Institute for
Collaborative
Working

Collaborative Capability Self-assessment Report for:

Linton Ltd

Report dated: 30th March 2017

1 Background to self-assessment programme

The aim of this capability assessment programme is to provide organisations with a structured self-assessment based on the principles of the CRAFT methodology, which was adopted as the foundation of ISO 44001. This programme is not intended to replace adoption of the standard but as an initial insight to assist organisations to appreciate the key factors which will help to underpin and exploit the benefits of collaborative working. The programme has been endorsed by a number of organisations and during your initial registration you indicated that your prime interest for collaboration was within the activities of Atkins Global and BAM Nuttall.

The concept of collaborative working is not new, but is an area that has largely been left to individuals to develop their own approach, rather than organisations taking a structured view and embedding collaborative principles into operating practices. More recently the adoption of collaboration has become a significant consideration in both the public and private sector. This self-assessment approach may be your initial steps towards integrating a more embedded approach on a pathway to enhance collaborative working. As a result of your self-assessment you may wish to engage in a validation visit by an ICW nominated assessor.

About ICW

The Institute (formally Partnership Sourcing Limited - PSL) was established in 1990 as a joint initiative between the Department of Trade and Industry (DTI) now BIS (Department for Business Innovation and Skills) and the CBI (Confederation of British Industry). It is totally self financing operating as a not-for-profit organisation. The Institute's continuing role is to help organisations, large and small, in both the public and private sectors, to build and develop effective competitive business relationships based upon a collaborative approach. The Institute provides practical guidance based on a wide portfolio of experience utilising knowledge from extensive relationships within the commercial, Government and academic arenas.

The Institute is the thought leader and driving force behind the development of ISO 44001 Collaborative Business Relationship Framework, the international Standard in relationship management, published by BSI - the British Standards Institution. The Standard is based on the CRAFT methodology, which was developed from the collective experience of the Institute's Executive Knowledge Network.

2   Overall summary of assessment

Based on an evaluation of the inputs to this programme by Philip Mannion, and the alignment of those inputs to the key principles of an embedded collaborative ethos, the company currently has an overall maturity level of:

C	The current inputs would indicate that collaborative working is encouraged at an operational level, but that there is limited strategic support at board level. There is also little in existing policies and processes to support collaboration. This would suggest that the organisation recognises the benefits of collaborative working and that there is a foundation on which to build a more integrated approach.

3   Assessment output

The following detailed report is based on the current inputs to the online self-assessment. This provides a basis on which to evaluate the areas for consideration and development:

General:

C

Context: This section sets the overarching rationale for the adoption of a collaborative business relationship approach. This includes understanding the expectations of stakeholders, where value can be created through adoption, where in generic terms the scope of collaboration and the system requirements which will be followed.

A	The adoption of collaborative working has been fully assessed and validated as a corporate default approach and integrated in the overall business strategy

Leadership: This section outlines the key requirements for the executive level and leadership to identify the objectives for collaboration, develop and implement policies and processes, allocation of resources, ensure effective communication, assign a Senior Executive Responsible (SER) for overseeing the collaborative working and establishing a robust internal governance structure to ensure effective operations.

C	Collaborative Working is encouraged, but a strategy is only partially deployed. There is senior support but no consistent approach.

Planning: Planning focuses on ensuring that effective risk and opportunity management is in place aligned to the its operational objectives and identify where these may be supported or enhanced through the adoption of collaborative working approaches, or where additional external partners may be required in order to achieve targeted outcomes.

B	Where collaboration is considered the threats and opportunities are assessed

Support: Establishes the platform to ensure the appropriate allocation of resources with the right competence and behaviours together with reinforcing the awareness of personnel of the policies and processes to be adopted and that these are fully documented and maintain.

C	There is a recognition that competences and behaviours are considered when assigning staff to collaborative programmes and that these are effectively managed during operations.

Operation: Operation sets out at the corporate level the processes as systems to be adopted when implementing the standard.

C	Collaborative working is adopted on an ad hoc basis

Operational awareness: Operational awareness provides for case where in larger organisations the cascading of management systems will be influenced by the impact of divisional and industry sectors where customer, regulatory, geography or operational requirements may introduce specific adaptations.

B	Local operations reflect consideration for collaborative working which is consistently deployed when appropriate.

Knowledge: The success of any business venture depends on the strategy that is behind the approach and the depth of risk evaluation that precedes action. Developing collaborative strategies should start by establishing the influences that will stimulate success. To exploit the potential it is essential to fully appreciate the drivers, risks and pressures of the marketplace being addressed; adopting collaborative

approaches requires investment from all parties and thus should be focused where it offers most benefit.

C	Collaborative Working aspects are considered and built into some aspects of the business (e.g. at a project level). Collaborative Working plans are partially deployed across the business.

Internal assessment: A collaborative relationship is a two-way process and to achieve the desired goals it requires commitment on all sides. This is not just about processes, procedures, systems and contracts it is a question of the leadership, skills and motivation, which will govern the behaviours and approaches at the working level. It is important to understand the internal enablers that build trust between the parties based on mutual benefit and equitable reward.

C	The Collaborative Working strengths and weaknesses of the company are understood and acted upon, but a systematic periodic assessment is only partially undertaken across the business.

Partner selection: It is important to understand the differing dynamics of a collaborative approach and assess the strengths and weaknesses, whatever the route to selection. Where an existing provider is perhaps a single-source option their collaborative capability is frequently ignored, as there is no other choice. It is clearly important to ensure that selection maintains the competitive edge that many see only coming from competition and to build confidence in the selection process clearly defining the endgame upfront to avoid confusion later.

C	The business partially undertakes assessments of its partners' Collaborative Working strengths and weaknesses. The results are understood and acted upon.

Working together: Effective and sustainable collaboration requires a robust approach to both organisational development and personal behaviours; these factors are inextricably linked. This starts with a focus on individual and joint partner objectives, together with agreement on roles and responsibilities. To establish a working platform on which collaboration can deliver the benefits of combining skills, resources and driving innovation, there must be clear governance that is supported by integrated business processes, measurement and people development.

C	Appropriate relationship assessment and improvement activities are partially deployed across the business.

Value creation: To harness added value means challenging the traditional thinking, creating new value or alternative value propositions beyond those contracted. Innovation is a critical factor in the value creation process. A parallel benefit that comes from introducing a structured approach to value creation is that it supports organisations and teams working together. How organisations choose to encourage innovation depends on a wide variety of factors, but is often managed well by establishing joint cross-functional teams that can be brought together to address specific challenges or ideas.

C	Some relationships have an agreed understanding of value, and relationship reviews consider value improvement against qualitative and quantitative measures. There is evidence of sustained performance or improvement.

Staying together: In a changing world the internal and external pressures on any collaborative relationship will inevitably lead to impacts on effectiveness. It is also important to recognise that as relationships evolve they will undergo change, so to ensure the maximum benefit it is important to undertake regular validation to maintain focus and efficiency. No two relationships are the same and the dynamics of organisational and people changes can influence performance, so it is equally important to recognise that as relationships progress they need to be monitored to ensure that appropriate focus is maintained on areas where convergence might not be happening to maximum benefit.

C	Continuous relationship improvement has been partially deployed.

Exit strategy activation: The lifespan of any business relationship will vary between organisations and

market influences; adapting to these changes is a crucial part of developing effective collaborative arrangements. These issues will be addressed throughout the relationship and be implemented when appropriate.

C	The aims and objectives of relationships are discussed and planned early in the lifecycle across some of the business. Relationship objectives and joint exit strategy are planned, where appropriate.

Performance evaluation: As with any management systems approach it must be effectively maintained, audited and reviewed to ensure its continued appropriateness. Whilst collaborative application may involve multiple parties the corporate processes and systems need to be maintained as well as harnessing experiences.

C

Improvement: No system is absolute nor will it remain constant continual improvement is a key aspect of any management systems and where collaboration is involved it can significantly benefit from the knowledge and experiences of the partners.

A

4   Next steps

Based on the inputs reflected in this report the organisation may now consider whether to proceed with further development:

> The current inputs would suggest that the organisation recognises the benefits of collaborative working and that there is a foundation on which to build a more integrated approach. The organisation should consider validating their self-assessment through an ICW assessment, in order to establish the scale of development work necessary to consolidate their approach.

Annex A: Benefits of a Common Collaborative Model

Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to organisations of all sizes. The publication of ISO 44001 is a landmark for business. It is the first International Standard to address collaborative business relationships. It does not represent a one-size solution, but rather provides a consistent framework, which can be scaled and adapted to meet particular business needs.

Collaboration between organisations may take many forms from loose tactical approaches through to longer term alliances or joint ventures. The structure of the framework is drawn from the CRAFT framework and methodologies, supported by a wide range of tools and guides which have been established over some 20 years of involvement in relationship management.

ISO 44001 does not enforce a single rigid approach, but has been focused on providing a framework that can complement existing approaches already in place. It also recognises that every relationship has its own unique considerations. For those organisations with well established processes the framework provides a common language that can aid implementation and engagement. For those starting out on the journey the framework creates a road map for development.

The adoption of any standard has to be balanced against the value that it can deliver to the organisations that chose to utilise it, whether this is for improving internal performance or to enhance confidence in the market. In this respect ISO 44001 is no different to other internationally recognised standards such as ISO 9000. The BSI certification programme, launched in April 2009, establishes a measurable, independent assessment for internal benchmarking of continuous improvement and people development, together with independent, validated, pan-industry recognition of an organisation's collaborative capability in the market place. At a more detailed level some of the benefits already recognised by multinational organisations include:

The standard creates a robust and neutral framework, for both the public and private sector, to establishing effective collaborative programmes for mutual benefit. Its core value is commonality of language and application between delivery partners, leading to improved / better integration. The standard acts as a bridge between cultures to form a more robust partnership or alliance; it reduces confusion, provides confidence to participants, and lays a foundation for innovation.

As the standard was developed through pan-industry input, and therefore is not sector specific, it provides a basis for broader adoption and engagement. It does this through providing a common foundation and language for relationships between the private and public sector, and amongst international cultures, promoting a uniformity of understanding. This all brings a platform for developing repeatable models and enhances communication and engagement thus building confidence.

The standard provides a basis for benchmarking the collaborative capability of organisations, both internally and externally, through BSI independent assessment. BSI assessment will enhance partner evaluation and selection, and can also establish market differentiation. It provides a consistent yet flexible

approach, giving a foundation for efficiency and repeatability across programmes, and increased opportunity to focus on developing value. It will aid the development of capability at the working level.

The standard creates a measure to promote customer confidence, and a focus for more effective joint risk management - both risks related to the challenges of specific programmes, and risks to collaborative working generally. It reduces the likelihood of misunderstandings or a mismatch of objectives, constrains hidden agendas, and reduces the probability of conflict.

It establishes a consistent and structured approach, in order to facilitate the integration of collaborative working within operational procedures, processes and systems. This structure also creates a platform for more effective governance, and establishes a baseline for resource development and training – both of which are crucial to increase collaborative capability within an organisation by enhancing skills and the interchangeability of personnel.

In short ISO 44001 is a standard framework that will promote better engagement and effectiveness through strengthened business processes, whilst improving risk management, enhancing dispute resolution and providing a basis for skills development. Most importantly of all ISO 44001 will improve the potential for sustainable relationships that deliver value. A summary of ISO 44001's benefits is shown below.
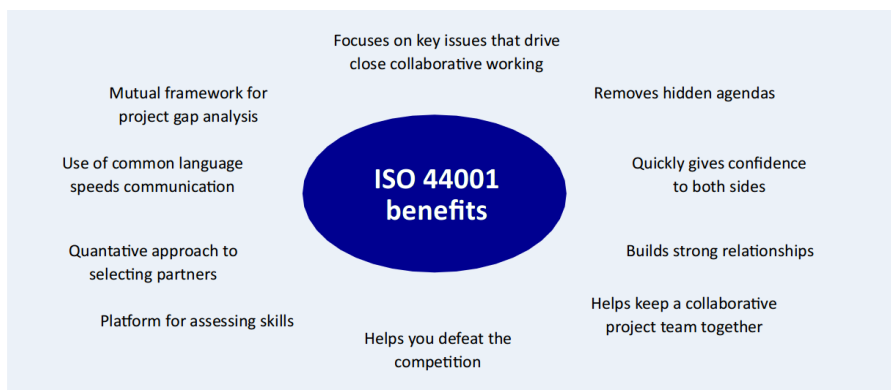
Annex B: Detailed assessment output

This section shows the detailed results provided by Philip Mannion.

General

Criteria	Result	Result Description	Rationale
Management system Defined / documented business management system in place *Defining a management system ensures that clear guidance is in place for consistent operations*	**C**	Value recognised and partial achievement in some areas	

Context

This section sets the overarching rationale for the adoption of a collaborative business relationship approach. This includes understanding the expectations of stakeholders, where value can be created through adoption, where in generic terms the scope of collaboration and the system requirements which will be followed.

Criteria	Result	Result Description	Rationale
Business context Is collaborative working applicable to the nature of the business environment and identify the company's overarching strategic business objectives *Collaborative working may not always be appropriate dependent on the nature of the business activity*	A	Fully/systematically embedded and reviewed throughout the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.

Leadership

This section outlines the key requirements for the executive level and leadership to identify the objectives for collaboration, develop and implement policies and processes, allocation of resources, ensure effective communication, assign a Senior Executive Responsible (SER) for overseeing the collaborative working and establishing a robust internal governance structure to ensure effective operations.

Criteria	Result	Result Description	Rationale
Collaborative working policy Define policy for collaboration *Defining policy demonstrates clear support by top management ensures that clear guidance is in place for consistent operations*	**D**	Considered and/or some isolated ad hoc examples	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Roles and responsibilities Defined roles and responsibilities for collaborative working *Defining roles and responsibilities both technical , functional and recognising the influences of collaboration through the appointment of a senior executive responsible (SER) for collaborative working*	**B**	Achieved and under review through much/most of the company	
Governance structure Define operational governance structure for the application of collaborative working *Defining the governance structure ensures that clear guidance and accountability is in place for consistent operations*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Appointment of Senior Executive Responsible Appoint SER *Appointing an SER from or reporting to Top management ensures a clear line of authority for effective application of collaborative policies, processes and performance.*	**D**	Considered and/or some isolated ad hoc examples	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.

Planning

Planning focuses on ensuring that effective risk and opportunity management is in place aligned to the its operational objectives and identify where these may be supported or enhanced through the adoption of collaborative working approaches, or where additional external partners may be required in order to achieve targeted outcomes.

Criteria	Result	Result Description	Rationale
Identification of Collaborative Opportunities and threats Define process for identification of opportunities and threat associated with collaboration *Defining a process ensures that in each potential case where collaboration may add value both opportunities and threats are addressed*	**B**	Achieved and under review through much/most of the company	

Support

Establishes the platform to ensure the appropriate allocation of resources with the right competence and behaviours together with reinforcing the awareness of personnel of the policies and processes to be adopted and that these are fully documented and maintain.

Criteria	Result	Result Description	Rationale
Competence and behaviour Establish policies and procedures to support competences and behaviours *This ensures that personnel have appropriate capabilities, training and behaviours*	**D**	Considered and/or some isolated ad hoc examples	
Personnel awareness and communication Define competence and behaviour for collaboration *Defining roles and responsibilities to include collaborative capabilities ensures that staff have clear guidance in place to meet expectations*	**B**	Achieved and under review through much/most of the company	
Documentation Document defined procedures *Documenting procedures means there is an auditable approach that ensures effective operations*	**C**	Value recognised and partial achievement in some areas	
Corporate relationship Management plan Establish a Corporate Relationship Management Plan *A CRMP provides consistent instructions for implementation of collaborative approaches*	**C**	Value recognised and partial achievement in some areas	

Operation

Operation sets out at the corporate level the processes as systems to be adopted when implementing the standard.

Criteria	Result	Result Description	Rationale
Operational planning and control Define a default process for operation of collaborative relationships *Defining process through the CRMP ensures that clear guidance is in place for consistent operations*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.

Operational awareness

Operational awareness provides for case where in larger organisations the cascading of management systems will be influenced by the impact of divisional and industry sectors where customer, regulatory, geography or operational requirements may introduce specific adaptations.

Criteria	Result	Result Description	Rationale
Duties of the SER Define the duties of the SER in term of operational application *Defining the role of the SER ensures that operational activities are aligned with business objectives and CRMP*	**A**	Fully/systematically embedded and reviewed throughout the company	
Validate operational governance Review applicability of approach with SER *The SER should approve any operational adaptations to ensure alignment with strategic business objectives and local operational objectives*	**B**	Achieved and under review through much/most of the company	
Undertake a value analysis process Deploying a value analysis process *Deploying a value analysis in conjunction with business objectives at an operational level will help to identify where collaborative working can add value.*	**C**	Value recognised and partial achievement in some areas	
Planning for operational collaboration Establish a plan for collaboration *Defining operational planning to align with the business objectives ensures appropriate adoption of a collaborative approach*	**B**	Achieved and under review through much/most of the company	
Develop operational competences and behaviours Define operational competences and behaviours *Assess local operational* competences and behaviours	**A**	Fully/systematically embedded and reviewed throughout the company	
Initial risk assessment Implement an initial risk assessment associated with collaborative business relationships *The initial risk assessment identifies the additional risk that interdependence can create*	**C**	Value recognised and partial achievement in some areas	

Knowledge

The success of any business venture depends on the strategy that is behind the approach and the depth of risk evaluation that precedes action. Developing collaborative strategies should start by establishing the influences that will stimulate success. To exploit the potential it is essential to fully appreciate the drivers, risks and pressures of the marketplace being addressed; adopting collaborative approaches requires investment from all parties and thus should be focused where it offers most benefit.

Criteria	Result	Result Description	Rationale
Strategy and business case development Establish an implementation strategy for each relationship *Having such a strategy clearly defines guidance, such that each relationship can achieve its goals*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Identification of specific Relationship Objectives Identify and document the objectives of each collaborative relationship Validating specific objectives creates appropriate focus for each relationship	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Identify potential partners Identify potential collaborative organisations against the specific opportunities *This helps in understanding the collaborative potential/ethos of partners*	**D**	Considered and/or some isolated ad hoc examples	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Initial Exit strategy Develop an initial exit strategy assessment *Such an assessment helps to understand the implications of an integrated approach*	**C**	Value recognised and partial achievement in some areas	
Identification of key individuals Identify key personnel *Ensure that key personnel assigned to a collaborative strategy have the appropriate competences and behaviours*	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae

Criteria	Result	Result Description	Rationale
Knowledge management Establish a process to capture, create and manage knowledge within collaborative relationships *Sharing knowledge is a key benefit, but having such a process reflects that knowledge needs to be controlled in a collaborative environment*	**C**	Value recognised and partial achievement in some areas	
Supply chain threats and opportunities Identify Supply chain threats and opportunities *Broadening consideration for collaboration in the supply chain can opening up wider opportunities to deliver value but may also identify considerations which could become threats*	**C**	Value recognised and partial achievement in some areas	
Risk assessment Integrate relationship management into established overall risk management policy and processes *Integrating relationship management into risk management ensures that relationships are recognised as potential risks (as well as their benefits)*	**C**	Value recognised and partial achievement in some areas	
Internal Review Identify and assess internal issues, which may result in significant risks to performance *It is important to recognise potential internal conflicts that might impede successful collaboration*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Risk ownership and mitigation Establish that each identified risk issue is appropriately assigned for resolution or mitigation *This process ensures suitable focus on potential risks from collaborative working*	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Evaluation of Business case Analyse the market sector, customer base, requirements and expectations of customers. Undertake a business impact assessment relative to collaborative working which includes resource investment versus operational value. *Companies need to understand what may need to change to effect collaboration. Analysis is needed because the customer or market place may not be disposed to work collaboratively*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada

Criteria	Result	Result Description	ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi. Rationale
Relationship management plan Define a Relationship management plan for each specific relationship *The RMP ensures that collaborative approaches are appropriately focused, maintained and aligned with business practice*	**D**	Considered and/or some isolated ad hoc examples	

Internal assessment

A collaborative relationship is a two-way process and to achieve the desired goals it requires commitment on all sides. This is not just about processes, procedures, systems and contracts it is a question of the leadership, skills and motivation, which will govern the behaviours and approaches at the working level. It is important to understand the internal enablers that build trust between the parties based on mutual benefit and equitable reward.

Criteria	Result	Result Description	Rationale
Capability and collaborative environment Review policies and processes to manage collaboration *Establishing policies and processes ensures there is clarity on the acceptability of collaborative working, an appropriate environment and processes to support it*	**C**	Value recognised and partial achievement in some areas	
Assess strengths and weaknesses Undertake an internal assessment to identify potential constraints and periodically review *Such an assessment ensures that any internal processes are adapted to support collaborative working when appropriate*	**C**	Value recognised and partial achievement in some areas	
Assessment of collaborative profile Establish a collaborative profile and monitor effectiveness *Developing a collaborative profile helps to understand (i) internal limitations that may need to be changed and (ii) external profile / perceptions since how other see us impacts the way they engage*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Collaborative Leadership Appoint a collaborative leader who is competent in collaborative working *This ensures that, where practical, appropriate leaders are in place, with the right skills for collaborative programmes*	**D**	Considered and/or some isolated ad hoc examples	
Partner selection criteria Establish partner selection criteria *Establishing partner selection criteria creates an internal benchmark when selecting partners*	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Update relationship management plan Updated the RMP to incorporate the output of internal assessments and actions required *Updating the RMP ensures that operating practices and development plans incorporate*	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper

development needs Criteria	Result	Result Description	purus elementum. Donec at lacus blandit, viverra lectus a Rationale
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Partner selection

It is important to understand the differing dynamics of a collaborative approach and assess the strengths and weaknesses, whatever the route to selection. Where an existing provider is perhaps a single-source option their collaborative capability is frequently ignored, as there is no other choice. It is clearly important to ensure that selection maintains the competitive edge that many see only coming from competition and to build confidence in the selection process clearly defining the endgame upfront to avoid confusion later.

Criteria	Result	Result Description	Rationale
Potential partners Identify potential collaborative partners and establish internal agreement for the collaborative approach *This process means the company understands and agrees internally who would be potential collaborative partners, whether customers or suppliers*	**B**	Achieved and under review through much/most of the company	
Partner evaluation Ensure partner selection process incorporates defined partner selection criteria *Incorporating defined selection criteria creates a structured approach for collaborative working that ensures selection is proactive and benchmarked*	**C**	Value recognised and partial achievement in some areas	
Initial engagement Establish and instigate an engagement and negotiation strategy, based on the business strategy, objectives and partner evaluation. *This ensures that the principles of collaboration are not compromised through the approach to negotiations and incorporates any concerns from partner profiling*	**B**	Achieved and under review through much/most of the company	
Assess joint objectives Undertake appraisal of the common objectives of the collaborative organisation *Undertaking appraisal of common objectives ensures there is compatibility between the parties*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Joint exit strategy Assess a joint exit strategy *A joint exist strategy ensures the partners fully understand the nature of the engagement and clarity of their individual and joint responsibilities*	**D**	Considered and/or some isolated ad hoc examples	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Identify a preferred partner Establish a basis for selecting a preferred partner *Developing an effective collaboration*	**D**	Considered and/or some isolated ad hoc examples	

Criteria	Result	Result Description	Rationale
arrangement likely means joint development over more traditional contracting processes			
Initiate Joint RMP Establish initial Joint RMP _The Joint Relationship Management plan will form the basis for aligning the joint operations Defining policy ensures that clear guidance is in place for consistent operations_	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.

Working together

Effective and sustainable collaboration requires a robust approach to both organisational development and personal behaviours; these factors are inextricably linked. This starts with a focus on individual and joint partner objectives, together with agreement on roles and responsibilities. To establish a working platform on which collaboration can deliver the benefits of combining skills, resources and driving innovation, there must be clear governance that is supported by integrated business processes, measurement and people development.

Criteria	Result	Result Description	Rationale
Joint governance structure Establish a basis for joint working *Defining the principles to underpin joint working arrangements ensures that clear guidance is in place for consistent operations including roles and responsibilities, principles and contracting relationships*	**B**	Achieved and under review through much/most of the company	
Joint executive sponsorship Identify the SER(s) for each organisation to support the joint programme *Identifying SERs for each organisation ensures there is joint executive support in place*	**B**	Achieved and under review through much/most of the company	
Validate Joint objectives Validate the key objectives of the collaboration *Validating key objectives ensures there is joint agreement to the joint objectives and those of the individual partners*	**C**	Value recognised and partial achievement in some areas	
Operational leadership Undertake a competency appraisal and appoint collaborative team leader(s) *By focussing on the leadership in these ways, it ensures that the leadership taking the collaboration forward is suitably experienced*	**D**	Considered and/or some isolated ad hoc examples	
Joint management Establish a joint management team *Establishing a joint management team enables outcomes to be managed to ensure success*	**C**	Value recognised and partial achievement in some areas	
Joint communications Establish and maintain effective communications management across all stakeholders *Effective communications ensure those outside the team understand the activities in the context of their organisations*	**C**	Value recognised and partial achievement in some areas	
Joint knowledge management Establish a joint knowledge management plan *Establishing such a plan enables agreement on what can and can't be shared within the team*	**B**	Achieved and under review through much/most of the company	
Joint risk management Establish and document joint risk management processes, including a joint risk register *The process of establishing and documenting risks ensures they are all identified and jointly managed, to the benefit of the project or programme*	**B**	Achieved and under review through much/most of the company	
Process and systems review Undertake a joint business process review and	**C**	Value recognised and partial achievement in some areas	

implement operational process improvements as appropriate	Criteria	Result	Result Description	Rationale
Keeping process in focus like this ensures there are no unmanaged gaps in the processes, and that improvements are made where possible				
Measurement of performance Review the joint objectives and establish effective measurements Implement plans for delivery and performance against agreed objectives, measure, monitor and regularly review to ensure performance is maintained *Putting such plans in place establishes a jointly agreed implementation approach that supports the objectives of the collaboration, that is transparent to all involved, and that can be monitored effectively to drive performance Review and effective measurements ensure that the delivery team has clarity and measurement*	C	Value recognised and partial achievement in some areas	
Improve collaborative competence Establish joint improvement process and assessment of skills development needs *Developing joint process and skills improvements will reinforce the collaborative engagement*	C	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Joint Exit strategy Establish a joint exit strategy *Defining a joint exit strategy ensure that all parties are focused and understand the rules of disengagement including its impacts on stakeholders , knowledge transfer, business continuity, assets commercial agreements and personnel ensuring clear guidance throughout operations*	C	Value recognised and partial achievement in some areas	
Agreements or contracting arrangements Jointly establish the appropriate arrangements which should support the collaboration *This ensures that the agreements or contracts which are in place do not operate in contradiction to the collaborative objectives*	B	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Implement a Joint relationship management plan Update the Relationship Management Plan to create a joint management platform to align with joint objectives *Updating the RMP ensures there is a documented process that will sustain the relationship and deliver its objectives and outcomes*	C	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci

Criteria	Result	Result Description	Rationale
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Value creation

To harness added value means challenging the traditional thinking, creating new value or alternative value propositions beyond those contracted. Innovation is a critical factor in the value creation process. A parallel benefit that comes from introducing a structured approach to value creation is that it supports organisations and teams working together. How organisations choose to encourage innovation depends on a wide variety of factors, but is often managed well by establishing joint cross-functional teams that can be brought together to address specific challenges or ideas.

Criteria	Result	Result Description	Rationale
Value creation process Establish a value creation process *Having such a value creation process ensures that the value created through a collaborative approach is recognised and recorded*	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Setting improvement targets Identify issues and areas of improvement *Putting attention on issues and areas of improvements in this way creates a focus within the collaboration to identify opportunities and continually improve*	**B**	Achieved and under review through much/most of the company	
Lessons learned Establish a process to ensure learning from experience *Having such a process in place ensures that organisations gain, by learning from their experience working together*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Record updates to JRPM Update the Join t Relationship Management Plan as necessary *Updating the RMP at this point ensures that improvements are built into future activities*	**D**	Considered and/or some isolated ad hoc examples	

Staying together

In a changing world the internal and external pressures on any collaborative relationship will inevitably lead to impacts on effectiveness. It is also important to recognise that as relationships evolve they will undergo change, so to ensure the maximum benefit it is important to undertake regular validation to maintain focus and efficiency. No two relationships are the same and the dynamics of organisational and people changes can influence performance, so it is equally important to recognise that as relationships progress they need to be monitored to ensure that appropriate focus is maintained on areas where convergence might not be happening to maximum benefit.

Criteria	Result	Result Description	Rationale
SER oversight Implement regular SER reviews *Maintaining regular reviews by the SERs from each partner ensures consistency or approach and reach back into their organisations as appropriate*	**B**	Achieved and under review through much/most of the company	
Manage the relationship Ensure ongoing joint management of activities in accordance with objectives and governance *This ensures that the joint management of the collaboration delivers the agreed objectives and contractual requirements*	**B**	Achieved and under review through much/most of the company	
Monitor behaviours and trust Establish process to monitor measure and review performance in terms of behaviours and trust *Establishing such a process ensures that the performance of the collaboration is measured appropriately, and includes behavioural aspects, to build trust*	**C**	Value recognised and partial achievement in some areas	
Continual value creation Regularly monitor and review value creation and continual innovation *Regular monitoring and review ensures the focus is maintained on innovation and value creation*	**B**	Achieved and under review through much/most of the company	
Delivery of objectives Maintain a clear focus on delivering agreed performance by each party *Maintaining a clear focus in this way ensures that the prime objectives and deliverables are maintained towards successful outcomes*	**C**	Value recognised and partial achievement in some areas	
Analysis of results Establish SER reviews of monitoring, measurement and performance *Establishing SER reviews ensures that executive sponsors are kept informed and offer support where necessary*	**D**	Considered and/or some isolated ad hoc examples	
Issue resolution Establish and maintain a process for issue resolution *Establishing an issue resolution process should mean that issues are effectively resolved in a timely manner*	**B**	Achieved and under review through much/most of the company	
Maintain JRMP Regularly maintain the RMP *Updating the RMP ensures that operating practices are maintained*	**C**	Value recognised and partial achievement in some areas	

Criteria	Result	Result Description	Rationale

Exit strategy activation

The lifespan of any business relationship will vary between organisations and market influences; adapting to these changes is a crucial part of developing effective collaborative arrangements. These issues will be addressed throughout the relationship and be implemented when appropriate.

Criteria	Result	Result Description	Rationale
Initiate disengagement Activate Exit strategy *When appropriate the parties agree to activate the exit strategy. There may be circumstances where the Exit strategy is never activated between the parties because of continuing benefits realisation*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Business continuity Address business continuity as part of the exit strategy activation and were appropriate transition to other providers *Business continuity is a critical aspect of any exit strategy to ensure that consideration is given to all stakeholders including customers, partners, suppliers and staff.*	**D**	Considered and/or some isolated ad hoc examples	
Evaluate relationship Evaluate the relationship as part of the exit process *Each collaborative engagement will create its own dynamics and issues based on a variety of factors and people even when from same organisations. Defining policy ensures that clear guidance is in place for consistent operations*	**E**	Not considered or no approach	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Future opportunities Consider future opportunities for the relationship *Such consideration maintains a focus on the current relationship as a platform for future business opportunities*	**B**	Achieved and under review through much/most of the company	

Performance evaluation

As with any management systems approach it must be effectively maintained, audited and reviewed to ensure its continued appropriateness. Whilst collaborative application may involve multiple parties the corporate processes and systems need to be maintained as well as harnessing experiences.

Criteria	Result	Result Description	Rationale
Exit evaluation Establish a process to evaluate after exiting *Each organisation needs to evaluate what from its perspective needs to be addressed in future collaborative arrangements*	**B**	Achieved and under review through much/most of the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.
Internal audit Undertake internal audits at planned intervals to ensure collaborative processes remain effective, and implement preventative and corrective actions as appropriate *Internal audits means regular review of the operating practices to ensure focus*	**B**	Achieved and under review through much/most of the company	
Management review Top management reviews *Periodically the top management and SER should review the performance of collaborative arrangements and the effectiveness of the overall processes and systems*	**C**	Value recognised and partial achievement in some areas	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.

Improvement

No system is absolute nor will it remain constant continual improvement is a key aspect of any management systems and where collaboration is involved it can significantly benefit from the knowledge and experiences of the partners.

Criteria	Result	Result Description	Rationale
Non conformity, corrective action and continual Improvement Define policy for continual improvement *A continual improvement process and system should drive processes and Management systems to ensure suitability, adequacy and effective for collaboration alongside other management systems*	**A**	Fully/systematically embedded and reviewed throughout the company	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum at sapien in sapien fermentum accumsan non et ipsum. Nulla tempor ultricies enim vel mattis. Proin ultricies erat ac est laoreet, id semper purus elementum. Donec at lacus blandit, viverra lectus a, ornare metus. Sed convallis ullamcorper dolor vitae tristique. Ut iaculis malesuada ante ut varius. Etiam orci nunc, lobortis et ex eu, lacinia dapibus mi.