Welcome to the Summer 2014 edition of Collaborative Insight from the Institute for Collaborative Working. This edition features two high profile events – the annual House of Lords Collaborative Working reception sponsored by BSI and the highly successful Collaborative Working for Smaller Businesses event held at Warwick University sponsored by Pera Training.

The creation of the 12 member Foundation Management Board provides a robust critique to developing and growing the Institute business in the same way as Non Execs do for more conventional businesses. The Foundation Management Board also gives the collaborative working momentum more muscle to drive agreed initiatives forward.

Two of the most recent initiatives are spelt out in this publication – the Individual Membership Scheme managed by Nicky Painter and the Collaborative Capability Self Assessment process developed by NIP. Both of these initiatives will help to drive collaborative working as a professional discipline message to a much wider audience to establish greater reach throughout the UK value chain.

Along with this, the development of BS 11000 into ISO 11000 is extending the Institute reach beyond the UK into the International market place with recent forays covered in this publication in South Africa, Czech Republic and Denmark. This process is expected to build and broaden as 2016 gets closer.

Lord Tony Berkeley has decided to stand down from the Institute Main Board (PSL as was) after 16 years as a member. Tony has given tremendous support throughout this period; it was his initiative through the Rail Freight Group that set the Institute on track to establish a strong footprint in the Rail sector.

The next ICW Collaborative Working event is on 21st October in the City focused on Financial Services sponsored by Xchanging. By then we will have secured the collaborative working events plan for 2015, the chosen topics are - Smart Cities, the Digital Economy and Cross Cultures. We have yet to agreed sponsors, locations and dates although the date is fixed for the annual House of Lords Collaborative Working reception - May 13th 2015 - again to be sponsored by BSI.

If you would like to know more about the Institute please contact me at Les.Pyle@ICW.UK.com

Les Pyle, Chief Executive
Institute for Collaborative Working

ICW holds 14th annual House of Lords reception

Once again this year the sun shone on ICW’s 14th Annual reception at the House of Lords, which was fortunate given that this year we had the largest attendance ever with some 230 guests joining us to celebrate yet another successful 12 months. Our thanks to BSI who sponsored the event this year and to those who attended, their numbers speaking for themselves in terms of the increase in recognition for collaborative working.

Our chairman Lord Evans welcomed the guests and shared his perspective on what had been another good year for the institute both in terms of its increase in membership and it extended reach which at the same time had delivered a small surplus. He thanked the main board members for their important contribution and welcomes its two newest members Douglas McCormick from Atkins; Charlotte Stillwell from BIS. He also praised the work of the work of the foundation management board for their support and welcomed the growing membership of the Executive Network. The launch of activities towards ISO 11000 heralds yet another milestone in the history of ICW and we are all looking forward to many new initiatives.

Executive Network meeting: Collaborative Working for Smaller Businesses

The latest ICW focus event sponsored by Pera Training took place in June at The University of Warwick and addressed the key issue of how smaller businesses can harness the benefits of collaborative working. The impressive facilities hosted 80 plus attendees who enjoyed a wide ranging series of presentations and networking.
14th annual House of Lords reception (cont’d)

Lord David Evans

Sadly Mr John Johns Deputy Assistant Secretary of Defense US Government had to cancel his trip but sent his best wishes and apologies - thoughts which Lord Evans conveyed to the gathering.

Lord Evans highlighted that we live in a challenging some say chaotic world filled with uncertainty, instability, insufficient resources which threatens our effectiveness no matter our business. There is hope in the three powerful partners - intolerance, collaboration, and leadership. It is time for unprecedented collaboration driven by a shared imperative to reach new heights of effectiveness. Collaboration based on respect for well argued positions, for expertise and for performance.

It is time not to be just practitioners, but instead, experts and evangelists and it is time to carefully choose our leaders to take us to new heights of collaboration between all parties to solve the most complex problems in the pursuit of excellence. Through intolerance of bad behaviour, unprecedented collaboration, and extraordinary leadership lies the answer - our future depends on it.

Maureen Sumner-Smith, BSI Marketing Director

On behalf of BSI Maureen was delighted to be sponsoring this year’s reception and welcomed the opportunity to express the value that BSI placed on the collaboration with ICW.

BS 11000 was going from strength to strength and with the agreement now in place to develop this to an international standard (ISO 11000) once again the UK was leading the charge in management systems alongside other BSI initiatives.

ICW was working closely with BSI on a number of fronts to promote the benefits of collaborative working. The spread into a number of sectors beyond defense and rail indicated an even brighter future and commitment to collaboration. She was pleased to announce that BSI was the first certification authority to adopt the ICW certification scheme as it was important that we jointly maintain the integrity of the standard.

Simon Kirby

MD Network Rail Infrastructure

Simon Kirby as perhaps his last activity before leaving Network Rail to take up his role with HS2 expressed his pleasure at working with ICW in developing the approach to BS 11000 which was already showing significant benefits.

Whilst there was more to do he felt the foundations were now firmly in place. He also made a commitment that what he had seen within Network Rail would be carried forward in his new role, and expected HS2 to be adopting BS 11000 in the coming months.
Les gave his thanks to all involved throughout the year to support the Institute which had delivered our best year yet in terms of growing membership and the contribution of the Board and Foundation Members who had given the Institute a real boost.

A number of new initiatives had been launched but perhaps the most significant announcement was the introduction today of our Individual Membership Scheme to recognise a focus on collaborative working as a fundamental business skill.

Les Pyle, CEO ICW

Lord Evans took the podium again to make a special ICW award, sponsored by BSI, to Lord Berkeley who was retiring from the ICW Main board in recognition of his 15 years of valued service to the institute.

Lord Berkeley then made a second award to Simon Kirby for his contribution to promoting collaborative working.

Special recognition awards
ICW elects first Fellow

Lord Evans announced the election of the first ICW Fellow award to David Hawkins and also Les Pyle in recognition of their major contributions to the work of the Institute and years of support to promoting Collaborative working.

From left: David Hawkins, Lord Evans, Les Pyle

Latest BS 11000 certificates presented by Maureen Sumner-Smith

There are now over 70 companies certified to BS 11000 and over 100 in the process of attaining certification:

Maureen Sumner-Smith and Richard Graham, CH2M Hill

Maureen Sumner-Smith, Peter Sheridan and Nicki Lochart of Holdfast Training
Executive Network Meeting: Collaborative Working for Smaller Businesses (cont’d from page 1)

Lord Evans, ICW Chairman, opened the proceedings by especially welcoming a number of representatives from smaller companies. He underpinned the accepted knowledge that small companies are the life blood of the UK economy, the major employers and the source of innovation. He reinforced the need to for both the public and private sector larger organisations to support collaboration working at all levels of the value chain.

Adam Micklethwaite Deputy Director, Enterprise directorate at the Department for Business Innovation and Skills (BIS).

Adam provided the keynote address with the government’s perspective on the importance of small businesses and the economy. He outlined that 99.9% of UK businesses are small and medium sized enterprises (fewer than 250 employees).

At the start of 2013, SMEs employed an estimated 14.4 million, 59.3% of total UK private sector employment with an estimated combined annual turnover of £1,600 billion. SMEs contributed slightly more than large business to UK output (51.3% of GVA) in 2012, and just under half of all private sector turnover (48.1%) at the start of 2013. There are many more SMEs than 10 years ago whilst the number of large businesses has fallen.

As the Enterprise Directorate, BIS were the voice of small business in Government with the aim to promote entrepreneurial culture and making it easy for businesses to grow, whether by financing growth, hiring people, developing new ideas and products, or breaking into new markets. Their focus was on reducing regulation and working collaboratively with partners to achieve this.

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Collaborative Working for Smaller Businesses (cont’d)

Adam Micklethwaite Deputy Director, Enterprise directorate at the Department for Business Innovation and Skills (BIS) cont’d


Lucy Haynes, Director, CBI East Midlands

The CBI is the UK’s leading business organisation speaking for some 190,000 businesses - together employing around a third of the private sector workforce.

Membership comprises the majority of the FTSE 100 & UK’s major employers, mid-caps; SMEs; privately owned businesses and trade associations, as well as universities and FE

The CBI speaks for all sectors - agriculture, automotive, aerospace, construction, creative, financial services, IT, manufacturing, professional services, retail, transport, tourism, and utilities. Your competitors and peers are already in membership.

Lucy highlighted the importance of SMEs to the economy where major organisations represent 1.8% of businesses but employ only 16% of the total workforce. She also raised some important challenges where collaboration across businesses could impact which included:

♦ Tackle hefty recruitment costs,
♦ Strengthen supply chains,
♦ Closing the gap between business and education - emergence of UTCs (University Technical Colleges),
♦ Peer-to-peer development to drive innovation within business.

She identified three key themes for supporting SMEs, generating confidence and ambition, build up new skills and competencies and plugging the finance gap

Lesley Batchelor OBE
Director General, Institute of Export

Presenting an overview of the IOE which was focused on supporting business to exploit export opportunities, Lesley questioned whether enough was being done to educate individuals, particularly those within SMEs. IOE helps its members through business support to find an expert members experience, staying up to date in an ever changing world through training.

Lesley’s message was clear “Let’s Take Exporting Seriously by targeting 10,000 young people over the next 12 months to experience how international trade works”.

If our young people do not know what it means to be part of Global Trade how can we ask them to vote on being part of a trading block?
Collaborative Working for Smaller Businesses (cont’d)

Dominic Laurie, BBC Presenter

Dominic offered his perspective on the past, current and future economic challenges and the potentially conflicting messages coming from government, IMF and Bank of England. He acknowledges that things were moving in the right direction but also noted the anomalies that even now existed around predicting future outcomes. The most notable being the unemployment and number of reported jobs unfilled which reinforced the concern over the skills gap.

Richard Grice, MD Pera Training

Richard gave a perspective on collaboration by reflecting on the growth of Pera Training since it was established as a separate entity.

From an initial turnover of £2million the company had grown to £20 million in only 2 years. It had recognised that to succeed it would need strong partnerships which it developed using the principles of BS 11000, being one of the early adopters working with ICW.

Its success working to support organisations such as Jaguar Land Rover through the MAS programme was only one example of how smaller organisations can grow by harnessing specialist partners and delivering enhanced capability.

Simon Moger
Head of Government Programmes at Jaguar Land Rover

Simon provided the OMEs perspective. Highlighting the growth and innovation that JLR has experienced was the underpinning message from Simon, with a key focus on the interdependency of a strong and viable supplier base alongside JLRs focus on skills development.

He presented a vision of the future for new cars and the investment being made in new plant, increased capacity and opportunities for the UK, reinforcing the theme of bringing manufacturing back to the UK was the impact of various drivers for UK Automotive Supply Chain Proximity in sourcing decisions.

One of the key focuses for JLR as with most automotive companies in the UK is the shortage of skill. In the last 2 years with its expansion plans JLR has hired 5,400- announced jobs - 3,100 (ultimately 5,000 by 2018)- including over 300 apprentices .

Major long-term investment from Jaguar Land Rover & other UK OEMs means securing investment for UK, from R&D through to manufacturing, to encourage further investment will help raise the whole of UK’s supply-chain. Matching Skills Needs is vital to maximise UK supply chain growth & export growth and improve the global competitiveness of UK manufacturing.
Collaborative Working for Smaller Businesses (cont’d)

Ian Bouquet-Taylor, Global Supplier Development Manager, Meggitt & ADS

Ian opened his presentation with some perspectives on how big companies treat smaller suppliers. He outlines some back ground to the aerospace industry where Primes – are big – especially when compared to many of their suppliers, generally (although not entirely) have the design right, engineering changes are long winded, costly and highly controlled, governance drives us to demand from suppliers and many relationships have been this way for years.

He offered a perspective on the challenges ahead where during the next 20 years the Global Aerospace Market is going to grow and of prime importance is we have to be sure we can commit to our customers that we can meet their expectations and what will it mean for suppliers, with population growth and increased demand for air travel.

He then gave an overview of the recent developments within SC21 and in particular the launch of RelEx the new element covering relationship management developed with the support of ICW to align with BS 11000. RelEx is aimed at improving performance through better engagement in the value chain.

What everyone hopes to gain is that customers who engage with suppliers can see higher levels of performance such as, Thales who quote a 25% improvement over those unengaged. Developing relationships, talking to one another, and agreeing joint responsibility (even at the lowest levels) drives Q&D improvements too. Similarly AEC’s journey took PPM from 22000 to 300 over 4 years and delivery from less than 60% to 99% with no-arrears. New product introduction timelines have been reduced by engaging and talking about added value earlier.

Relationships are easy….. You just have to talk and listen

Penny Power, Digital Youth Academy

The theme of Penny’s presentation was around how Digital Channels support collaboration, communication and connectivity. Outlining her background she built an online community (Ecademy) in 1998 which was 4 years before LinkedIn, 6 years before Facebook and 8 years before twitter. She now helps other to build their brand.

Penny outlined her perspective on how Digital Channels encourage Collaboration and how you find new opportunities together linking an interesting vision on an alternative view of Maslow’s hierarchy of needs. If people are NOT motivated they will never move to this new “country”. They need to learn how those people share, chat, discuss, support and one another.

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The presentation was opened by Mike giving his perspective on the demands in the Rail sector and how the cascading of collaborative working was crucial to achieving the improvements required against increased passenger demand.

David Sanders then picked up the thread quoting: Things could be better - we have heard from experts such as Latham report 1994, Egan Report 1998 and McNulty Report 2011 but more importantly what is heard from tier 2 suppliers is “If only you got us involved earlier…… we know collaboration can help create added value but which benefits would you like?”

The problem David outlined was – “What is collaboration?”. In his view BS 11000 redefines what is meant by ‘collaboration’ and with wider adoption the benefits extend beyond the focus of a particular project or programme to business relationships across the industry. Which is why Costain and others are supporting the Collaborative Pathway and the online self assessment, and the rail industry commitment to the Sustainability Charter signed by the Network Rail Commercial Director’s Forum.

Jonathan followed up with Industry collaboration in practice through the Supply Chain Sustainability School. A virtual learning environment that aims to assist construction suppliers and sub-contractors build their sustainability knowledge and competence. This collaboration is supported by many of the major construction companies.

David presented the initiatives that ICW have been developing and implementing which will provide opportunities for smaller businesses to harness collaborative working around the collaborative capability pathway.
ICW launches its new Individual Membership Scheme

One of ICW’s key aims is to promote collaborative working so that it becomes recognised as a fundamental business skill. In line with this ICW launched an Individual Membership Scheme at their House of Lords reception on 14 May.

BS 11000 sets the standard for organizations, but collaborative success can only be fully achieved based on the capabilities of the individuals working within them. Many individuals display these competencies but hitherto there has been no formal way of acknowledging this. So we have introduced the Individual Membership scheme to identify and support those who can demonstrate the appropriate collaborative skills and experience.

Members of the Institute will achieve a professional nationally recognized status which will identify them throughout their careers (wherever they are employed) as people who have demonstrated the appropriate qualities, based on a robust process of assessment.

Members will gain access to an unprecedented wealth of knowledge and experience and will gain access to a network of peers, structured member-only events, bespoke skills development workshops and discounted products from the wide range of ICW thought-leadership and guidance materials.

There are three levels of Membership:

**Fellow (FICW):** This is the highest level and recognises individuals who have made an outstanding contribution to the aims of the Institute. Fellows must be nominated by a third party and may use the post-nominal ‘FICW.’

**Member (MICW):** This is the main membership level and those awarded this status will be entitled to use the post-nominal ‘MICW’. Selection will be based on the successful completion of certain courses or submission of a career profile demonstrating extensive and successful experience in collaborative working.

**Associate:** This is the basic level of Membership. It provides a starting point for engagement with the Institute, carries with it some benefits, and can be achieved through an online application.

For further details contact Nicky Painter, Membership Manager nicky.painter@virgin.net

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**icw (David Hawkins) gave the keynote address for the first national conference of the Forum for the Built Environment.**

Despite being in existence since 1947 with some 700 members across the UK this was the first national conference.

With its focus on collaboration ICW was pleased to contribute to both the conference itself and had the honour of presenting the annual awards for innovative working and collaboration.

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**Forum for the Built Environment**

**BS 11000 Certification Scheme**

For some time many of our Foundation and Executive members have expressed concern along with the ICW core team that since BS 11000 has not as yet been accredited by UKAS a number of less well known companies have been offering certification, raising issues of the depth of their knowledge and application of the standard.

To address this issue ICW has taken the step of introducing its own national scheme to ensure we maintain the integrity of the standard.

BSI announced at the House of Lords their commitment to the ICW scheme and discussions are well advanced with LRQA.
ICW was pleased to support the latest workshop hosted by BSI to address the adoption of BS 11000 particularly for smaller companies.

The interactive workshop was jointly delivered by BSI, ICW, Costain and Network Rail. 50 delegates participated in a variety of round table discussions and exercises. The workshop was preceded by a short survey which formed part of the discussions:

Q1: What is your organization’s current position on Collaborative working?

- Certified to BS 11000: 16.7%
- Considering Certification to BS 11000: 41.7%
- Working in line with BS 11000: 8.3%
- Relationships exist but no formal collaborative framework in place: 33.3%

Q2: What is driving your interest in BS 11000 right now?

- Collaborative working is a requirement for specific tenders/contracts: 25%
- We’ve heard about the potential benefits of working collaboratively: 16.7%
- We are currently working with partners who are already certified: 25%
- We are looking to establish long term, mutually beneficial working relationships: 41.7%

Q3: If any, what are your biggest concerns relating to BS 11000?

- Cost of implementation: 8.3%
- Impact/disruption of implementation on the business: 33.3%
- Existing culture is not conducive to working collaboratively: 16.7%
- Don’t really understand the benefits: 33.3%
- Management buy-in: 8.3%

ADS- SC21 RelEx programme embraces BS 11000

The UK aerospace and defence sector has for a number of years been working through its Supply Chain 21st century (SC21) programme to enhance the capabilities of SMEs.

Over the past year or so ICW has been working with their special interest group on an additional element to SC 21 focused on relationship management RelEx.

The programme has now been launched and offers companies an initial introduction to the principles of CRAFT and BS 11000. A significant step in this cooperation has been that companies already achieving BS 11000 certification will not be required to undergo SC21 assessment.

Warwick MSc Programme

As part of the ICW drive to focus on collaborative working skills we have been in continued discussions with WMG at Warwick University.

These discussions have progressed recently to identify the positive benefits of introducing a specific MSc module. Provisionally we have agreed to move forward and the model is now under review.
Collaborative Leaders course

In line with ICWs aim to increase the focus on collaborative leadership we recently revamped the FAC programme to enhance the profile of leadership.

The new programme is being delivered by Neill Carruthers and supported by John Osborne. As part of the change we have also taken the decision that all future successful candidates will be granted their first year’s individual membership of the Institute free.

Dates for courses 2014/15:

♦ 14 – 17 July 2014
♦ 15 – 18 September 2014
♦ 17 – 20 November 2014
♦ 26 – 29 January 2015
♦ 16 – 19 March 2015

Course delegates with Neill Carruthers (front left) and John Osborne (back 3rd from left)
ICW Launches Online Capability Self Assessment

Initially in response to the challenges of engaging smaller companies to consider the adoption of collaborative working and as part of the Collaborative Capability Pathway, we launched in April the on-line self assessment programme developed in conjunction with our partner NIP.

So far the scheme has been endorsed by 10 of our Foundation members who are introducing this simple initial step towards understanding the key principles of collaboration through their supply chains. The scheme is particularly being promoted by Network Rail through it Commercial Directors Forum which also involves a number of ICW members.

The key to the scheme is that it offers a low cost way of identifying where companies currently are in relation to the principles of CRAFT and BS 11000. It further provides for a specialist visit to help consolidate the assessment if required.

Log-on to Capabilityassessments.com or contact Phil Mannion NIP at philm@nipltd.com

Following the initial launch we are also finding a number of opportunities where the same scheme can be utilised to underpin internal auditing programmes and progress benchmarking

Network Rail Collaborative Academy

As part of its continued development of collaborative working Network Rail, under the direction of Mike Pollard, has established its Collaborative Working academy. The aim is to bring together representatives from across the regions and key functions together with specialists in the fields of collaborative working and Alliancing.

ICW is pleased to be contributing to this development through David Hawkins. Input from across the regions shows the depth to which Network Rail programmes are addressing collaboration through a variety of contracting models and highlighting a number of initiatives to support skills development and knowledge transfer.

ISO 11000 moves forward

Progress toward an international standard moves steadily forward with some 20 plus countries expressing interest, including now ANSI out of the USA.

The first draft of the standard has been published for comment and the next full ISO committee has been scheduled for end September 2014 in London hosted by BSI.
ICW was pleased to be invited again to present at the annual AIA spring conference which brought together representatives from the Aerospace and Defence industries, including a number of UK companies.

The theme this year was firmly supporting the greater adoption of collaborative approaches in support of meeting significant budget challenges whilst maintaining capability. This was reinforced by a specific request to respond to the House Arms Services Committee on ways industry sees as joint opportunities.

A paper on the role of collaboration in support of supply chain resilience submitted by ICW (David Hawkins) was accepted for the 34th annual SAPICS conference in Sun City. The conference attended by some 1100 delegates was perhaps the largest in which ICW has participated. It provided the opportunity to experience firsthand the desire of SA companies to help promote both industry and government focus on harnessing the potential of their supply chains and logistics operations.

As a result of this invitation ICW has opened discussion with SAPICS to consider how ICW can work with them to support their aims.

SAPICS (South African Production and Inventory Control Society)

A paper on the role of collaboration in support of supply chain resilience submitted by ICW (David Hawkins) was accepted for the 34th annual SAPICS conference in Sun City.

The conference attended by some 1100 delegates was perhaps the largest in which ICW has participated. It provided the opportunity to experience firsthand the desire of SA companies to help promote both industry and government focus on harnessing the potential of their supply chains and logistics operations.

As a result of this invitation ICW has opened discussion with SAPICS to consider how ICW can work with them to support their aims.

South African Round Tables

Building on the trip to the SAPICS conference ICW was invited to deliver its views on collaborative working benefits to senior representatives from government and industry in Johannesburg.

These round tables were organised jointly by ACER (David Drummond) and Lexmark (Mike Perry) who where previous ICW Executive Network members.

The responses from the attendees were extremely positive and as a result we are now considering how ICW may build a chapter in South Africa.
The European forum for the International Association for Contract and Commercial Management provided an opportunity for ICW (David Hawkins) to explore with IACCM members the potential value of adopting the principles of BS 11000.

Our two organisations have for a number of years been developing in parallel but the recent focus of IACCM towards relational contracting has opened the way to greater sharing of ideas and knowledge.

In particular there was a lot of interest in the models, tools and approaches that ICW have developed. IACCM is also keen to support the development of ISO 11000 through its global membership.

Collaborative Progress in Wales

2014 has been busy across Wales with some new and exciting developments. The pilot small business training courses have been delivered and adjustments have been made to the material to the point where a full BS11000 training programme for small businesses has been published covering both North and South Wales. Our collaboration with Cardiff Business School, Cardiff University is proving ever more valuable and overall excellent progress is being made.

The Welsh Government Joint Bidding Guide was published by Value Wales in October 2013 to encourage collaborative bids for public sector contracts. A Joint Bidding Pilot project has been established with support from Jane Hutt the Welsh Finance Minister. Funding has been allocated to support buyers and officials from six Welsh Local Authorities in the application of collaborative working techniques. In addition BS11000 supply side support for small businesses has been arranged by the Welsh Government through Business Wales and Construction Futures.

The Institute for Collaborative Working in Wales launched its new bilingual website on 13th May 2014. Please visit www.icwwales.co.uk

There are a number of major initiatives across Wales exploring the application of BS11000.

RTTS with ICW launches training for smaller companies

RTTS is not only one of the first small companies to be looking to certify to BS 11000, it has for some while been one of the leading trainers in the rail sectors and amongst its programmes has been a highly successful programme in conjunction with the Princes Trust.

Given our long relationship with RTTS we have jointly identified an opportunity to have a small company work with other small companies to promote and develop approaches to collaborative working.

This joint initiative will initially focus on the rail sector but we have every confidence that this can be expanded into other sectors.

Contact: Richard Willsher at RTTS on 01473 242344

“Czech it out”

The ICW Chairman Lord Evans is also Chairman of News Desk Media, the Global publishing house that specialises in the production of high-calibre publications on behalf of prestigious public and private-sector organisations worldwide. Their most recent publication is “Invest in the Czech Republic”.

Les Pyle attended the launch event at the British Embassy in Prague in order to build contacts with Czech Invest (equivalent to our UKTI).

This should lead to the Czech standards organisation participating in the ISO 11000 working party.
It is not difficult to understand that when a client proposes a collaborative approach organisations react positively. Similarly when business development teams see an opportunity to engage more closely with a client they will put forward a collaborative front, frequently genuine. However, experience suggests that whilst collaboration with a client is seen as a positive move we still have a long way to go in terms of cascading collaboration throughout the supply chain.

This situation is particularly thought-provoking when one considers that in the majority of business operations today between 60% and 80% of operating costs is now outside the organisation. It is of course not just cost that’s a factor but the operational and performance risk as well.

Supply chain resilience or vulnerability has to be a significant consideration not just for the organisations themselves but even more their clients and customers, who frequently have no visibility of these challenges through a cloud of collaborative engagement.

It was this consideration that recently provoked the BS 11000 committee to recommend that as the standard progresses towards an International standard additional focus should be targeted towards supply chain engagement, to test the integrity of collaboration.

Over the last few years as ICW has worked with a number of organisations to help develop their collaborative approaches what has been apparent is that those more forward thinking companies do have a strong focus on how they engage their suppliers and how they endeavour to push the principles of collaboration through all levels. The recent ICW event ‘Collaborative working for smaller businesses’ highlighted some of these approaches.

This reinforces the perspective that when evaluating companies their deployment of supply chain collaboration offers a strong indication of whether collaborative working is a reaction or one which reflects their true ethos and commitment. It likely follows that any lack of focus is perhaps one of the reasons smaller organisations have yet to embrace the principles of the standard is that they have not seen the invitation to collaborate as anything more than another opportunity to be squeezed. Thus the effort required is perhaps not a priority given other challenges.

The recent launch of the online self assessment programme (www.capabilityassessments.com) is a way for smaller companies to gain an insight to the principles of BS 11000. Its endorsement by some of the country’s major companies shows that those that value collaboration want to see it throughout their supply chains.
Getting started on the Collaborative Pathway

Our on-line capability assessment tool provides a unique easy to use, low cost starting point to gain an appreciation of the principles for collaborative working based on the **CRRAFT** methodology the foundation of and aligned with **BS 11000**

This programme has already attracted the support of a number of major organisations focused on developing collaborative working throughout their supply base.

Begin your Journey.. Visit **www.Capabilityassessments.com**