



Introduction to BS 11000 - and the Link to PPC 2000

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ACA PPC/TPC Steering Group
17 July 2013

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Agenda

- What is BS 11000?
- Who Uses It?
- Relationships
- The Standard
 - Phases
 - Stages
- Links to PPC 2000
- Certification
- Summary



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What is BS 11000?

“... a strategic framework to establish and improve collaborative relationships in organisations of all sizes.”

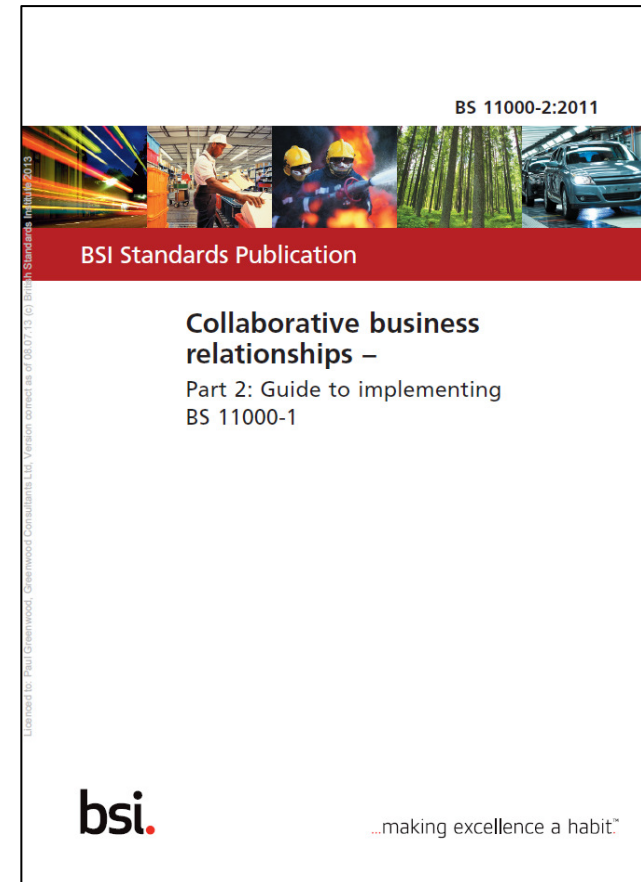
- From concept to disengagement
- Developed by DTI/CBI
- First national standard of its type



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What is BS 11000?

- Part 1
 - Framework Specification
 - What
- Part 2
 - Guide to Part 1
 - Why
 - How



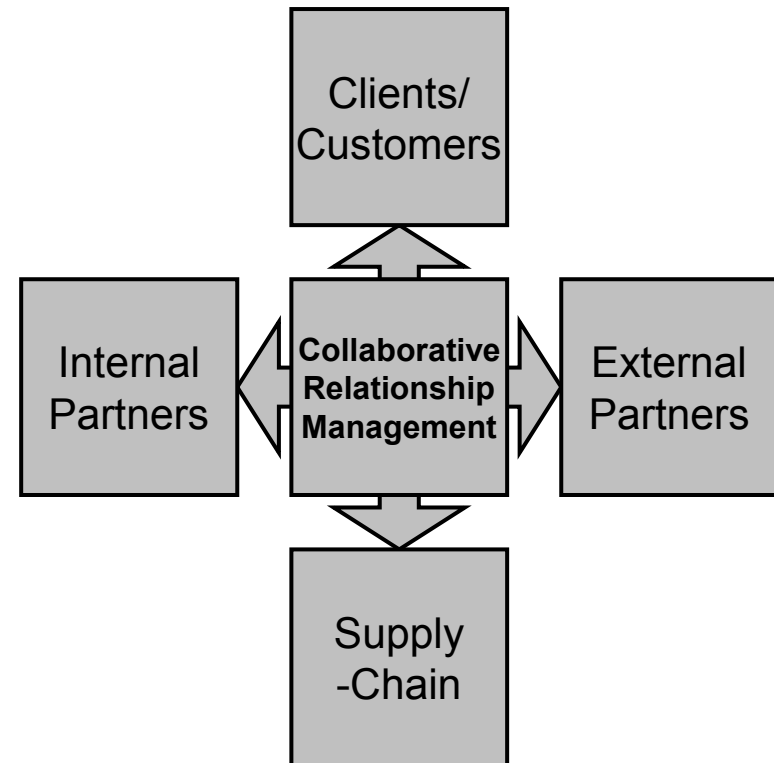
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Relationship Types

- Single project or programme
- Individual relationship
- Multiple identified relationships
- Full application for all identified relationship types

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

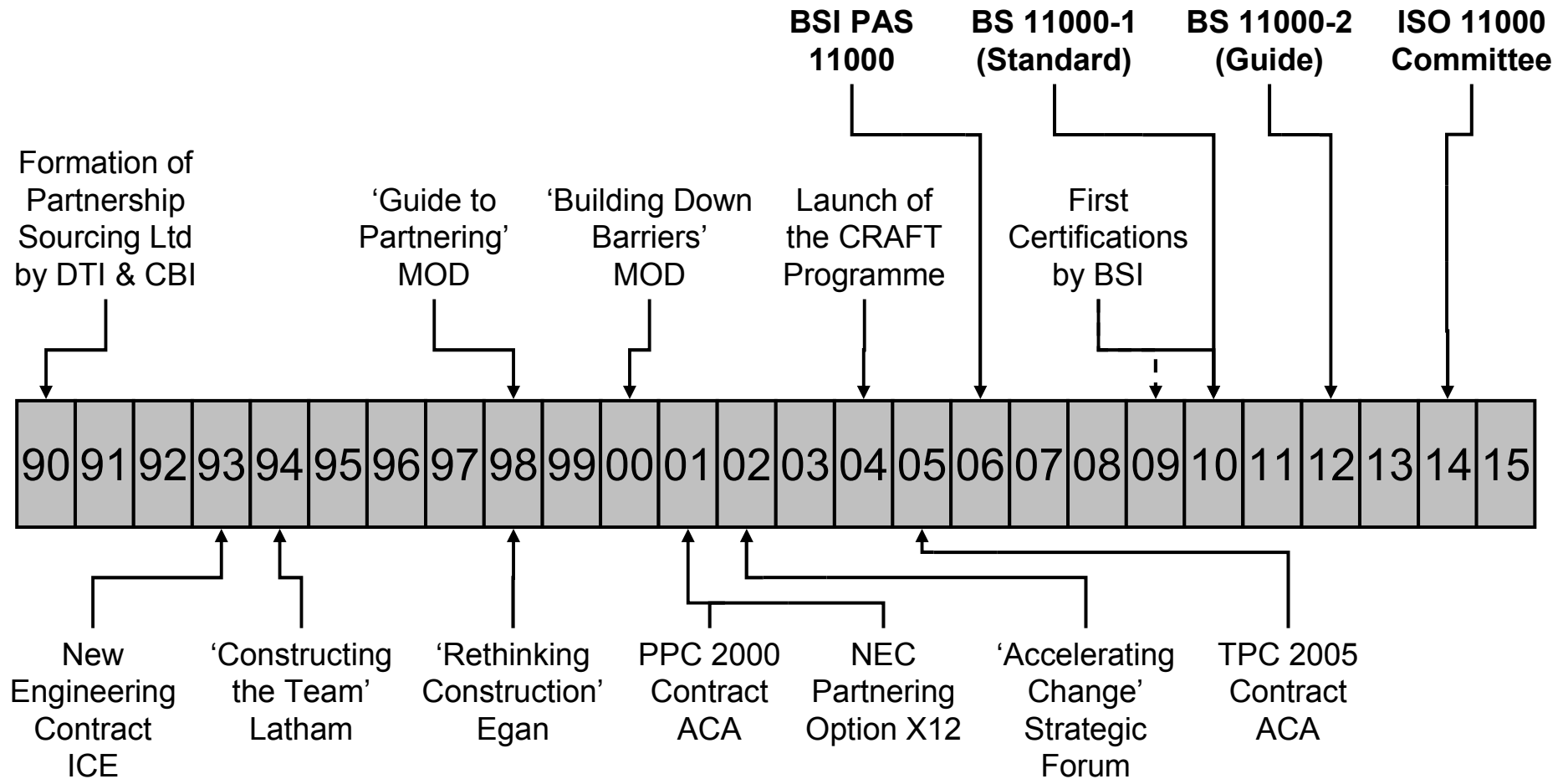
“... potential for improvement through the adoption of a collaborative relationship”



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

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Timeline



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Early Adopters

- PAS 11000
 - Aerospace
- BS 11000
 - Defence
 - Rail
 - Facilities
 - ...
- EMCOR, Lockheed Martin, NATS , Raytheon Systems
- MOD, Boeing, Fujitsu, HP
- Network Rail, Babcock Rail, Balfour Beatty, Colas, Costain, Hochtief, Rail Tech
- Babcock, Capita, Mouchel
- ...

Failure of Collaborative Relationships

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One in five joint ventures end in dispute

20 May 2013 | By [Iain Withers](#)

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EC Harris construction disputes report also finds value and duration of disputes also on the rise



One in five joint ventures ended in a formal dispute between the partners last year, according to a report on construction disputes by EC Harris.

EC Harris also found the value and duration of construction disputes rose dramatically in 2012.

The average value of a dispute in the UK rose almost three-fold to £17.7m, from £6.6m the previous year, while the average duration jumped 33% to 12.9 months from 8.7 months.

EC Harris' head of contract solutions Gary Kitt said there was an increasing number of cases of JV partners falling into dispute.

Kitt said: "Joint venture agreements are becoming more prevalent, particularly where a project is of such a large size and scale or there is a need because of licensing requirements for a local JV partner.

"More needs to be done in order to ensure that the JV itself does not end up in dispute."

Related Articles

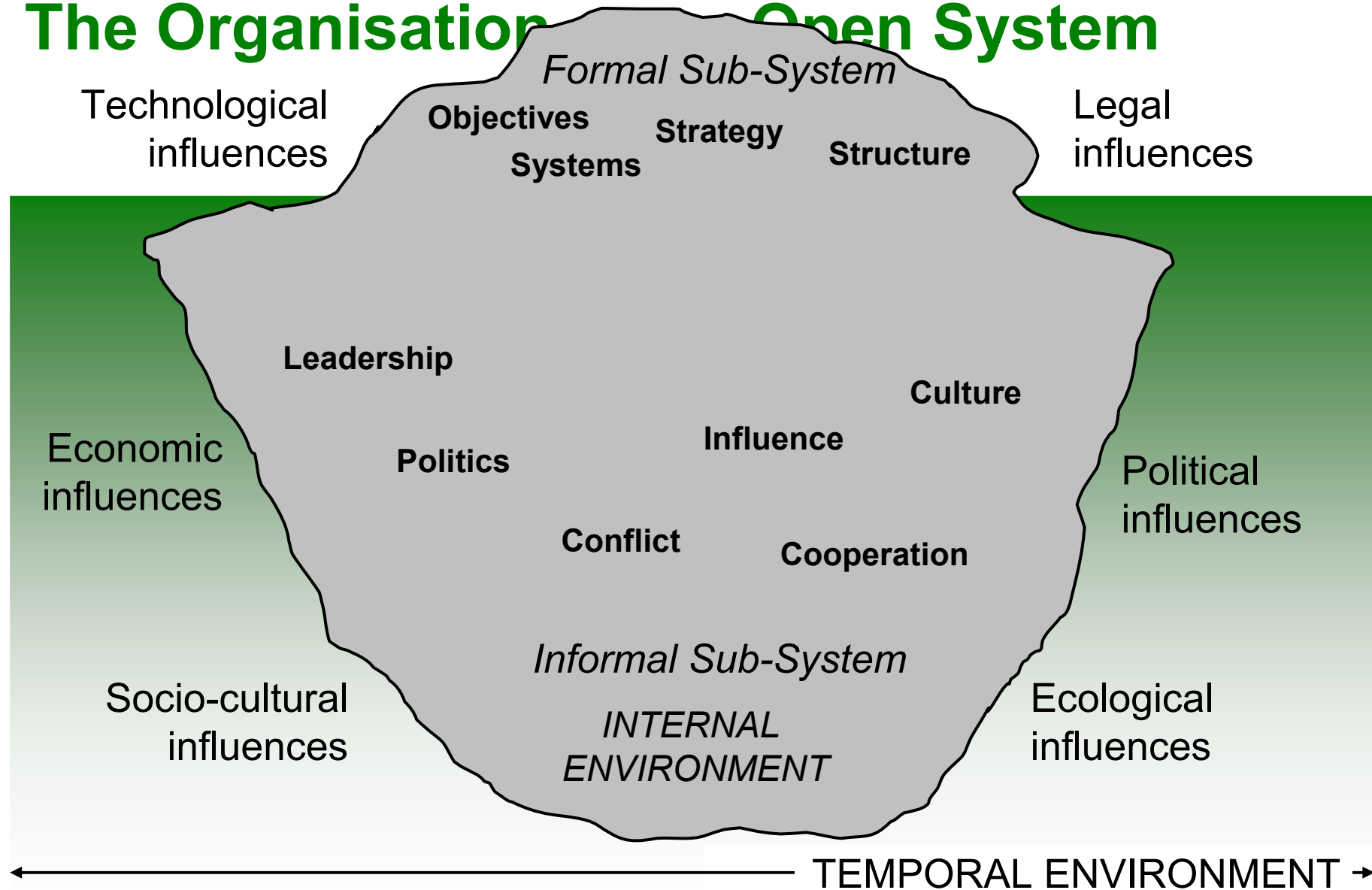
JV agreements: Common provisions
18 Jun 13

Party wall disputes: The end of the party
10 May 13

Legal brief: Multiple disputes?
16 Apr 13

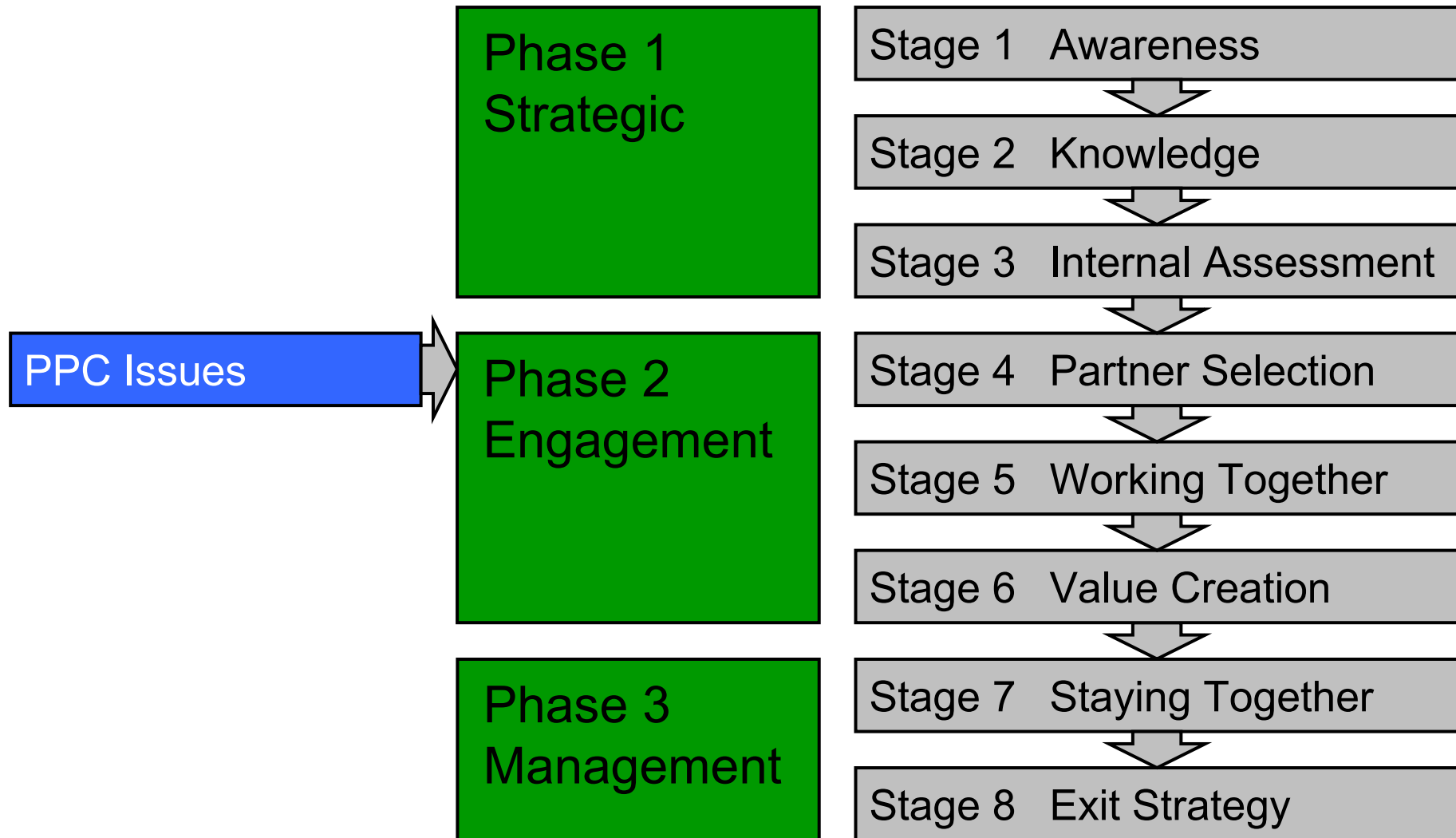
Disputes about dispute resolution
15 March 2015

The Organisation as an Open System

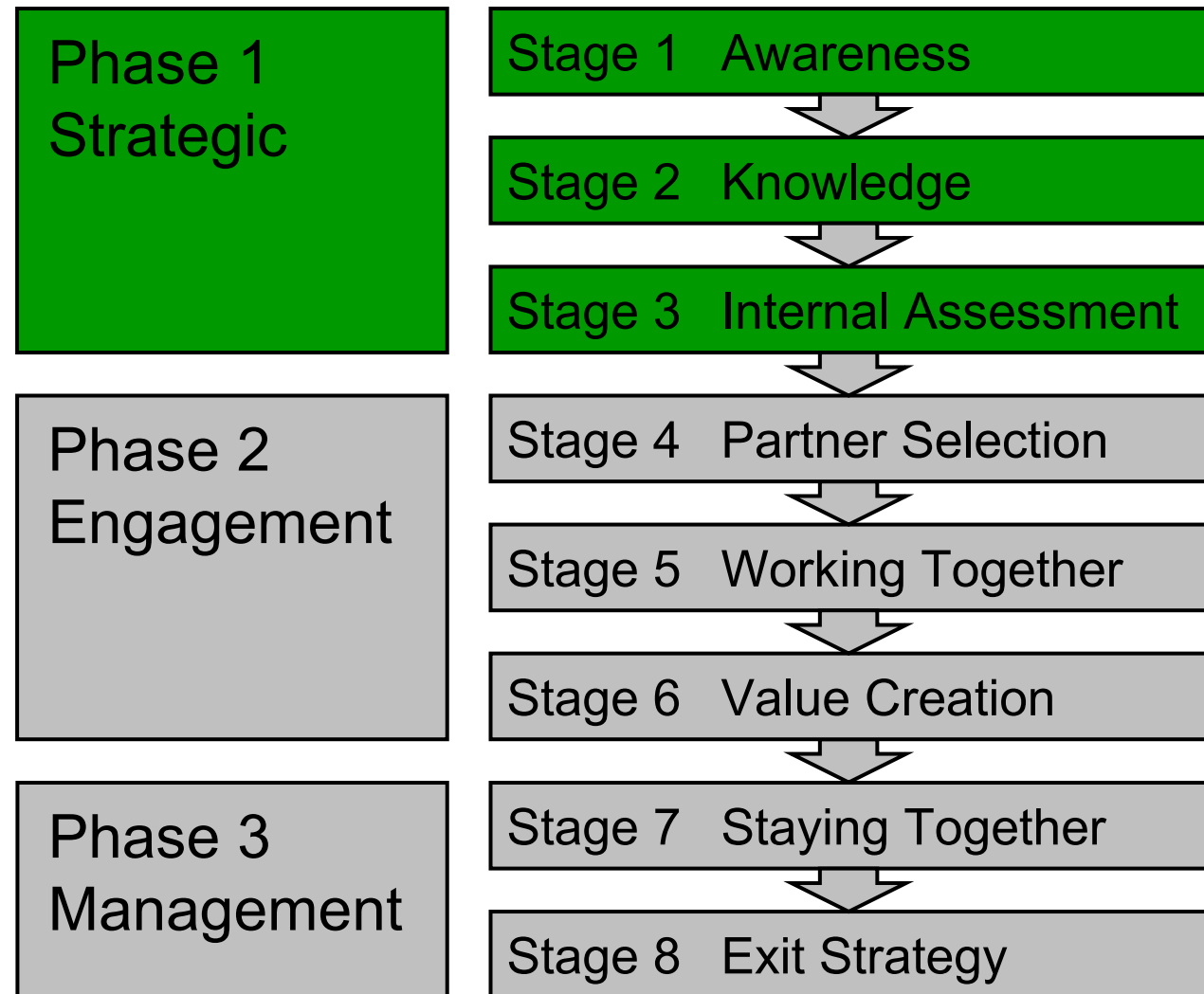


'The Organisation as an Open System', Dr B Senior,
Organisational Change, Sasun GIBA Chulalongkorn University, 1997.

The BS 11000 Model



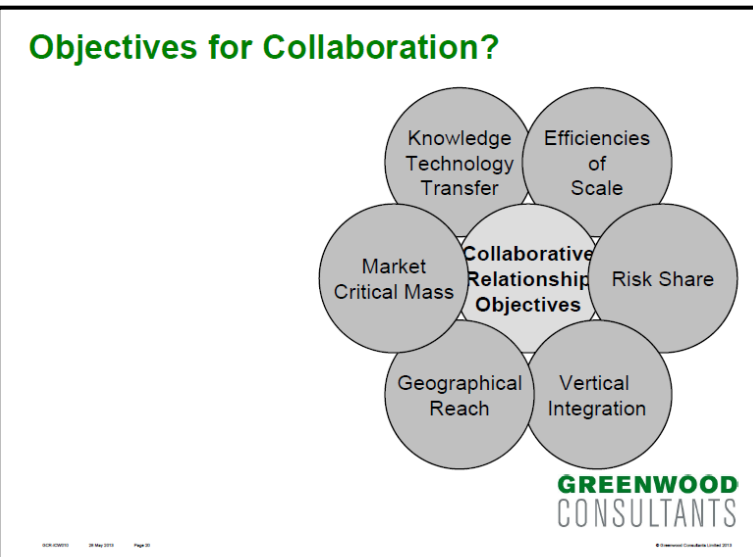
Phase 1 Strategic



Stage 1 Awareness

1. Senior executive
2. Policy
3. Objectives
4. Value
5. Identification and segmentation of business relationships
6. Resources, competencies and behaviours
7. Initial risk assessment
8. Implementation plan
9. Documentation
10. Initiating the relationship management plan

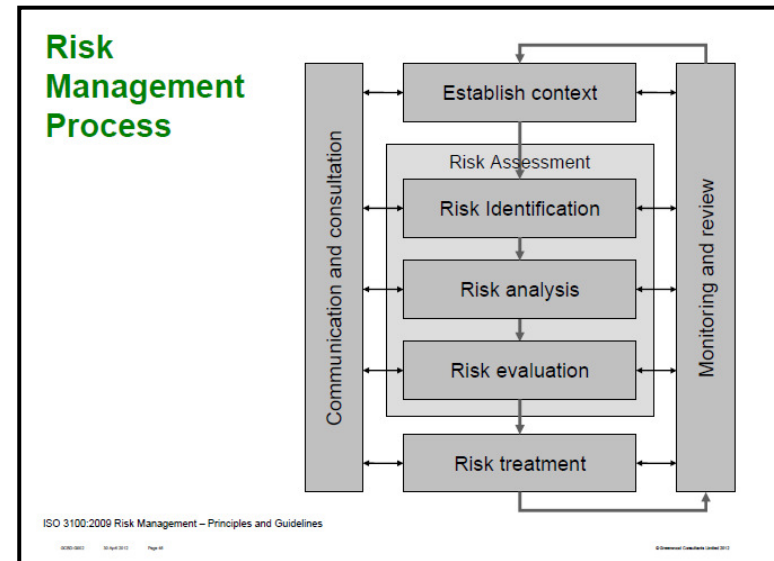
Development of the strategic approach to collaborative working



Stage 2 Knowledge

1. Developing a specific business strategy
2. Competence and training
3. Knowledge capture, creation and management
4. Knowledge sharing
5. Strategy and business case development
6. Risk management process
7. Implementation plan
8. Relationship management plan

Development of a specific implementation strategy for an identified opportunity



Stage 3 Internal Assessment

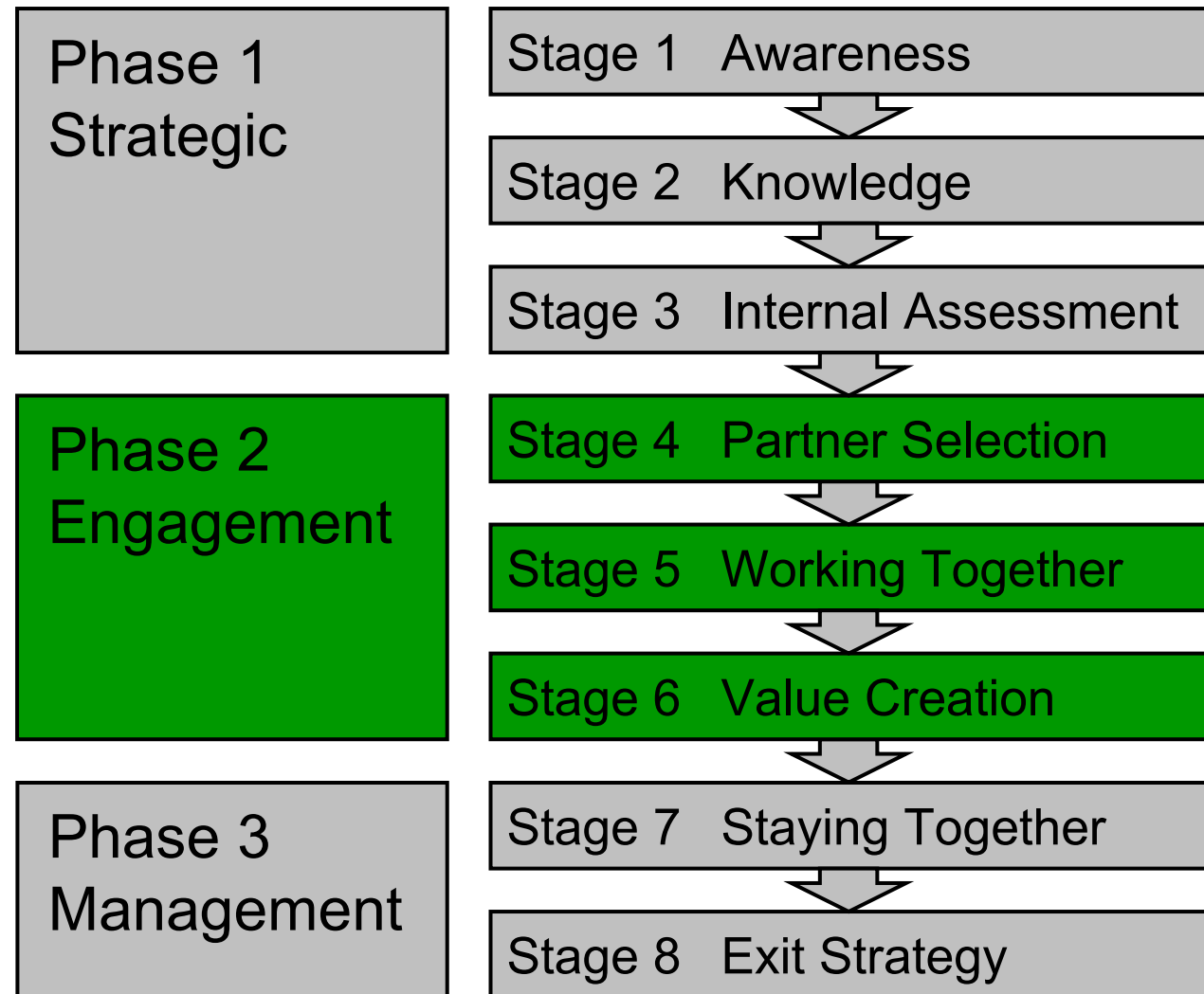
1. Self assessment
2. Collaborative leadership
3. Partner selection criteria
4. The challenge of alignment
5. Consolidating the next steps through internal action plan
6. SER review
7. Relationship management plan

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

Collaborative Maturity			
5.1.3			
	Attributes	Ability	Attitude
A	Operational processes are well defined and incorporate collaborative approaches	High level of experience of effective collaboration at all levels	Clear corporate commitment and leadership that cascades throughout operations
B	Limited application of shared processes and performance indicators	Individuals at various levels have demonstrable skills in collaboration	Successful individual collaborative programmes in effect
C	Robust internal process and performance indicators	An appreciation of collaborative approaches, but a lack of skills	Appreciation, at an operational level, of the value of effective relationships
D	Operates with a traditional contract and procedural based approach	No appreciation of the value of collaborative relationships	Operates a robust and effective arms length contracting approach, only

Table 8, Maturity Assessment Profile, BS 11000:2:2011 'Collaborative Business Relationships - Part 2: Guide to Implementing BS 11000-1'

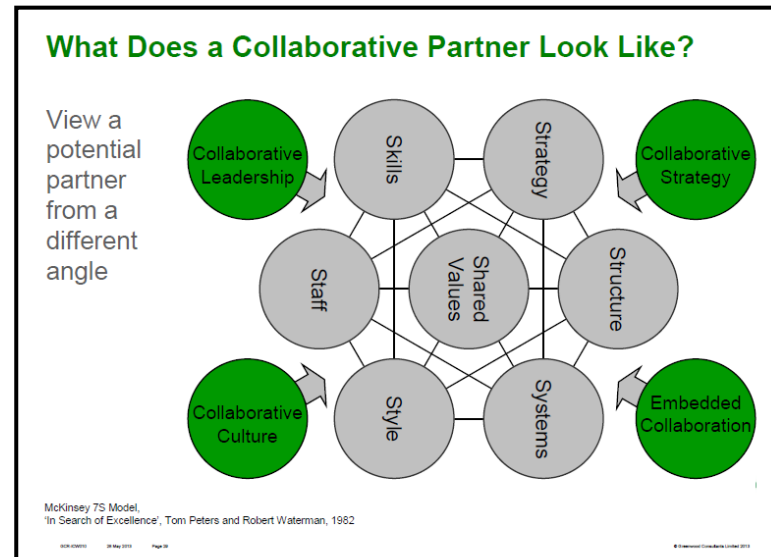
Phase 2 Engagement



Stage 4 Partner Selection

1. Nominate potential collaborative partners
2. Partner evaluation and selection action plans
3. Creating joint objectives
4. Negotiating for collaboration
5. Partner selection
6. Relationship management plan

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



Stage 4 Partner Selection

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Pre-qualification

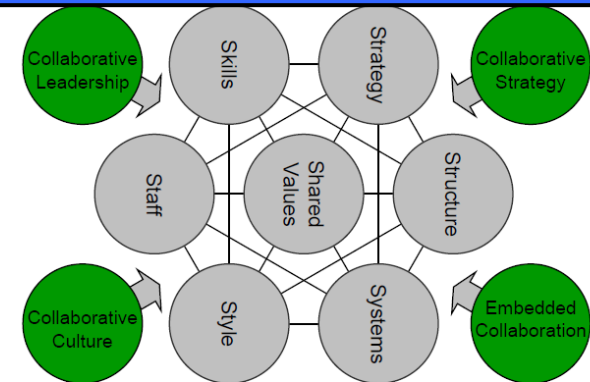
*approach to the
identification evaluation*

Tender selection criteria

appropriate partners

Tender

View a
potential
partner
from a
different
angle

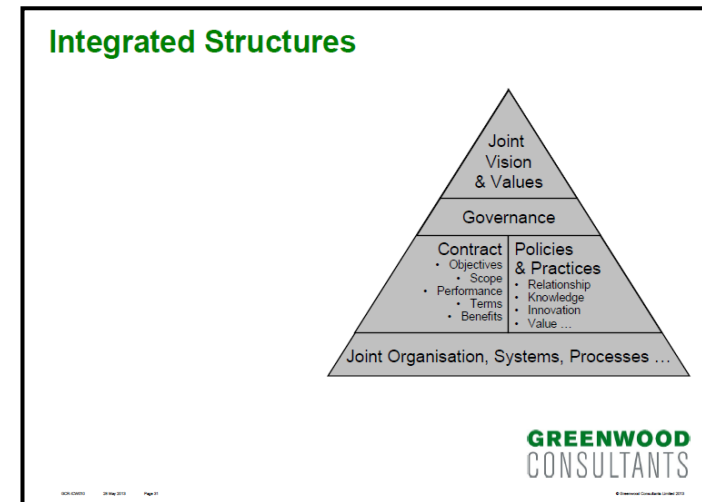


McKinsey 7S Model,
"In Search of Excellence", Tom Peters and Robert Waterman, 1982

Stage 5 Working Together

1. Governance
2. Organizational structure
3. Joint knowledge management
4. Communications management
5. Joint risk management
6. Business process management
7. Contracting arrangements
8. Performance measurement
9. Improvement
10. Relationship management plan

Establishing the right platform for collaborative working



Stage 5 Working Together

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Establishing the right platform for collaborative working

Project Partnering Agreement

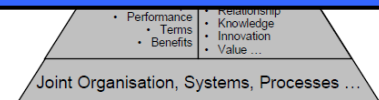
Partnering Timetable

Integrated Structures

PPC 2000 or TPC 2005

& Values

Joining Agreements a/r

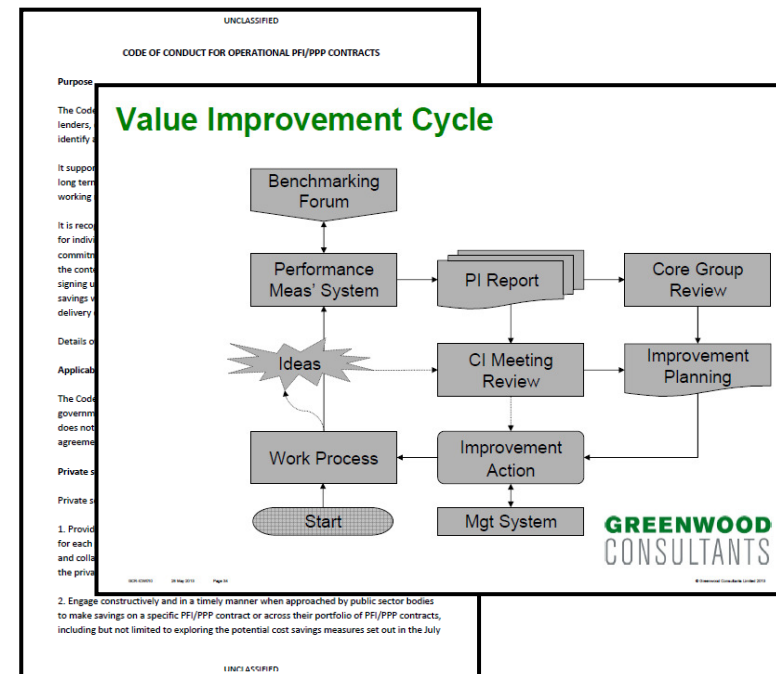


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Stage 6 [Additional] Value Creation

1. Establishing a value creation programme
2. Improvement team
3. Improvement target setting
4. Value drivers
5. Learning from experience
6. Initiating the innovation process
7. Relationship management plan

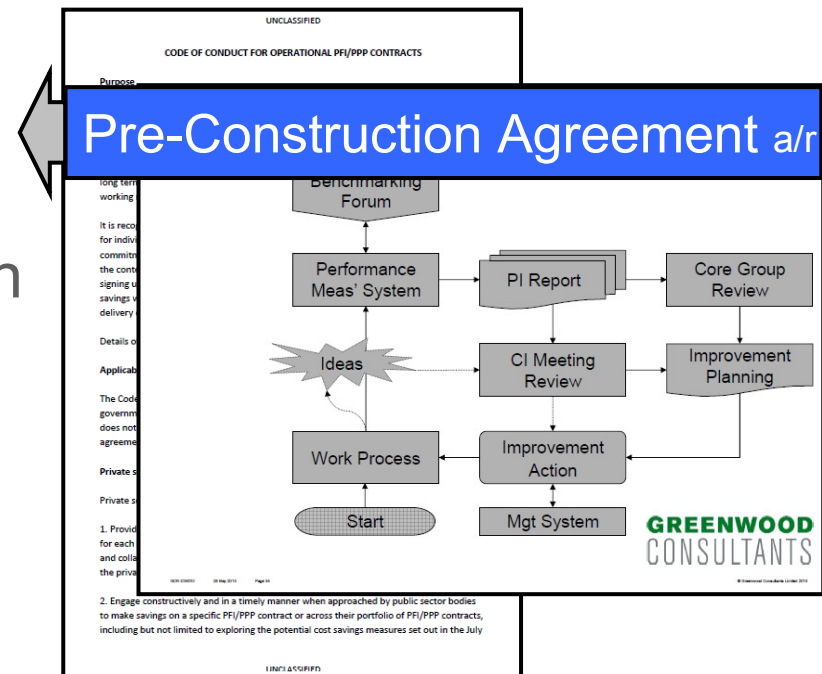
Establishing approaches that seek to build additional value out of the joint relationship



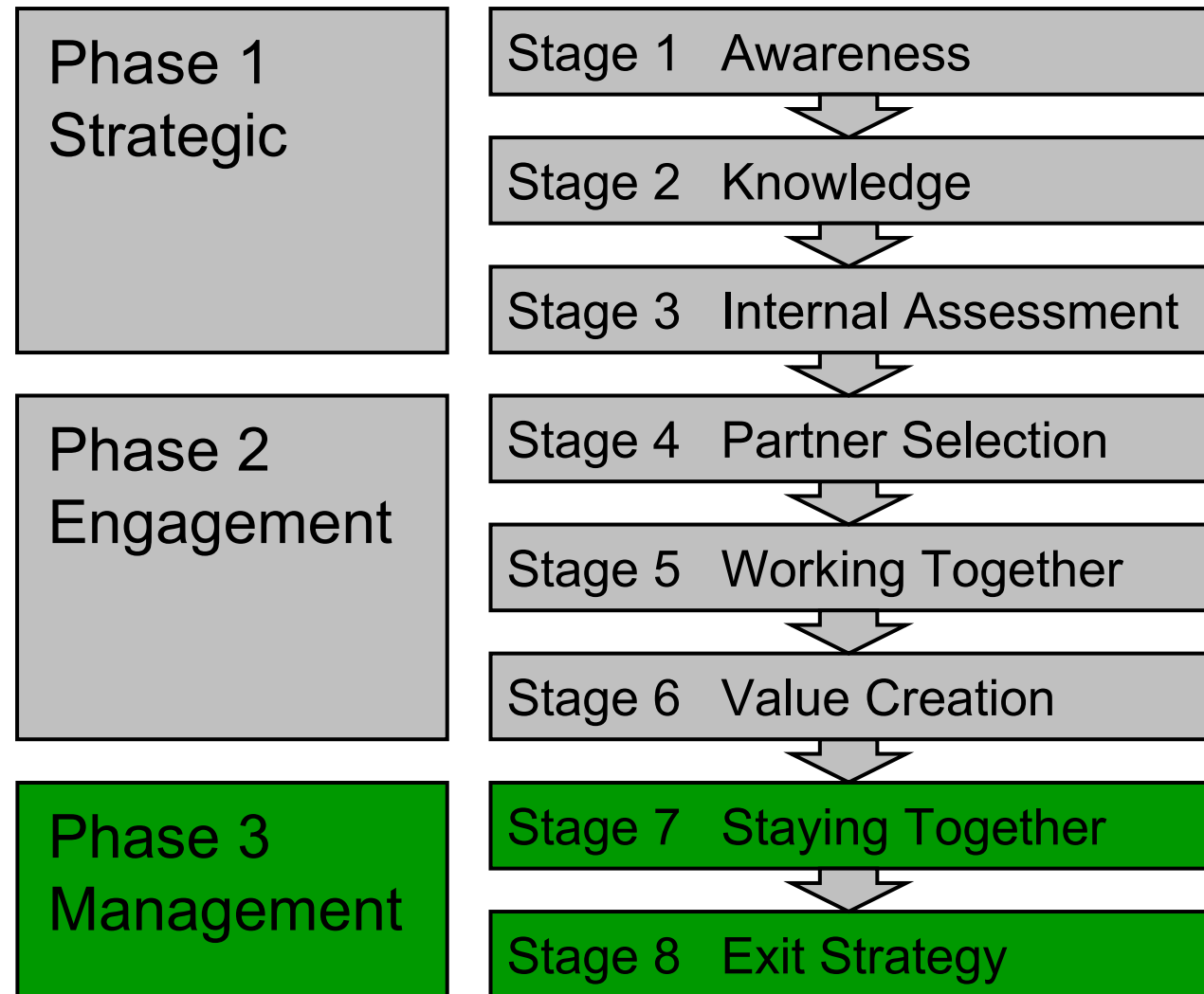
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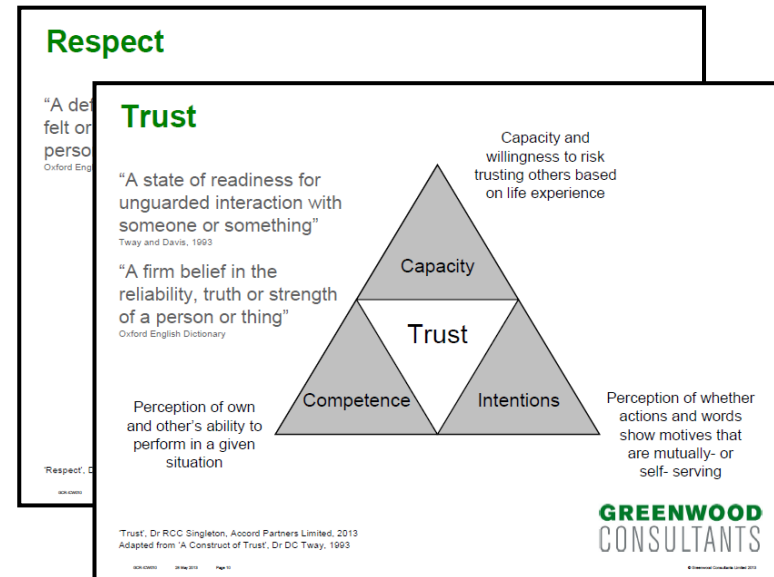
Phase 3 Management



Stage 7 Staying Together

1. Monitoring and measuring the relationship
2. Ongoing management
3. Continual innovation
4. Maintaining behaviours and trust
5. Delivering performance
6. Analysis of results
7. Issue resolution
8. Joint exit strategy
9. Relationship management plan

Ongoing joint management of collaborative initiatives

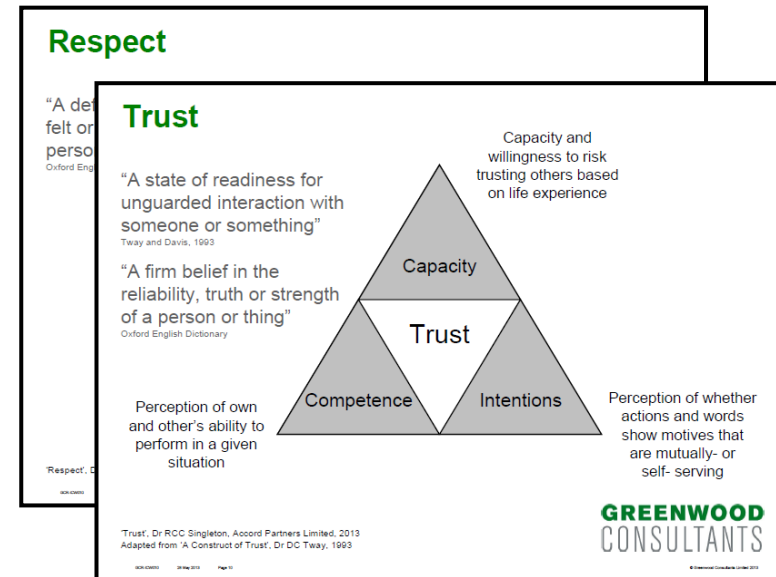


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Ongoing joint management of

Commencement Agreement



Stage 8 Exit strategy

1. Establishing and maintaining a joint exit strategy
2. Analysis of exit strategy
3. Evaluating changes
4. Initiating the process
5. Business continuity and transition
6. Future opportunities
7. Relationship management plan

Developing and maintaining an effective strategy for disengagement

Exit Triggers

Internal

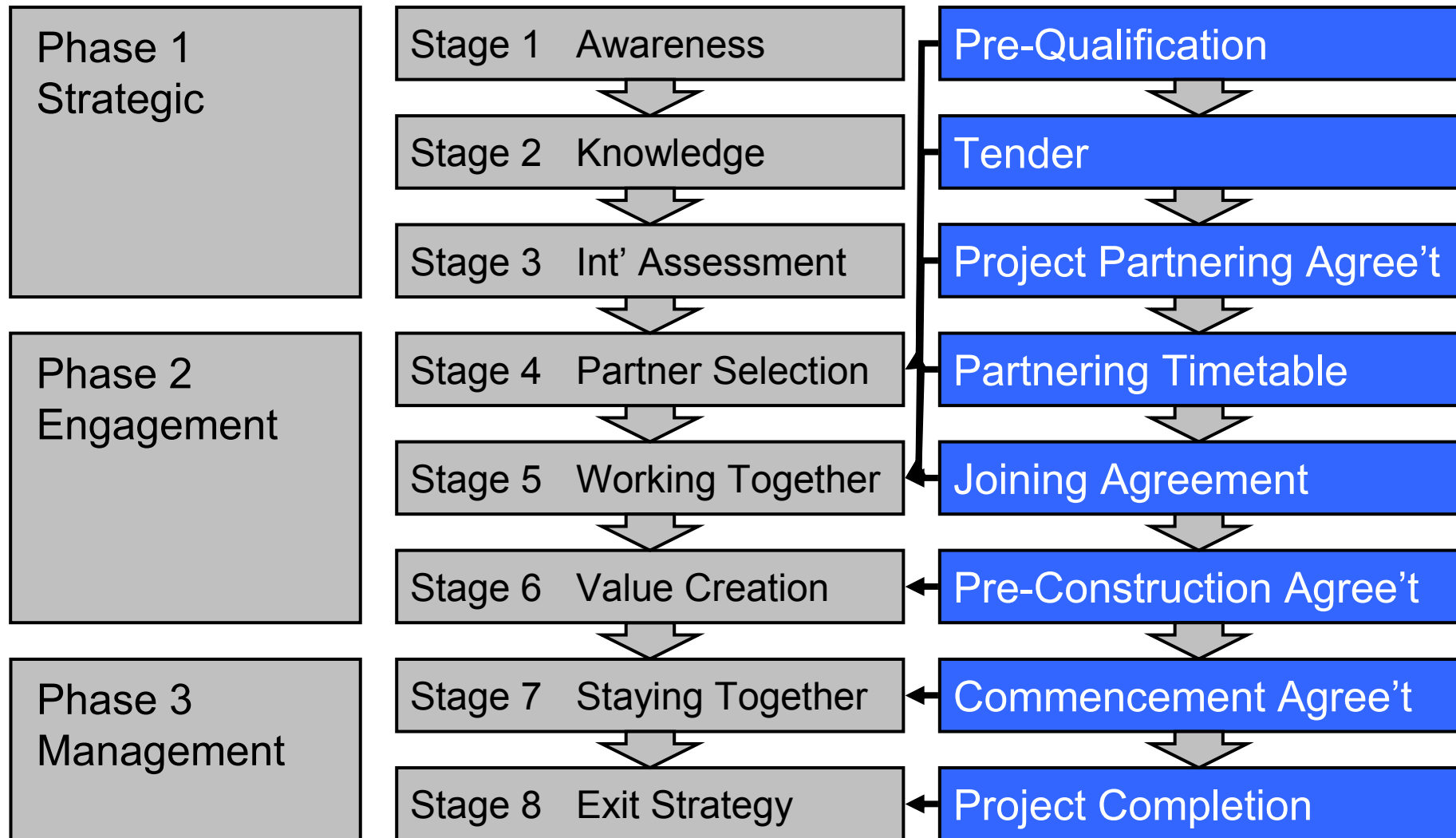
- Fixed term contract
- Change in business objectives/strategy
- Buy in/out
- Reduced risk appetite
- Partner's ...
 - Performance
 - Breach of contract
 - Reputation
- Right to terminate
 - Without cause ...

External

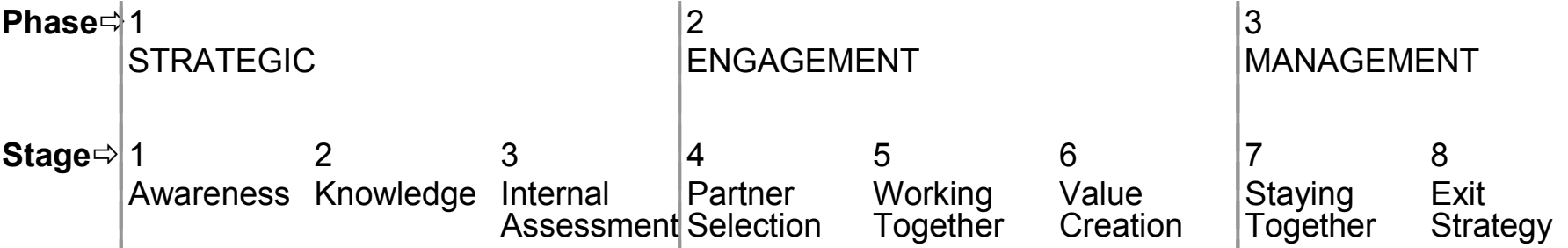
- Changing political landscape
- General economic situation
- Changing market dynamics
- Changing client/customer profile/needs
- Alternative technologies
- ...

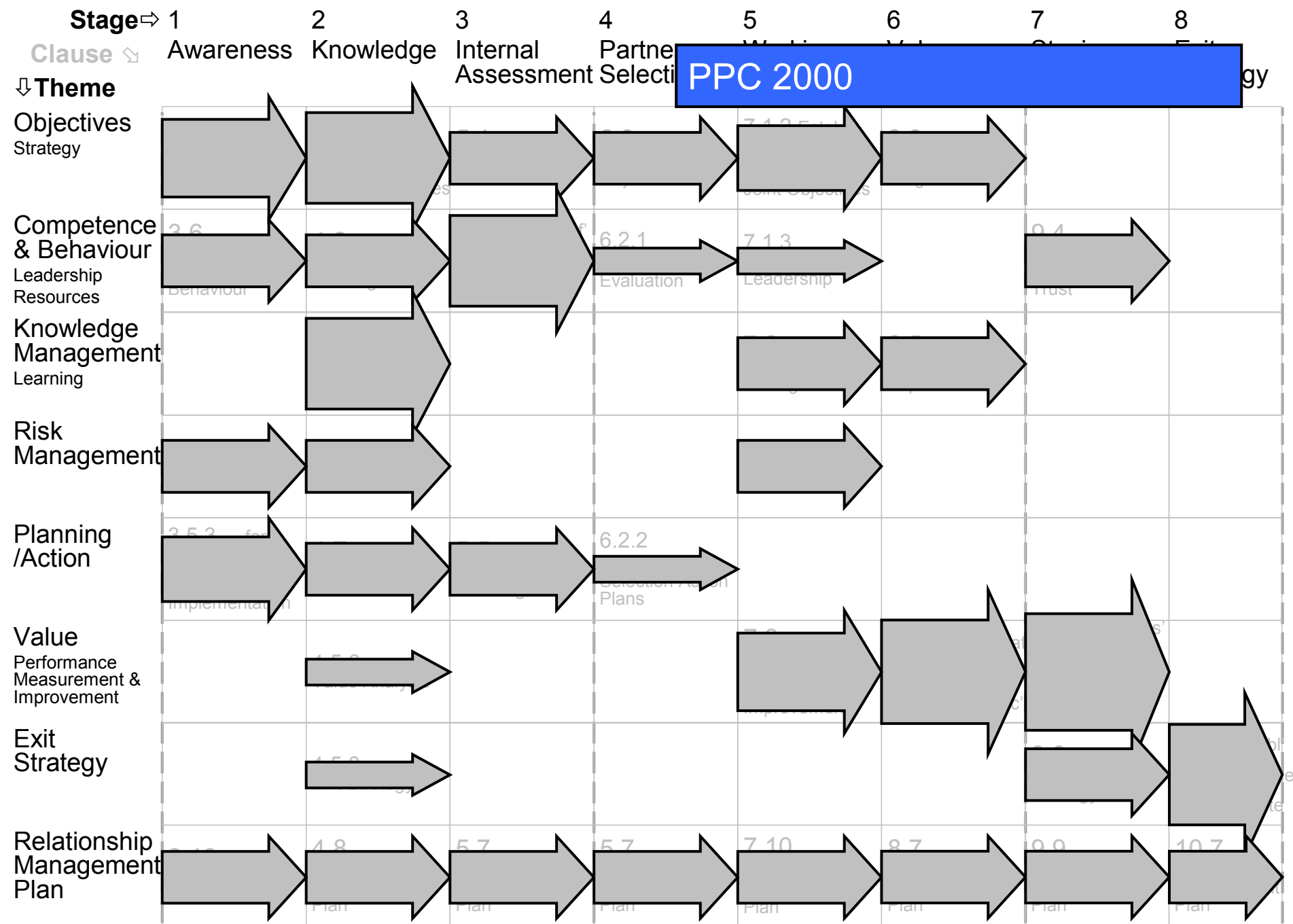
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BS 11000 and PPC 2000 Coordination

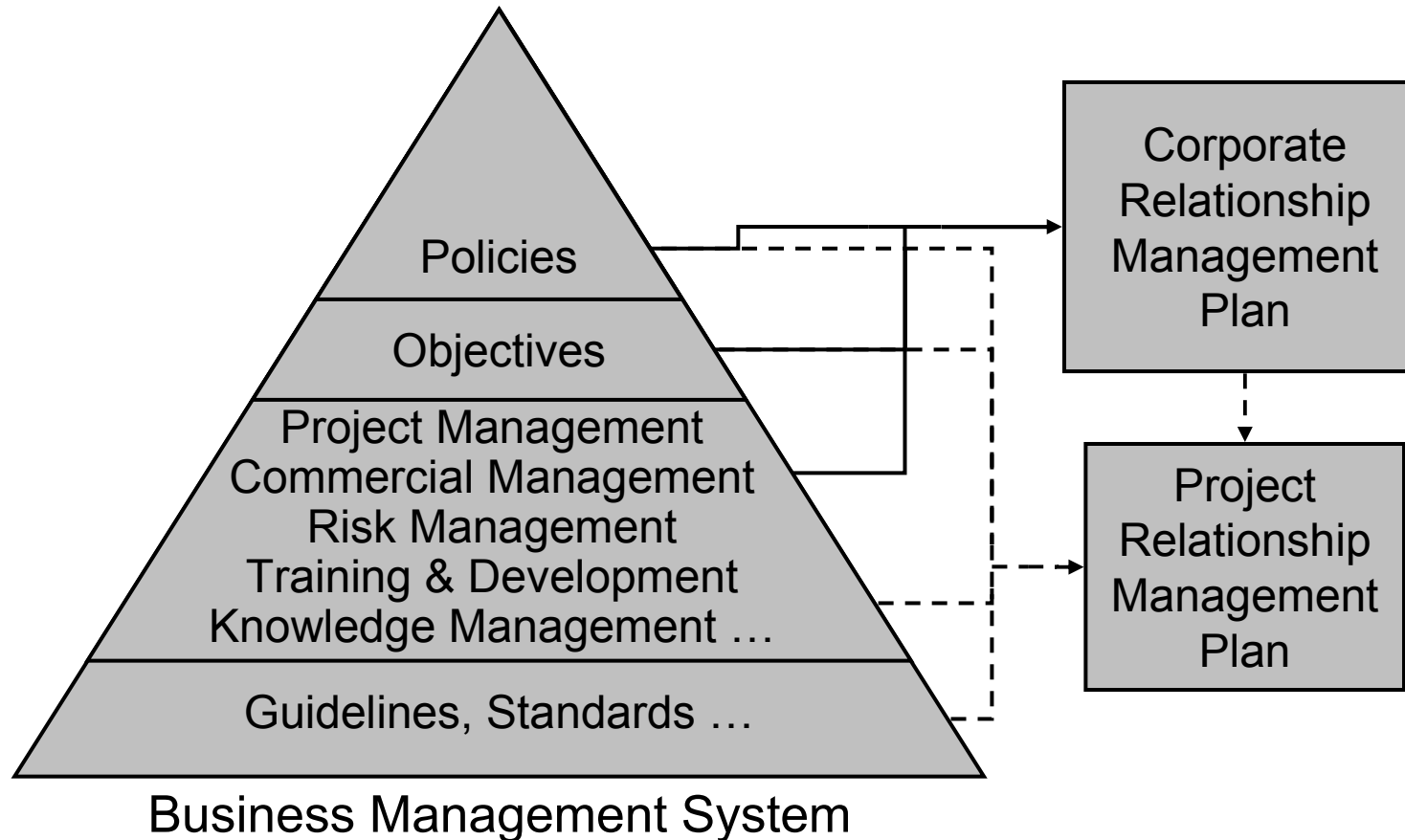


BS 11000 Themes



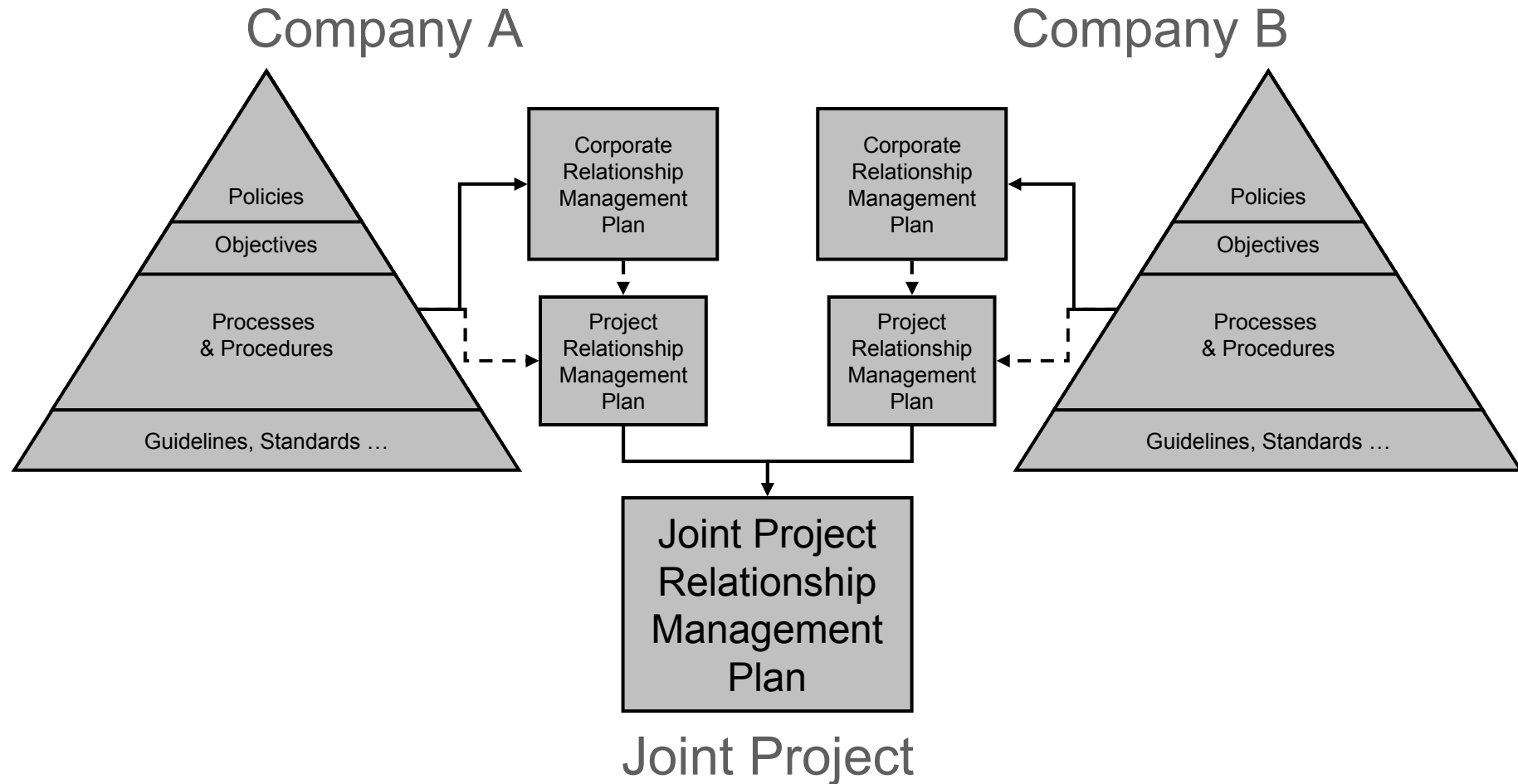


Relationship Management Plan



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Relationship Management Plan



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Certification

- Assessment
 - 186 requirements
 - Standard two phase
- Certification Bodies
 - BSI
 - Pilot certifications to PAS 11000-1, 2010
 - >50 certifications to BS 11000-1, c24 in pipeline [April 2013]
 - Lloyds
 - First certification early 2013 [tbc]
- Accreditation
 - Maintains standards across Certification Bodies
 - Not yet available [following publication of ISO 11001?]

... a milestone - not an output

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Summary

- Detailed change and management system model
 - Addresses competence, behaviour, knowledge, risk, etc
 - lacking in many contract and systems models
 - Compatible with standard management system models
 - Congruent with PPC 2000
- Provides a common language for collaboration
- Robust trials and subsequent successful implementation
 - Traditionally challenging sectors
- First application in housing?

Thank you

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