry. Similar approaches

and brings the community together.

We would also like to see a new revision on the horizon, to simplify the standard, bringing about further interest and adoption.

Collaborative Business Relationships now has a strong foot-hold. With clients reporting cost savings, project improvements and less stressful working relationships, we know that this area will continue to grow and develop in the coming years.

It is critical, now more than ever, to be able to work collaboratively – allowing and facilitating effective deployment into projects and building strong, lasting relationships. ■

“We’ve noticed more of a variety of industries are adopting the standard and the framework it provides”

and techniques are used across a wide range of organisations.

There has also been a greater focus on alliances, which offer bespoke arrangements and costs to clients, so this is likely to keep rising. At BSI, we’re looking at how we can certify communities who wish to build on the success of alliances but in a less rigid, more flexible way; relationships built less on traditional contractual arrangements and more on a social basis. For example, a community may have 100 organisations, who form smaller alliances, coming together to share skills for a particular challenge or opportunity. Certifying together makes sense



Collaboration might be the only way to future-proof

Frank Lee
BSI

Looking back at the 12 months since I last wrote for *The Partner*, it's hard to think of a year in which we have seen such uncertainty – and of course the issue dominating our lives in the UK has been Brexit.

But knowing the value and benefits of working collaboratively, it should come as no surprise that many are looking to futureproof their organisations by creating sustainable relationships and alliances. They are using collaborative working to mitigate concern and uncertainty.

I've been interfacing with organisations for whom Brexit has enormous implications in terms of their ability to provide products and services to customers. I too have found myself changing the way I manage those relationships and thinking more about the long term benefits that collaboration brings.

For me, a critical aspect of this has been the realisation from all involved that when faced with significant challenges, working

together and demonstrating collaborative behaviours can quickly change a dynamic and engender confidence when it's most needed.

Who wouldn't prefer to be involved in honest and open discussions – with an offer to work in partnership, even when there are differing opinions and objectives to consider? I've lost count of the people, whether they be customers, regulators or interested parties who have been happy to work in this way. Collaborative behaviour isn't just about confidence, it's about trust and it's easier to trust someone when there is transparency in the relationship.

When times are good and issues are more easily manageable, collaboration is probably the right way and the best way to achieve great results – but when things are difficult, collaboration might be the only way.

I'm sure this contributes to why we continue to see an

increase in activity and interest around ISO44001 certification and also potentially why so many organisations are extending the scopes of certification they already have. That said, you can't just get up one day and decide to be more collaborative. Organisations need to prepare and the methodology to do this is clear:

- Understand your organisation's capability to work collaboratively, do this through an honest evaluation of your organisation;
- Address the deficiencies found either through behaviours, culture, competence systems, processes, but probably a combination of them all;
- Maintain this system, continually reappraise your ability to work collaboratively, and make improvements;
- Choose when you need to deploy this – although in reality you might find that by changing the culture collaborative behaviours become business as usual and no conscious decision is needed.

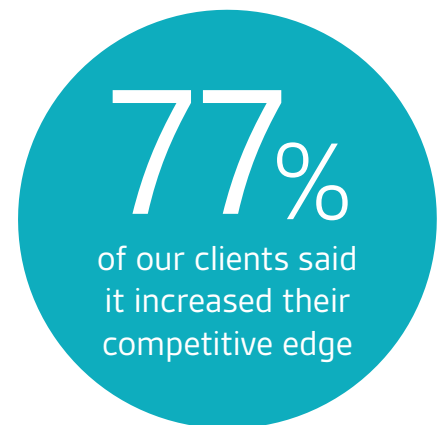
Some organisations that have been through the above self-analysis have gone on to embed collaborative skills into their recruitment processes – future-proofing their team and creating a more resilient working environment. The rewards from working collaboratively are often significant and tangible, but they also bring intangible benefits. In times of uncertainty, change or upheaval, these benefits sometimes turn out to be the most valuable.

BSI is the business improvement company that enables organisations to turn standards of best practice into habits of excellence. For over a century BSI has championed what good looks like and driven best practice in organisations around the world. Working with over 86,000 clients across 193 countries, it is a truly international business with skills and experience across a number of sectors including aerospace, automotive, built environment, food, and healthcare. Through its expertise in standards development and knowledge solutions, assurance and professional services, BSI improves business performance to help clients grow sustainably, manage risk and ultimately be more resilient.



Build a more resilient organization with collaborative relationships

Our clients tell us that implementing an ISO 44001 Collaborative Business Relationships management system not only helps them to create sustainable partnerships and alliances with their supply chains, but also future-proofs their business by minimizing disruptions.



Certify with BSI

Achieving certification brings confidence to your stakeholders. We were the first certification body to be validated by the Institute of Collaborative Working, so you know you'll be working with experts.

Speak to BSI today to find out more

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Reset and refresh makes the difference for Army Recruiting Partnership Project



Erika Bannerman
CAPITA

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Following several years of a pressurised relationship, the Recruiting Partnership Project, delivered by Capita for the British Army, was showcased in 2018 by the Cabinet Office to other government departments as an exemplar of collaboration and partnering. The Chief of Defence Staff, General Sir Nick Carter, even told MPs that the partnership is now a “model” for how government and private contractors can work together.

To achieve this dramatic improvement, Capita and the Army have worked tirelessly to reset relationships, refresh the vision,

deliver the necessary investment, enhance the technology and develop a mutual sense of trust. In 2012, Capita was awarded the ten-year Recruiting Partnering

Project (RPP) to manage Army recruitment. This hugely challenging and unique contract, the largest and most complex of its type in Europe, is the first time the Army has put military staff under the direction of a civilian organisation. The project is a unique and insightful case study of collaborative working.

Contract overview

The RPP contract seeks to combine the traditional recruitment systems for officers and soldiers for the Regular Army and Army Reserve. It includes the full range of front-line combat roles to jobs as diverse as engineering apprenticeships and chaplains.

Capita was given responsibility for all elements of the recruitment

Personnel campaign approach

2* Lines of operation



C
A
P
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Y

3* Fusion

OUTCOME

“The fusion of eight mutually supportive lines of operation to successfully deliver a sustainable and consistent quality and quantity of soldiers across all four streams (officer, soldier, Regular and Reserve) as inflow into the British Army”

Commander HC
& Erika Bannerman, Executive Officer, Capita People Solutions

4* Vision

VISION

“A fully-manned combat ready and adaptable Army of Regular, Reserve and Regular reserve personnel prepared for current and future contingencies overseas and at home”

CGS
& CEO Capita





process, from attraction to enlistment and the loading of candidates to Army training. The extent of services includes advertising, social media and medical and physical fitness assessments. Capita also runs the national network of Army Careers Centres and Regional Assessment Centres, all supported by a National Recruiting Centre. The recruiting workforce of approximately 1,200 comprises blended civilian and military teams across the UK.

Early problems

From the start, RPP has been a difficult contract to deliver, with a range of tactical and strategic obstacles. This was against a challenging recruiting environment because the economy was improving and unemployment was falling. Also an issue is the all-time low level of Army familiarity in society: only seven per cent of the main target audiences know someone serving in the Army. These factors led to recruitment performance falling short of the Army's requirements.

One of the most challenging factors of the contract for the first five years was that operational and performance pressures were driving both parties increasingly towards a transactional contract-centred relationship and not the positive partnering behaviours envisaged when the contract

was awarded. Time and energy was being spent on short-term performance and contractual issues, at the expense of long-term performance improvement.

Fixing the basics

With the arrival of Capita's new CEO, Jon Lewis, in December 2017, an immediate rapport developed with the Army's Chief of the General Staff (CGS). This proved to be a highly effective catalyst for change which both parties eagerly adopted. Together, these two leaders immediately changed the operating dynamic by jointly challenging their leadership teams to work differently; reiterating the importance of *partnership* and setting the challenge of transforming the project into a future exemplar of public-private sector partnering.

By March 2018, significantly improved partnering behaviours were evident. The challenge of recruiting was positioned as a "whole Army" problem and delegated authority was adopted by the relevant senior officers in the Army and Capita. They became equally responsible for delivering improvements to policy and practice. Recruiting has been established as the Army's "main effort", a message reinforced by General Sir Mark Carleton-Smith, the Army's CGS, through his Army-wide declaration that "People

are the Army, not in the Army".

This improved focus is directed by the new "Personnel Campaign Board", driving a *joint* vision and strategic improvements. A joint Capita and Army team run the Campaign Management Programme Office and monthly board meetings are *jointly* chaired by Erika Bannerman, Executive Officer, Capita People Solutions, and Lt Gen Tyrone Urch, The Army's Commander Home Command. As shown in the diagram, the planned outcome of the Personnel Campaign Approach is to deliver the joint 4* (CEO Capita and CGS) vision, which has clearly-stated critical success outcomes for both organisations.

Fresh approaches

One of the most enduring challenges faced by the partnership is the length of time taken for recruits to pass through the recruiting process to commence Army training. This is a complex problem brought about by a variety of mandatory Army assessments and individual choice of pace, with some candidates seeking improved weight and fitness before undertaking their assessments. Additionally, a significant proportion of training places for Army roles, such as logistics or dog handlers, start at specific times in the year. So, although a job offer is made and accepted, the candidate may not be able to enlist and start training (and be paid) for several months.

New practices, delivered through an improvement project called "Time of Flight" are delivering quicker candidate

journeys. The aim is to reduce this recruiting journey by approximately 100 days, and recently the fastest time from application to confirmed job offer has been only 21 days.

Capita's intentions at the start of the contract were always to revolutionise the recruitment process through the application of technology. This has been most evident with marketing. Capita's TV, radio and PR campaigns for the Army are coupled with data-driven optimisation of online and social media advertising to achieve an unprecedented level of targeting and retargeting of audiences. This has led to Regular Army job applications growing by over 25 per cent in the past two years – without an increase in marketing budgets. Over this period, RPP's marketing

campaigns, which focus on the emotional rather than rational benefits of the Army, have won an unprecedented level of marketing and recruitment industry awards.

On the right path

Whilst some of the challenges of this contract have been well documented in the media, a reset of the partnership between Capita and the Army is making a significant difference to immediate and future outcomes of the project. Applications recently hit a five-year high, we have filled Sandhurst officer training on six consecutive intakes, and, as *The Partner* went to press, the final quarter of 2018/19 was set to be the best three months' performance since the contract started.

The reset of the Partnership and the Personnel Campaign approach has resulted in vastly improved working relationships. The closer collaboration between the relevant senior officers in Capita and the Army has created an improved working dynamic, a renewed sense of purpose and a fundamental belief that "the battle can be won". Conversion rates of candidates at all stages of the joining process are improving and there is strong evidence that recruiting performance will reach target levels for the Army within two years.

The recruiting battle to fill the British Army is not over, but it is now on a strong and improving footing that gives the Recruiting Partnering Project the best possible "fighting chance". ■



Why collaboration is key at Capita

Erika Bannerman
CAPITA

At Capita we believe success comes from embracing a collaborative business relationship ethos. Last May I was invited to lead the new People Solutions division of Capita: over 6,000 people from 22 HR-related businesses merged into one division.

As part of the wider Capita group, we work closely in partnership with both our public and private sector clients to create better outcomes for the customers and citizens we serve. Operating in a business process outsourcing industry synonymous with change and challenge, building trust is key before we can move on to achieving our purpose and strategy.

I passionately believe in our aim

to be a responsible business and create better outcomes for:

- **our people:** by providing an environment in which they can thrive and develop
- **our clients and customers:** by being focused on delighting them, now and in the future
- **our suppliers and partners:** by treating them fairly and encouraging them to deliver
- **our investors:** by delivering against targeted returns
- **society:** by acting as a responsible business in the communities we serve.

Examples of how we are already doing this include our work with the Cabinet Office to develop reforms on how the Government partners with the private sector to provide

public services. Also, we have agreed that two employees will join the Board of Capita, providing evidence of our desire to introduce diversity of thought across all levels of our business.

It's not just about what we've delivered, but also how we've done it. And our values – open, ingenious, collaborative and effective – must run through every employee conversation, every client interaction and every contract discussion.

With our high-profile partnership approach towards Army recruitment the Personnel Campaign Board is an excellent example of good practice in partnership working, using an evidence-informed approach to develop a shared mission, objectives and outcomes. The Army Board and Capita team have demonstrated effective collective leadership, working across organisational boundaries. This progress is only possible by all concerned embracing collaborative business relationship management.

**ME ME ME
MILLENNIALS**



**YOUR ARMY NEEDS
YOU
AND YOUR SELF-BELIEF**

FIND WHERE YOU BELONG

SEARCH **ARMY JOBS**



Partnership for smart buildings addresses workplace performance



Jeremy Campbell
EMCOR UK

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Greater understanding of how the workplace impacts productivity is needed. Our teams at EMCOR UK have played a pivotal role in a new study, collaborating with expert partners to gather data, share knowledge and build insight to help improve productivity outcomes for UK organisations.

We live in a finite space with limited resource, so in our last ICW publication of *The Partner* in the article *Powering up the Collaborative Engine* I discussed encouraging organisations of all sizes – public, private and not for profit – to work endlessly on creating diverse teams. Why? To synthesise behaviours, trust, collaborative competency and develop multi-dimensional connections to enable businesses around the world to join together and drive forward the sustainability agenda to benefit humankind and our planet. This year, I've turned my attention on the role collaboration can play in creating smart buildings of the future: buildings as living ecosystems – fully integrated, intelligent, digitally networked and sensitive.

At EMCOR UK, along with many others, we have started on this journey of discovery, because we know that smart buildings are safer, significantly more secure, they are sustainable, energy efficient and they create workplaces which stimulate wellbeing

both physical and cognitive, creativity and collaboration, as well as visibility of how buildings perform, enabling the very functionality of the building to be optimised for human productivity. Smart workplace buildings enable people to have better experiences by allowing users to customise that experience, adapting to individual needs in areas including temperature, humidity, and lighting.

Ultimately, smart buildings give people control leading to improvements in productivity, wellbeing and happiness, as well as connecting people to innovate, grow and succeed.

Expectations regarding modern working environments are changing and we are at the forefront of the workplace evolution, digitally connecting HVAC, lighting, energy meters, water meters, access controls, sensors and controls, providing insight harmonising comfort with operational control. At the heart of this change is a fundamental question: How can building design, facilities, operations and employee working behaviours be best configured to promote



and enhance productivity, wellbeing and happiness?

As forward-thinking facilities management experts with a long-term focus, we know that smart, fully integrated and connected buildings are the answer and at EMCOR UK we have already been actively implementing practical and workable solutions which optimise and enhance workplace environments which stimulate positive interactions. We are moving forward at a pace with various organisations, converting the theory and the latest "smart building" thinking into action for our customers and their staff.

Clearly, new buildings, such



as the Edge in Amsterdam, the IoT Watson Building in Munich and The Crystal Building in London, are leading the way. However, more than 80 per cent of building stock built more than ten years ago will still be with us well into the future, so organisations will need to retrofit smart ideas to get the best results.

Our approach is focused on evolving existing buildings, workspaces and operational facilities management to achieve better workplace outcomes for individuals and their employers. That means better performing buildings *and* people via multiple interventions in fundamental

areas such as air quality, temperature control, acoustics, lighting, nutrition, and workspace adaptability.

The age of buildings that don't provide personalised experiences and security is rapidly coming to an end. Connected, fully networked environments that learn, are sensitive and can adapt, offer benefits such as productivity, creativity, collaboration, diversity and wellbeing.

Quite rightly, our customers expect robust evidence to support the workplace models we put together for their workplace; we must demonstrate that the changes

outlined can (and do) achieve the results we promise. Key to that is gathering data and performance knowledge to provide insights into what works and why. We have seen swift changes for the better, but in most cases positive change is incremental, and, over time this results in significant benefits.

The Whole Life Performance Plus Project (WLP+)

The level of CO₂ is an important element of air quality and it has long been suspected that CO₂

levels can have a detrimental impact on employee productivity. Fluctuating CO₂ causes lethargy and a feeling of stuffiness; air humidity is also a discomfort factor for individuals; and poor air quality can impact sickness rates. Until now there has been very little conclusive evidence to determine the scale of the CO₂ effect in "real world" working conditions. The WLP+ project was set up in 2016 to carry out formal research and find answers.

A consortium of partners

working collaboratively – including EMCOR UK lead by our Director of Technical Services, Greg Markham – backed by the government through Innovate UK and led by academics at Oxford Brookes University and LCMB Building Performance, have concluded the first-ever practical study into UK indoor office environments.

Our role was to collate data for analysis, installing sensors to measure environmental conditions and making various interventions



Solutions to problems evolve through thinking creatively together

Jeremy Campbell
EMCOR UK

Collaboration is a necessity if we are to deal with the big challenges we face, not just in the UK but on a global scale. My colleagues in the facilities management sector and I can make a huge contribution by working with peers and partners to evolve more sustainable workplaces for the future. It's clear that the infrastructure and management of workplaces across the UK must undergo fundamental change if we are to make progress towards this important goal.

There is a great deal of ground to cover and I am pleased with the work the new Institute of Workplace and Facilities Management (formerly BiFM) is doing in this field, supported by multiple partners including 3edges that looks at actionable insights.

So much of the UK workforce across every sector operates inside buildings that were constructed at a time when sustainability, environmental concerns and employee wellbeing were not front of mind. Over the years, our focus has changed, however a collective desire to do better is not enough. We must work together to find practical, effective and *affordable* ways to achieve these goals.

Time and time again, I have seen how the best solutions to difficult problems evolve when individuals with differing

perspectives, expertise and motivations think creatively together. That "eureka!" moment is unusual; the reality is much more thoughtful and usually involves a systematic and structured approach which is backed up by evidence and data.

Collaboration works well in these scenarios. Ensuring time and consideration is given to the concerns and constraints faced by others, protects proposals and actions from failing. I've seen how it also serves to build consensus and buy-in along the way. Complex problems are invariably solved over time. And through collaboration, I am confident that the workplace solutions we are developing with our clients today will still be supporting the occupants of those working environments in decades to come.

to measure the effects.

Workplaces taking part in the study, including NATS and King's College London, were tested over two years using internet of things (IoT) enabled sensors to monitor fluctuating CO₂ and temperature levels. Throughout the study, employees were sent numerical, proofreading and Stroop tests via email up to three times a day. The impact of CO₂ and temperature on their productivity was then calculated. Capturing performance data is one of the key fundamental requirements for smart buildings, enabling data analytics to be performed in the future across multiple variables.

Collaboration delivers results

The eight disparate organisations involved in the WLP+ project came together with very different ways of thinking and working, however, we all shared a desire to support each other, align minds and move the evolution of healthier, happier and more productive workspaces forward for the wider business community.

The EMCOR UK participants brought collaborative behaviours and skills to bear from the outset of the project. Clarity is the key to a successful multi-partner relationship, especially as each participant organisation brings a different perspective to the project. The individuals involved in WLP+ all came from different walks of life and had very specific expertise; we had not worked together as a group before, yet the nature of the project meant that we would all be sharing confidential information. Establishing trust was therefore vital.

We applied the guiding principles of ISO 44001: Collaborative Business Relationship Management. This facilitated

productive discussion across the group and enabled us to resolve key questions such as what data we would and wouldn't share, who owned IP, and how we would deal with any complications. Addressing these important issues up front set the tone and helped us to shape how we would work together for the duration of the project.

Consensus

We also needed to acknowledge specific roles. The project was led by LCMB and Oxford Brookes were responsible for interpreting all the data – so both organisations had strategic control. Other partners (including EMCOR UK) were involved in various supporting roles and this balance had to be considered. After a period of healthy discussion, we reached consensus on communication guidelines and were able to define clearly the parameters of responsibility and accountability for each partner organisation. These remained in place throughout the project.

Together we successfully applied collaborative working techniques to move everyone's thinking forward and enable all participants to share information freely to the benefit of others

without concerns. All partners felt open enough to share the knowledge they had created. This mindset is a vital requirement for any consortium based partnership to work and is one of the reasons why the WLP+ project proved such a success. The project concluded in November 2018 and the evidence created is now being used to support the workplace evolution of businesses across the UK.

WLP+ is one of a number of collaborative initiatives that EMCOR UK is involved with as we work towards collaborating to support smart buildings of the future and the wide benefits they will create from productivity, wellbeing and happiness, through to sustainability and clean energy. ■



The Collaborative Learning Circle



Dave Wright
KIER

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The Collaborative Learning Circle (CLC) was founded in 2017 by Dave Wright, Executive Director, Kier Highways after he was honoured with the Collaborative Leader Award by the ICW.

Immediately after the presentation I said to colleagues: "It's no use being recognised in this way for what we have done in the past, if we don't push it forward and use it as a springboard to do more in the future", and this is where the CLC started.

The CLC is an industry first – a professional learning and development (L and D) forum, which breaks down the silos that

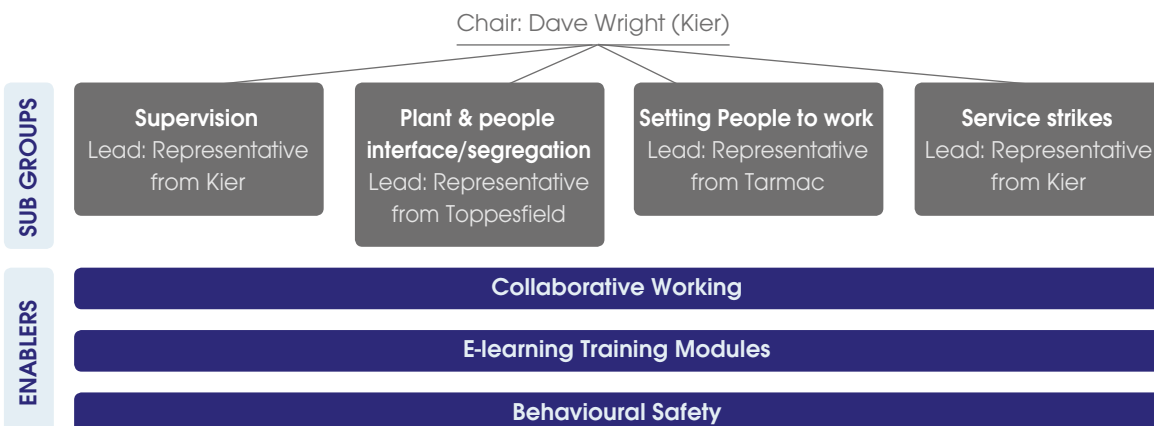
exist across the the highways industry to help shape the future through collaboration and innovation.

For the first time, the CLC brings together the client, service delivery provider, those who would traditionally be described as competitors and the supply chain to provide an integrated L and D package, bringing value to everyone. All parties are represented on the CLC Board and each brings different views, opinions and ideas – as such the CLC is a collaboration of equals.

Whilst the CLC was initiated



Collaborative Learning Circle Safety Steering Group



by Kier, it is very much a collective, and founder members comprise: Kier Highways Ltd, Aggregate Industries Ltd, Tarmac Trading Ltd, Carnell Support Services Ltd and Chevron TM Ltd. In early 2018 the membership was expanded to include Toppesfield Ltd, WJ Group, and R and C Williams Ltd and recently both HighwaysIndustry.com and Crown Highways have joined the collective. Client representation on the Board is from Suffolk County Council, alongside industry professional bodies: Chartered Institution of Highways and Transportation (CIHT), Civil Engineering Contractors Association (CECA) and British Standards Institution (BSI).

The CLC members work together to improve the science of collaboration and to embed collaborative working into all partner businesses at every level; in this way collaboration can become the industry norm.

The CLC is also addressing the construction industry skills gap through the work that is being undertaken with its chosen social value partner OnSide Youth Zones. This is a win-win outcome as it addresses a significant industry problem and delivers back to the communities where CLC partners are working.

Core Values

Kier and its clients and suppliers have worked collaboratively over many years with considerable benefits gained. To take collaboration to the next level, the CLC Board agreed the core values should be around the areas of: improvements and standardisation, learning and development, social value and skills gap.

Improvements and standardisation:

Working groups have been established to focus on the key imperatives of safety, customer service and delivery. Given the nature of the work undertaken, the number one priority within the highways industry is safety in order to ensure no one is harmed when travelling or working on the road networks.

We are using the model (featured above) to make the work we do safer, bring a level of standardisation in what we do and raise the bar across the industry.

Similar working groups will follow for customer service and delivery, meaning we can shape, influence and drive forward improvements within the highways industry.

Learning and development:

a range of collaborative based e-learning modules is being

delivered across the CLC network to staff at all levels. This way we can further embed collaboration as a core competency within all our employees and align them towards common aims, objectives and outcomes.

Key learnings, from the many years of developing collaborative relationships were used to scope the content for the e-learning modules, with focus on:

- improving, enhancing and embedding collaborative working across the highways industry
- shaping the future of the highways industry by improving safety, customer service and delivery
- sharing best practice across the industry and standardising our approach to safety.

There are nine e-learning modules, each with a short assessment to check understanding at the end of the module.

- 1 Going further together – collaboration within the UK construction industry
- 2 How can collaboration be achieved?
- 3 Applying lean efficiency tools in a collaborative environment
- 4 Dealing with non-collaborative behaviours
- 5 Innovation through

collaboration

- 6 Driving a customer focused culture through collaboration
- 7 Driving a safety culture through collaboration
- 8 Improving service delivery through collaboration
- 9 Financial rewards through collaboration.

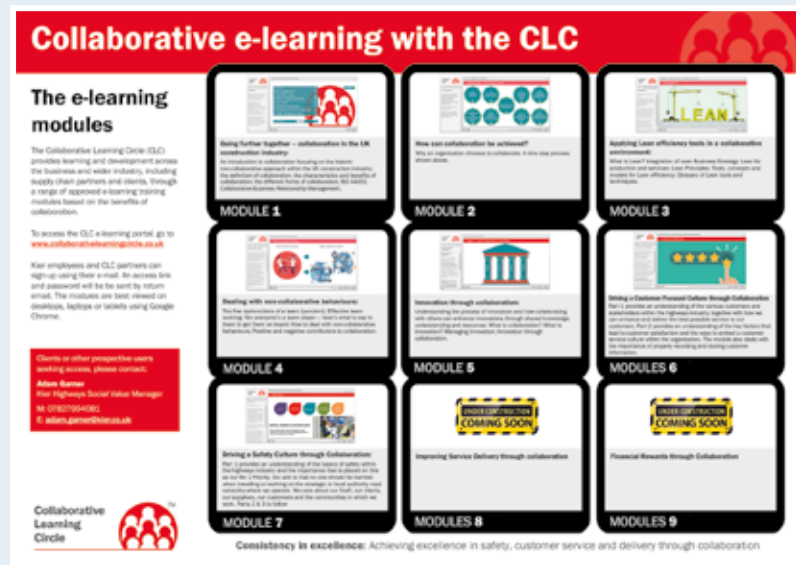
The e-learning has been approved and endorsed by both the CIHT and the ICW, with the modules qualifying for CPD. The modules have been widely used across the CLC partner organisations with over 1,000 certificates awarded for successful completion within the first three months of launch.

Social value: will come from association with working with OnSide Youth Zones to provide fundraising, employability, mentoring and apprenticeship opportunities.

OnSide Youth Zones are bringing 21st century youth provision to those areas in the UK that are in the most need through poverty and deprivation. Youth Zones work with young people with less opportunity than others. They operate a four-way partnership of private sector, local authority, young people and community.

The CLC seeks to focus on this forgotten 25 per cent element of Generation Z by providing a range of fundraising, employability, mentoring and apprenticeship opportunities. This way the CLC partners not only benefit society, but also bring new talent streams to their businesses.

In April 2018 the CLC organised a Charity Ball for OnSide in Warrington, with 260 guests attending and guest of honour,



Baroness Newlove of Warrington. During the evening the CLC community raised the incredible sum of £502,660 which will help build the new Youth Zone in the town.

Further fundraising events are planned, with a 28-strong party of highways professionals from the CLC network due to undertake the Great Glen Canoe Trail as this issue of *The Partner* went to press, with a fundraising target of £100,000.

Skills gap: sourcing a new pool of talent from the forgotten 25 per cent of Generation Z, providing meaningful career opportunities and new talent streams into the CLC network.

The huge skills gap within the UK construction industry is well documented, with over 400,000 new recruits required each year. The CLC's social value responsibilities have highlighted this as an opportunity to give back to the communities in which we work by recruiting young people from OnSide Youth Zones, providing a win-win outcome.

The CLC partners aim to create up to 5,000 new apprenticeships over the next five years that will come from OnSide Youth Zones.

Public Health England estimate the cost to society of £104,000 over their lifetime for each 16 to 18-year-old who is not in education, employment or training. If we realise our collective target, this would represent an economic and social value of £520m.

A significant careers awareness event was held at Wolverhampton Youth Zone in February 2019, with over 100 young people attending a fun and engaging day showcasing the latest technologies and innovations within the construction industry.

The first round of apprentices has now been recruited across the CLC partner network.

The future

The strategic objective is for the CLC partner network to grow by adding new partners and in due course the intention is to pass the CLC onto the wider industry. In this way traditional competitors become co-collaborators. ■

Career Awareness Day

20 February 2019 (10.30am – 4pm) at The Way Youth Zone
(The Way Youth Zone, School Street, Wolverhampton, WV3 0NR)

We can provide you with an interesting, challenging and rewarding long-term career path with opportunities in the following areas:

- Highways Operative
- Streetlighting
- Civil Engineering
- Design Engineer
- Quantity Surveying
- Traffic Management
- Finance
- Business Administration/Support
- Customer Service
- Environmental
- CAD Technician
- Graphic Design/Marketing/Social Media
- Health and Safety
- Human Resources
- Learning and Development
- Construction Management
- Project Management
- IT

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- drone demonstrations
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...and much more!

Collaborative Learning Circle  www.ourclc.co.uk

The Collaborative Learning circle partners:



on our network, and how he deals with the effects. The campaign is not an entirely new concept; other industries have tackled this subject in the same vain and we took inspiration from them. But this campaign is *our* campaign and demonstrates where we are headed in supporting our people. And we wanted to share that.

There are some fantastic organisations, bodies and groups making waves in this area and we want to join up. We want to take collaboration to an area that we may not have previously considered. #SafetyInMind as a campaign and as a tool to start conversations can be used by any person or company.

We can't successfully address the mental wellbeing of our people alone, but together we can. All films are available on the Kier Youtube channel. Toolbox talks have been created and we can share some of the great work carried out by our mental health first aiders in support of the campaign.

Let's collaborate to improve the mental wellbeing of our people everywhere.



Kier's 'SafetyInMind' Campaign

Dave Wright
KIER

Like many other organisations in the industry, we have been focusing on improving the mental wellbeing of our workforce. We know there is much ground to cover to get this right and we have a long way to go. But we also know we can't do it alone.

Tackling a sensitive subject like mental wellbeing shouldn't be a unique selling point of any organisation and at Kier Highways we recognise that. We launched our #SafetyInMind campaign in December 2018. The series of six films follows the story of Charlie who was involved in a near miss

Engaging SMEs to drive the MOD's performance



Lois Love
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The Ministry of Defence (MOD) has a diverse set of requirements across the globe and a big budget set aside for meeting them. While it is easy to make the assumption that behemoth multi-national contractors are being chosen to fill these crucial roles, in fact it is often SMEs that come to the rescue. The MOD relies on a number of small, and in some cases, micro-businesses – to function and this is largely thanks to MOD policy being implemented by Team Leidos.

In 2015, Team Leidos signed a 13-year contract, worth approximately £6.7bn, to run the storage, distribution and commodity procurement functions for the MOD. The programme, known as Logistics Commodities Services Transformation (LCST), brings defence logistics up to the standard of industry best practice, delivers more efficient and effective processes across the supply chain and enhances the quality of support provided to our Armed Forces. It also transitions the MOD culture away from "storage" to the efficient fulfilment of customer demands.

Since 2015, the programme has successfully delivered over £1bn worth of products to the UK military, using leading procurement techniques and strong governance. Alongside this, there has been an effective process of engaging the market and driving equal opportunity to all suppliers across the commodity sectors of food, fuel, medical, general supplies and clothing. That means getting everything, from rations to boots, exactly where they

need to be, at the right price and at the right time.

Team Leidos operates within the framework of the Public Procurement Regulations (PCR2015) and is supporting a

"The aim is to make the process as transparent and simple as possible through education and information"

step-change transformation of the UK's defence supply chain. As part of this, it is providing agile contracting, robust governance and the implementation of a suite of modern systems that are delivering more effective commodity procurement, as well as providing a single version of the truth to the front-line customer. A key element of this transformation is the fundamental role played by the UK's small and medium-sized enterprises (SMEs) to supply UK troops at home and abroad,

equipping them with everything they need to do their jobs.

This has all been made possible by close collaboration across our supplier community, which has resulted in strong delivery and performance. Consistent with Leidos' values of agility, integrity, collaboration, commitment and innovation, the team is committed to making it easier for new suppliers to engage with tender opportunities, especially with SMEs.

At the start of the contract, LCST inherited 182 commodity contracts.

Team Leidos have since re-let over 100 and these, coupled with off-contract arrangements, have seen the use of SME suppliers grow to just under 50 per cent of the MOD's total commodity supply chain. In addition,

since the start of the programme, nearly 60 per cent of new on-contract suppliers are SMEs, ensuring the widest possible competition and innovation for contracts and customers.

The shift towards using SMEs as part of the LCST supplier base has been consciously driven using a number of techniques.

This starts with pre-tender supplier engagement, including bidders' conferences, where the aim is to make the process as transparent and simple as

possible through education and information. eProcurement specialists attend to explain how to use the eSourcing tool, Emptoris, and where to find the guides that are available to support bidders.

Widest possible engagement

All LCST supply opportunities are advertised on *Contracts Finder* and *Tenders Electronic Daily* and future opportunities are highlighted on the Leidos Supply Limited portal. For more specialist requirements, advertisements are placed in the trade press, such as *The Grocer*, ensuring the widest possible engagement.

Tender documentation has been reviewed and simplified to ensure that bidders only need provide information that is really required, meaning that bidders spend less time and resource completing tenders; it also supports the end-to-end tender process being run to appropriate

timescales, reducing costs throughout the process. In addition, a new layer of internal governance at three key stages of the process has been created, known as the Contract Approval Board.

Board members from across Team Leidos sit on the Contract Approval Board and assess commodity procurement plans at the strategy, tender issue and proposed award stages, ensuring that there is a focus on achieving the programme's objectives of simplification, wider market engagement and innovation, as well as compliance with all relevant standards and regulations.

Within the scope of LCST, several bespoke items of supply are required. Due to the specialised nature of these items, this is an area ideally suited to micro-businesses. Many of these suppliers have held these contracts for many years and

are proud to be associated with serving the UK military.

Examples include contracts with Deluxe for VVIP In-Flight Catering for RAF Squadrons 32, 10 and 101 which serve the Royal and Cabinet Office flights; Schneider for cavalry jackboots – serving the Queen's Horsemen; Kashket and Partners manufacturing uniforms for the Queen's Guard; and Firmin and Sons for military badges, buttons and ceremonial helmets and cuirasses.

It is small businesses like these that are at the very heart of the UK military's supply chain, and with the LCST programme that role will continue to grow.

Leidos is looking at ways in which it can enhance its UK ISO44001 credentials through leveraging some of the tools and techniques adopted on its ISO44001 certified programmes to further develop SME relationships to help drive programme performance. ■





Trusted relationships open door to the art of the possible

Tim Crofts
LEIDOS

Leidos needs technology, innovation and collaboration to help satisfy the missions of many of our customers operating around the globe. Nearly 50 per cent of our annual revenue is spent on people and solutions provided by our supply base. And of that supplier spend last year, more than 45 cents of every dollar went to small businesses.

At Leidos, we understand how partnership and collaboration with our suppliers and customers is critical to our success. There are countless studies and articles about the role of relationships in business, and one common theme throughout many of them is the element of trust. Trust is built on performance and follow-through, but also through the accountability and correction of any failures. It is established over time, but unfortunately, can quickly be damaged.

Trust enables our relationships to mature, both inside our own company and with others outside the organisation, like suppliers. Our

vision is to evolve from having a standard transactional relationship with our suppliers to a meaningful partnership that enables common understanding and anticipation of needs. Those are the types of relationships we value at Leidos, both with our suppliers and our customers. We need to grow beyond the basic aspects of partnership, because there is great value in these types of mature relationships.

We think of relationships in four levels. First, the most basic level is *mutual*, where we both have a common goal, a basic understanding of that goal and each other, and we're both having our interests met.

Second, a *valued* relationship is one where we recognise each other's complementary strengths, and one where open communication is encouraged. The third level of relationship is one that is *trusted*. At this level, we have each other's back. We're focused and aware of the broader situation and implications. We're alert and

attentive to each other.

Finally, the type of relationship we're striving for at the top of this maturity model is a *synchronised* relationship. It's fluid. We're operating seamlessly, anticipating next steps and meeting them with recommendations. And at this level of partnership, there are no surprises because we're that intertwined.

We believe in our culture of innovation and ensuring every solution we deliver for our customers meets these standards. A recent example is the \$2bn Ministry of Defence's Logistic Commodities and Services Transformation programme, which will enhance and improve the U.K.'s defence supply chain. In this edition of *The Partner*, (previous page) you can read about how our programme has used collaborative procurement techniques to increase spend on British SMEs to close to 50 per cent of MOD commodity spend while ensuring that troops get what they need, when they need it and at lower costs.



Collaborating to solve the world's most complex problems

Today's uncertain and evolving world demands a company that works in partnership with its customers, suppliers and others to deliver meaningful and timely solutions.

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Building collaborative leaders



Tim Mowat
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The need for collaborative working continues to expand. Ever more complex programmes require an ever-deepening understanding of the risks and benefits of collaborative working. The sophistication of modern business and the complexity of the environments in which they operate, makes effective collaboration a core capability within organisations today.

Within Leonardo, the keystone of our collaborative capability is the strong cadre of collaborative leaders we are developing which can operate effectively both with external stakeholders and internally within our own organisation. Whilst we can devise complex collaborative strategies to develop new business winning opportunities, it is actually our collaborative leaders who deliver the collaborative outcomes which grow our business.

Effective leaders can facilitate and support collaboration, but having an in-depth knowledge and understanding of the specific collaborative leadership skills is also essential.

Leonardo recognised the benefits to be secured from deploying our collaborative working expertise across our market sectors. The establishment of the ISO44001 standard brings collaborative working to the very heart of our global markets and again placed the imperative for collaborative leaders to support multiple partnering initiatives



within the organisation. This posed another, potentially significant, challenge for the company in how best we can increase the quality and quantity of collaborative leaders' knowledge in a cost effective and sustainable manner to support the demands of the business.

The emerging reality that kept Leonardo focused on collaborative leadership and continuously improving in this area was that, unless we kept growing our collaborative skills base,

becoming ever more competent and forward leaning along the way, we would not be able to deliver our five-year Integrated Business Plan. This realisation was increasingly supported by a series of SER reviews, which confirmed there were simply too few collaborative leaders to meet future demand.

The Leonardo journey

Leonardo had been on a journey in the previous eight years, recognising collaborative working as a vital source of competitive advantage in our highly networked, team-based and partnership-orientated market place. Leonardo had already embarked on the development and improvement of collaborative skills and supporting culture, and building the environment to harness the knowledge and expertise of all stakeholders to innovate, partner effectively, compete and win is top of the agenda; but the real expertise resided in too few people. The question we had was despite our processes and collaborative strategy, how effective was Leonardo's collaborative capability?

Once again, the focus was falling on our over-reliance on a small cadre of collaborative leaders. The approach we adopted to address our 'collaboration upskilling' was a series of initiatives that have been



implemented over 18 months to yield the optimum result whilst not interrupting the operation of the business.

With the publication of ISO44001 in 2017, Leonardo seized the opportunity to undertake an internal assessment of how its collaborative projects were delivered. Every aspect of the Leonardo operational framework was challenged to ensure not only was it fit for purpose, was aligned to the organisation’s strategic direction, but also met the requirements of the standard. The training need was to spread the know-how of the principles of partnering, an understanding of ISO44001 and how Leonardo delivers its collaborative projects and how the standard is met and implemented through that delivery methodology. In short, Leonardo needed a collaborative leader practitioner course.

Accelerate

Leonardo has previously relied on the excellent courses provided by the Institute and Warwick Business School (WBS). However, the popularity of these courses presented the challenge of being able to get sufficient leaders through the course rapidly and accelerate their understanding of the standard. This approach also would not address the application of our in-house processes, templates, tools and techniques

“Effective leaders can facilitate and support collaboration, but having an in-depth knowledge and understanding of the specific collaborative leadership skills is also essential”

that had been developed, to support Leonardo’s transition to ISO44001, and to drive effective partnering programmes.

Leonardo’s response to this challenge was to be innovative and highly effective through expanding its international collaborative working expertise through investment in a focused practitioner training suite that will enhance its collaborative performance, to meet its strategic objectives.

The company approached ICW to seek its consent to use the Professional Leaders’ Course as the basis for the Leonardo practitioners’ course. Work commenced in early 2018 to review the course material and evaluate the content with the lesson plans derived from the training needs analysis we’d undertaken. After several months, Leonardo was delighted with the result. It had worked hand in hand with ICW and WBS, tailoring the existing material to fit into the Leonardo operational framework.

The co-operation on the venture was very impressive, with full focus on developing a course that was fit for purpose and met the academic expectations of WBS. The result was a bespoke training course that was based on the Leonardo governance, but had retained much of the content and rigour of the ICW course – including the three-hour exam.

We also considered the format of the course structure, and decided to break the course down into two stages: three days of tuition followed a few weeks later by assessed presentations and the dreaded exam. This structuring minimised the operational impact of taking cohorts of delegates out of our management population for the five days required.

The next generation

Key to the success of delivering the collaborative working strategy within Leonardo was to secure senior executive sponsorship as the approach entailed

significant investment in training and considerable planning was needed to reduce the operational impact of taking a dozen or so managers out of the business for the five days.

The next step was to assess Leonardo's training needs and individuals continued development planning through reviewing the required collaborative leader population across the multiple functions of the organisation. Having identified those functional areas most likely to have greatest impact in building and maintaining collaborative relationships, a number of candidates were targeted across commercial, procurement, sales and project management. In addition, consideration was also given in relation to site distribution to ensure geographical coverage over the multiple sites of Leonardo in the UK. Adopting a functional and geographic bias in the selection of candidates was intended to maximise the impact and effectiveness of the training, ensuring the front-line functions across each site would be better equipped to deliver partnering projects.

The initial course also included delegates from one of our partner companies to help them accelerate their understanding of ISO44001 and to bring the two companies closer through a shared understanding of collaboration. This was a highly effective approach, and one which Leonardo will certainly entertain in the future. Dave Hawkins, who co-tutors the course, commented that there was an interesting difference in the dynamic of the Leonardo course compared to the ICW course. The ICW courses are



rich in the interaction between different organisations at different collaborative maturities and with differing experiences of collaborative working, whereas in the Leonardo courses the richness comes from the cross-functional debates on the application of collaborative working. The Leonardo courses have also enjoyed an international dimension, and we have passed candidates from Portugal, Netherlands and, of course, Italy.

Two courses have been successfully delivered with ICW in 2018, and despite the rigour of the course, a pass rate in excess of 90 per cent was achieved. As a result, Leonardo now has a cadre of 20 trained collaborative leaders – a small army of collaborative ninjas!

We won't stop there

With ever increasing pressures and the underlying technological revolution, organisations need to collaborate effectively to retain their competitive strategic advantage. Leonardo is confident that our approach to and investment in such specific training as that described in this article, will ensure we will continue to deliver on all levels and best meet the evolving needs for collaborative leaders well into the future.

Already the valuable feedback from the candidates

has already led to planned improvements to the course material and structure, enabling the course to be delivered with greater impact. Leonardo is considering expanding the partner inclusion approach to encompass project specific collaborative leaders courses, where partners and customers could all be taken along the same development route, spreading the knowledge and understanding, and bringing all stakeholders together around shared collaborative values.

And so, in its simplest terms, the Leonardo collaborative leaders' programme has been a tremendous success, which more than achieves the original objective of up-skilling our projects with individuals who have the knowledge, experience and confidence to delivery successful collaborative relationships. However, it has also brought us closer to some of our partners and show-cased collaborative working at its best within the company. Importantly, we're already deploying our newly trained collaborative leaders, and have initiated two major programmes where we have included our collaborative ninjas in the integrated teams to support the partnering work. At Leonardo, collaborative working is a culture, not just a process. ■

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Landing the benefits of collaboration



Adrian Miller
NATS

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When something works really well, it can be easy to assume that it may not be possible to make it even better. Heathrow has been the busiest dual runway airport operation in the world for many years, operating at close to its capacity on most days, with an average throughput of 1,300 landings and take-offs. However, a big challenge faced by the airport and the smooth running of its operations is the disruptive impact of weather – particularly strong winds. This was the biggest single cause of arrival delay to the schedule, affecting the airport and its customers. This problem has been all but solved by using innovative new technology created through the close collaboration of several leading organisations in airport and air traffic management.

Ground-breaking innovation

In 2015, NATS introduced a new way of separating arriving aircraft at Heathrow Airport by time, instead of distance, in order to cut delays caused by strong winds. Traditionally, air traffic controllers separate flights by set distances dependent on the aircraft type and the size of the spiralling air turbulence, or wake vortex, they create as they fly.

However, during strong headwinds, aircraft fly more slowly over the ground, resulting in extra time between each arrival. Having to maintain a set distance in those conditions reduces the landing rate and can cause delays and cancellations. On a normal day around 40 aircraft an hour land at Heathrow, but this could drop to 32 on windy days, which would not be reclaimed because the airport is so busy.

Time based separation (TBS) takes live wind data from the aircraft to calculate dynamically

the optimal safe spacing between each aircraft in order to maintain the landing rate. So its introduction was expected to halve the headwind delays at the airport, reducing the need for airlines to cancel flights. These predictions were in fact significantly exceeded with some 62 per cent reduction in delay in the first year of operation.

Performance-driven technology partnership

The TBS solution was created through a collaboration of NATS and Leidos, who together shaped and delivered the new system, working closely with Eurocontrol, an intergovernmental organisation that acts as Europe's air traffic flow manager, and Heathrow Airport Ltd.

NATS is recognised as an innovative air navigation service provider and has an experienced air traffic performance practice that can deliver enhanced procedures and airspace change programmes. Leidos deliver innovative technology and solutions focused on safeguarding critical capabilities and transformation in frontline services, including addressing complex problems in transportation.



The comparison



Realising tangible outcomes

The first four months of eTBS operations saw a tactical capacity gain of approximately 1.4 additional aircraft landings per hour in all wind conditions, with an additional 1.6 arrivals in strong headwinds over and above the 0.8 additional landings (2.6 additional in strong winds) already achieved by the original TBS.

That is the

equivalent of extending Heathrow's operating day by over 30 minutes, delivering valuable operational resilience that helps ensure the airport can deliver to plan, airlines can keep to their schedules and local communities

are not affected by late running arrivals. Heathrow is capped at 480,000 movements per annum so this additional tactical capacity

is all translated into improving on-time performance and a better passenger experience.

Heathrow is, so far, the only airport in the world where arriving aircraft are separated using dynamically calculated time intervals, as opposed to set distances. This allows them to be adjusted in real-time to suit the prevailing wind conditions and help maintain the landing-rate.

Leidos and NATS are in a strategic partnership formalised through an agreement in early 2015. Together NATS and Leidos developed the TBS solution in 13 months from start of build to deployment into the operation, using an agile process for development. NATS had developed the TBS concept, initially as part of Single European Sky (SESAR) work, but subsequently investing its own funds to industrialise the design to create a TBS tool that could be used operationally. This involved a significant enhancement to the SESAR concept based on air traffic control controller feedback for approach and tower.

Delivering even greater performance

NATS studied over 150,000 flights to measure the behaviour of aircraft wake vortices in strong headwinds, with the results showing that they dissipate more quickly in windy conditions. This means aircraft can be safely separated on final approach using the time based method. TBS, where landing aircraft

are separated by time rather than distance over the ground, is proven to deliver safely significant resilience at airports.

In 2018 the next stage of the journey took place with the introduction of an enhanced TBS (eTBS), with again Heathrow the first airport to have this system in operation. It provides additional runway capacity by utilising the European wake vortex re-categorisation programme (RECAT EU), a new, more optimised categorisation of wake vortex separation developed by Eurocontrol.

Through NATS and Leidos working together, we produced another world first that delivers major benefits to Heathrow, radically reducing delays and cancellations while improving the airport's resilience against weather related disruption.

"This problem has been all but solved through innovative technology created by close collaboration"

Summary of the benefits that time-based separation has delivered for Heathrow Airport

- Overall savings including in holding and delay more than c. €23m a year.
- Heathrow advise TBS has improved end to end airport punctuality by 1.5 per cent.
- Around 115,000 minutes per annum reduction in Heathrow average airborne holding since TBS went live
- No tactical flight cancellations due to headwinds
- 80 per cent of aircraft receive smaller arrival separations than pre-TBS in all wind conditions
- More than 62 per cent reduction in arrival (ATFM) delays due to headwinds and more stability in landing and flow rates
- In 2016: 37 days with strong headwinds and no ATFM delay
- No increase in wake turbulence encounter reports and go around rate.

Striving for further beneficial outcomes

Looking past 2020, and following the deployment of eTBS, a further efficiency initiative "pairwise separation", a SESAR project that



is in the final stages of research and development, is expected to deliver an additional two to three landings per hour, strengthening the airport's ability to cope during disruption. Pairwise separation will see every pair of aircraft type have its own separation, different from the six categories used today. This more accurately reflects the safe wake separations required for each aircraft type pair and reduces unnecessary

excess separation for the majority of aircraft pairs.

Refining separation standards can provide significant benefits at busy airports such as Heathrow. By optimising the safe separation of aircraft, NATS can help to reduce delays and cancellations caused by poor weather conditions and reduce the need for stack holding, contributing to saving fuel and reducing environmental impacts.



Raising the bar again, and other opportunities

NATS intends to continue adding tools and refinements to the TBS system, creating a suite of functionality it calls "Intelligent Approach". Whilst these functions have initially only been introduced at Heathrow, they could also prove beneficial at other major airports both in the UK and around the world. This is because the introduction of the time based separation solution at Heathrow has shown that controllers can gain efficiency benefits regardless of whether there are high winds.

So, NATS and Leidos have been jointly marketing Intelligent Approach through a collaborative approach, promoting it as an opportunity for any airport operation to benefit. We are having very positive discussion with a number of potential clients in Europe, North America and Asia Pacific. Some of these discussions are at an advanced stage and and we are pleased to confirm that last month, Nav Canada, the operator of Pearson International Airport at Toronto, signed an agreement that will see this ground breaking system into their airport operation. ■



Reliable performance for desired outcomes

Tim Bullock
NATS

Our belief at NATS is that long term collaborative supply chain relationships can only be built and sustained through the demonstration of effective and satisfactory performance. It is the foundation of reliable and consistent performance by a supplier that creates the opportunity to build a broader and deeper business relationship. Furthermore, a collaborative relationship will only generate the desired outcomes if both parties meet expected and committed levels of performance.

The crucial point is that we must also take responsibility for ensuring we contribute to the success of our relationships and that the inevitable challenges are jointly identified and addressed promptly. Together with our partners we maintain a focus on ensuring that collaboration delivers the outcomes we each expect.

The long term and complex nature of air traffic control calls for long term relationships and so collaboration and partnership are core to the NATS business strategy. Our partners are selected based on performance and capability, coupled with behaviours and an appetite to innovate and create value.

Although it seems obvious that collaborative relationships are dependent upon performance, where it becomes nuanced is what the parties actually do together to ensure that this can be sustained. We expect accountability when working with our collaborative partners and we still agree robust contracting

arrangements to ensure clear delivery goals, alongside principles that encourage our teams to work together, so there is no relaxation of our high standards. In fact we raise the bar because we try to ensure our arrangements with partners promote greater efficiency and effectiveness and encourage new ways of working, new ideas, and different perspectives to achieve better solutions and outcomes.

We recognise and reward project milestones not just as a measure of partner performance but also to keep teams inspired and looking forward to achieving the next milestone. We also seek to recognise the hard work of individuals and teams and their collaborative efforts.

Continuous improvement

Whilst a collaborative approach seeks to gain the best possible solution for our organisation, we also seek to ensure that we understand and acknowledge that, to achieve a successful outcome, all parties must also benefit.

High performance should be the aspiration of all participants in collaborative ventures, so a continuous improvement approach supports this ethos because working together can always be enhanced through constructive assessment and feedback. ISO44001 supports our approach, with its overarching structure helping guide our collaborative relationships, alongside key processes that focus on managing and developing these associations.

Transformation through consistency



Stephen Blakey FRICS, FCInstCES, MICW
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Network Rail and its 35,000 staff operates, maintains, renews and enhances Britain's rail infrastructure – an infrastructure that includes tracks, electrification, signals, bridges, tunnels, level crossings, viaducts and 20 key stations. The Infrastructure Projects division employs over 5,000 staff to deliver a £6bn annual investment in the enhancement and renewal of rail infrastructure, and has shown continued industry leadership in the pursuit of effective supply chain collaboration, a key feature of its next five-year delivery strategy.

Building a consistent collaborative capability whilst delivering such an expansive programme in a complex organisation poses significant challenges, which this year will be amplified by the planned restructure of Network Rail and the devolution of its Infrastructure Projects division into five regional businesses.

To the casual observer, it would be easy to see the rail industry as a static environment, in the way a cliff-top glance might see a distant flotilla of sail-boats. But zoom in and you quickly appreciate that the rail industry and its many businesses and “crews” are working in a significantly dynamic environment. As with sailing, in rail everything is moving; from stakeholder expectations, supplier and client performance, business capacity and capability, and the rise and fall of strategic and tactical priorities. There are some absolutes such as the unwavering commitment to safety, efficiency and our passengers, but the environment in which we are seeking to create consistency is one of change, driven by internal and external factors.

Consistency is important when

it comes to building a “business as usual” capability for collaborative working and requires the right cultural leadership supported by a stable framework of people, process and systems. Bring these aspects together and you create an “in-house” collaborative capability. Extend and integrate them with your suppliers through progressive forms of contract, and you create a “collaborative eco-system”. We call such eco-systems alliances.

Building an “in-house” capability

Launched in March 2017, our Collaborative Working Strategy was designed to engage stakeholders and practitioners and in a world of competing demands, bring focus and consistency by “regularising” our corporate processes, systems and practitioner capabilities. The seven workstreams are:

- 1 Leadership:** committing and role modelling collaborative behaviours and expectations;
- 2 Stewardship and control:** appointing a head with responsibility to set the standards for collaborative working and the assurance of our people, process and systems;
- 3 People:** targeted collaborative leadership & practitioner training and creating “local” capability via subject matter experts to provide support and guidance, forming the heart of a “community of practice” across the business;
- 4 Process:** deploying a suite of processes, procedures, templates and toolkits, embedded within our Information Management System (IMS) to establish pan-business consistency;
- 5 Systems:** establishing connectivity across the business via integrated systems that promote pan-business consistency, effective learning and demonstrate value creation;
- 6 Assurance:** developing a self-assurance regime to assess corporate maturity, capability, examples of excellence and areas for improvement. Integrating these with external assessments to preserve and expand our ISO44001 certified status;
- 7 Communicate and engage:** promote awareness, adoption and advocacy of collaboration across the business and supply chain, recognising our expertise and success.

Our strategy has been effective but now needs to be viewed through a lens of corporate change:



Harnessing capability during times of change

In order to drive better train performance and outcomes for passengers and freight users, Network Rail has commenced its transition towards a new operating model formed of 13 routes, five regions, two service directorates and other directorates of excellence at the centre.

The 13 routes will have responsibility for delivery of the operations, maintenance and renewals activity as well as the day to day train performance,

owning the relationship with the relevant train operating companies.

Our five Network Rail regions will be Scotland, Wales and Western, London North Western, Southern and Eastern – each a capable business in their own right, able to support their routes in the design and delivery of works, stakeholder relationships and the performance management of the supply chain.

So, what impact might the creation of five regional businesses have on our collaborative working capability? What happens to

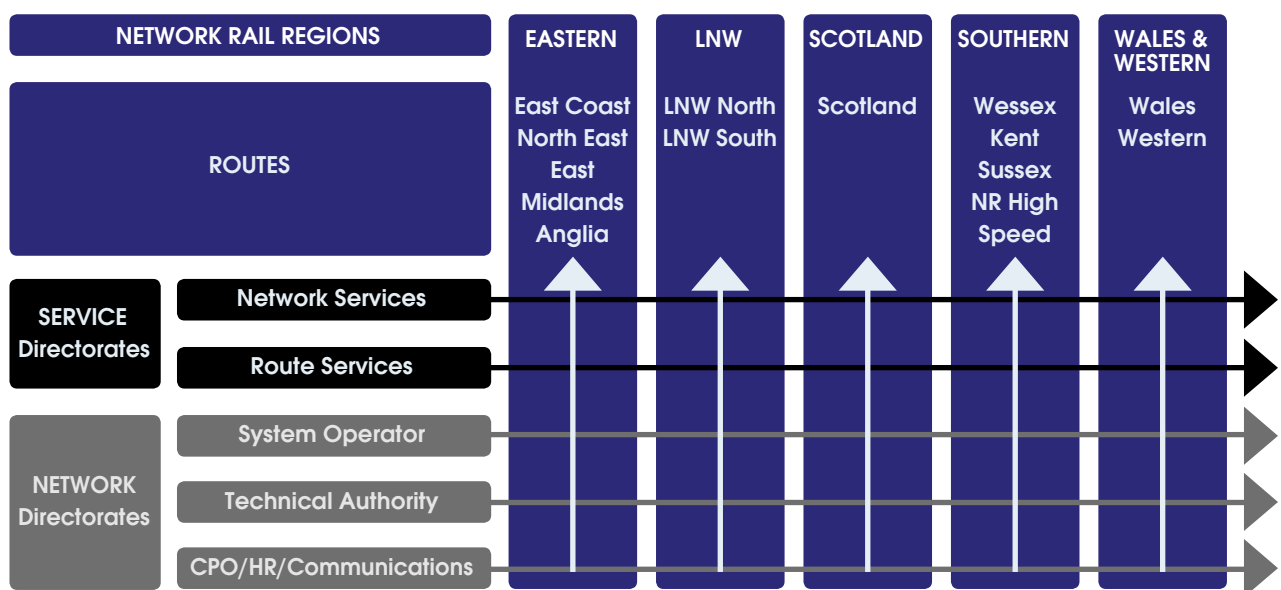
our ISO44001 accreditation? What does it mean for our supply chain? How do we create agile businesses whilst maintaining consistency? Ultimately, how do we harness our hard earned collaborative capabilities during this time of change?

Right now, it's by keeping calm and carrying on – *being consistent* – holding to our Collaborative Working Strategy and immediately making our collaborative capability and the associated framework of people, process and systems available to each new region through a managed transition.

Professionalising collaboration

As our regions emerge, like any client seeking to develop a collaborative working capability, they must consider whether collaboration is a value, behaviour, process or profession. Some will see it as a core personal value, others a behaviour. Indeed within Network Rail, being collaborative has been one of four established behaviours for some time. This has informed the debate, and for

Putting Passengers First: A new operating model



many within the mature professions (e.g. engineering, project management), there is a readiness to recognise the softer aspects of collaborative working rather than acknowledge the emergence of a new profession.

The truth is that collaboration is all of these things. It has defined processes and standards which are independently assured and accredited, a professional institution (ICW) with links to industry and academia and an emerging supply base of consultants and subject matter experts. And increasingly within progressive organisations, there are roles dedicated to managing the people, process and systems necessary to turn collaboration from a concept into reality.

All of these dimensions constitute the hallmarks of a profession, and “professionalising” collaborative working has informed Network Rail’s approach to engaging with the institutions, in particular ICW, as well as setting expectations as to the professional capabilities of our suppliers.

In turn, our suppliers continue to respond positively to these expectations, with many securing ISO44001 and working successfully with us through a range of integrated frameworks and alliances, openly sharing and promoting best practice. In addition, the working relationship and advocacy from our supply chain has reached a significant high.

Sharing our experience

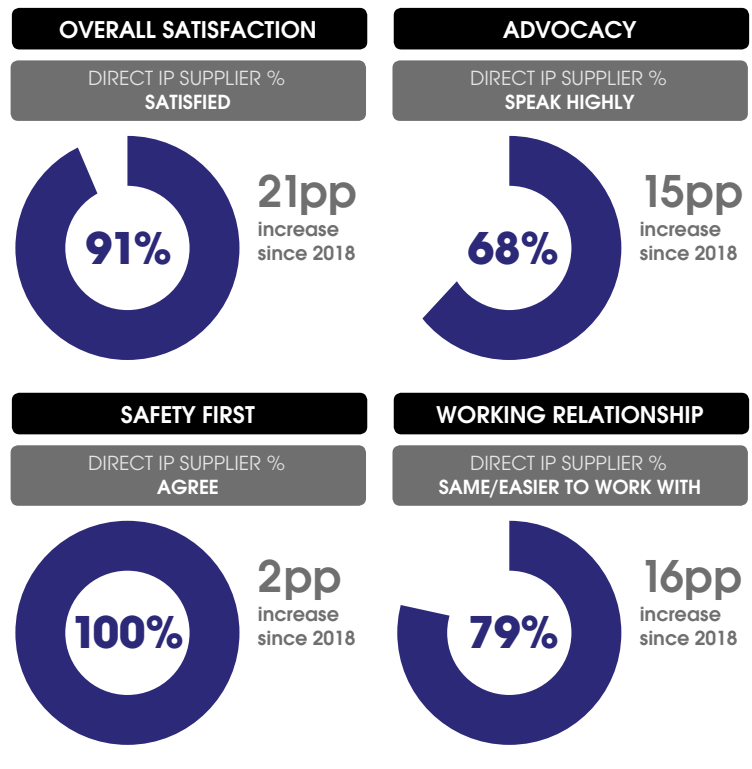
We too feel an obligation to highlight our successful collaborations and share what we have learned, particularly as it has informed our thinking for the next control period (2019-2024).

We see this as a key aspect of our leadership role in bringing structured continuous improvement not only to our business, but across stakeholders and our broader supply chain. In 2018 Network Rail

published guidance on our view of the key enablers to successful alliances. The document has been cascaded across our supply chain and highlights 12 key enablers to success:

- 1 **Robust business case** addressing strategic, delivery and commercial benefits;
- 2 **Clear value for money statement/output specification** confirming budget and performance expectations with an output based specification defining “what is to be done, by when”, that leaves the “how it’s to be done” to the Alliance;
- 3 **Alignment with ISO44001** such that alliances work in accordance with the Standard in the structure and terminology in developing the collaborative culture, people, process and systems;
- 4 **Creating an alliance identity** with everyone committed to Alliance objectives, ethics, values and branding rather than that of the parent organisation;
- 5 **Clear accountability and governance** via a robust framework that ensures the Alliance is held to account to effective governance, risk and performance management regimes;
- 6 **Partners selected on behaviours** with an emphasis on capability and behaviours rather than price to secure the right resource and supply chain organisations;
- 7 **Effective collaborative leadership** that is strong, deft and effective in creating one high performing integrated team;
- 8 **Create a high performing culture** through an emphasis on improving and maintaining behaviours and developing, measuring and maintaining a collaborative culture;
- 9 **A fully integrated structure of people, process and systems** via co-located teams, working to common objectives via a

Network Rail’s 2018-2019 supplier survey



single suite of processes and systems, with integrated and transparent data supported by BIM and other collaboration enhancing technology;

- 10 **One single alliance agreement** signed by all parties to establish aligned objectives and collaborative behaviours;
11. **Regular performance measurement and improvement** to establish a regime that in addition to delivery, commercial and VFM performance metrics, measures and reviews behaviours;
12. **Innovation and continuous improvement** via a framework and culture that promotes and rewards structured continuous improvement and innovation.

Summary

The rail industry is a dynamic environment faced with a perennial challenge; the safe, consistent, predictable and timely delivery of "more for less", fault and dispute free, in a way that puts our passengers first, is sustainable to our supply chain and instils stakeholder confidence in the capability of our people, process and systems.

We know that through effective supply chain engagement, progressive procurement and competent stewardship of collaborative forms of contract, we can meet this challenge and that our collaborative working capabilities have flourished under a successful strategy, anchored in effective

people, process and systems.

As Network Rail moves through a period of reorganisation we will harness our collaborative working capabilities through the managed transition of our people, process and systems to our newly created regions, using our seven-point Collaborative Working Strategy as our compass.

And of course, we will continue our cross industry engagement with suppliers and stakeholders, extolling the "professionalising" of collaboration for mature and consistent cross industry approach. For a supplier dependent business like ours, collaboration will continue to be a core dimension of our capability as a client and industry leader. ■



Building a legacy through change

Stephen Blakey FRICS, FCinstCES, MICW
NETWORK RAIL

It's been a pleasure to continue our engagement with ICW, supporting its strategic review and bringing insight and thought leadership on behalf of the rail sector. It's clear that there are synergies in the challenges and opportunities 2019 will bring for Network Rail and ICW in our pursuit of driving industry change.

In 2011 we committed to lead the rail industry in its journey to effective collaboration, and in 2017 building on our BS1 1000 accreditation, Network Rail was the first UK infrastructure client certified to international standard ISO44001.

Our achievements since that commitment include developing our in-house collaborative capabilities, employing progressive forms of contract and building successful alliances including

Stafford, Northern Hub, Wessex Capacity and East-West Rail. Our experience qualified us to inform industry on the key enablers of successful collaboration and influenced our commercial strategy for the next five years, with integrated frameworks and new alliances being a major theme.

In parallel, we continue to engage with industry stakeholders, institutions and suppliers via several forums, including the award winning Commercial Directors' Forum (CDF).

Our constant challenge is consistency. Pockets of excellence are just that, pockets; and our drive is to embed the culture and capability of collaboration across our business and supply chain. To do this we strengthened our corporate processes and systems and brought focus to the

competencies of our people via a seven-point collaborative re-refresh strategy.

This year that challenge is amplified through the planned devolution of our business into five geographic regions, each equipped to deliver safe, efficient and predictable investment that supports our operational routes and puts passenger needs first. Our immediate focus is to harness the collaborative capabilities and experience built over the last nine years, demonstrate the value of accreditations and institutional engagement and ensure our frameworks and alliances are a success.

Success is putting our passengers first and building a collaborative culture that enables the consistent, safe and timely delivery of rail investment that is fault and dispute free, value for money, sustainable to our supply chain and instils stakeholder confidence in the capability of our people, process and systems.

Achieve this, and we will leave a legacy of improved capability, built through collaboration.

Supporting alliancing of historic proportions



Andrew Hopper
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Skanska has worked on a range of alliancing projects in the UK across a range of sectors. The Wessex Capacity Alliance (WCA) was set up in 2015 to deliver a £400m programme of improvements to London Waterloo Station, the UK's busiest railway station. With more than 230 million passenger journeys every year, Waterloo Station is a critical part of the London transport system infrastructure, and the station had to remain at optimum capacity throughout the duration of the works.

To achieve maximum efficiency and value for money while minimising disruption to the travelling public, Network Rail put collaboration at the heart of the alliance. The alliance partners were selected via a tender process which included an assessment of collaborative behaviours, reviewing interaction between partners as well as the

behaviours within the individual companies.

The collaborative alliance partners were Network Rail, Skanska, Aecom, Colas Rail, and Mott MacDonald.

Components of a collaborative alliance

The alliance leadership team was created with members selected from all partners who

then developed the integrated programme alliance agreement, which covered all aspects of the project and established the boundaries for the alliance.

This agreement set out a number of conditions that ensured that collaborative working would be maintained throughout, including:

- No one partner could change the agreement without unanimous acceptance by the others.
- All partners must be present at leadership team meetings for a vote to take place.
- Deputies should be appointed to ensure that all partners were represented at the leadership team meetings.





The success of the alliance depended on getting the agreement right from the outset, which was backed up by a robust programme management plan and an alliance charter that set out the conditions under which all partners would work together. The charter was developed collaboratively by 300 members of the alliance, who met to agree the purpose, mission and principles of WCA. This approach ensured that it was accepted by the entire alliance and not just the management.

It was also agreed that parent company branding would not be used on the WCA to create a single team identity. Activities were open to all team members irrespective of whose initiative it was, ensuring that the team was fully integrated and the focus was on the success of the alliance as whole.



To further develop the collaboration, the principles of BS11000, and in the latter stages, ISO 44001 were adopted. The relationship management plan identified the processes to be implemented within the alliance.

Selecting a supply chain for collaboration

The next stage of developing a truly collaborative project was to engage with the strategic supply chain and to bring them into the alliance. As part of the procurement process, behavioural workshops were set up to assess suppliers' collaborative working abilities – both as a team and with each other. This formed 25 per cent of the overall tender marks.

Assessments were conducted by the alliance team members

who would be working with the suppliers, enabling the best integrated team to be formed for each activity. Alliance team members had undergone assessment training prior to conducting the sessions.

Using early involvement to reduce the risk of delays during a partial closure of Waterloo Station

During the project, there was a particularly critical phase whereby the nature of the work required a phased closure of 12 platforms for a three-week period. This had the

“Collaborative working was instrumental in the success of the programme”

potential to create considerable disruption to the travelling public and the possibility of reputational damage. Therefore, it was essential that the work did not overrun and that the tight deadlines would be met by the teams.

Due to this criticality, all activities had to be precisely coordinated and all parties needed to work collaboratively. The key to ensuring that this collaboration succeeded was early planning involving all parties.

Having identified the relevant parties, collaborative planning techniques were used to develop a realistic programme that all parties could agree to work to. This ensured that everyone knew who would be working where and when, avoiding clashes

that could cause delays. Any clashes that were identified during planning were designed out in advance of mobilisation. Prior to the partial closure, briefings were held to ensure that all parties understood the sequence of work and the requirements for working collaboratively.

Throughout the partial closure, representatives of the management team were available 24 hours a day to review and resolve any issues as they occurred. Designers were available to approve any changes without causing programme delays, and prompt resolution of any issues ensured that the project remained on schedule.

The value of this approach became clear when, on 15 August 2017, a passenger train collided with an engineering train at Waterloo, causing major disruption to the programme. Signal testing works were suspended for three days and there was a real risk that the deadline would be missed. However with all parties working collaboratively, the delay to the programme was limited to an overrun of two hours and 52 minutes.

Collaborative working was instrumental in the success of the programme and all parties agreed that without it, the issues encountered during the partial closure would not have been resolved before handing back to Network Rail.

Lessons learnt

In September 2017, a “lessons learnt” review was carried out to identify the successes and improvement areas from the partial closure. The report identified significant successes that could be attributed to collaborative working, including:



- The decision to continue and recover time lost due to the derailment was decided and implemented quickly, with excellent collaboration between the alliance, Network Rail and train operating companies. The alliance parties worked together swiftly during this time to secure additional critical resources and additional railway access.
- A crowd management plan was made in collaboration with London Underground. As the plan worked so well during partial closure, The Office for Rail and Road (ORR) and the Department for Transport (DfT) are looking to adopt it full time for the station.
- The WCA team and station team worked well together. Route support for more access was good – another great collaborative relationship.
- The Waterloo signalling and telecommunications team and possessions optimisation managers were very professional, collaborative and helpful.
- Good collaboration between design and test enabled some de-scoping without the need to produce staged design.

Improvement areas were also discussed and communicated to all partners.



Leading the way on being better together

Howard Britton
SKANSKA

Skanska's commitment to collaborative working is acknowledged in one of our four values: "Be better – together". This value links working together with customers, partners and communities to build high performing teams to drive better performance. This is premised on fostering an inclusive culture where we are open and fair, show trust and respect for each other, and by the recognition that as a learning organisation we must share our experience. Aligned to this is the belief that through diversity – both identity and cognitive – we will deliver the best solutions so that together we can build for a better society.

Within Skanska a steering group oversees the strategic direction of the "Be better – together" value across our internal and external business relationships. This group is headed by an executive vice principal who reports directly to Skanska's Group President and CEO and oversees specific areas of collaborative working.

However, this is not simply talk. We actively seek to build long-term strategic and tactical relationships with our clients. We work in numerous joint ventures, actively seeking out opportunities for alliance working with integrated teams drawn from multiple organisations. This reflects the direction of collaboration endorsed by initiatives such as ISO44001 and, more specifically within the infrastructure sector, through the Infrastructure Client Group "Project 13" – an initiative aimed at releasing value through building integrated teams to form a future "Enterprise State".

Working on complex projects and programmes of work to drive major UK infrastructure change requires extensive collaboration. Skanska's portfolio of current work includes projects such as High Speed 2 Enabling and Main Works programmes, and Anglian Water's @One Alliance, which has long been accepted as an industry exemplar of collaboration.

This case study is based on a recent Network Rail Alliance to upgrade capacity at London Waterloo Station, and focuses on the process of driving collaboration in an alliance.

The lessons learnt session concluded that the partial closure was considered a success by both internal and external stakeholders. The scale and complexity of what had been planned and delivered was recognised, with it being the biggest investment programme at London Waterloo Station since the 1930s.

Performance and outcomes

Throughout the project, a benefits register was maintained to record the financial gains from project changes and innovations. Of all the benefits recorded, approximately £24m of savings could be attributed to

collaborative working. Details of these savings were shared with all partners so that they can be further developed on future projects.

The benefits have not only been realised by the alliance partners, the success of the project has had a positive impact on all those involved, with the open working and learning environment enabling knowledge transfer that has resulted in the upskilling across the workforce.

Staff surveys, taken throughout the programme lifecycle, show that working at WCA has been a positive experience for the majority of respondents, and collaborative working has been identified as being key to these findings. ■

My journey to a powerful business model



Ben Cross
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Over the past three years I have had the privilege of working on the A14 Cambridge to Huntingdon improvement scheme, which gave me the platform to prove that collaborative behaviours are not just a nice-to-have, but are a serious business model with big returns for all when done right.

The A14 team is by no means the finished article, but it is that honest view and commitment to challenge continually our behaviours that have made us a high performing team.

We invested into leadership, role modelling and creating a common purpose. This was no simple task, bringing seven organisations together to form one team. Then we needed to bring the whole team together through our supply chain partners – “our experts” and we did this through a simple vision of “you’re only as good as your supply chain”.

One vision, one truth

As a team we procured £280m worth of work. With significant behavioural alignment weighting 20 per cent or more during the tender stage, we invested in our partners’ behavioural maturity journey and skills and drove a “we” ethos into the way we worked together with our experts, with the vision of creating one team who work to one version of the truth.

But selecting partners is only the start; you have to stop continually and reflect on where you are in your journey and what you’re trying to achieve. On the A14 we wanted to create and leave a legacy, we wanted to inspire and change the way we collaborate across our industry, and to date we have done that really well: our legacy is that our partners now expect this way of working from our industry, and that is powerful.

Tangible benefits:

- The A14 IDT is the only £1bn plus highways project to be on time and to budget
- We reached a landmark 5m person hours RIDDOR free

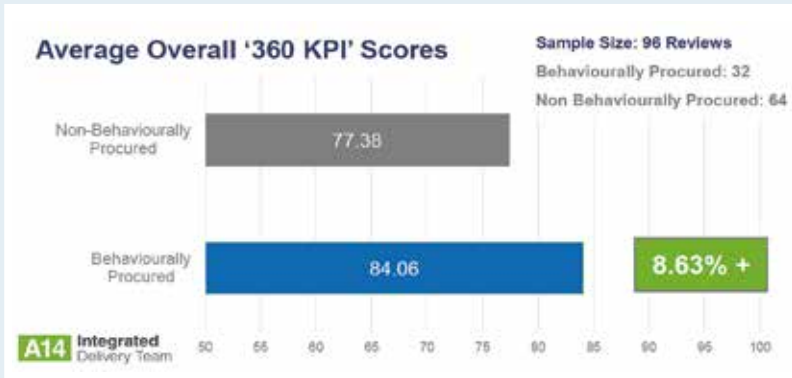
(injury reporting).

- We procured £280m of partners via collaborative behavioural assessments
- We integrated our partners into the works team and created inclusive environments that drove a one team approach
- We got it wrong many times, but every time said that’s not the way we work!
- We had passionate leaders and role models who truly believed in the one team approach and our legacy aspirations.

So is it just by pure luck that the A14 is on time and to budget, or is it because we have created a one team approach that is based on the foundation of positive behaviours and collaboration?

The following graphs are the outputs from the 96 inclusive performance review session we held on the A14 with our partners. This was our tool to stop and reflect on our performance. The figures prove that by investing in selecting the right partners with strong collaborative behaviours, plus driving a mind-set where we create a one team culture, you can get significant performance improvements.

The most significant statistics within this data are the overall performance increase of 8.6 per cent but supported by the 14.6 per cent for time, cost and



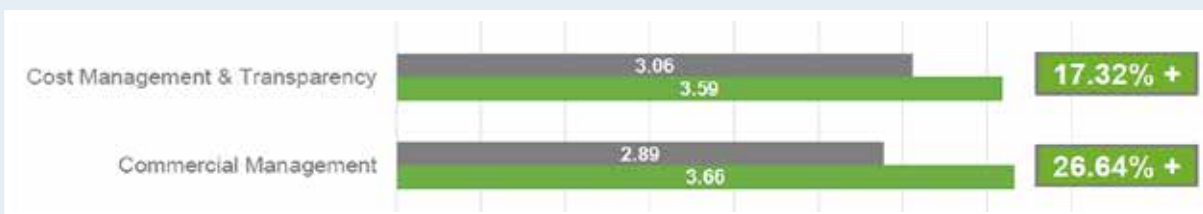
“Our legacy is that our partners now expect this way of working from our industry, and that is powerful”

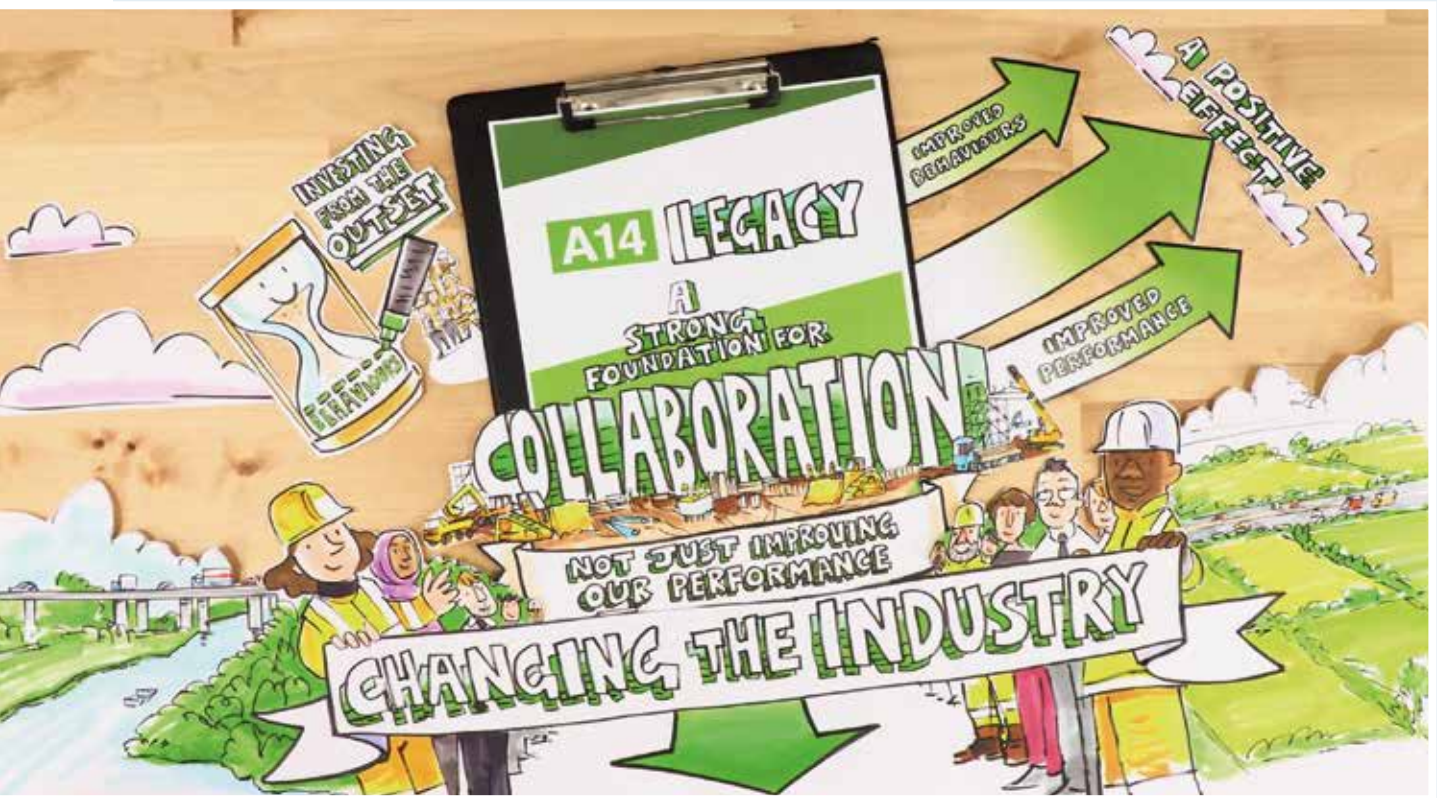


quality improvement. This section represents the right-first-time products and services – efficient commercial management to agree costs quickly with little or no disputes. Therefore I ask is it still by chance the A14 is on time and to budget or did we invest into the right things?

The other trends in this data was our stakeholder management scores, health

and safety and wellbeing culture scores, showing that an investment into collaborative behaviours alignment has resulted in a 14.5 per cent cultural performance improvement, which has supported our 4.5m person hours RIDDOR free record. It also supported the significant 21.9 per cent increase in performance related to stakeholder and customer management, which





“We had passionate leaders and role models who truly believed in the one team approach and our legacy aspirations”

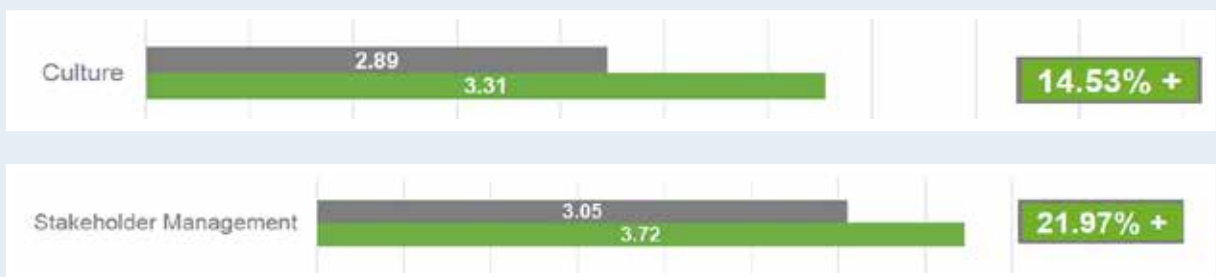
has significantly enhanced our reputation as a team and maximised the positive impact for the communities we are working for and the legacy we are creating.

This past year has been amazing for me personally and as a member of a fantastic team. The performance data we are now capturing is the icing on the

cake for me, showing that our vision of changing the industry – and proving that collaboration is a powerful business model – is coming true. We have more to do, but these results bring our ICW community more evidence to drive our passion and energy forward to make collaboration business as usual across the UK and beyond. ■

4

CASE STUDY



An integrated approach to artificial intelligence motoring



Mike Simms
ALTRAN

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Altran is the global leader in engineering and research and development services. For 35 years, the company's international workforce, now 47,000 strong, has provided world-leading, multidisciplinary capability across industry sectors. Providing tailored solutions to clients – be they dependent on high-value services, mainstream engineering, offshore capability or a combination of those offers – is at the heart of the company's strategic approach and delivery model. Given its established ecosystem of expertise, why would Altran value partnering with other market players?



pioneering work that will transform journeys through advanced connectivity between vehicles and the road. Altran was a core partner to the smart infrastructure solutions provider, providing experience in human-machine interface (HMI) technologies that Ian Henderson, Costain's Service Delivery Director, described as "essential to the success of the project".

Evolution of new technologies is changing traditional ways of working; Altran's diverse client base is navigating the complexity of digital transformation, learning to address the challenges and opportunities associated in a rapidly changing market. In this context, it is increasingly the case that no one organisation has all of the answers to industry challenges – varied and collaborative teams often provide the best conditions in which innovative solutions can be found. Collaboration offers a way to secure complex contracts,

allowing participants to deliver expertise at competitive rates while keeping risk to a minimum.

A recent example of an engagement in which the benefits of collaborative working were numerous and evident was the first stage of the A2/M2 Connected Corridor pilot, led by the Department for Transport and partner organisations Highways England, Kent County Council and Transport for London. Demonstrated in October 2018, Costain and consortium organisations have provided some of the technology to power

Connected autonomous vehicles and complexity

The A2/M2 Connected Corridor pilot deployment is a flagship project that promotes the UK as market leader in connected autonomous vehicles (CAV) and co-operative intelligent transport systems (C-ITS) technology. The work involved delivery of infrastructure to meet a critical deadline, a week-long "Testfest", enabling international organisations from across the transport industry to test their implementation of CAV and C-ITS technologies.

The focus was to ensure



seamless interoperability from the onboard vehicle systems and roadside wireless and cellular technologies, to the local authority, highways authority, and foreign highways authority C-ITS back-office platforms – work of significant complexity with political, geographical, technical and environmental implications.

A framework for teamwork

Costain recognised that successful delivery of their part of the project required a range of expertise and an integrated, collaborative approach, comprising an international team of supply chain partners and wider collaborators. Workshops held with all stakeholders allowed for the setting of clear expectations of working as “one team”, promoting shared goals and constant, open communication to facilitate cohesion and effective knowledge transfer between all project stakeholders.

“It is increasingly the case that no one organisation has all of the answers to industry challenges; varied and collaborative teams often provide the best conditions for innovative solutions”

Representatives from each company worked as a steering team under Costain’s leadership and agreed clearly defined responsibilities, objectives, timescales, interfaces and work protocols – a collaborative, agile development framework that supported highly integrated

and iterative working, ensuring development was aligned and responsive to client needs.

Collaborate to innovate

Collaborative working is built into Altran’s consulting heritage. All employees work to the objective of growing and enriching the business by sharing expertise across national boundaries, leveraging local knowledge while delivering the company’s global capability to clients requiring tailored solutions. The company’s commitment to collaborative working has shaped its past and will help to form its future, as outlined by Altran UK’s Chief Executive Officer, Mike Simms:

“Altran’s success can be attributed in large part to its first-mover advantage. We anticipated a shift in the engineering and R and D services market that would require rapid globalisation to meet broadening client demand. Innovation always has been key to competing in our



market and this will become even more crucial as our customers' challenges gain in complexity. I believe that shared knowledge through collaboration forges new relationships, brings new understanding and provides an environment in which innovative practices can thrive – I see it as a critical component of our future business growth."

In the case of the A2/M2 Connected Corridor project, the Altran team was able to refer to experience gained in undertaking comparable projects in France and The Netherlands – projects in which working as part of international teams under differing leadership was also a key factor for success. Learning about the individuals and organisations involved was a particularly important part of the process, ensuring effective coordination towards the shared goal of preparedness for Testfest.

Altran's approach was praised by Costain's Senior Solution

Architect Ahmad Jamal: "Altran were able to quickly establish collaboration channels with Costain and other stakeholders. Reporting deadlines were adhered to and Issues were raised transparently, in a timely manner and utilising proper channels, boosting the efficiency of the collaborative process."

Following this successful partnership, the two companies are exploring further opportunities to collaborate in the high-technology space. ■

Optimism in the face of complexity



Tim Seabrook
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Realising outcomes in today's complex environment is increasingly difficult, but there is a new way forward – understanding and adapting to complexity itself – that engages and motivates a community to achieve lasting change.

We're all familiar with the increasing challenges of today's business environment: unpredictability, projects running late and/or over budget, and collaborative relationships under strain, or worse.

Accelerated by technology, change is faster, with more frequent and difficult decisions needing to be made as to how to best use scarce resources and maximise effectiveness. In response, we often see or hear things like: "It's all about people, behaviours and trust", "We need to embrace new technology", and "Innovation is what we need!"

Each of these has an important element of truth – people and technology *are* key to the challenges and their solutions; something different *is* desperately needed – but what I've learned through experience is that these truisms (singly or combined) aren't enough. We need to go far beyond them to reach practical, impactful implementations, and understanding complexity makes this possible.

A new approach is needed

Whilst often used interchangeably to describe something difficult, "complex" and "complicated" are very different. Looking at Figure 1, collaborative relationships, the environment within which they operate, the challenges they face and the outcomes they need to

achieve are all dominated by the "complex".

Yet our default response continues to be dominated by familiar, "complicated" approaches in an attempt to control – contracts, training programmes, restructuring, IT investments, behavioural development and more.

Whilst these may often be necessary and can deliver value, they require clarity, stability, predictability, time and resources that are in ever shorter supply.

Relationships and projects are therefore falling ever further behind (see Figure 2).

The need for a new approach has never been greater, and yet we persist with old ones that aren't delivering the outcomes we need. Why?

In part, it's because it's what we're used to – we like to feel

Figure 1: Differences between "complicated" and "complex"

	complicated	complex
features	stable context and clear boundaries many similar, fixed elements linear connections limited autonomy	fluid context and fuzzy boundaries many diverse, changing elements interdependent networks high autonomy
attributes	knowable and objective predictable and repeatable change is slow and bounded meaning is imposed from "above"	unknowns and subjective unpredictable and often unique change is rapid and exponential meaning is discovered "bottom up"
requires	planning and management control and efficiency end-to-end implementations analysis and problem solving	discernment and agility engagement and resilience testing hypotheses and iterative loops changing the conditions
examples	business plans processes and governance capability and training contracts	delivering results behaviours and culture competence and performance relationships

Figure 2: Typical relationship and project pathways



“in control” and these approaches are also deeply ingrained in organisational habit. It’s also because these approaches do still have a role to play – albeit a secondary one – and because relying exclusively on them sometimes appears to still work for a time (if enough money is thrown at them).

But perhaps most of all, we do this because there hasn’t yet been a viable alternative.

What I’ve learned while working with Capita as lead strategic business partner for a large military client on a highly “complex” £1.2bn outsourcing contract, is that there *is* now an alternative.

A new approach in action

From the outset, this contract covered a broad range of deliverables – commodities through to specialised services – and spread across all of the UK. It also involved many diverse stakeholders, an elaborate extended supply chain, and very different customer communities.

Within a year of going into service, “complexity” was even more apparent, with persistent struggles meeting KPIs, the client and their contractor holding opposing perceptions of the situation (and each other), and the relationship deteriorating rapidly.

“Complicated” contract-driven priorities and processes were out of step with the “complex” fluid front-line situation, and they encouraged and reinforced counterproductive behaviours. The workforce was increasingly jaded and also disillusioned with leadership.

Knowing that training and the like would only have a real impact when the conditions that drove behaviours changed, it was imperative to engage stakeholders in a “complex”-appropriate way (see Figure 1) that would:

- show that they were being listened to
- encourage them to share their insights
- establish what mattered most to them
- identify and evidence issues
- realign leadership and the front line around shared priorities – “golden threads”
- help transform performance and outcomes.

The challenge was how to do this in breadth, in depth and at speed: surveys can go out widely, but are too “shallow”; workshops are “deep” but aren’t quick or scalable.

The solution was to begin deploying the Value Coding approach and ARC Diagnostic toolset from New Information Paradigms (NIP).

Value Coding is the process by which high level “things that matter” are made measurable – factoring out the specific, discrete and objective areas that affect outcomes, and developing progressive scoring statements to articulate and agree on “what good looks like” for each. These Value Codes are then used to engage any number of participants via secure, online diagnostic assessments, and their scores and comments are gathered and used to instantly generate anonymised reports (see Figure 3 overleaf).

These reports provide insights by organisation and role, reveal areas of high and low performance, highlight perception gaps, and help with analysing comments and pinpointing improvement activity ahead of the next iteration.

The **first** iteration deliberately featured only six broad Value Codes, to prioritise **engagement** and encourage the surfacing of issues. Over 60 per cent of people responded (220) – far more than with typical surveys – and their scores and approximately 1,000 comments enabled front-line issues and priorities to be established and evidenced, and other improvement activities to gain more focus. This also helped secure further senior management buy-in to the new approach.

Figure 3: Sample performance diagnostic report dashboard



The **second** iteration consciously demonstrated to respondents that they were being listened to. The diagnostic was expanded to 20 specific Value Codes, driven by the issues that had been previously surfaced, and a far wider net was

further establishing “golden threads” across the enterprise. Moreover, the contractor took the lead on analysing the feedback, capturing best practice and driving **change**.

Impact and lessons learned

Each iteration represented a huge stride forward in progress and sophistication, and, from a precarious position, the relationship was placed on a much surer footing. Using this new, holistic “bottom-up” approach – beginning with engagement, then fostering motivation and starting to drive change – enabled behavioural challenges to start being addressed at their roots, building trust within and between the parties.

This trust was reinforced and demonstrated by increasingly handing over “control” to motivated individuals to shape the diagnostics and analyse their output – not something that comes naturally to traditional leaders, who are more used to dictating outcomes than guiding them.

On this note, we learned how the new approach relies heavily on a leadership team with vision and a commitment to relentlessly pursuing it – particularly where temptation

was to fall back into relying only on more familiar, non-scalable forms of engagement (workshops, etc), or to use the diagnostics just to gather management data or occasionally “take the temperature”. Any of these would have dissipated hard-won momentum and trust.

Another lesson is that the focus must remain on *human* intelligence: whilst this new approach is made *possible* by technology (benefiting from the scalability, engagement and rapid iterations it allows), technology should never be an end in and of itself – a particular “trap” with inflated claims made about the promise of artificial intelligence and big data.

So, yes, in some ways, it *is* all about people, technology *is* crucial and this approach *is* innovative... but not always in the ways you might have thought. Understanding complexity enables you to appropriately and effectively bring all these elements together to identify what matters, discern what to do about it and take ownership and responsibility.

Desired behaviours and trust then naturally emerge and develop, and that truly *is* a cause for optimism in the face of complexity. ■

“Using this new, holistic ‘bottom-up’ approach enabled behavioural challenges to start being addressed at their roots”

cast. A majority of the more than 650 responses and approximately 3,300 comments from participants were now focused on how to improve – demonstrating increased **motivation** – and the reports also clearly evidenced improved performance.

The **third** iteration was perhaps the most significant yet – the contractor took the lead on customising the Value Codes, and each of these was linked to leadership’s strategic priorities,

Positive outcomes No compromise

Our approach is collaborative and innovative, driven by the desire to maximise potential through dynamic property solutions. We are focused on enabling delivery and are uncompromising in our approach to enhancing our clients' real estate assets.

New team. New capabilities.



GL Hearn

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glhearn.com/buildingdesign

 @GL_Hearn

Supportive culture drives ground-breaking project



ISO 44001 Steering Group EAST MIDLANDS ASSET DELIVERY (EMAD)

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East Midlands Asset Delivery (EMAD) is a community of 23 highways maintenance, design and scheme delivery suppliers, working on behalf of Highways England, who have delivered a ground-breaking project to achieve certification to ISO44001 Collaborative Business Relationships.

Our approach to collaboration is industry leading in that the ISO44001 initiating partner is an alliance, made up of Highways England and all partner organisations. The collaboration is led by a steering group, comprising representatives from across the EMAD community, resulting in supply chain partners of all sizes and maturity coming together and benefitting from shared experience and knowledge.

This project, which was completed in only six months, has further enhanced our ability to work safely. It has also created additional benefit for Highways England through the identification of pioneering ways to deliver innovation, adding value to road users and consistently delivering Highways England's "imperatives of safety, customer and delivery". Our innovative approach to this project led to EMAD winning the Institute of Collaborative Working Award in 2018 for the Industry to Industry category.

A big tent steering group

Our cross-organisational steering group involved individuals with experience of the standard

co-ordinating certification. It comprised representatives from Amey, Carnell, Chevron, Kier, Highways England, nmcn and WJ. The group openly shared resources and knowledge; some organisations had a level of maturity around the standard that meant document templates could be shared and others were devised from scratch by collaborating. Training days and surgeries for the whole EMAD community were delivered using purely internal expertise.

We established a collaborative working model with shared vision, values and objectives giving practical and measurable benefits to road users and an

equal voice to organisations of all sizes, including many SMEs. A collaborative management system was created, incorporating a relationship management plan and processes and procedures that enable collaborative working across organisations for the benefit of Highways England and the other participating organisations.

All stages of delivery were critical, as 23 organisations needed to be aligned with the steering group, understand the objectives, the standard itself, and be able to deliver certification in their own right within a short time frame.

ISO44001 accreditation

Initially the steering group was audited for the overarching EMAD collaborative management system. Each participating organisation, including Highways England was then audited individually, evidencing how collaborating



EMAD

EAST MIDLANDS ASSET DELIVERY

MAINTENANCE • CONSTRUCTION • DESIGN • INSPECTION

General Civils



Road Markings



Waterproofing & Expansion Joints



Structural Inspections



Technology



Collaboration

Build genuine relationships
Community first



Industry Leading

Safe, Innovative
& Customer
Focussed



Commitment

Own shared goals
Efficient delivery



Trust

Open &
honest
Integrity &
respect

Traffic Management



Barriers



Specialist Drainage



Concrete Repairs



Pavement



Specialist Surface Treatments



Landscape & Ecology



Corrosion Protection



Design



Maintenance & Response



Lighting & Electrical



Working together to deliver industry leading network maintenance and improvements in the East Midlands

within EMAD aligns with their organisational strategy and objectives. Less experienced partners were invited to attend the audit of other organisations, so that they could learn from others and further develop their own system. This supportive culture enabled open discussions between parties who would, in other circumstances, be considered competitors.

Our approach to gaining certification to ISO44001 has been shared with other asset delivery areas within Highways England, who are now also exploring certification as an alliance model.

Safety imperative

Guided by Highways England safety imperative, EMAD takes advantage its wealth of knowledge across 23 specialist organisations, to encourage a strong safety culture and pursue continuous improvement. Key outcomes include:

- Induction video: filmed across the East Midlands road network by the community working group; shown to all new starters to raise awareness around working together in the safest, most efficient way
- Work with the University of Derby to assist with their mental health in construction research and mental health first aider training has been shared across organisations
- Accident target lowered:

agreed and set as a team, holding ourselves to a higher standard

- Developed and introduced a principal contractor peer review process to support community members who were less experienced at the role.

Customer engagement

As a community we strive to build better relationships with stakeholders, road users and local communities. Key outcomes include:

- Partners provide public liaison officers to support the delivery of customer service activities on maintenance schemes which are likely to cause a significant level of disruption to road users, residents, businesses and/or communities.
- In 2018, EMAD was at Nottinghamshire County Show, giving us the opportunity to engage with customers and showcase our work. The 4,000m² plot and demonstration was unprecedented for Highways England and the show.
- To leave a lasting legacy for the communities we serve, our team has carried out initiatives such as redecorating a primary school, planting initiatives and renovating underpasses.

Efficient delivery

ISO44001 certification has provided a framework for sharing ideas and

resources from the start of each project, to maximise efficiency and productivity. Before design starts on a scheme, all contractors meet to look for improvement opportunities at each stage of the process. Once schemes commence, wherever possible we share resources:

- Shared traffic management: reduces road closures and minimises disruption to road user
- Shared plant and depots: saves time and minimises cost
- Shared supply chain and workers: ensures the best people are on EMAD schemes.

There is no contractual relationship between the contractors on site, but all teams work as one to ensure the scheme is delivered safely, with the customer in mind, and to programme and budget. By working together, EMAD have delivered efficiency savings of around £30m in 2018/19, significantly exceeding the target of £13.6m.

All members of EMAD frequently share best practice and innovation. Funding is available for the development of innovation, and in the East Midlands, we have developed a robust process and pipeline of projects for submission for this funding, successfully gaining support for opportunities to the value of about £3.5m.

Two years in, our innovative contract delivery approach is business as usual. The long-term benefits of collaborative working include safe, efficient delivery, advancement for all organisations (particularly SMEs) and improved sustainability of supply chain for Highways England. What makes the achievement of EMAD and 23 partners gaining certification extra special is that our community developed and piloted a new collaborative approach to secure this certification, which is the first time Highways England have been a certified partner in ISO44001. ■



Collaboration at the core



Jo Potter
INDRA

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As society becomes increasingly reliant on digital technology, collaborative working is crucial to minimise information, communication and cultural gaps between technology and people, and to enable the continual creation, delivery and capture of value in fast changing contexts.

Collaboration removes barriers to innovation and makes it easier for the public and private sectors to work together delivering solutions to society's big challenges. Horizon 2020 is the European Union's biggest research and innovation programme ever, and is helping to achieve smart, sustainable and inclusive economic growth. A recent assessment shows it is on track to create jobs and growth, tackle our biggest societal challenges and improve people's lives.

“Planning of maintenance activities has improved and costs and degradation of the infrastructure have reduced”

Indra allocates five to eight per cent of annual sales to research, development and innovation. As part of this investment, Indra is co-ordinating the Transforming Transport project, which is one of the largest funded by the Horizon 2020 programme. Transforming Transport has a budget of €18.7m and the participation of 48 organisations from nine countries. It is working to find a more efficient and more sustainable transport paradigm by leveraging big data, i.e. the massive amounts of information that can be analysed,

using powerful software to reveal trends, patterns and associations. According to the European Commission, the efficiency of mobility is expected to be improved by ten per cent, which would result in savings of up to €100m.

For big data to bring the maximum benefit, data is collected and shared from multiple sources, and used to create value such as cost reduction, operational efficiency,

innovation and growth. However, sharing of data between sources can also bring risks, which are mitigated through collaborative management of joint risks and agreement of areas of open data and data protection. Collaborative working ensures strategic partnership objectives are established at the outset and regularly reviewed, harmonising partners' complementary capabilities to work towards the same goals.

Indra is leading four of the 13 pilots of the Transforming Transport project, including the deployment of a new data integration, analysis and modelling module into the Mova Traffic control solution, which has been applied to the operation and maintenance of high speed rail and road traffic.

Progress has been made in the collection of data and the data is being used in decision making processes for the pilot to develop smart rail maintenance on a high speed section of track in Spain. Planning of maintenance activities has improved and costs and degradation of the infrastructure have reduced.

Potential to optimise

Indra is also leading two Transforming Transport pilots on smart roads. A big data and artificial intelligence module, under almost real conditions, is being implemented on

Horus, Indra's traffic and tunnel management platform. Data is being managed from more than 20 sources, including traffic, maintenance, weather and social networks. Horus is already showing its potential to optimise the use of infrastructures and of maintenance work, minimising traffic congestion levels and reducing road accidents.

Collaboration is central to

Indra's operations. "At The Core" is the concept that defines us and reflects our strategic evolution: we are the technological partner of our clients' key operations, we are at the heart of business and we focus on what really matters. Indra has a new brand which identifies and differentiates us in the market and in society, and new values that identify and guide us: leadership, flexibility,

focus and reliability.

Indra's commitment to collaborative working is reinforced by our global ISO44001 certification, which provides us with the strategic framework to develop with key partners, the policies and processes and the culture and behaviours required to establish successful collaborative relationships and to drive continual improvement. ■



4

CASE STUDY

Indra (www.indracompany.com) is one of the leading global technology and consulting companies and the technological partner for core business operations of its customers world-wide. It is a world leader in providing proprietary solutions in specific segments in transport and defence markets, and a leading firm in digital transformation consultancy and information technologies in Spain and Latin America through its affiliate, Minsait. Its business model is based on a comprehensive range of proprietary products, with a high-value focus and with a high innovation component. In the 2018 financial year, Indra achieved revenue of €3.104bn, with 43,000 employees, a local presence in 46 countries and business operations in over 140 countries.



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The true value of the not-for-profit sector



Kirsty Kelley
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I have been reading a thought-provoking book called *Charity Case* by Dan Pallotta, which talks about the role that the third sector – also known as the humanitarian, non-profit or social sector – has to offer in stepping forward to tackle some of the world’s greatest challenges.

As Pallotta states, the word “profit” comes from the Latin word for progress, “profectus”, thus non-profit literally translates as non-progress, implying a culture where these organisations need “propping up”. So, we can see why a corporate social responsibility (CSR) or transactional donor based relationship is assumed to be the only one that profit based organisations should have with charities and humanitarian causes – payment to make the problem go away and heavy media criticism when they don’t.

I believe there is a fundamental lack of understanding about the true value that this sector can bring to collaborative ventures and the paradigm shift required for that value to be fully exploited. A not-for-profit or charity usually sets out a mission or ambition statement that defines their end goal, however, how many have defined collaborative value statements which highlight their unique skill set and the USP they can bring?

For example, at Guide Dogs, the ambition statement is “a future where every person with sight loss has the confidence and support they need to live their



lives to the full”. However, when we analyse the unique skills of the organisation, the collaborative profile becomes “we are world leading specialists creating solutions for people with sight loss to access and navigate the environment” Two very different statements!

Understanding this and the immense worth it brings to those who are creating services and products and collaborating as peers can bring the sector to engage confidently in co-productive projects with a wide range of partners.

In order to do this, we need third sector CEOs and senior leaders to truly understand the

role of professional collaborative relationships and the value that aligning to a quality standard, such as ISO44001, can have on how they work, both across their own specialist sector and with public and private sector bodies – as well as government agencies and academia.

I am therefore delighted that the Institute for Collaborative Working has asked me to lead on the creation of a special interest group (SIG) for the third sector, drawing on my experience as a collaborative leader to help other organisations reach their full potential and understand that, through effective collaboration, we can make more of an impact than service delivery, campaigning or lobbying can create in isolation.

I had the privilege to programme manage the first Department for Transport (DfT) funded First of a Kind project “tomorrow’s railways today” to be led by a charity and see this benefit work first hand.

The collaboration, called “Journeys Unlocked”, between Guide Dogs, Microsoft, LNER and Pintr was unique, not only in that it was led by a charity, but also in that we measured our relationship and the value to each partner of participating as diligently as we measured the development of the technology itself.

The technology was designed to help people with sight loss navigate seamlessly from outside of London King’s Cross station, across the concourse, finding shops, ticket machines and information desks and then on to the platform, on to the train and then get navigational information about the layout of the train and the destination



station at Peterborough using an enhancement of the 3D spatial audio we created with Microsoft Soundscape.

For those of you who are knowledgeable about wayfinding technology, you can understand that this is not something you could usually achieve by using one technology platform alone, and the endless issues of moving from one app to another to try to navigate internal and external environments would be a challenge for a lot of people, but practically insurmountable for someone with sight loss.

All four partners were in the project fundamentally for the same reason – to achieve the goal of creating the technology

concept demonstrator. But *why* they each wanted to do that was very different. It was only by using collaborative methodology that we were able to identify that there were key areas of value to each organisation beyond the written scope of the project.

Understanding the metrics

By identifying these early on, we were able to ensure that the project met all partner targets which, for Guide Dogs, centred around also understanding the metrics that the DfT currently use in order to appoint franchises and the targets that the rail industry were set. We were able to identify that there was no current goal for the industry to value the individual customer journey higher than the return on investment and that this would inherently always skew the industry to consider accessibility as a “bolt on” feature, rather than a fundamental part of their offering.

We were able to highlight that currently there is no incentive for the industry to consider the journey beyond the rail journey itself, but as

no-one takes a rail journey in isolation, the DfT is having a direct knock-on impact on the metrics of the Department for Health and Social Care by not considering its role in creating successful end-to-end journeys, which would impact on people’s social mobility and potentially create greater social isolation.

Our project created a concept demonstrator and will go to a second round of development when funding is established. The team players are keen to work together again, and have created a dynamic that goes beyond the creation of a solution: looking deeper into the problem and seeking to highlight the barriers to further exploitation and create an environment in which we can create a holistic approach to the problem and not just a “sticking plaster” solution to meet the funding requirement scope.

It is by using specific third sector understanding of the issues surrounding the problems and dynamics of their end user, that it is possible for us to get right into the heart of society’s issues and stand peer to peer with colleagues from all sectors to ensure that we can use our hands to create value driven changes in society; and this is not just for holding collection boxes. I would strongly encourage all of you who read this to consider in future how you might identify the knowledge base you need to help you with solving your own challenges, and who would have the skills you are looking for to collaborate with and create positive life changing innovations. ■



Join in the conversation or find out more about the third sector SIG by contacting me on LinkedIn www.linkedin.com/in/kirsteen-kelley

Standard built a framework for indicators, honesty and process



Caroline Dobbs
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RBS Property Projects work with a network of supply partners across the property consultancy and construction industry. We deliver over 1,300 investment projects across the UK and Ireland each year. I joined the team in 2016 following a major re-tender and consolidation of our contracts. The new supplier strategy was clear: we should have fewer but more meaningful supply partner relationships. Of course, before this point, the team were delivering success and there were examples of amazing collaboration, but normally by major project or programme. The ability to work together was not systematic or consistent.

So, a bit about me, I am someone who values tangible outcomes and I take my motivation from proven results. Terms like “we work collaboratively” I saw as an excuse for not wanting to measure results, have honest (and sometimes difficult

conversations) or for not defining processes. Therefore “collaboration” was a term that I avoided.

We came across the opportunity to use the standard for collaborative working following a recommendation by our Programme Management Office

(PMO) supplier. They suggested the framework could help shape how we wanted to approach the step change in our supplier strategy. You can imagine my delight when I realised that the standard provided a framework for all of the things I valued, but in the name of collaboration! It made us take a good look at ourselves and ask questions like: how can you work collaboratively if you don't:

- have baseline foundations and processes you can drive value from?
- define your goals and targets and therefore measure success?
- cover the difficult topics like exit strategy or intellectual property you are willing to share?



As part of the collaborative framework, we focused on our largest suppliers across project management, costs management, PMO and construction services. We work with lots of other specialists and teams within the Bank, but we wanted to make sure we provided enough focus for success. So we decided to focus on this initial group. In total, we targeted ten of our major suppliers who are all multi-million pound organisations. But, when it came to applying the principles, we were led by our PMO who was already accredited

and advised us in the “how”. Having this support was vital to our success; the fact they were our central governance point complemented the service they were already providing.

Our senior executive responsible (SER) representative from each of these partners provided clear direction and oversight. On reflection it is clear to see how this senior buy-in was key to our success. They chose to meet every month because they saw so much value from their joint conversations. One of the key focus areas they provided direction on was to provide a

relationship, which was mutually beneficial for all. All too often, I have seen contracts exist on the brink of failure because they are too focused on the needs of the client. A key foundation to our corroboration was how we understood that we succeed when the suppliers we work with can also succeed.

Quickly following on from this was: how do we attract the best talent by making the RBS account a “destination account” for our partners; an account where individuals would develop, grow and enjoy working? This was so much more than our SER and joint management team (JMT) committees; we wanted to reach everyone who was working on one of our projects. It was this new mind-set which could take us to the next level.

Milestone

I will not deny the fact that our first year was bumpy, trying to

honest and regular feedback, we could not truly work together and know how other people were feeling. Therefore, openness on performance was another key ingredient to our success.

Year three took it us to a new level. We made our KPIs 360: yes that is right, suppliers scored the client! We are getting valuable advice from our teams, which helps to further refine and add value to the processes. Also, via employee surveys, we are getting regular feedback on how we are becoming the destination account for all suppliers.

Celebrating

So what were the results over three years? Single processes, measurable results, more projects on time and in cost governance, improved KPIs, learning from challenges, improvement in our destination account survey scores – and we are jointly celebrating success. Along the way we have also had other suppliers join the framework. By using the collaborative working structure, this has allowed them to knit seamlessly into the wider team. But, in theory it is not just about us; as a result, our colleagues and customers on the receiving end of our projects are seeing consistency, better integrations with their teams and more controlled and efficient project delivery.

Finally, what have I learnt? successful collaboration delivers tangible results and benefits. “Collaboration” isn’t a term we should hide behind, but one that we can only truly succeed at, if we foster relationships which are open and allow our suppliers to flourish as the same pace as us. ■

“Although challenging, we recognise that without open, honest and regular feedback, we could not truly work together”



agree a single process was difficult. Year two was even more so with the challenge of getting hundreds of individuals to conform to these processes. I also remember well when we introduced measurable KPIs, including subjective feedback on our agreed behaviours. This rather emotive milestone highlighted to me that until this point, feedback was not proactively being shared. Although challenging, we now recognise that without this open,

An innovative approach transforms child adoption



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Collaborative working is transforming the provision of adoption services for children who normally wait the longest to find a family in Wales. Led by St. David's Children's Society, and supported by the National Adoption Service (Wales) (NAS), an award-winning innovative service is being co-delivered by Barnardo's Cymru and Adoption UK (Wales). "Adopting Together" is a unique collaboration between the three voluntary adoption agencies (VAAs), and further enhanced by a collaboration between the VAAs and a statutory sector of 22 local authorities across five regions) in Wales.

A three-year Knowledge Transfer Partnership between St. David's Children's Society and Cardiff University's Schools of Psychology and Business received funding from Innovate UK and Welsh Government in 2017. Research Associate, Coralie Merchant of Cardiff University works full-time with St. David's Children's Society to help lead Adopting Together. The project, which is already starting to deliver its objectives, has gained the interest of many stakeholders, and has been winning awards: ICW, Most innovative Collaboration Award and Government Opportunities Awards, Wales, Highly Commended Award.

Adoption is one of the most highly regulated areas of social work. It is the only piece of legislation governing children where parental responsibility is severed with one set of parents and granted to another. A total of 90 per cent of children placed for adoption have suffered significant

harm whilst living with their birth families and the courts have determined that adoption is the only option to meet their longer-term needs. As a result of early trauma, many children placed for adoption have complex needs.

Charity organisation, "Parents and Children Together" (PACT) studied domestic adoption and fostering, and reported in 201, that, when higher levels of support are offered to adoptive parents, this can result in a social return on investment (SROI) of up to £1.1m per placement. In 2018, there was an increase in the length of time children were waiting to be placed with their adoptive parents, compared to the same period in the previous year.

Many children wait longer for a family because they need to be placed with their brothers or sisters and, or because they are aged five or over. The costs of long-term fostering, both financially and emotionally, are huge. Some children waiting come from a BAME (black, Asian and minority

ethnic) background, or because they have significant additional needs. For instances where the right family cannot be found, their plan could revert to long-term fostering. The primary purpose of Adopting Together is to invest the time to better match families with these children and, through early intervention, to professionally and therapeutically support the family formation and child's well-being.

Procurement

One of the challenges with the service is the public procurement of adoption support by local authorities. Sustainable public procurement has become a key priority for public policy makers, meaning that social, economic and environmental benefits should be gained from all public spend. However, there are significant public procurement challenges when trying to evidence social value during a prolonged period of austerity.

Local authorities in Wales have practised spot purchasing techniques for adoption service



“We are really pleased with how the service has started with early success in placing children and the creation of effective working relationships within the NAS collaborative arrangements”

Suzanne Griffiths Director, National Adoption Service Wales

provision, which means that support for the adopted children and adoptive families has only been provided on demand. This process can delay the necessary specialist support, which could lead to the breakdown of a family and result in life-long implications for children. By working collaboratively with procurement teams, lawyers, the director of NAS and local authority heads of service, Adopting Together has led a transformational change by forcing a move away from spot purchasing to service level agreements (SLAs).

The signing of SLAs has been pivotal, evidencing a move towards a significant, sustainable change in culture within the adoption sector, bringing the voluntary and statutory sectors closer in their working practices. It highlighted how working together could mitigate risks in public procurement and enhance the mutual benefits. This innovative partnership approach results in a focus on outcomes-based procurement for smoother end to

end adoption care process, and promises better futures for the child and for the adoptive family.

Wales has proven to be a perfect location to implement the Adopting Together model. The approach taken in engaging the third and statutory sectors aligns with the Wellbeing of Future Generations (Wales) Act 2015. Collaboration is one of five essential ways of working that are being enforced across public bodies in Wales. (The others being long term, involvement, prevention, integration).

Performance and outcomes

The principles of ISO44001 standard for collaborative business relationships management systems have been followed since the project commenced in 2017. The lifecycle framework and its eight stages provided clear themes to improve the partnership between three VAAs which, having formed a supplier consortium, was formalised using a joint relationship management plan. This helped to establish aligned goals, strengths and benefits between the service delivery partners for a collaborative delivery. A formal agreement signed by each of the voluntary

adoption agency organisations reinforced and evidenced to the statutory sector the position to deliver more sustainable adoption support.

Consultation with stakeholders was key to establishing a best practice model. Bringing together theoretical underpinning, the expertise of the adoption sector in Wales, and best practice from across the UK, the service is the first of its kind to combine four key interventions: specialist child-specific recruitment, clinical psychologist-led “team for the child” meetings, therapeutically structured play-based transition sessions, and clinical psychologist post-placement consultation meetings.

Most importantly, the clear, structured and focused collaboration has allowed for service development that can better meet the needs of the children and their adoptive families.

Since the active implementation of the service in May 2018, 28 referrals of children and sibling groups have been received (representing 42 children). By January 2019, the service had successfully matched nine children with an adoptive family: four of these children are now living with their permanent family and five are completing their introductions and will be placed. A further five children have links to families being actively explored. This amounts to 14 children being placed at the time of going to press with *The Partner*, most of whom might otherwise have not found a permanent family.

Through more effective collaboration, Adopting Together has the potential to increase the capability in Wales for long-term social return on investment to benefit the most vulnerable children. It is hoped that once established, the model will be rolled out beyond Wales. ■

“We are optimistic that this collaborative approach to service delivery and the step change in procurement will result in life-long benefits for the most vulnerable children in Wales and their families”

Wendy Keidan CEO,
St David’s Children’s Society



Collaborating to enable international business success



Andrew Fotherby
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As with most projects in the built environment sector, success often hinges on effective collaboration and knowledge sharing. But when delivering the UK Naval Support Facility (UKNSF) out on the international stage in Bahrain, collaboration became even more imperative in the face of complex externalities: cultural factors and local customs had to be considered, compliance standards needed to be reconciled, and environmental surprises accounted for.

Overcoming all these challenges necessitated tight-knit co-operation and transparency between all parties involved. From inception to handover, WYG worked with the Bahrain Defence Force (BDF), the Military Works Department (MWD), the Royal Engineers, and multiple contractors to provide project management services to Joint Force Command (JFC) and oversee delivery on behalf of the Royal Navy in a very culturally different working environment.

The result is a facility that now supports Royal Navy operations in the Gulf, Red Sea, and Indian Ocean with greater security, improved living conditions and morale, and reduced operational costs. It is also the first British Navy facility built east of the Suez Canal in over 50 years, on a site gifted to the UK by the King of Bahrain.

Alongside technical accommodations, the facility provides dedicated and personal facilities to 550 personnel, including 200 full-time staff, with the remainder available for

visiting ships, personnel on training exercise, and allied forces. It even sports many welfare amenities, including an educational suite, multi-faith area, two gyms, a multi-purpose playing pitch, and entertainment facilities.

The broad spectrum of subject matter expertise from various organisations and disciplines was underpinned by maintaining excellent diplomatic relationships with all parties, including the U.S. Navy, who operated the neighbouring site. WYG and the wider team were visitors on site

without contractual arrangement with MWD. The WYG team worked to build relationships with all involved, embedding team members at the project design stage, who acted as interlockers to the collaborative engagement that enabled the project to move forwards.

Due to differing standards and regulations between the UK and Bahrain, a big component of the delivery involved ensuring the development was compliant with UK and MOD standards and regulations. Where gaps were identified, WYG worked with the BDF and JFC to understand whether it would be addressed by the host or funded by the JFC.

Some of these proved easy to resolve, like the UK Building Regulations handrails. Others presented greater difficulties, like fire stopping requirements and





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specifications of material to meet UK regulations.

A positive working relationship with the BDF, however, meant the WYG team could make effective judgment calls on when they could reasonably ask the BDF to make allowances (i.e. the

handrails), and when it would be unreasonable (i.e. fire stopping). The team also adopted an informal mentoring approach to explain which standards and regulations were needed and why.

When expectations have to be balanced, all communications must be founded on transparency and consistency. That approach became particularly relevant to informing discussions, devising strategies, and providing advice and guidance to the client. This also extended to quarterly visits from WYG's project management team to undertake welfare checks, review performance with the in-country Royal Navy Project Manager, and address concerns.

What all of this meant was striking a very fine balance between making sure all UK compliance requirements were met, and reflecting local business

practices. A key lesson from this is that time should be built into strategies and programmes to allow teams to assimilate with their host nations to understand the subtleties of local customs and practices. These are all vital to nurturing a healthy environment for collaboration.

That the UKNSF now underscores the UK's military capability in this part of the Middle East is a testament to the breadth of knowledge, skills, and expertise shared between all involved parties. As an added benefit, all teams now possess a greater understanding of applying best practice to other projects, having absorbed a deeper understanding of interfacing with teams from different practices and cultures.

This project won the 2018 ICW International Collaboration Award. ■

“Teams now possess a greater understanding of applying best practice to other projects, having absorbed a deeper understanding of interfacing with teams from different practices and cultures”

The future of collaboration



David E Hawkins
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The danger of trying to predict the future is that you will inevitably get some of it wrong. However we can look at trends and see what's happening today and project these. Certainly it is difficult today to find any media (political or business) that is not advocating the need for collaboration. The publication of ISO44001 has established a recognised standard framework on which to build and sustain collaborative working, and the growing attention across the globe is perhaps reinforcing a sense that progressively the rhetoric is giving way to realism.

The questions one now asks are what next where and how will collaboration evolve in an environment where volatility, uncertainty, complexity and ambiguity (VUCA) prevails. The world is changing at a faster rate than perhaps ever could have been envisaged. Economic pressures at all levels are challenging organisations large and small to re-evaluate their operations. Emerging nations are changing the face of economics. Communications technology has condensed the marketplace but it has still to conquer the cultural divide. The networked economy is rewriting traditional business thinking of ownership.

The supply chain is giving way to the concept of a more holistic value chain. Competition is growing, reflecting the demands of a more informed customer. Consumer choice is starting to influence the focus for the way organisations behave, both ethically and in terms of sustainable responsibility. In this turmoil one factor remains

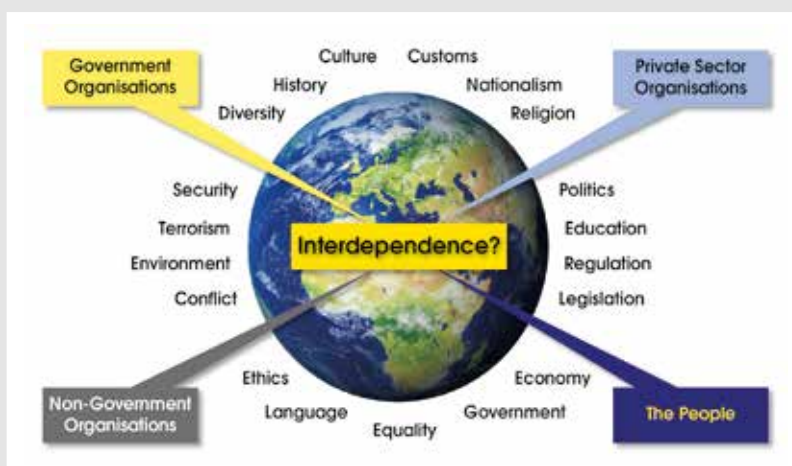
constant: relationships are a core ingredient for successful business. What becomes clear from a wide range of futurist perspectives is that the key word in future is *interdependence*.

Future corporation

There are many differing views on what the future corporation will look like. The cyber technologist will say there is no need for permanent structures any more. The functional hierarchy of the 20th century will give way to flat lean

central management. The human resource community suggest that progressively, employees will be less tied to a company as they have been since the industrial revolution. Individuals will largely work from home or temporary offices and frequently as freelance specialists providing services to multiple companies. This raises issues of company loyalty, resource stability, and security; and for the individual, increased dependence on their personal reputation.

The scientist will say that increasingly, functions requiring human interfaces will be replaced by robotics. We have already seen significant advance in manufacture and a reduced need for people in many financial areas such as banking and insurance. Similarly, in retail, online purchasing is slowly eroding the high street and when linked to automated distribution. In medicine we are seeing robotics supplementing doctors and surgeons. Agriculture in many parts of the world has become highly mechanised. These concepts offer one vision of the future but the reality is that we are a long way from Utopia.



Against these visions of the future, we should consider how our world is developing as a background to the challenges facing tomorrow's leaders. Given the pace of change, it is easy to assume that the next two or three decades will take us into even more complexity and change.

The increasing interdependence of customers and suppliers is evident, as is a greater premium placed on knowledge. There is a growing focus on branding and people rather than goods and capital where reputational risk was a concern. The balance between cost and value is getting greater recognition as strategic organisational relationships address the challenges of integration and de-integration in supply chains through increased globalisation offering more flexible choices.

What is evident is the demand on human resources against a background of the proliferation of technology coupled with disaggregation through the growth of the internet. In parallel, there is pressure on natural resources including minerals, oil and gas and, in particular, water.

Changing dynamics

Climate change is a major topic linked with urbanisation, people skills and aging populations producing a youth gap, as is the emergence of non-national power groups. Changing global power, economic growth in Asia versus USA and Europe is changing the dynamics of political influence. Developing countries are growing economically, offering a challenge where, through



increased education, the ability to harness their youth premium whilst managing massive urbanisation with a third of the world now in cities, and a growing middle class.

The impact of new technologies may address productivity, poverty and climate change, but increased risk from cyber terrorism is alongside. These trends may paint a potentially dark picture or just raise awareness to the risk and opportunities that exist. What is certain is that for many corporations, their existing business models are already at risk and the dilution of sustainable trading

relationships presents a significant future challenge in a shared economy. Internally, organisations, whether public or private, are becoming more fragmented, which leads to the failure of external relationships. Anecdotal reports from those organisations engaged with a systemic approach to collaboration via ISO44001 are that it is helping to strengthen internal relations.

Governments around the globe are faced with pressures on budgets whilst having to contend with increasing stakeholder demands whether in health, social



services, education, infrastructure development, defence or security. These challenges in part are being met by greater reliance on the commercial sector, which in turn is constantly under pressure because of performance or ethical failures. This conundrum suggests that greater focus is needed to develop more sustainable relationships, transparency and joint accountability. Outsourcing was seen as a solution but in many respects it failed to recognise the joint responsibilities to create the appropriate management structure.

Consortiums

In this convoluted environment we should not forget the voluntary organisations and social enterprises which, in many, cases are picking up the challenges left by increasing economic gaps in society. They too can sometimes be seen to be focused on principles but divided by philosophy and outcomes.

In the private sector shareholder expectation is forcing organisations to deliver increased returns whilst at the same time demanding increased social responsibility, ethical behaviours and reduced risk. In parallel, today's consumer is far better informed than ever before through technology. Not only do they now look for competitive products and services, but they are also tuned in

to the broader profiles of corporate responsibility and value whilst fostering perhaps less trust in governments to regulate companies.

The increases in large and complex programmes in a variety of industry sectors propagate the need to build longer term integrated relationships to manage risk and performance. This increases the demand for more integrated solutions where seemingly

disparate industry sectors create the need for specialised business models. The merging of cultures and industries raises the spectre of risk in terms of these organisations being able to work together and remain cohesive for long-term propositions. Similarly, the growing trend towards the need to develop multifaceted consortiums and their ability to perform, and confidence in their rigor, is dependent on the relationships between the parent bodies and how this is translated into building a uniform approach.

As third party and additive manufacture becomes more of a global phenomenon, the inter-relationships between various internal and external design, production and logistics resources provides a significant risk profile, where robust relationships are needed to work both horizontally and vertically. In the future there is likely to be greater focus on integrated reward mechanisms. At the same time, larger organisations are increasingly looking to draw on the agility and innovative abilities of smaller organisations, but struggle to adapt their systems and processes to engage effectively.

The traditional business models are changing and becoming more complex. The perceptions of customers and consumers, the confidence of investors, the integrity of partners – and perhaps most of all the commitment of personnel – all contrive to create a business environment where relationships are no longer one to one but highly complex interactions. As such, relationships are a key factor in managing the broader spectrum of stakeholder confidence.

The aim of this article was to touch upon a future for collaboration and draw together concepts to give readers a perspective of collaborative approaches to support them in developing future strategies to meet the challenges of the 21st century. ■

.....
"What becomes clear from a wide range of futurist perspectives is that the key word in future is: *interdependence*"
.....

Customer relationship management: engagement or exploitation?



Lord David Evans

ICW

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The impacts of economic pressures over the past decade, and in particular the financial crisis of global banking, have forced organisations up and down the supply chain to reconsider their operating models in the light of increased outsourcing and competitive challenges locally and globally. At the same time, there is increasing pressure to focus on customer retention as multiple new options emerge.

Customer relationships have always been the key to sustainable business since trading began. It is often said that it takes ten years to win a customer and ten seconds to lose one. Developing relationships was frequently the prerogative of sales personnel, which creates vulnerability for many organisations since relationships were held largely at the individual level.

At the coal face, customer knowledge, power structures, decision makers, personal relationships and corporate as well as individual characteristics were often mapped and followed closely by the sales force. The impact of this localised approach was that limited knowledge spread across the organisation, and there were subsequent conflicts through lack of understanding internally of the status of these relationships. More importantly, when the personal link was broken, so was the primary link to the customer.

The advent of wider use of technology platforms has had a major impact. Few would not

appreciate that maintaining a purely transactional relationship can be commoditised, whether it is a product or service delivery. Key account management (KAM) to some extent re-focused the buyer-seller relationship, where product or service providers aimed to develop a more integrated approach and where clients with a broad range of needs could harness or leverage capabilities across the provider organisation. More forward looking organisations saw KAM as the opportunity to drive a different form of relationship and recognised that, by integrating their knowledge and skills with the client organisation, they could increase traction, competitiveness and retention.

Dr W Edwards Deming argued that quality, productivity and excellence cannot be achieved by copying others; if your company is the same as everyone else's, why should your customers buy from you rather than them?

The integration of collaborative thinking enables organisations to augment their own capability and resources to the scope of any

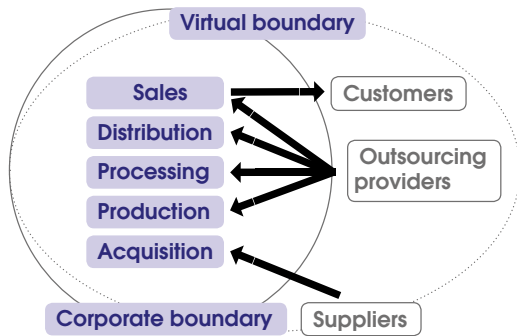
proposition or required solution by incorporating third parties. A disciplined framework that ensures these complementary partners will combine to establish a seamless delivery solution. Identifying and selecting additional partners to meet the demands requires organisations to seek other organisations with compatible visions and values, and develop joint objectives which support the customer requirement.

Alternative models

Effective supply chain optimisation, risk management and reliability have become a critical aspect of overall business performance, and collaborative relationships can reach beyond the traditional perspective of price, quality and delivery. Some customers' clients are already using alternative models, directing their efforts to those relationships which will contribute maximum value.

Whilst price will always remain a key factor in supply chain management, the adoption of strategic relationships provides a more inclusive approach to assess total cost of ownership and more innovative solutions to meet business goals. Reliance on their supply chain to support business drivers increases the risks and vulnerability of operations, thus these strategic relationships become an integral aspect of

The 'outside-in' theory



- Price
- Quality
- Delivery
- Management
- Contracts
- Performance
- Integration
- Culture
- Ethos
- Commitment
- CSR
- Interdependence
- Trust

business risk whilst at the same time introducing some additional risks which need to be identified and manage.

In seeking to develop alternative business models, organisations frequently assume the market place has a propensity to collaborate or considers the customer has a collaborative ethos. This is a double edged sword whereby both the client and the provider need to be able to validate the confidence in the approach.

The "outside-in theory" poses the issue that, when buyers or sellers assess the importance and value of relationships, they should be evaluating from the other's perspective. If organisations looked at their operations from the perspective of outside-in, then the realisation is that perhaps managing relationships is a more complex and crucial ingredient for these diverse business models. It highlights the need to bring into play a much wider range of considerations

Collaborative working is not new, but historically it has been largely a factor of osmosis and personal relationships – and

where organisations' business objectives rely on interdependent partners working together to achieve results rests on their ability to create jointly a seamless delivery process with greater effectiveness.

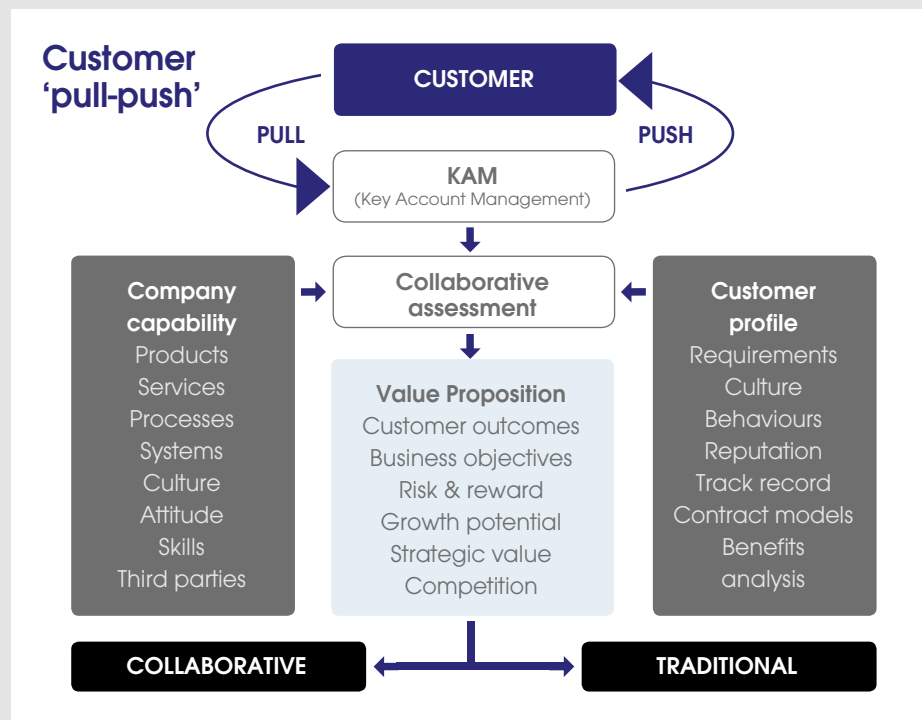
Complement

The structure of the CRAFT framework and methodologies and the resulting ISO44001 does not enforce a single rigid approach but can complement existing approaches where these are already in place.

There is little doubt that, as the business world becomes

more integrated, collaborative operating will become more prevalent. Experience suggests that these alternative business models can deliver wide ranging benefits, but at the same time can introduce complexity and risk. However, traditional arm's length sales relationships by their very nature preclude the joint evaluation and development of enhanced performance which will fail to address the challenges of the 21st century.

Evaluating strategic relationships and integrating a more collaborative approach – where the customer is either receptive or can be encouraged through mutually beneficial value propositions to adopt a more holistic approach – will create a platform for sustainable relationships and underpin retention. ■



Examining the individual levels of collaborative working:

what are the behaviours and cognitive foundations of effective collaboration?



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Previous research on collaborative working examined why and how collaborations form and evolve:

- 1 The strategic motives for forming a collaborative venture: the conditions that increase organisations proclivity to form such relationships
- 2 The design and governance of collaboration: how organisations work together to achieve the strategic outcome
- 3 The implementation of collaborations: how organisations develop and sustain these internally and externally
- 4 The required organisational behaviours: how companies reach the desired organisational and inter-organisational behaviours that support collaborative working.

Research in business and management has largely focused on how and why collaborations form and develop. Studies identified the conditions in which collaborations succeed and fail. Narratives of failure in collaborations make up a large extent of this research. Interestingly, the results of most studies seem to point to relational issues (e.g. trust and commitment) as the main barrier to the

success of collaborations.

While research and the ISO44001 provide frameworks and recommendations to develop and support collaborative working, there is very little evidence regarding the individual and managerial skills, attitudes and behaviours of effective collaborative working.

Both practitioners and academics seem to reach the consensus that managers performing the day-to-day activities in the collaboration are in the front line for shaping and sustaining the success of inter-organisational collaborations. They are the de-facto link between organisations in a collaborative setting and their attitudes and behaviours will affect the quality of the relationship.

What are the managerial skills, attitudes and behaviours of effective collaborative working? How should companies promote and support these?

Research projects at WBS

Research at Warwick Business School (WBS) aims to provide a formal understanding of the behavioural aspects of collaborative working. To do so, will be running two projects to elicit and measure collaborative behaviours.

Project 1:

What are the skills, attitudes and behaviours of collaborative working and how should these be promoted by organisations?

This project aims to identify how the alignment between skills, attitudes and behaviours of collaborative working and organisational incentives enable effective collaborative working. This question is essential if we want to understand how to support the performance of collaborative projects. To answer this question, this research will be conducted in two stages.

The first stage will explore the managerial level of collaborative working and examine how organisations support and develop collaborative performance.

To do so, we will collect data through in-depth, pan-industrial interviews with companies delivering collaborative projects. This data will enable us to:

- elicit the managerial skills, behaviours and attitudes of effective collaborative working
- understand how organisations hire and assign managers to collaborative projects
- examine the processes that enable the development of managers' collaborative performance

- analyse how the alignment between managerial behaviours and organisational processes enable collaborations to achieve the desired performance.

Based on the results of the first stage, we will then test the most important and or recurrent behaviours of collaborative working through experiments. These experiments will enable us to observe and measure the impact of the behaviours for achieving a collaborative outcome.

This study has numerous implications for companies. Firstly, it will provide the ICW community and the wider business environment with a list of managerial attitudes, behaviours and skills for sustaining collaboration. This will allow companies to refine their managerial recruitment and training processes to improve their collaborative performance.

Secondly, this research will generate recommendations for companies wishing to create collaborative environments that support effective managerial behaviours for collaborative working.

Lastly, the project will help partnering companies to reach the required level of alignment between their internal processes, their joint-practices and their managers to create greater synergies and support the performance of projects.

**Project 2:
The psychology of positive reciprocal relationships**

Positive reciprocal relationships are one of the major mechanisms sustaining co-operation between individuals and between organisations. When individuals co-operate in a reciprocal fashion, exchanging favours, they are better off than individuals who act only with their own immediate benefit in mind. We also know reciprocity can have a major impact on economic and life outcomes at an individual level. Studies show reciprocity is associated with economic success, in terms of higher wages and employment status, as well as other life outcomes, such as the number of close friends, and subjective well-being. Similarly, positive reciprocity is crucial to sustain long-term trust between business partners and organisations of all sizes.

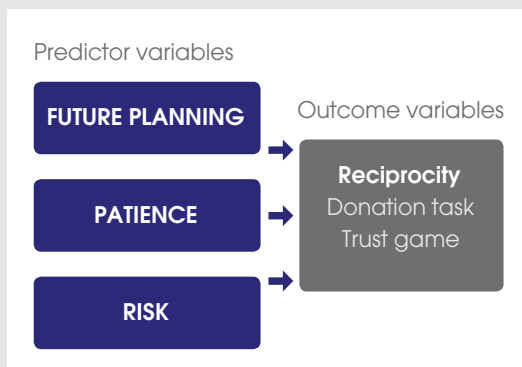
The goal of this project is to investigate the psychology behind such reciprocal co-operation. This question is essential if we want to understand why humans often fail to establish a co-operative

reciprocal strategy, even when it would be beneficial to all parties involved. In particular, we will investigate the role that three psychological traits have in strategic reciprocal co-operation: planning, patience, and risk tolerance, which are three critical cognitive prerequisites for reciprocity.

To test these abilities, we will assess individual variation in humans, who participate in five different tasks. Three of the tasks will measure their planning skills, patience, and risk tolerance, whereas the fourth and fifth tasks will measure tendency to invest in partners who can reciprocate in a subsequent interaction. The goal will be to assess individual differences in planning, patience, and risk tolerance and compare these against measures of strategic reciprocity.

We are interested in working with the wider population but also with business professionals experienced in managing complex collaborative projects, strategic planning and taking risks.

Our ultimate goal is to use the insights from this project to help devise interventions to improve collaborative working and help the development of tools that identify individuals who are better suited for cooperation and teamwork both in the workplace and in educational settings. ■



If you are interested in finding more about and/or participating to our projects, please contact: **Project 1:** Jonathan Canoni; **Project 2:** Dr. Alicia Melis, at the email address at the top of this article.

Solving the collaboration dilemma



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Collectiveness is the extent to which everyone in a value network or constellation acts as a whole and with a one mind view of value for society. Value fulfilment for society is provided subsequently by organisations collectively through co-ordination, co-operation and collaboration, which are the internal, vertical and horizontal approaches respectively to working together. Although all three of these approaches have a number of barriers, it is the area of collaboration that is most likely to provide the greatest dilemmas in successful implementation, outcomes and impact.

Collaboration is the emerging work system between two or more legally independent parties formed to address a concern, issue or opportunity where something new and unanticipated is created. This process is highly dependent on the on-going negotiation of relationships by the individuals concerned. The dilemma is that, whilst those individuals are participants in the collaboration effort, at the same time they are both accountable to and representative of the diverse organisations and communities involved in and affected by the collaboration.

On-going research by WMG with organisations such as Jaguar Land-Rover, Network Rail, Rolls-Royce plc and Sellafield Ltd has not only identified a range of collaboration barriers and the enablers to get over the barriers, but also the phenomena of “the illusion of collaborative inclusion”. This is where the participant

organisations in the collaboration think they are working together, however they are hampered by the seemingly impermeable aspects of collaborative inertia presented by multi-layered psychological contracts of employment; dominant culture agendas; unconscious biasness; knowing whether learning goals are competitive or collaborative; and cultural degrees of difference.

Whilst all five of the above aspects warrant further research, the last three are pressing in particular. The first of these is for organisations and their individuals within them to have a better awareness and understanding of their degree of collaborative biasness.

The second aspect is associated with the premise that organisational learning is an increasingly strategic resource. Consequently, the form of collaboration depends, in part, on collectively developing and building critical resources and capabilities required. This means that the participants involved in the collaboration need to engage with each other for the purpose of learning from one another so there is an outcome that is beneficial for all. It is interesting

Collaborative bias awareness

BARRIERS TO COLLABORATION

Not invented here syndrome

People unwilling to help and share what they know

Not being able to search and find right information and competencies

Not being able to transfer knowledge easily between places

Level 1: Unconscious incompetence

Where we do not even realise there is an issue with collaboration

Level 2: Conscious incompetence

Where we begin to realise there is a collaborative issue, but it is not clear what the right course of action might be

Level 3: Conscious competence

Where we commit to engage in discussions about collaboration and are actively looking to improve relationships and results through training & development

Level 4: Unconscious competence

Where collaboration comes naturally and we respect differences and cease to fear them in a collective work space together bringing our best selves to work

to note too that even when collaborations are formed for reasons other than learning, the resultant knowledge acquisition is a desirable by-product of the collaboration leading to innovation in value networks, new business models/platforms and products, services and processes.

Competitive learning

The participants in a collaboration will probably have divergent goals for learning yet are driven by a mutual interest in benefitting from being complementary to each other. However, the dilemma of moving from “competitive learning” towards “collaborative learning” can be a difficult obstacle to overcome because of existing entrenched practices and thinking.

Competitive learning is based on an underlying fundamental attitude of competition and/or irreconcilable long-term interests between organisations in the

collaboration. As a consequence, a race develops for learning from another for an organisation’s own advantage rather than for a collaboration in its own right. On the other hand, collaborative learning is based on the underlying spirit of collectiveness between organisations where organisations learn *from* and *with* the other organisation in the collaboration and can also be used in the design and management of future collaborations.

The third aspect is how global business activity in a world that is becoming more and more shaped through collaborative effort is leading to dilemmas of how to cope with degrees of differences in culture and unfamiliar constantly changing environments. Meyer’s (2014) research that maps the world’s cultures is a useful tool to understand how cultures vary along eight continuums which organisations need to take into

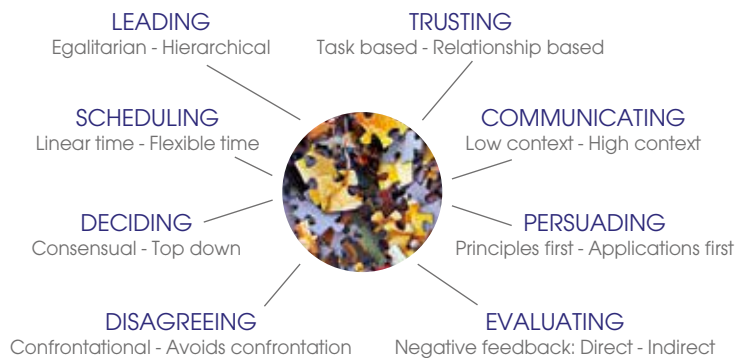
“Participants involved in the collaboration need to engage with each other for the purpose of learning from one another so there is an outcome that is beneficial for all”

consideration for their impact on the effectiveness and efficiency of collaborations. They are: communicating; evaluating; persuading; leading; deciding; trusting; disagreeing and scheduling.

So, in realising collaboration, we know there are a number of dilemmas that still need to be resolved. The good news is that you can help in this process by actively participating in the research that WMG is undertaking in this area. Remember: if you want to go fast... go alone but if you want to go far... then it is better to go together. Please feel free to contact me p.connor@warwick.ac.uk to join the collaborative learning. ■

Multi-cultural collaborative leadership

COLLABORATIVE LEADERS will be required to influence collective working, inclusiveness and innovation in the future through a greater awareness of multi-cultural complexity... by harnessing a psychological contract framework approach



British 'say' "Please think about that some more"	British 'mean' It is a bad idea... do not do it again"	Others 'think' "It is a good idea... keep working on it"
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Unlocking the value of collaborative working



Mike Marten
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Collaborative working has never been more important. ISO44000 is the foundation for unlocking its value.

Today's business environment is uncertain, volatile and ambiguous. The pace of change is accelerating, the challenges organisations face are more numerous and more complex – all amplified by technology. Familiar ways of working are less and less effective. As a result, clarity on core Principles, what they mean in practice, and how they lead to value being realised is essential for agility and effectiveness within, and especially between, organisations.

ICW Members intuitively know the value of collaborative working in achieving the alignment, resilience and coherence demanded by complex environments. To a significant

extent, organisations certified to the ISO44001 standard have spread, scaled and embedded collaborative working best practice, and are enjoying the resulting benefits.

But, even then, it can still be difficult to specifically identify, explain and demonstrate its value to colleagues, partners and the wider supply chain. The key to unlocking that value is to identify and clarify the *things that matter* (and why they matter) when it comes to collaborative working, and to then focus relentlessly on them and pursue them.

The ISO44000 Principles

This is the context into which *ISO 44000: Principles for Effective*

Adoption and Implementation of ISO44001 are being launched. A Principles-led approach is a necessary foundation for more reliable and effective individual and organisational discernment – the ability to sort the wheat from the chaff, and know what to do with it. For collaborative working, it will enable the agenda to expand from capability building and compliance to spreading, scaling and embedding competence and result-producing performance.

Capturing the spirit of the standard, the ISO44000 authors (the Technical Committee, chaired by David Hawkins), have articulated 12 of the key “things that matter” in collaborative working and should be commended for making them relatable and approachable for any individual or organisation. As well as introducing the concepts and detail of the standard, the 12 Principles provide a framework around which to develop and maintain shared agendas for pursuing collaborative working toward its desired goals, and to encapsulate reusable bodies of knowledge and experiences.

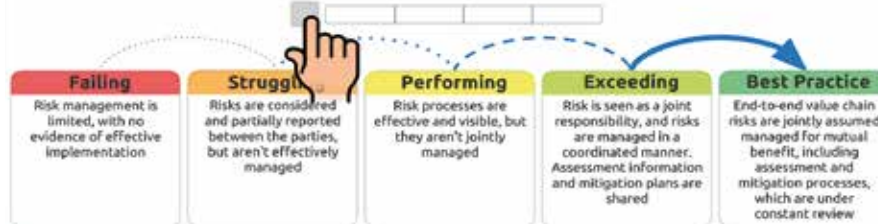
Yet even the best sets of high level Principles need to be translated down to specifics to

Example Value Code

Risk management

The extent to which the parties identify factors which may compromise the solution or performance, gauge their likelihood, analyse their consequences, and subsequently manage them.

Move the slider to select the statement that best describes your perception of [team / org / relationship]'s present state.



Title description

Scoring slider

Score labels

Progressive score statements

be measurable, and to not end up meaning different things to different people in practice. In the “space” between the Principles and the exhaustive 103 auditable clauses of the standard, is the value of collaborative working that more organisations need to unlock. This is pragmatically addressed with Value Codes: measurable outcomes for the “things that matter” that ground them and account for their value.

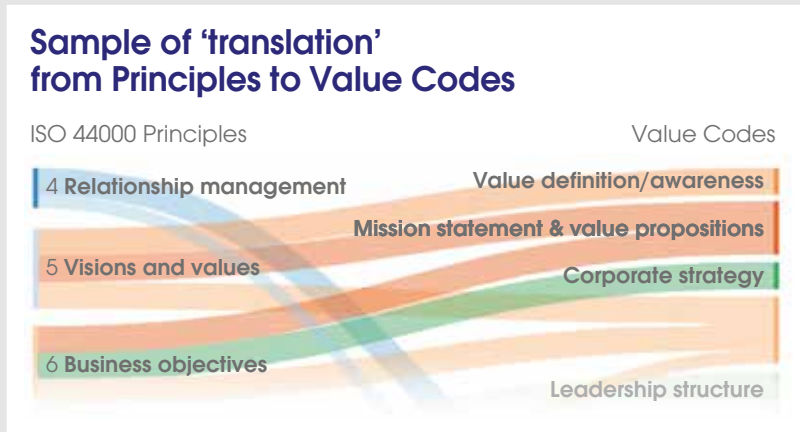
If you can't measure it, you can't change it

“Things that matter” are necessarily high-level, and often wide-ranging, open-ended and “emotive”. Value codes are where those “things that matter” specifically apply to deliver value in action; they are discrete, outcome-driven and factual. Each Value Code can be linked to one or more of the “things that matter”, and begins with a concise title and a short description. Crucially, it then has five progressively labelled scoring statements that can set out in detail the range of possible performance.

“Subjective” opinion can thereby be harnessed around “objective” descriptions to help establish:

- What “good” outcomes look like, and what value getting there would represent
- What “bad” or “sub-optimal” outcomes look like, and the costs and risks these would incur
- Where you are now, where you need to be, and how to get there.

By factoring out and communicating “the things that matter” in measurable Value Codes, what was previously high level and often “intangible” becomes specific and “tangible”. When deployed via secure, limitlessly scalable online



diagnostics, Value Codes enable the gathering of feedback and improved performance on the things that matter – engaging and motivating teams of any size to achieve change.

NIP has distilled 80+ general and sector-specific sources on change and leadership (methodologies, standards, books, reports, etc) into a comprehensive library of generic Value Codes that can be selected from, and optionally customised, to enable effective and collective focus on the “things that matter”.

By taking this approach to express and present the ISO44000 Principles through 22 Value Codes within five sections (Strategy and Value, Leaders and People, Governance, Performance and Improvement, and Behaviours and Attitudes), New Information Paradigms (NIP) has made it possible to efficiently and effectively:

- Spread awareness of the Principles, what they

mean in practice, and your organisation’s present standing in relation to them

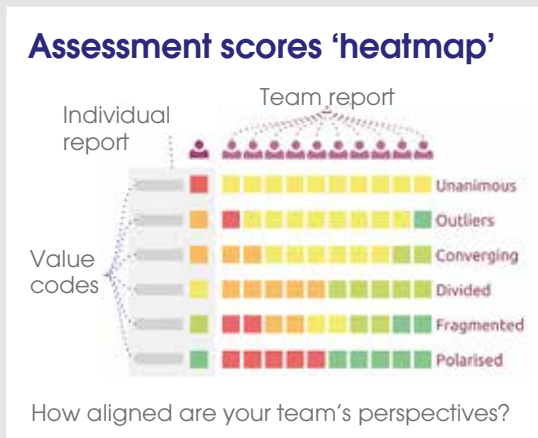
- Uncover differences of perception (between members of your team and/or between you and your partners) about present performance
- Identify how far you are from your desired outcomes, and discern what to prioritise (including to progress within ISO44001).

First steps

To begin clarifying where and how the ISO44000 Principles should add value (and whether they are doing so), a first step is to use the Value Codes to capture your individual perspective. The Value Code reporting harness can also provide insights into a wider range of perspectives across internal and/or external stakeholders, highlighting differences and areas for attention. This approach unlocks and accounts for value, supporting

individuals, teams and organisations in working relationships to discern where and how to improve, and achieve change.

To complete a ten to 20-minute self-assessment, free to the ICW community, visit nipltd.com/iso44000 to register. ■



ICW Collaborative Awards 2018: The winners

A record gathering attended the reception for the ICW Collaborative Awards 2018 at the House of Lords, sponsored by BSI in December. As one of the judges, ICW Chairman Lord Evans complimented all the finalists on the difficult task they presented the panel, particularly with an increased number of entrants. He also took the opportunity to thank formally our outgoing CEO after 17 years, Les Pyle, and welcoming Claire Ward before she took the baton at the start of 2019. The winners were:

1 Industry-to-Industry: EAST MIDLANDS ASSET DELIVERY (EMAD)

EMAD is made up of 23 organisations working together to deliver industry leading network maintenance and improvements in the East Midlands. Their collaboration has developed over the last two years, with each partner specialists in different fields supporting each other and sharing best practice. The collaboration across all organisations has driven improvements and efficiencies, delivering best value for Highways England and the road user.

on behaviours and putting the customer at the heart of decision making is leading the way. The Alliance is seen by The Department of Transport as a successful partner in delivering projects and the Alliance was recognised in consultation for the future of the franchise.

3 Collaborative Competence: COLLABORATIVE LEARNING CIRCLE

Collaborative Learning Circle (CLC) engages with colleagues, clients and supply chain partners to help transform the highways industry approach to improving safety, customer service and delivery through innovation and collaboration. Learning and development is delivered through

a range of e-learning modules to embed collaborative working as the industry norm. CLC also delivers exceptional social value through a partnership with OnSide Youth Zones providing life changing opportunities for disadvantaged young people.

4 Innovation Award: ST DAVID'S CHILDREN SOCIETY

"Adopting Together", supported by the National Adoption Service (NAS), is a unique collaboration between the Voluntary adoption agencies in Wales and the statutory sector in the provision of a targeted and innovative service. The project represents transformational change in the commissioning of social care that aligns with the Well-being of Future Generations (Wales) Act 2015. The project is led by St David's Children Society supported by a knowledge transfer partnership with Cardiff University.

2 Public/Private Sector: GREAT WESTERN RAILWAY AND NETWORK RAIL

In 2016 Great Western Railway and Network Rail established the Western Route Alliance which has been critical to supporting ongoing transformation, and the Railway Upgrade Plan. Their concept of "track and train" alliance, focusing

5 Supply Chain Award: A14 INTEGRATED DELIVERY TEAM

The A14 Integrated Delivery Team is a collaboration of organisations committed to delivering the £1.5bn upgrade of the A14 between Cambridge and Huntingdon. The joint venture comprises Costain-Skanska, Balfour Beatty and Atkins-CH2M with Highways England. Working collaboratively in a fully integrated team, they set out to deliver safely a world class scheme



and leave a positive legacy for A14 users by delivering much more than a road. Notable are the collaborative nature of the supply chain management approaches and the tangible outcomes this has created for the project, its supply chain and the wider industry. In particular the focus on behaviours for the supply chain partners is really enhancing their understanding of Highways England culture and deliverables.

6 International Collaboration: BAHRAINI DEFENCE FORCE /WYG GROUP/MOD

Initiated as a gift from the King of Bahrain to Queen Elizabeth II, the new UK Naval Support Facility, Bahrain is the first UK naval base built east of the Suez Canal in over 50 years. It provides operational facilities, living accommodation and welfare to support naval activity in the Arabian Gulf. The collaboration between Bahraini Defence Force (BDF), UK Ministry of Defence and WYG covered the design and construction by the Bahraini Defence Force. This project is a significant milestone in the history of the Royal Navy, underpinning military capability across the broader Middle East. Working collaboratively with the hosts to provide guidance to ensure the facility was designed and built to MOD and UK standards. WYG's role, by invitation of BDF, was interlocutor between all parties within a non-contractual arrangement, where trust and collaboration was key.

ICW Collaborative Awards 2019

12th December 2019

See website for updates



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7

7 Environmental Enhancement Collaboration: BROADLAND ENVIRONMENTAL SERVICES LTD

The judges wanted to recognise The Broadland Flood Alleviation Project, which is a partnership between the Environment Agency and BAM Nuttall/Jacobs Joint venture. It was the first of its kind in delivering flood and coastal risk management through a fully collaborative framework. The team has efficiently upgraded over 240km of flood banks in 15 years and safeguards 1,700 properties and 24,000ha of land within the Broads National Park.



8



9



11

8 Emerging Collaborative Leader: CAROLINE DOBBS RBS

The judges wanted to recognise Caroline's enthusiasm and dedication as the driving force behind the RBS collaborative approach of the Project Delivery framework, transforming its capital programme and making the delivery mutually beneficial for all. This meant ensuring collaboration was at the heart of everything from defining new processes to seeing objectives come to fruition.

in developing and driving a collaborative approach that reduced waste traditionally through excessive flaring of gas, contributed to a reduction in CO2 and delivered greater volumes of gas to consumers. As such it reflects reduction of environmental impacts and national economic benefits, alongside commercial outcomes for the partners.

10 Chairman's Special Recognition: BEN CROSS A14 INTEGRATED DELIVERY TEAM

This award presented by the ICW Chairman goes to Ben Cross in recognition of his personal contribution to changing the face of supply chain management.

11 Collaborative Leadership: FRANK LEE BSI

This award was given to Frank for his contribution to the development of the Institute, his focused approach and his willingness to share his experience, which has been invaluable to much that ICW has achieved – and for being valued member of the ICW community.

9 Collaborative Pathfinder: MRS RAFIGA HUSEYNZADE SOCAR

This nomination recognised the invaluable contribution made by Mrs Rafiga Huseynzade of SOCAR

Membership Committee



David Anderson
BAM NUTTALL

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One of the primary goals of the Institute for Collaborative Working is to embed collaboration as a business competence. This competence can be applied at company level through the development of processes, culture, behaviours and leadership commitment to deliver added value through collaborative business relationships with all parties achieving real, tangible benefits. Achieving this also requires competent individuals who understand the building blocks, tools and techniques for establishing, maintaining and exiting those relationships effectively. ICW have been striving to give those individuals a robust way of getting their competence recognised.

A membership committee consisting of volunteers, all of whom have been heavily involved in embedding collaboration within organisations, was established not only to provide governance and control to individual membership, but also to act as the voice for those members within the ICW.

Since the establishment of the committee in September 2016, the number of members has continued to grow. The Membership Committee has organised a number of member events and has carried out consultation with members within various grades. This has led to, and continues to drive, improvements to membership benefits. We have also been working with corporate partners and other organisations to determine the best model for the Institute and its members as well as enhancing the reputation and standing of membership within industry.

Since 2016, individual membership, at Member level alone, has increased by almost 400 per cent and continues to increase as recognition of the standing of being an MICW has grown. This status has been enhanced by membership of the ICW being recognised by HMRC as a legitimate professional membership.

What's in it for individual members?

- An independent recognition of your level of competence in relation to collaborative working.
- The membership is yours and not your company's.
- It helps you improve your ability to develop professionally through providing access to the latest news and research, and by enabling opportunities for you to access continual professional development activities specific to collaboration, such as member events and special interest groups.
- Once membership has been approved you are entitled to use the letters, as appropriate to your grade of membership, after your name to demonstrate your professional standing in collaboration.

Irrespective of the size or sector: what's in it for organisations?

- The ability to help develop your staff competences and get those professional competencies independently recognised is of great value.
- By supporting personnel to achieve membership of the Institute, you help their continual professional development. You enable them to increase their collaborative knowledge, which can then be applied within the organisation.
- A number of organisations are using ICW membership levels to assess the level of competence available both within their own organisation or within their supply chain.
- Having proven, independently assessed competent people within organisations can really add value.



Aims of individual membership

The aim of the individual membership scheme is to promote the key principles of the Institute, which are to encourage, support and facilitate collaborative working. The scheme:

- Builds on ICW's reputation as a collaborative thought leader
- Promotes and supports the recognition of collaborative working as a fundamental business skill
- Creates a recognised skills and capability development process
- Develops a platform for knowledge sharing and education
- Provides an individual capability accreditation that is transferable
- Provides a centre of excellence for collaborative skills
- Harnesses in-company/third party educational programmes in partnership.

Given the projected needs for collaborative skills – and the current variable approach within organisations – the prospect of a single focus for such skills means that this scheme provides a valuable touch-point providing individuals with a recognisable addition to their personal capability portfolios. At the same time the Institute progresses its broader aims. The individual membership scheme is based on the premise that ICW is the only current and credible formal body able to recognise the value of collaborative skills, and is thus able independently to validate and endorse appropriate professional capabilities.

Routes to membership

There are a number of different routes to membership both based on qualifications attained and through experiential routes. If you are involved in collaboration then there is a route for you to develop your career and progress to individual membership of the ICW. For more information on the current routes to membership, visit the ICW website at instituteforcollaborativeworking.com ■

SME Special Interest Group



Andrew Dixon
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As the managing director of a small business for the past seven years, it has become increasingly apparent to me that small and medium-sized businesses are natural collaborators. As such, it is a great honour to chair the ICW Small Business Forum – a special interest group driving forward smaller business collaboration. At SVGC, we have a number of collaborative relationships ourselves and most recently formed a collaboration agreement with FCO Services – a trading body of the Foreign and Commonwealth Office – very exciting!

In this issue of *The Partner*, we expand on our briefing from last year as our plans are forming up to take the smaller business area forward. We have conducted further research which confirmed our findings from last year of the importance of long-term stability and innovation as benefits of collaboration. So, we are at a turning point in the progress of a core aim of the Institute and we are going to introduce some new initiatives.

We have concluded that there is a need for some form of independent verification of collaboration credentials. Smaller businesses have declared a need to have their investment in collaboration recognised when tendering for opportunities. The ICW does provide a self-assessment tool, and a follow-up engagement mechanism, but larger businesses are looking to have something more substantive. We will be exploring ways to achieve cost-effective independent verification.

It has also become apparent that it would be beneficial for

smaller or larger businesses to find out what collaboration credentials are held by other businesses. To address that, we are in discussion with another ICW special interest group looking at evolutions of the digital communications.

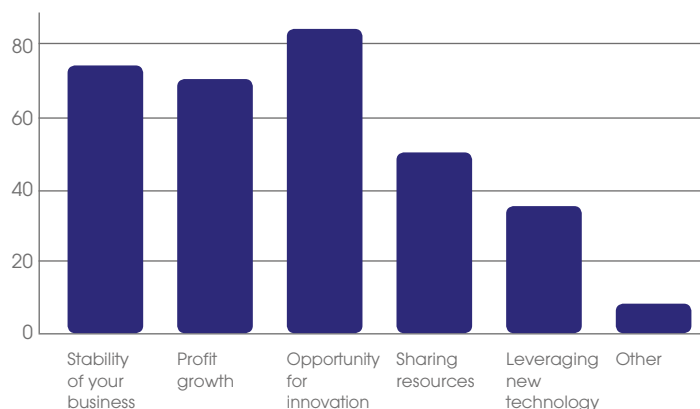
The training courses have also been the subject of much discussion in the smaller business forum. We believe there is a case for a short half-day awareness session, a deeper course over a late afternoon and full

day, complementing the full Collaborative Leaders course. The group feels that such an event would be the best balance of time investment – time being the most precious commodity for small businesses.

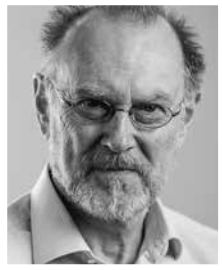
We are also looking to encourage larger businesses to hold awareness sessions, and then to exploit the ICW database of interested parties to invite some other regional businesses along. EMCOR have kindly offered to explore the hosting of a pilot event. Any business doing so has the added benefit of an introduction to potential new suppliers – further extending the potential collaborative benefits.

The topic of technology for collaboration is considered as crucial. The ability to have simple, secure cost-effective shared data environments through Sharepoint groups and to hold discussions through platforms such as LinkedIn create simple ways of engaging collaboratively. It is our intention to make use of such technology to find out more about small business experiences, and to provide a platform for collaborative engagements. ■

Research into benefits of collaboration



Attitudes and Behaviours Special Interest Group



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The attitudes and behaviours Special Interest Group (SIG) was initially established to understand how organisations could recruit individuals more effectively for collaborative working.

This starting point was later expanded to include not only selection but also development of individuals, teams and organisations. In the case of organisations this would encompass selecting and working with JVs and supply chain partners. It was agreed that the outcomes had to be relevant to SMEs and not just larger better resourced organisations.

This was formalised in a quad of aims which identified our outcomes, purpose, stakeholders and success criteria. This has proved valuable in ensuring the discussions did not become side-tracked and to maintain focus (see Figure 1).

Without this it would have been difficult to drive the group of 14 organisations to a common vision and outputs.

Methodology

It was important to recognise that the SIG members were practitioners rather than academics and were not attempting to undertake original research – at least in this initial phase of the SIG. Rather, the scope of the group was limited to identifying the tools and techniques used to select and

develop collaborative working at an individual and organisational level based on the practice of the organisations represented on the SIG.

To this end a simple questionnaire (see Figure 2) was developed to help organisations

Quad of aims Figure 1

Outcomes • End products

A set of credible behavioural techniques & tools to aid the selection & development of individuals & teams across the business landscape.
Low or no cost for access and use by ICW members.

Stakeholders • Customers • Beneficiaries

ICW members to have access. Individuals in the collaborations to have the benefit of using the techniques & tools.
ICW, as this niche value add to members can be a selling point for membership.

Purpose

To identify and/or develop techniques & tools for ICW members which can be effectively deployed at low or no cost.
Give guidance & instruction on how to deploy effectively.
Use & output to be credible and viewed as value add to the business.

Success criteria

Techniques & tools made available free of charge to ICW members who see them as value adding and therefore use them in their businesses.
There is a 'pull' demand to use the techniques & tools consistently and on a regular basis.
Attitudes & behaviours guidance document launch at an ICW event in October 2019

Survey categories Figure 2



the survey and the result were analysed and added to the Tuckman model. The results showed that organisations were using a mixture of bespoke tools and also buying in tools from consultants. The tools ranged from simple, cheap and easily replicable, to sophisticated maturity assessment programmes at an organisational level. Some consultancy based tools such as Insights were used by most organisations, albeit this was being used in different ways.

Initial findings suggest that there are a range of very similar tools used across all organisations. Some of these are available to buy in the market place, others are developed by organisations to suit their specific requirements. It is probably fair to say no single organisation in the SIG had a complete suite of tools used consistently to drive collaborative working.

In addition to the defined outputs, working together has enabled the participant organisations to develop a better understanding of best practice and also where gaps are in their organisation.

Outputs

The SIG now needs to make the findings available to the wider ICW community via a platform hosted by ICW. The intention is to develop an interactive portal which would classify the tools by relevance in terms of how, why

“It was agreed that the **outcomes had to be relevant to SMEs and not just larger, better resourced organisations**”

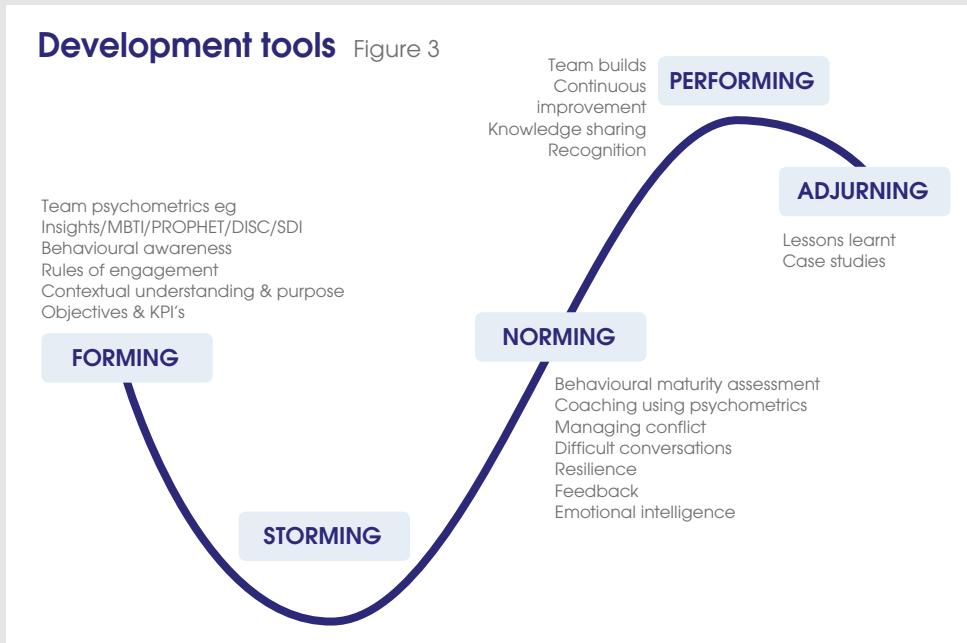
to identify and classify their collaboration tools against a series of criteria. The criteria included, a description of the tool, when it is used, how it is used, cost estimates and how success was measured. Organisations were also encouraged to submit the actual tools.

To make the tools more useful, the survey feedback was mapped onto the Tuckman model of forming, storming, norming performing. This indexed more clearly which tools were relevant at what points of selection and development process.

Results analysis

Eight of the 12 organisations represented in the SIG completed

Development tools Figure 3



and when they would be used. For instance, trust tools are more likely to be useful in the norming stage, whilst conflict resolution tools would be more relevant in the storming phase. This would enable the wider community to understand what tools are available at any given stage of team, individual or organisational selection and development. By clicking on the tool description the portal would then enable the user to access further details of how to use it, resources and so on.

In some instances the tools themselves may also be available, in other instances it may direct the user to another website. The portal may also list which organisations currently use this tool and contact details for potential peer to peer support. The final form of the platform is currently under discussion.

Where next?

To launch this platform, a morning workshop is planned to take place in Q3/Q4 to go through

“Working together has enabled the participant organisations to develop a better understanding of best practice and also where gaps are in their organisation”

the findings of the research.

In the longer term, a second phase may look to develop some kind of amalgam of best approaches to develop a selection and development tool specific to the ICW.

Organisation represented

These were Atkins, BAM, Babcock International; Costain, Gattaca, Great Western Railway, Leonardo, Leidos, NATS, Network Rail, Skanska, Stride Treglown, ICW, Warwick Business School. ■

Building on the international standard



David E Hawkins
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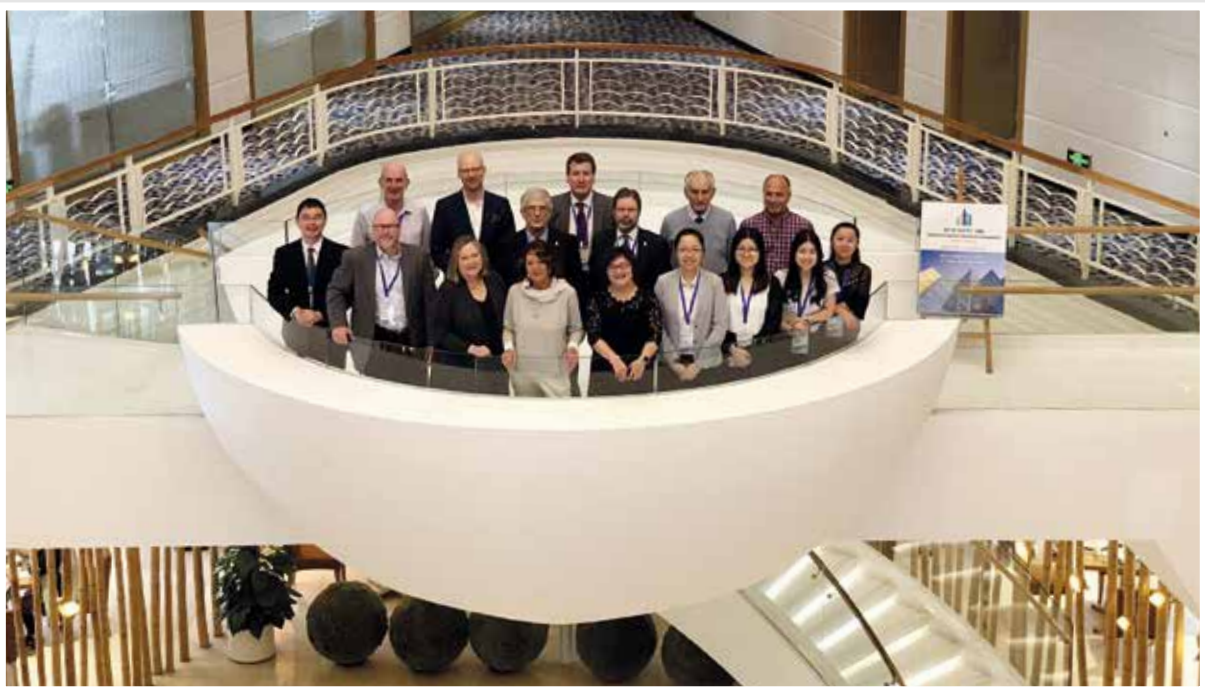
Since the publication of ISO44001 in March 2017, interest has been growing in many countries around the world, building on the lead taken in the UK.

Publication of the standard was seen from ICW's perspective as only the first milestone in promoting and developing the understanding and adoption of collaborative working. After its initial promotion, BSI took the initiative to re-work its guidance (BS1 1000-2); this was subsequently approved by ISO to be developed as ISO44002. At the October Technical Committee meeting in Shenzhen, China,

the final committee draft was approved and submitted for voting by the ISO community of 134 countries.

The meeting completed its review of the Principles technical report (ISO44000), which has been approved, and should be available by the time of publication of this issue of *The Partner*. This technical specification provides a high level perspective of the key principles that support collaborative working and can be used independent of the management standard.

The final round of comments for the guidance standard



Spread of global interest in ISO 4004



ISO4002 will be reviewed by the international committee in May, and, subject to any agreed changes, will be submitted for publication by ISO thereafter.

At the October 2018 meeting in China, the Technical Committee agreed to establish two new developments. First: the creation of a new working group to address issues around small and medium size companies and their larger counterparts. As such, two new work items have been submitted.

This first is ISO44003, which is led by the Italian delegation to develop a guidance standard

for smaller companies. This will be based on the 12 principles as a simple working approach to help SMEs utilise collaborative approaches where they do not

feel adoption of the full ISO44001 standard is right for them. It will address one-to-one relationships, but also the opportunity to explore networks of smaller companies.

In parallel, a second work item ISO44004 will be developed using the same 12 principles to

provide guidance to larger organisations on how they should address the way in which they can better engage with small organisations.

“We consider that the strength and value of the standard is dependent on the quality of certification assessments”

In addition, the Committee agreed to support the drafting of a standard within the ISO17021 series, which set the benchmark of accrediting bodies, such as UKAS in the UK, on the requirements to be met by certification bodies. ICW is already in discussion with UKAS regarding how ISO44001 is currently being assessed outside of those certification bodies that are working under the ICW validation scheme.

At the ICW awards in December, ICW was pleased to present BSI with its validation certificate and Mike Pollard, ICW Associate Director, is working with others to get them validated. As ICW, we consider that the strength and value of the standard is dependent on the quality of certification assessments – a sentiment supported by the International Committee. ■

The ICW ISO 44001 Certification Validation Scheme



Mike Pollard
ICW

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The key drivers behind ICW developing and launching a validation scheme in 2017 remain true. Let's remind ourselves of them:

- Establishing a credible and consistent approach to company assessments and certifications to BS1 1000 and ISO44001.
- Responding to the continued growth in organisations seeking certification, both in the UK and abroad; more certification bodies are emerging to offer services.
- ICW, as the knowledge architects, are increasingly being asked by its membership and third parties to recommend/validate conformity assessment bodies.
- To drive consistently high standards in approach and decisions: so, those using certification to differentiate organisations claiming high competence and capability, can have confidence that those who have achieved such standards have a robust and compliant management system that is properly maintained and continually improved.

The Institute's vision is for collaborative working to be recognised as a fundamental business discipline necessitating a structured methodology to underpin successful business relationships.

Certification may be a means to an end, but it is a vital tool in the organisation's armoury in developing collaborative capability. In leading the Institute's auditing services, all too often I see an organisation's collaborative business relationship management system (CBRMS) not receiving the attention it needs to remain relevant to the organisation's broader vision. Fundamentally, internal audit and certification (achieving and keeping) along with management review, enables

the continual focus on improving the CBRMS. I've seen certification activity drive action, particularly when there are reputations to be maintained or where certification is a pre-requisite for downstream bids.

Organisational approach

ICW was pleased to present BSI with its first validation certification, and we are confident that full certification will be awarded to LRQA imminently. Both have demonstrated significant investment in developing and maintaining a certification which is focused on achieving a deep understanding of the organisational approach to collaboration and helping organisations be the best they can be. The Institute has worked closely with both to advise and

support assessor training and shared our insight into improving their service offering. We continue to encourage other certification bodies to embrace the validation scheme as their ISO44001 portfolio expands.

Supporting ICW's custodianship of ISO44001, and utilising David Hawkins' role as chair of the ISO/TC 286 Technical Committee, we have drafted a technical specification which sits as a second part to the ISO17021 standard. ISO17021 Part 1 contains the principles and requirements for the competence, consistency and impartiality of bodies providing audit and certification of all types of management system. The Part 2 document sets out specific competence requirements for the certification of organisation's CBRMS against the requirements of ISO44001 as well as providing insight into the principles of relationship management, specific terminology of the standard and guidance on evidence and nonconformity.

As we look forward to 2019, the United Kingdom Accreditation Service (UKAS) is responding to interest from CBs to run an accreditation scheme. Our work in developing the technical specification and running a validation has prompted UKAS to seek the Institute's support and expertise in helping them develop their pilot scheme. As

this evolves, we will consider how the ICW Certification Validation Scheme fits with the UKAS offering. There is precedence for “industry schemes” to operate alongside accreditation body assessment, and in any instance the solution must have international reach, which the UKAS offering won’t cover.

The ICW Certification Validation Scheme provides a consistent review of conformity assessment bodies, who offer certification services against BS11000 and ISO44001. It is based around the principles of a UKAS scheme but with additional focus on validating whether such bodies have sufficient understanding

to assess the collaborative ethos which underpins the requirements of BS11000 and ISO44001. ICW can now offer major client organisations and industry a list of those conformity assessment bodies who are open to our independent assessment, which helps safeguard the integrity of the certification process. ■

To provide companies with the confidence that certification is rigorous and consistent

The ICW validation scheme incorporates the requirements of ISO17021

To validate certification bodies’ certification processes

Sufficient for a detailed examination of an organisation’s CBRMS at strategic and operational levels

To validate assessor competence and training

Supporting compliance assessment and the practical application of collaborative working and the underlying principles of BS11000 and ISO44001

To ensure certification bodies will adhere to the criteria for certification

The ICW validation scheme incorporates a two-stage review. Stage 1 reviews the conformity assessment body’s certification process, systems and management arrangements. Stage 2 tracks a specific certification exercise and checks that the arrangements set out in Stage 1 are followed.

To undertake annual validation assessments of certification bodies’ internal schemes by ICW

Audits will continue on an annual basis to ensure the conformity assessment body’s compliance to the ICW Validation Scheme requirements continue to be met

To validate certification bodies’ internal schemes upon application

The Institute gives recognition to those conformity assessment bodies that demonstrate adherence to the rules of the scheme, and permission to use the ICW logo on certificates to organisations they assess as meeting the requirements of BS11000 and ISO44001

To promote the rigorous assessment by certification bodies of collaborative business relationship management systems compliant to BS11000 and ISO44001

ICW are delighted to be recognising so far, BSI and LRQA – conformity assessment bodies who have completed validation and are committed to continuing surveillance



ICW Training and Development Programme



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As government, industry and commerce gradually recognise collaboration as a fundamental discipline and the critical trait for future success, ICW continues to deepen its offer to organisations seeking to develop their collaborative competences at all organisation strata. Furthermore, as the discipline migrates internationally, the ICW offer continues to be seen as the foundation for collaborative knowledge and skills, with the office fielding enquiries from across the globe.

At an academic level, ICW continues to invest in its relationship with Warwick University, and the development of a post-graduate award in collaborative leadership, using the acclaimed Collaborative Leaders course as the pathway to deeper modules.

At a strategic level, ICW's Collaborative Leaders course, which runs routinely at Warwick University, continues to be the pan-sector benchmark for collaborative competence, and the basis for professional membership of ICW. The course, which is delivered by Leigh Lawry, an Associate Director of ICW, has been brought within the University of Warwick's system of independent academic moderation. The objectives of this change are to provide attendees with more graduated feedback about their performance on the course, similar to that received for a Master's degree course, and to assure other stakeholders of its continuing rigour.

Whilst one of the benefits of attending the Collaborative Leaders course is the exchange of

cross-sector knowledge between participants, ICW has piloted an in-house version of this course, in a large multi-national business, in order to help the business establish a consistent industry-recognised platform for its internal collaborations.

At an organisation level, ICW continues to provide customised ISO44001 gap analysis workshops, that help executive teams create a common view of collaboration for their organisation, understand where their organisation is aligned with the principles of the standard, and where there are gaps and constraints, and to build an action programme to take their organisation toward certification.

At a managerial and technical level, ICW continues to offer a diverse range of

specialised collaborative knowledge and skills through courses ranging from enhancing collaborative culture and behaviour, through risk, value and contracts, to advanced auditing.

At an operational level, ICW continues to provide customised introductory courses, helping organisations to step up rapidly the collaborative awareness of a critical mass of staff.

ICW continues to support BSI in the delivery of its range of standardised collaborative working courses, incorporating ICW IPR, focused upon the establishment, implementation and certification of ISO44001 collaborative business relationship management systems.

ICW remains fortunate in being approached by executive network members, such as Kier and NATS, to assist in the development of new methods of raising

and embedding awareness of collaboration, ranging from custom courses to a new app.

ICW Associate Director, Bill Taylor has been providing an intense series of ISO44001 and

Collaborative Working Practitioner level training to the MOD





Pictured are delegates and tutors at some of ICW's training programmes



Defence Infrastructure Organisation (DIO) since early 2016 – initially around BS11000 and then ISO44001. Training has been carried out through the UK DIO sites and in Germany. Since the start of the training programme ICW has run over 60 courses and trained nearly 1,000 DIO staff ranging from senior director to C2 levels in all functions.

ICW has received great feedback on the training and it has been gradually adjusted to accommodate the changing organisation within the DIO

and the inclusion of major programmes and projects as well as regional delivery. Future courses are planned for 2019/20 to support the expanding DIO collaboration portfolio, and will embrace the front line commands and operations overseas.

Additionally, Bill has provided joint DIO, industry and military ISO44001 and collaborative working practitioner level training to programme teams at MOD Main Building, Corsham, Andover, Warminster and throughout the UK training ranges.

Bill delivered three tailored ISO44001 and collaborative working practitioner level and internal auditing training courses to Downer Transport Systems in Auckland New Zealand to 32 staff. He will also be delivering the ICW Collaborative Leaders Course in Australia during May (2019) to support major defence programmes.

More generally, ICW continues to plant the seeds for future collaborations at government, industry, professional and academic fora, in the UK and worldwide. These presentations range from rail sector conferences to classes for international students. ■

Collaborative skills are becoming a value added commodity as the use of collaborative business models increases.

ICW's growing portfolio of training and development programmes reflects the growing demand by

organisations for collaborative working skills at all levels, providing a comprehensive route from introduction through to and MSc in Collaborative leadership, implementing standards and beyond. These programmes have been developed with ICW's

Executive Network and partners.

ICW continues to work in association with Warwick University and build upon the success of the Collaborative Working Academic Forum established in 2015 with Warwick Business School to bring together industry and academia.

For details of the programme of courses, to make a booking or to send an enquiry, see the training and development section of the ICW website at instituteforcollaborativeworking.com or email training@icw.uk.com

Overseas branches



ICW NZ Dave MacDonald

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ICW NZ is continuing to develop its position in the Australasian market by providing support to organisations that are pursuing a collaborative approach within their business relationships.

We are working with a number of companies supporting their capability development through training and direct support of this approach. We are seeing a gradual increase in the interest around the introduction of the ISO44001 approach within businesses relationships.

We have conducted training for companies through the leadership course, practitioners course, internal auditors course and executive briefings. Support is being provided for the development of corporate and joint relationship management plans and awareness training at

the operational level. This work has been achievable through the great support from the ICW team in the UK. Through these opportunities we are looking to become more self-sufficient in meeting the market's needs.

There has been some interest shown from companies and individuals wishing to support the establishment and development of the ICW brand in this part of the world. We are in the initial stages of engaging with these contacts and pursuing their interests and alignment with ICW principles. A major company based in Australasia is targeting first leader positioning and moving towards applying for certification under ISO44001 for a division of the company. They have set a timeframe for certification within Q3/Q4 2019. We are supporting this company and believe such a milestone will further the interest of the standard's approach within the wider community.

Some interest is being shown in moving new or existing long-term contractual relationships to embody a collaborative approach in achieving the joint goals of the parties to the contract. Early in 2019 we have been engaged to support this approach within the organisations both at a leadership and operational level.

ICW PORTUGAL

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Portugal has a small business organisational structure and therefore collaborative work can have a decisive impact in strategic differentiation, innovation and internationalisation of Portuguese companies.

Aligned with our focus on increasing the awareness about collaborative working, we hosted a conference about collaborative business relationships, with



ICW Portugal hosted a conference on collaborative business relationships

David Hawkins present. It was followed by a media campaign to increase the reach of our message throughout business and academic communities. In other areas, the Portuguese version of ISO44001 is now ready and the process for the official approval as national norm has already started. Currently, we have potential partners interested in joining ICW's affiliate programme and we are preparing more workshops and training courses for companies that are willing to develop their collaborative working practices. We are developing our applied research in the service sector and we have participated in a special course for Unileya (the largest eLearning Brazilian University) at Aveiro University – partner of ICW Portugal.

ICW AUSTRALIA

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Following a number of courses that were run in Canberra, several significant developments are under way, including activities within the defence sector on the government side as well as industry.

We have our first ICW associate operating out of Tasmania, who is actively promoting the adoption of ISO44001 with local government and social enterprises. ICW UK and ICW NZ are working together to identify delivery partners across Australia, and hope soon to have an established centre.

ICW CANADA

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There is growing interest in ISO44001 and ICW is beginning to emerge in various sectors including defence, oil and gas through our delivery partner SRS and their partnership with KPMG.

Several individuals from Canada have now travelled to the UK to attend the ICW leaders course at Warwick University. We are delighted that Andy Akrouche has now been elected to the chair of the Canadian "mirror" committee for ISO44001.

ICW BALTIC

The latest overseas links for ICW are being established in Lithuania under the name of ICW Baltic, as it will branch across Estonia, Latvia and Lithuania.

Its launch will be in late May. There has been a lot of interest from both government and industry. Plans are also being developed to establishing local training programmes to build capability and understanding of ISO44001.

ICW MEMBERS

Foundation members



Corporate members



Government



Academics



Affiliates





Institute for
Collaborative
Working



CAPITA



SKANSKA

bsi.



NATS

