

BS 11000 demonstrates that collaboration is in the DNA



"We knew we were collaborative but as a micro-company our challenge was to put processes in place to evidence this. Large companies will have the processes in place - their challenge will be the culture change necessary to demonstrate collaboration."

Gil Howarth,
Chief Executive NSARE

Customer needs

- Demonstration of collaborative working
- Implementation of collaborative processes and procedures
- Industry Credibility
- Demonstration of value for money
- Need to work collaboratively with organisations of all sizes and backgrounds
- Achievement of collaboration within the rail industry

Customer benefits

- Processes and procedures established
- Collaboration capability proven
- Industry reputation enhanced
- New client opportunities gained

Why certification?

The National Skills Academy Railway Engineering (NSARE) was set up by the railway industry in 2010 with the express aim of developing and implementing a unified railway engineering skills strategy for the whole industry, ensuring that training capability and capacity meets the future needs of Britain's railways. NSARE does not deliver training, but works with employers to understand their skills requirements and with training providers to ensure they are delivering what the industry needs. It also works with other stakeholders, such as sector skills bodies and Government, to make sure that the industry has the right qualifications to support its vision.

The core activity of NSARE is the accreditation of training and assessment delivery, which started in 2011 when Network Rail awarded the academy the concession for training and assessment delivered under its Sentinel Scheme. On 1 January 2013 accreditation was expanded to include the delivery of railway technical skills training activities.

Core to NSARE's business is managing the relationships and varying levels of engagement with its stakeholders; from government departments to SME's within the industry - all of which create different needs for collaboration.

When Sir Roy McNulty's 'Rail Value for Money' study was published in May 2011, identifying greater collaboration between organizations in the industry as a means to delivering greater value for passengers and tax payers, industry leader Network Rail had committed itself to achieve BS 11000 certification. NSARE saw this as a catalyst to drive improvements in the industry as well as support future business growth and made the decision to follow suit.

NSARE had a clear vision of what it was hoping to achieve from implementing BS 11000. It wanted the industry to see that NSARE was capable of collaborating with any organization and the size, relative to the other key players in the industry, should not be seen as an obstacle.

Implementation

NSARE's first introduction to BS 11000 in November 2011 was during a meeting with Les Pyle, CEO of the Institute for Collaborative Working and Simon Jamieson, who was one of NSARE's founder Board members. Following that meeting NSARE became a member of ICW's executive network and engaged one of ICW's consultants to facilitate its progress towards certification.

Once the initial processes and procedures had been drafted, NSARE held a review and evaluation away day with the members of the executive management team. This resulted in the creation of the new collaborative profile. An additional one day workshop was then facilitated by Dr Robin Singleton from ICW, where NSARE was able to test the new profile with six potential partners. Of these six, two are now fully certified BS 11000 collaborative business relationships - Siemens Rail Systems and the European Rail Traffic Management System (ERTMS) National Programme via Network Rail.

Peter Harnett, Head of Commercial Services, was appointed the Senior Executive Responsible (SER) for implementing BS 11000 within NSARE. He put in place the processes and procedures and produced the required documentation up to the point of the Stage 1 assessment in August 2012. Robin Singleton was then engaged to facilitate the gap analysis workshops and to complete the task an additional part time person was recruited to the project team. Certification was then successfully achieved in April 2013

Benefits

NSARE believes that it can only deliver its objectives if it brings its stakeholders together to work in a more collaborative manner than has been the case since the railways were privatised 20 years ago. Achieving BS 11000 certification sends a positive signal to the industry that NSARE is fully equipped to face that challenge and in turn, meet the needs of its many stakeholders.

As a relatively new organization, the process of achieving certification to BS 11000 also created a need to identify and define operational processes in greater detail than had previously existed. This has brought greater discipline and consistency to the business overall.

Certification has also supported the winning of new business. A recent example being a collaboration with Network Rail and the national European Rail Traffic Management System (ERTMS) Programme. NSARE recently completed the first phase of a feasibility study to ascertain the amount and type of training that will be required for this project. It will then evaluate options and make recommendations for implementing the training infrastructure required to enable the European Train Control System (ETCS) as part of ERTMS roll out.

The future

NSARE will continue to use the management system to drive collaboration and value for money in its relationships. The valuable input they receive from BSI on an on-going basis will help them in their drive for performance improvement and industry recognition. Carla Whyte, Product Marketing Manager for BS 11000 at BSI says "We are pleased to see that NSARE have demonstrated that collaborative working and certification brings value to organizations of all sizes and we look forward to working with them in the future."

Next steps

BS 11000 is designed to improve collaborative working between client and suppliers or partners and is a major stepping stone in the pursuit of behavioural change. If adopted correctly it can have a profound effect on an organisation's ability to work more effectively and efficiently.

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