

ISO 44001 - The Next Evolution of Collaborative Working

Eur Ing **Paul R Greenwood**
EMBA CEng MIET FCMI FCQI MICW
Managing Director
Greenwood Consultants

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#lcecCW #ISO44001

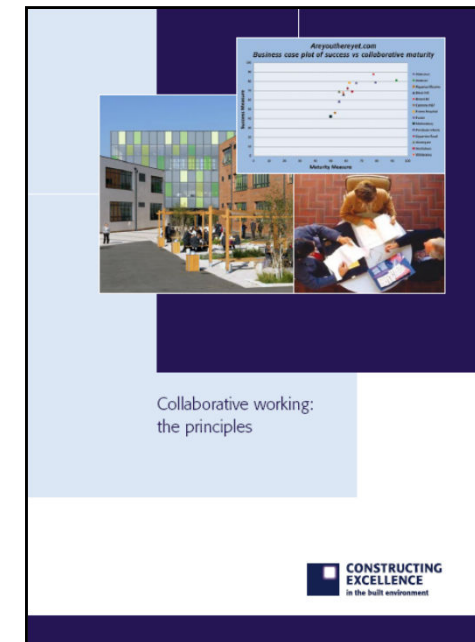
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Agenda

- The CE Approach to Collaborative Working
 - Latham and Egan Reports
- Background to ISO 44001
 - Evolution Timeline
 - BS 11000 Model
 - ISO Annexe SL Model
- The ISO 44001 Framework
 - Stages
 - Themes
- Implementing ISO 44001
- ISO 44001 Conclusions

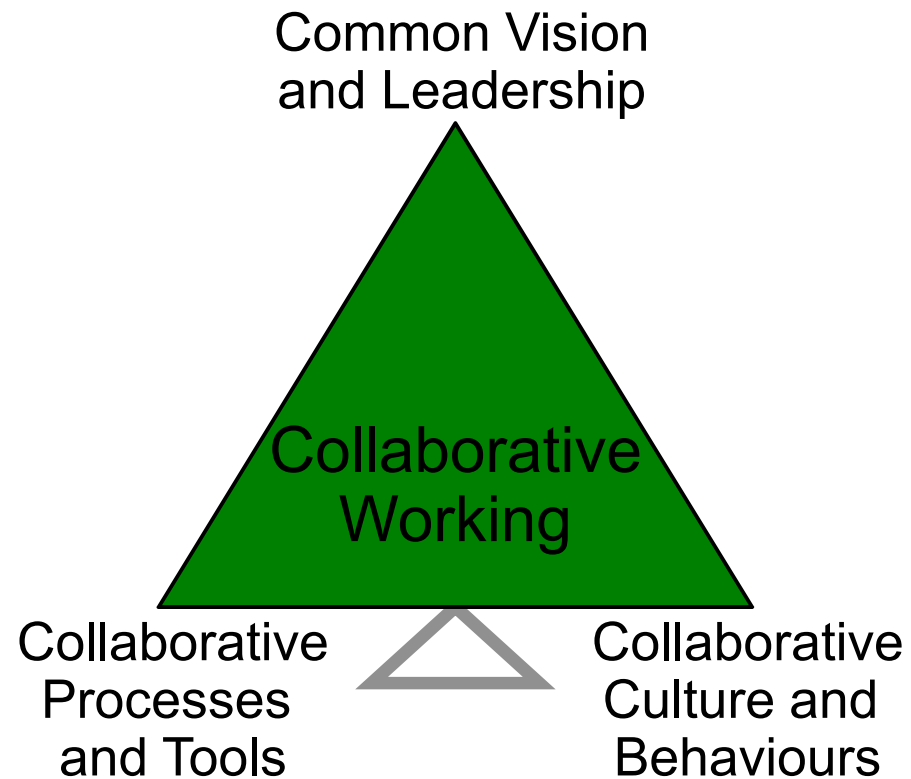


The Constructing Excellence Approach to Collaborative Working

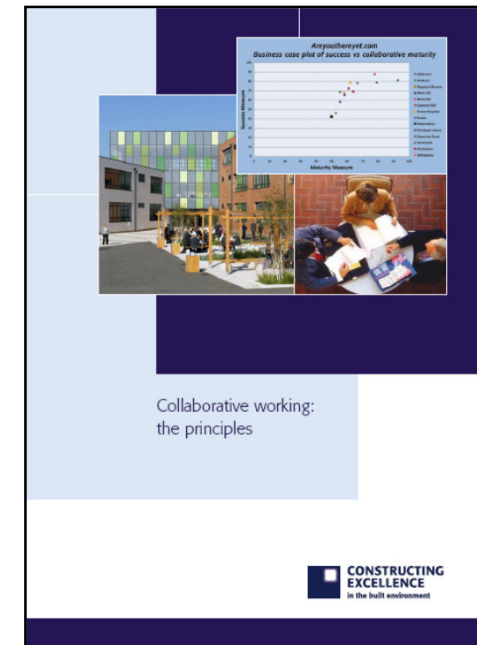


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Three Overriding Principles



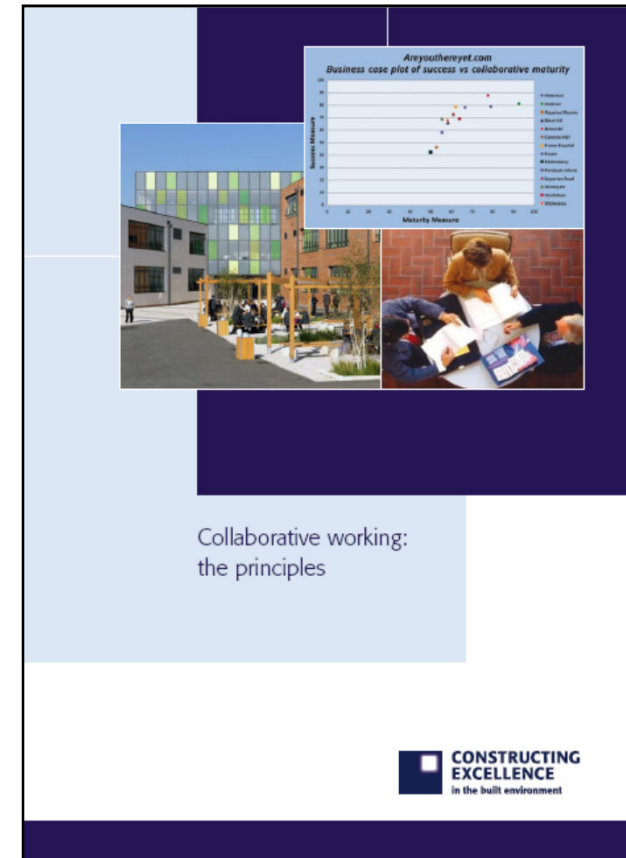
'Collaborative Working - The Principles',
Constructing Excellence, 2011.



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Six Critical Success Factors

- Early involvement
- Selection by value
- Aligned commercial arrangements
- Common processes and tools
- Performance measurement
- Long-term relationships



'Collaborative Working - The Principles',
Constructing Excellence, 2011



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Constructing Excellence Through Collaborative Working

Definition

"Working together in a seamless team to common objectives that deliver benefit for all through mutually-beneficial (i.e. including commercial) alignment"

Three overriding principles

Common vision and leadership

An absolute focus on the end purpose based on a clear understanding by all participants of what represents value for the client and end users. Leadership needs to establish this common vision and then constantly relate progress by the project to this vision to reinforce the team's goal.

Collaborative culture and behaviours

Collaborative behaviours include teamwork and joint problem solving. Participants demonstrate values such as trust, fairness, openness, no-blame, honesty and transparency.

Collaborative processes and tools

Adopting processes and tools which support the development of the collaborative culture and deliver the benefits, such as information collaboration platforms, open book costing, lean and waste elimination, and project bank accounts.

Six critical success factors

Early involvement

From the start, engage with all those who have a value contribution to make, including specialist contractors, manufacturers, commissioning consultants, facilities managers, etc, and pay for their expert input. Ensure no party has to implement decisions which they have had no part in discussing and developing.

Selection by value

Select on quality, especially of the potential relationships, whole life costs and benefits. Avoid historic ("traditional") procurement routes such as design-bid-build with lowest price tendering focused on upfront capital reduction. Appoint the best not "cheapest" and focus on out-turn cost and whole life legacy value.

Aligned commercial arrangements

Adopt commercial arrangements that underpin all the above principles: collaborative forms of contract (NEC, PPC, JCT/CE), risk management and risk sharing, incentivisation such as open book cost management, target cost with pain-gain share, fair/prompt payment mechanisms (eg single project bank accounts), project insurances. Avoid historic risk-dumping forms of contract, exploiting suppliers on price, or late payment.

Common processes and tools

Avoid duplication of roles and effort through eg co-location, extranets, Building Information Models and management. Implement value management and other lean techniques to eliminate all waste. Pay on milestones not monthly valuations, which are a wasteful process.

Performance measurement

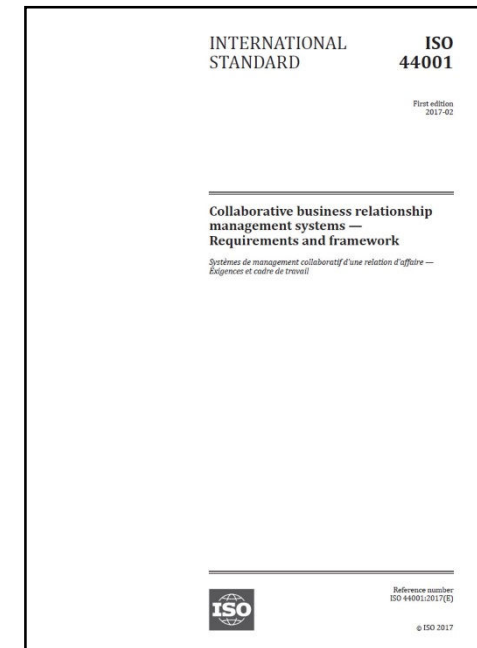
Adopt client-focused Key Performance Indicators. Measure and review throughout the project to indicate progress towards success, and use as the yardstick for continuous improvement activity. Include measures and reviews of behaviours as well as hard processes.

Long-term relationships

Look for the benefits of teams who have learned to work together efficiently by using standing supply chains, frameworks and similar tools rather than tendering every package every time. Minimise waste by working with people who have developed a culture of trust and inclusivity while understanding the need to continually question, challenge and improve.

'Collaborative Working - The Principles', Constructing Excellence, 2011

Background to ISO 44001



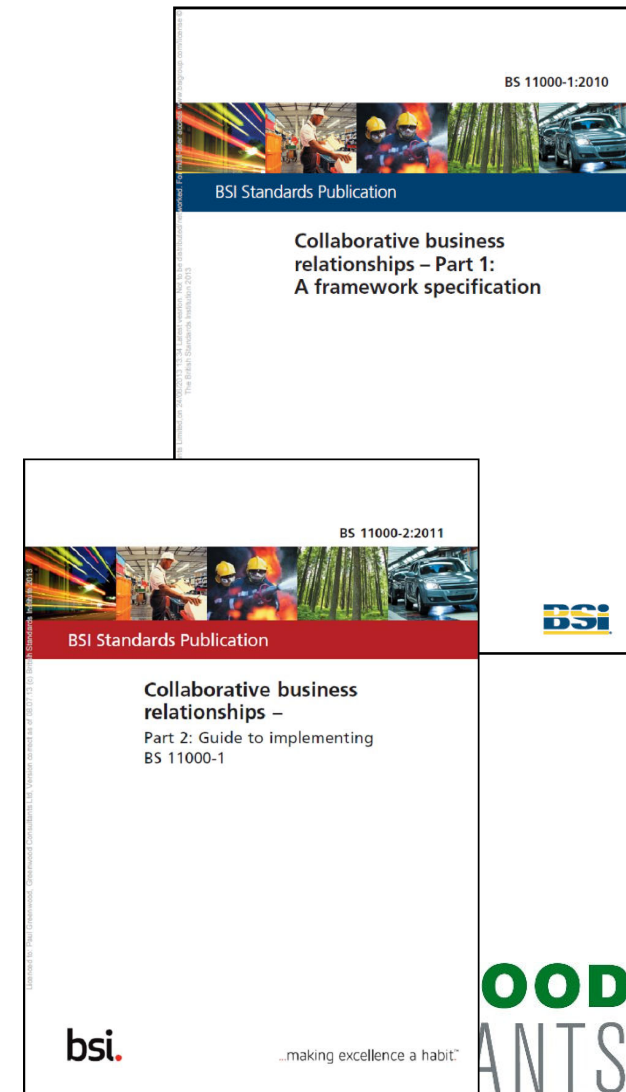
The Source - BS 11000



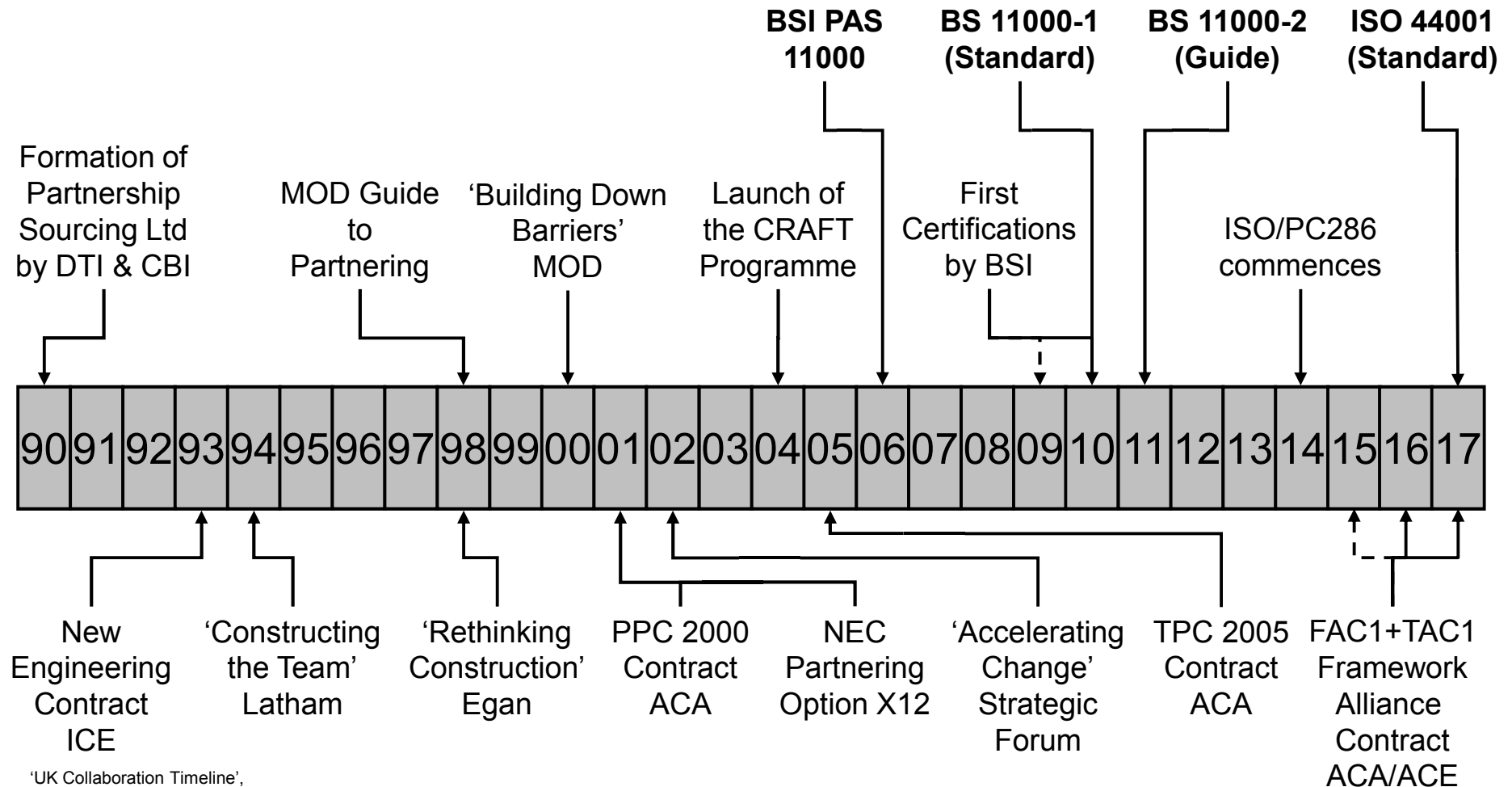
- “... a strategic framework to establish and improve collaborative relationships in organisations of all sizes.”
- From concept to disengagement
- Based upon the CRAFT Model - Institute for Collaborative Working
- First national standard of its type

BS 11000-1:2010 Collaborative Business Relationships
- Part 1: A Framework Specification.

BS 11000-2:2011 Collaborative Business Relationships
- Part 2: A Guide to Implementing BS 11000-1.



Evolution Timeline



'UK Collaboration Timeline',
© Greenwood Consultants, February 2017.



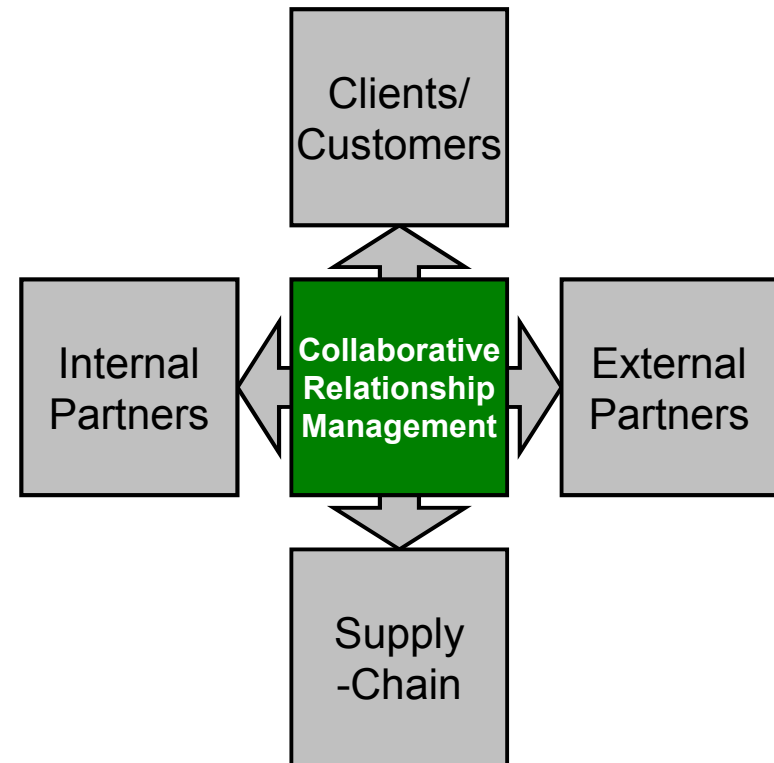
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Applicable Relationships

- Single programme or project
- Individual relationship
- Multiple relationships
- Particular types of relationships
- ...

“... where collaboration can open new strategic opportunities”

“... potential for improvement through the adoption of a collaborative relationship”



Based on 'Multi-Dimensional Relationships' (aka North-South Diagram),
BS 11000-1:2010 Collaborative Business Relationships - Part 1.

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Markets/Sectors

- Innovators
 - Aerospace
 - Defence
 - High security IT
 - Facilities management
- Early adopters
 - Rail
 - Highways
 - Water
- Early majority?
 - Nuclear decommissioning
 - Nuclear construction
 - Airports
 - ...



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The BS 11000 Framework

Phase 1
Strategic

Stage 1 Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Phase 2
Engagement

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Phase 3
Management

Stage 7 Staying Together

Stage 8 Exit Strategy

'The BS 11000 Model',
© Greenwood Consultants Limited, June 2013.



BS 11000 - Phase 1 Strategic

Development of strategic commitment to collaborative working, based upon a thorough understanding of the opportunities, benefits, risks and constraints of this approach



Phase 1 Strategic

Phase 2 Engagement

Phase 3 Management

Stage 1 Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy

BS 11000 - Phase 2 Engagement

Selection of committed partners and the establishment of joint objectives, structures, processes and systems for creating new value



Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy

BS 11000 - Phase 3 Management

*Management of
the joint value-
creating
relationship and
systematic
disengagement*

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy



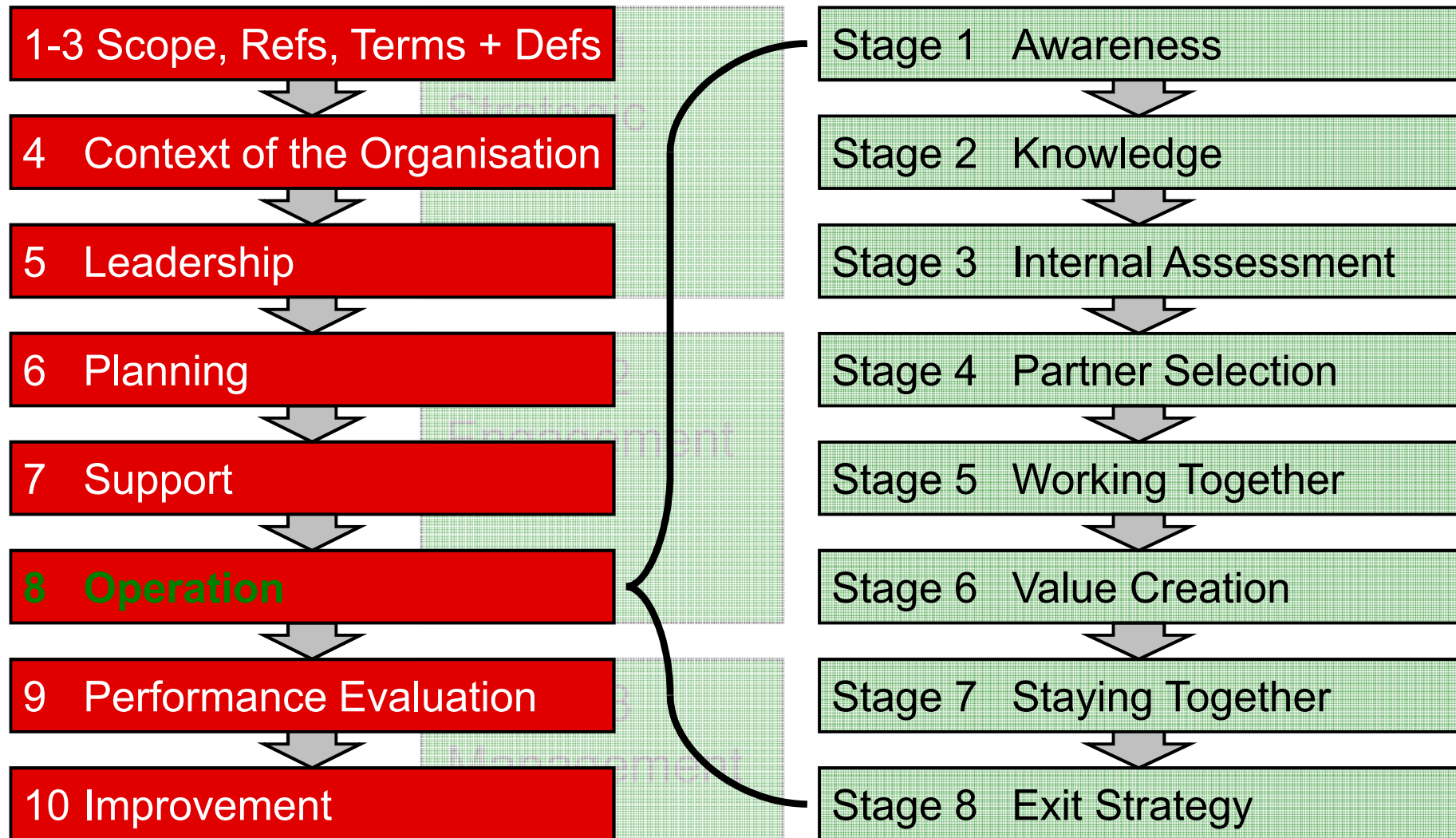
The ISO Annexe SL Model



- New high level structure for all management system standards
- Identical core text, common terms and core definitions
- Aids integration between management systems

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ISO 11000 and Annexe SL



ISO 44001

Collaborative Business Relationship Management Systems - Requirements and Framework



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ISO 44001

Development of the organisation's corporate strategic approach to collaborative working

'ISO 44001 Model',
© Greenwood Consultants Limited, February 2018



Corporate

Framework

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness



Stage 2 Knowledge



Stage 3 Internal Assessment



Stage 4 Partner Selection



Stage 5 Working Together



Stage 6 Value Creation



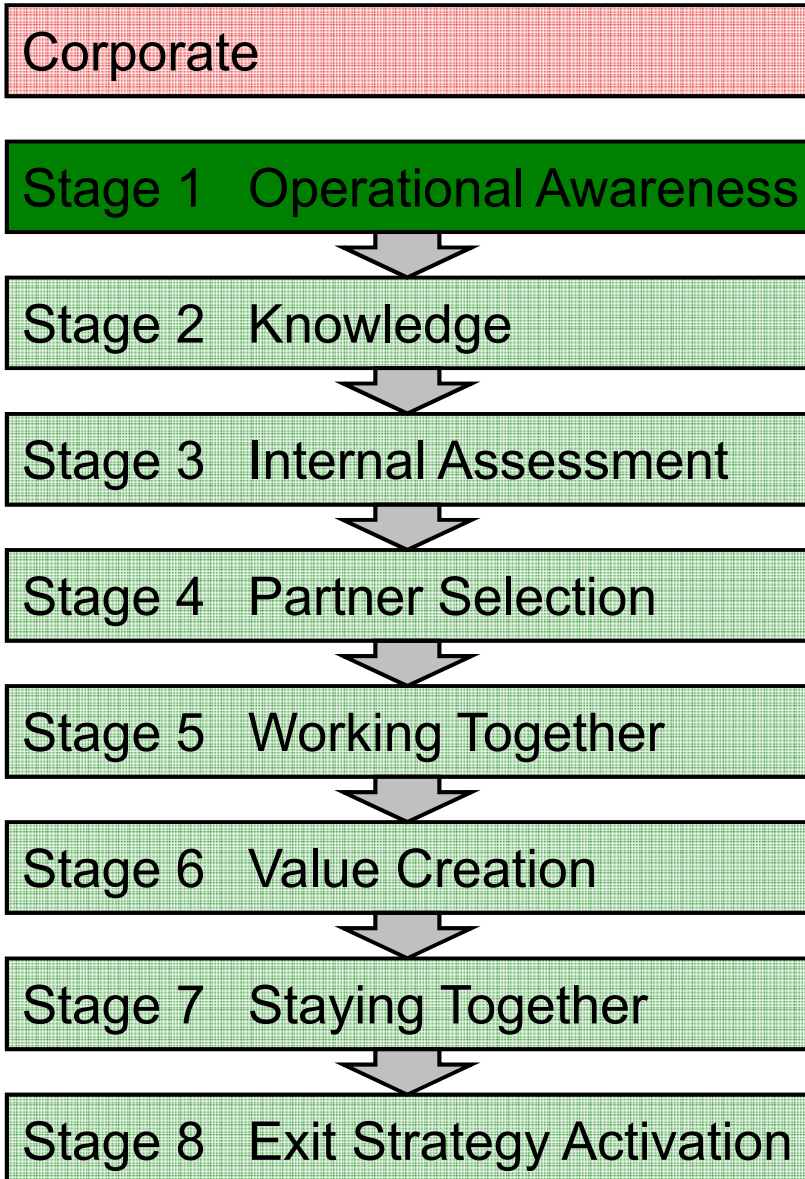
Stage 7 Staying Together



Stage 8 Exit Strategy Activation

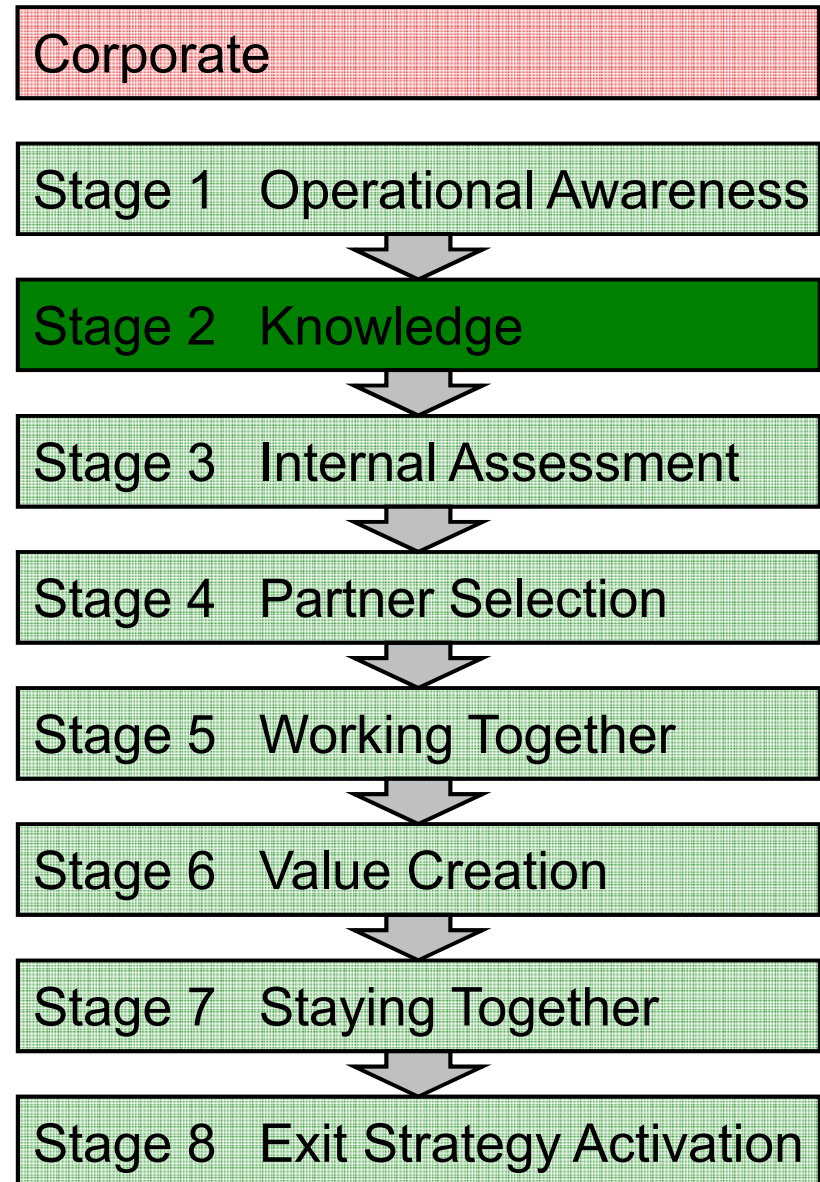
Stage 1 Operational Awareness

Development of the overall approach to collaborative working at an operational business, programme or project level



Stage 2 Knowledge

Establishment of a body of knowledge and a specific strategy, business case and implementation plan for each identified opportunity



Stage 3 Internal Assessment

Undertaking a structured assessment of the capability and maturity to successfully engage in a collaborative initiative

Corporate

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation



Stage 4 Partner Selection

Undertaking a structured approach to the identification, evaluation and selection of appropriate partners

Corporate

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation



Stage 5 Working Together

*Establishing the right platform
for collaborative working*

Corporate

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation



Stage 6 [Additional] Value Creation

Establishing approaches that seek to build additional value out of the joint relationship

Corporate

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation



Stage 7 Staying Together

Ongoing joint management of collaborative initiatives

Corporate

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation



Stage 8 Exit Strategy Activation

*[Developing, maintaining and]
activating an effective
strategy for disengagement*



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Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

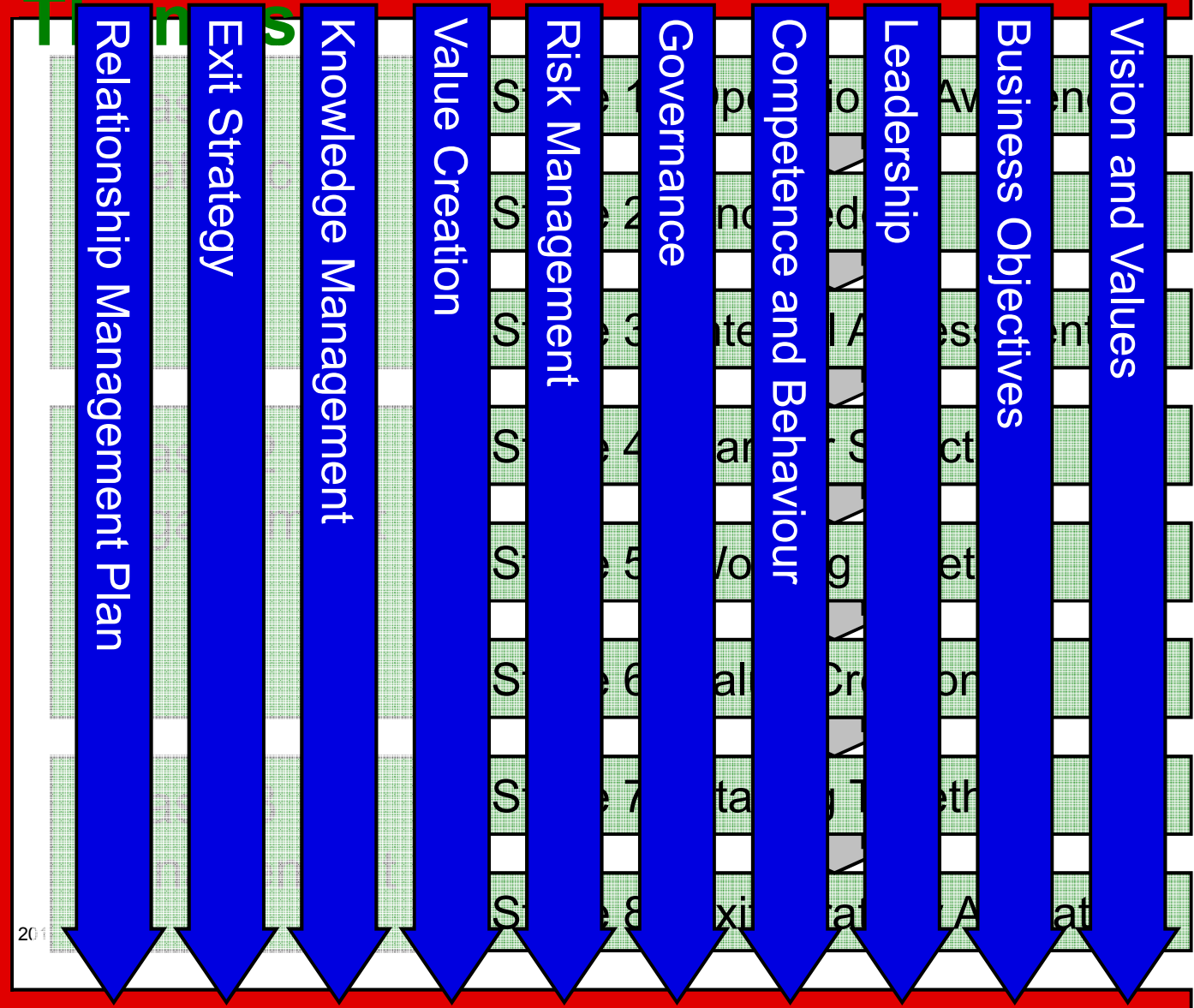
Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation

ISO 44001 Themes

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'ISO 44001 Themes',
© Greenwood Consultants Limited, Feb



ISO 44001 Themes

Vision and Values

Business Objectives

Leadership

Competence and Behaviour

Governance

Risk Management

Value Creation

Knowledge Management

Exit Strategy

Relationship Management Plan

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'ISO 44001 Themes',
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Implementing ISO 44001

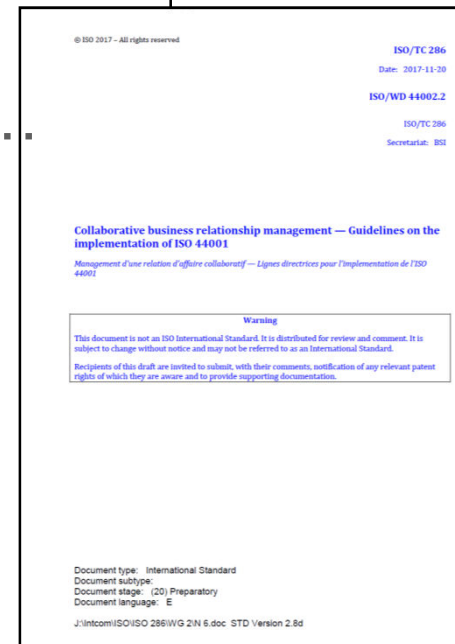
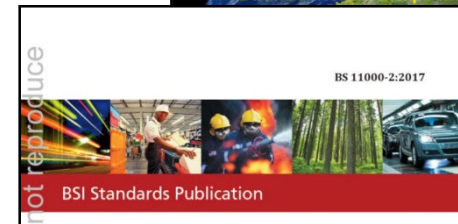
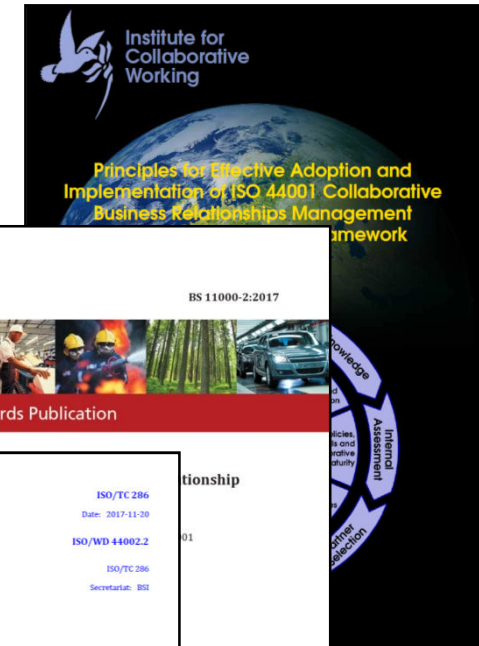


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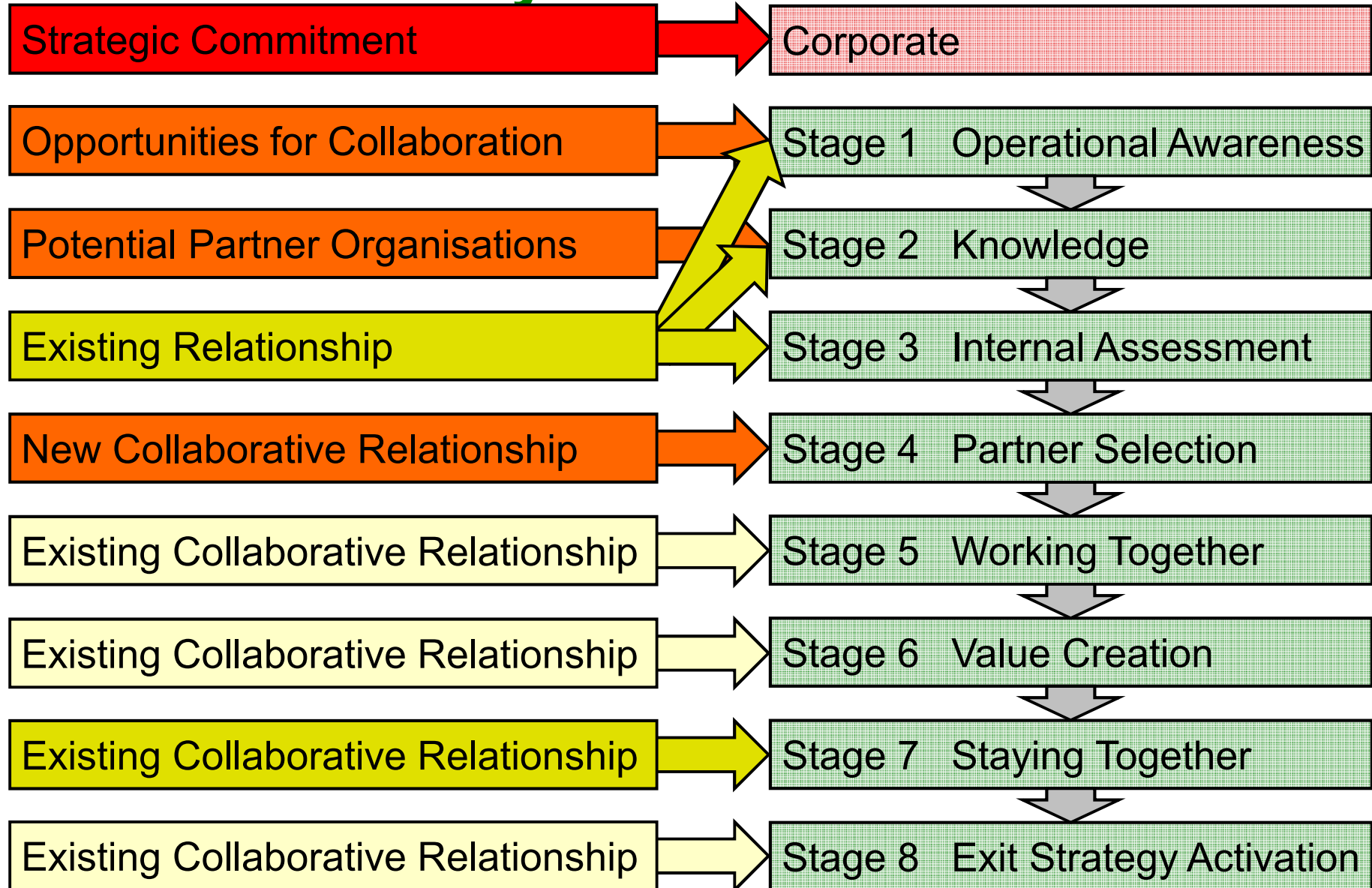
Help



- *WIP* Principles
- *Current* BS 11000-2:2017
Guide to Implementing BS ISO 44001
- *WIP* ISO/WD 44002.2
Guide to Implementing ISO 44001
- *Proposed* ISO 44nnn
Guide to collaboration for SMEs ...

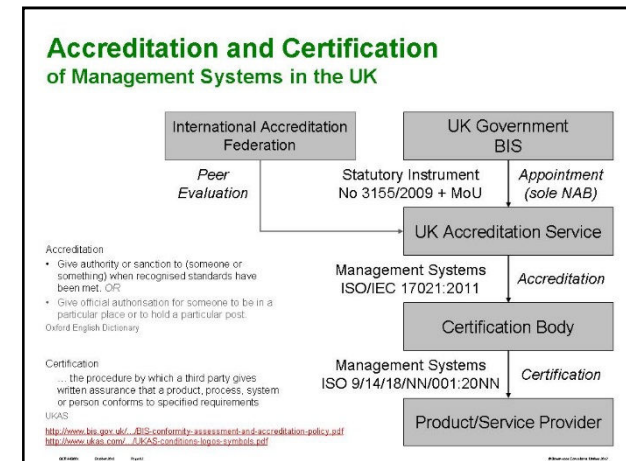


Framework Entry Points



ISO 44001 Certification ... a milestone, not the goal

- Assessment
 - 224 requirements
 - Standard two stage process
- Certification Bodies
 - BSI, Lloyds, SGS, others ...
- Accreditation
 - Maintains standards across Certification Bodies
 - Not yet available for BS 11000/ISO 44001
- Validation
 - In the absence of Accreditation, the Institute for Collaborative Working undertakes validation assessments of Certification Bodies



ISO 44001 Benefits

- Neutral consistent framework
 - Collaborative language
 - Change programme
 - Management system
 - ⇒ Basis for gap analysis
- Identifies key value creation issues
 - Leadership, competence and behaviour
 - Value, risk and knowledge management
- Meshes different business cultures, structures and systems
 - Public - private - third sectors
 - Large - medium - small businesses
- Provides mechanism for value creation



- Reduces risk
- Reduces time to implement
- Improves probability of success
- Improves overall value

ISO 44001 Conclusions

- The most comprehensive framework for collaborative working
- Built on robust experience of BS 11000
- Compatible with key non-adversarial construction contracts
- Spreading worldwide

Vision and Leadership
Culture and Behaviour
Processes and Systems



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Q&A

PGreenwood@GreenwoodConsultants.com

GreenwoodConsultants.com

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