Welcome to this edition of The PARTNER covering the period January through March 2009, the fourth quarter of the PSL financial year. I am pleased to report that the provisional financial numbers indicate that PSL has achieved a break even result consistent with our not for profit status. The PSL Board and team would like to thank all those who have supported us through what has been a most interesting year.

The main feature of this edition of The Partner is a report on the Executive Partnering Knowledge Network meeting held at the Royal College of Surgeons on the topic of “Partnering for Health”. This event was very well supported and extremely successful with 6 quality presentations giving a perspective right across the Health sector followed by a lively debate. The Network meeting format seems to be working.

The Executive Partnering Knowledge Network continues to grow achieving 60 members by the end of March. The difficult economic climate indicates that we should anticipate a few losses over the coming months but hopefully these will be offset by new joiners. This of itself is a positive movement as it brings in new experiences and ideas which help to refresh the network.

Clearly the continued evolution of PAS 11000 together with the BSI is one of PSL’s most important initiatives. This has come a long way in the past 12 months but is destined to really take off this year as we move into a formal Corporate certification phase.

On the people front PSL is delighted to welcome Mike Perry to the central team to focus on business development. Mike will be contacting network members to figure out how best to drive this process. PSL has also had the benefit of another intern from the USA – Scott Gibbel from Chicago. This is part of the PSL tie up through the Arcadia programme that encourages knowledge sharing and work experience between USA and UK universities. The next intern is due to be with us from late May onwards.

Please contact us if you want more information on any of the topics covered in this publication or any wider issues associated with PSL activities.

Les Pyle CEO, PSL

The Royal College of Surgeons provided a most appropriate back drop for the latest meeting of the Executive Partnering Knowledge Network. The Royal College is one of the oldest of the medical colleges dating back to the union of the Fellowship of Surgeons and the Company of Barbers by Henry VIII in 1540 to form the Company of Barber-Surgeons.

In 1745, the surgeons broke away from the barbers to form a separate Company of Surgeons, with its own hall. In 1797, the surgeons moved to Lincoln’s Inn Fields. This coincided with the government placing into the care of the College the writings and specimen collection of John Hunter (1728-1793), a surgeon regarded as one of the most distinguished scientists of his day. In 1800, the Company of Surgeons was granted a Royal Charter to become The Royal College of Surgeons.

The programme was opened by Les Pyle with an update on PSL activities including the current developments around the BSI certification programme for PAS 11000, more later.

The opening presentation was given by Melanie Jones from the PSL sister organisation Policy Connect. Melanie is the manager of the Chronic Pain Policy Coalition, which has been established to provide a bridge between Patients, Professionals and Parliamentarians to inform the policy debate. Her focus was on how partnering is a crucial ingredient to ensure that all sides of the debate work together to focus on raising the profile of chronic pain management.

Melanie outlined how the coalition includes patient representatives, charitable organisations and professional bodies, to provide a strong collective voice and the mandate for our work. The coalition’s key message formed through a series of listening panel meetings which included representatives from patient organisations and advocacy groups to develop an understanding of the key issues and areas of priority from this perspective. Working with professionals a number of the key Royal Collages
Partnering for Health (cont’d)

involved in treating individuals with chronic pain, including the RCoA, RCN, RCGP, RCSENG and other professional bodies such as the British Pain Society and the Faculty of Occupational Medicine. They also worked with Employers, Occupational health & HR Directors and contributors from organisations such as BA, Royal Mail, M&S and BT.

The Coalitions approach to developing a new pain manifesto, as an effective approach to the management of chronic pain, identified a number of key elements. Education to ensure that pain is an integral part of all professional training, Empowerment to support people to make decisions about their condition, Collaboration so that all stakeholders share in a joined up patient strategy, Early Access: to prevent acute pain becoming chronic pain and Measurement: of pain as the 5th Vital Sign.

Over the course of the last 12 months or so the coalition has informed Ministerial teams in the Department of Health, Department of Work & Pensions and the Treasury. Worked with All-Party Parliamentary Group on Chronic Pain, run events in Parliament, supported a Select Committee Inquiry and met with senior civil servants and other bodies. They have also worked with deliverers in the promotion of the PAIN [5th Vital Sign] campaign, follow-up work to Lord Darzi’s report ‘High Quality Care for All’ and meetings with SHA’s. Partnering and collaboration is a crucial factor in driving the message forward.

Dr James Kennedy, Medical Director Take Care Now Ltd

Dr James provided a lively and informative perspective from the GP and PCT. The thrust of his presentation was firmly anchored in the need for better access to information utilising technology that is appropriate and workable for the communities it serves. He presented a broad ranging view of the NHS and of its challenges in the 21st century, particularly focusing on the need to recognise the growth of the informed patient and the necessity of recognising the shift towards focusing medical support to enhance the patient experience. Considering the scale of the NHS and the fragmentation of services and silos that exist that constrains integrated patient care.

The future partnership within health care should embrace a third way towards ambulatory care by focusing on extended expertise, equipment, estate. Creating a focus on patient experience and on outcomes rather than process that should become data and information based system that allows coordination of the various providers. To achieve this there needed to be a partnership based System Wide Governance which was a Clinically Governed managed system vs Clinicians Govern system to allow Governance across entire pathway of care. To meet this challenge there has to be greater expertise in change management and operational development.

He outlined the enablers to this partnership which included attributes such as personnel being Curious, objective, quality focused, patient focused, brave. They also need core competencies to understand patients, building alliances, consortia, effective Governance as well as skills in information sharing, Contracting and Change management. This Partnership means Challenges for NHS to create a real focus on patients, more objectivity the ability to manage Risk rather than Avoid Risk, Allow room and time for improvement. Clearly also minimizing political interference and courage.

Ruth Harcus, Pharmacy Development Manager, Pfizer

Ruth provided an insight into Pfizer’s approach to partnering with Pharmacists. Pharmacists identified a variety of needs that should be met in order to operate within the new Pharmacy contract as intended. There is a common agenda shared by community pharmacy and the pharmaceutical industry in a number of areas and the healthy partnership provides a framework for collaboration with community pharmacy to deliver positive health outcomes for patients.

Pfizer’s research in 2008 with over 2,000 stakeholders including pharmacists who were asked what they thought of Pfizer. The majority wanted to work more closely with Pfizer in different ways and would value support to help them fulfil the new requirements of the pharmacy contract. The Healthy partnership has three main elements, Supporting professional development and the role of the pharmacist as a front line health care provider, improving outcomes through patient focussed programmes and delivering commercial value by recognising the commercial aspect of pharmacy business. There is a major roll out programme in place for 2009 and beyond.

Consultation will continue as a healthy partnership is rolled out to ensure programme elements are meeting the ongoing needs of community pharmacy and to ensure mutually beneficial collaboration over the longer term.
Partnering for Health (cont’d.)

Jane Hayward, Director Organisational Development, Southampton University Hospitals Trust

The Patient Care Improvement Framework was developed to provide a coherent improvement programme combining patient safety, outcome and experience and use of lean techniques. It was designed to empower frontline staff making improvements, increasing their time for patients, making changes, then measuring their success. Launched in 2007 to improve quality it was focused on a limited number of key priorities, adopted a themed approach to help convey message, communicated widely within the trust and set within the broader context of vision & supporting strategies. These included Patient safety, patient experience, and Patient clinical outcomes

Patient Safety focused on reducing medication errors, falls, Surgical Site Infections, Critically ill patients and Ventilated associated pneumonia. Patient Experience involved improved Privacy and Dignity, Communication, Single Sex Accommodation, Patient Information and Admission and discharge process. Clinical Improvement priorities were Stroke, Heart Failure, and Fractured Neck of Femur, Diabetes and Heart Attack Centre. Development of a Service Improvement Team and skills Through our key partner as AMNIS and DNV across 9 month long programme to ensure Sustainability. Develop a training programme ranging from lean awareness to lean practitioner and hand holding through out first few lean projects and subsequent support through designing some programme management and transformational mapping.

The programme involved meeting with the team managers, appointing Service Improvement Manager, scoping document, Value Stream Mapping Event, establishing target areas for project which included Booking, Preoperative assessment, theatres, LOS and the nomination of a clinical lead for each project. The impact of issues with the pre-operative assessment's clinic templates in November led to patients being deemed fit at short notice thereby listing at short notice and the length of stay was reduced by 13%. Working in collaboration the patient care improvement framework & improvement programmes are delivering better patient care.

Mark Boult, Principle Consultant DNV

Mark presented the partnership between DNV and Amnis to provide support for NHS improvement programmes introducing the links between lean and risk management to ensure a balanced approach to patient safety whilst harnessing efficiency. Highlighting the number of organisations involved in the patient treatment process not only provides scope for greater efficiency but by reducing the number of interfaces and steps in the process also reduces risk.

High Level Organisation Change reduced booking times which achieved 18 Weeks consistently, reduced costs, Improved capacity by 193 patients per month, eliminated 90% of day of surgery cancellations, reduced pre-operative LoS, reduced infection risks and improved PAC utilisation. Low Level Organisation Change introduced controls to cover over 90% of risks, Reduced overall medication incidences, but improved reporting, implementation of standard work both prior to administration and discharge and reduced Length of Stay.

High Level Process Change by centralising call centre 99% of calls answered in <60 Seconds, Volume of calls reduced by 66%, Complaints eliminated and income increased £300k/Year. Low Level Process Change on drug storage reduced stock levels on drugs and released thousands of nursing hours. Creating the partnership between DNV and Amnis brought the skills to help the problem, building collaboration across the operating processes delivered the benefits.

Dorman Followwill, Vice President Health Care, Frost and Sullivan

Dorman provided a future perspective on the health sector through a presentation of the 360 Degree CEO Perspective of the Global Healthcare Industry. The one certain factor being that based on all available information the current economic models are no longer sustainable on either side of the Atlantic. This focus had been developed for CEOs looking at future investment programmes and took a phase view of developments through to 2020. It highlighted the complexities of the health care market and the economic challenges in meeting the demands of patient lead practice, where the patient will become kings and queens in an industry that has been historically leading. The information age has changed the dynamics of health to effectively more of a consumer model, whilst technology is moving to broaden the application of pre-symptom diagnostics and treatment.

Healthcare is challenged by three interlocking crises that make present healthcare systems unsustainable those of rising costs, changing demographics and quality. In almost all countries worldwide, per capita healthcare spending is rising faster than per capita income. No country can spend an ever-rising share of its output on health care, indefinitely. Spending growth must eventually fall in line with growth in per capta income. Consumer experiences in other markets affecting expectations. Convergence of industries such as media, technology and health will enable greater personalisation, targeted medicines, virtual patient monitoring, enabling a preventative approach to healthcare. Riding on a wave of technical innovations healthcare will change from a “Find It and Fix It” system to a “Wellness Tracking” system. The future of health care then is predicated on industries learning from each other and partnering to deliver solutions.
The panel session in the afternoon comprised the speakers from the morning session. As Melanie was unable to stay her place was taken by Will Hoy from the House of Lords who is very active in the chronic pain initiative.

David Hawkins, who chaired the panel session, gave his usual provocative introduction which posed three questions.

Can complex networks such as the health service operate simply by rules?
Is there a role for partnering and collaboration?
Where can relationship management add value?

The panel addressed a lively series of questions from the floor, which included debates on how to establish effective governance across the spectrum of delivery services, the need for effective use of technology rather than big bang solutions and the role of industry to provide the infrastructure skills for healthcare to leave clinicians to focus on medical needs.

PSL was delighted to be invited again to participate in the Defence Partnerships 2009 Conference held on 21 to 23 January at the Thistle Hotel, Marble Arch. Nicky Painter led the half-day pre-Conference Workshop on the subject ‘Creating and Managing Trusted Collaborative Relationships’. The Workshop was very lively and enthusiastically tackled five issues:

⇒ Why Collaborate?
⇒ Choosing the right Partner
⇒ Building Trust and Protecting Shared Information
⇒ Potential problems of Partnering
⇒ Drafting a Partnering Charter

The opportunity was taken to bring everyone up-to-date on PAS 11000 and how it might affect them. This was of particular interest to those non-UK representatives (the majority).

The following day David Hawkins gave a presentation on Partnering and Corporate Social Responsibility. The theme was to highlight the implications for both sides of the defence acquisition process. As organisations become more closely integrated so the ethos and behaviours of each potentially create challenges for their partners. The necessity therefore is to broaden the evaluation parameters when selecting partners. The adoption of PAS 11000 by the MOD provides a robust framework to ensure more effective engagement and create a sustainable relationship.

Since the launch of PAS 11000, PSL together with BSI has been actively promoting the adoption of the PAS 11000 standard. A significant number of organisations have started to implement processes for the adoption of the standard recognising the value of a neutral platform on which to develop business relationships.

The next key stage in its evolution is to establish a basis on which organisations could utilise the principles and benchmark both themselves and help to evaluate potential partners’ collaborative approaches through external independent validation.

BSI Management Services with PSL recognises that for the standard to deliver the full potential the creation of a certification programme was an important element. BSI specialists have engaged with PSL to develop an approach to the assessment process. With the concepts in place the next stage is to establish a pilot programme that would provide a platform and valuable feedback from industry.

To this end an initial group of companies established by PSL agreed to support the pilot. These included:

⇒ AMEC
⇒ ASCENT/MOD
⇒ BT Global Services
⇒ EADS
⇒ Raytheon systems
⇒ National Air Traffic Services
⇒ Lockheed Martin
⇒ TNT
⇒ VT plc
⇒ BAE Systems
⇒ Siemens Enterprise
⇒ Toshiba
⇒ Magnox North
⇒ Rolls Royce submarines
⇒ EMCOR
The annual ASAP Global Summit was held in Fort Lauderdale in February attended by 250 members from across the world. ASAP is the Association of Strategic Alliance Professionals focused on the ICT and Pharmaceutical sectors.

Les Pyle and John Parker (a PSL Associate) attended the summit to present PAS 11000 to the delegates as part of a campaign to align the work that BSI/PSL are doing with PAS 11000 Corporate Certification with the ASAP approach to individual alliance professional certification. The intention to move towards alignment was endorsed at the summit and we are now working on the details of the plan to deliver this intent. This will be presented to the ASAP Global 2010 Summit.

For more information contact John Parker on John.Parker@PSLCBI.com

UK Military flight training
Phase one: complete, Phase 2: underway

As outlined in the last edition of The Partner, PSL was engaged to provide Partnering support to the UKMFTS programme. Fundamental to the success of UKMFTS is the relationship between MoD and Ascent. The MoD will retain overall control of UKMFTS output requirements whilst Ascent will design the overall system to meet the requirements of the Training Service. The Partnering Programme was developed by PSL based on the CRAFT model and BSI PAS 11000, with a specific target of establishing integration to support a drive toward certification against PAS 11000.

The first phase of this programme was focused on building partnering awareness within a core group of 36 key players in the UKMFTS programme. This phase, completed in November, has created a sustainable partnering environment that will support the business objectives of the UKMFTS contract. Phase two is now under way covering a number of focus issues including greater integration of commercial functions, development of a supply chain strategy and a GAP analysis against PAS 11000 work to implement the appropriate processes.

PSL supported the FM Forum held at Stansted airport in January. This annual event brings together c 150 Facilities Management professionals to build relationships and discuss issues relevant to the sector. This year’s theme was “Partnering” hence the PSL involvement with Les giving the keynote address and David running two PAS 11000 / CRAFT workshops. More details are included in the “glossy” edition of The PARTNER to be published to coincide with the annual PSL House of Lords Partnering reception on 14th May.

Anyone interested in next year’s FM Forum should contact Martin Pickard, a PSL Complementary business partner on Martin.Pickard@theassetfaculty.com
During the past 12 months PSL along with its IT partner New Information Paradigms have been working to refine and develop the range of online tools that support CRAFT and PAS 11000 development programmes. These are now being linked through the PSL website for organisations to purchase access. More importantly our clients are starting to see the benefits these programmes bring to collaborative programmes by establishing repeatable and robust measurement of relationships and identifying areas for intervention.

**Trust Index and Diagnostic**

“Understanding the levels of trust in a relationship”

Trust is a critical ingredient for any successful business relationship. The Trust index is an easy to use on-line tool that benchmarks the levels of trust between individuals and organisations based on 10 key criteria collectively assessing 30-50 individual inputs. It uses a simple traffic light system to identify areas of potential risk. It has now been enhanced with a diagnostic report to provide a clear focus for areas in need of attention and for organisations to validate the level engagement across a collaborative relationship, regularly measure progress in building effective relationships and focus development action plans.

**Maturity Assessment Programme (MAP)**

“Creating a collaborative profile”

Effective business relationships are a facet of both individual behaviours and the environment within which they operate each interacting with the other. The MAP designed is based on extensive experience to provide a collaborative profile for an organisation assessing three key areas Attribute, Abilities and Attitude reflective of key indicators within the collaborative business operations. By harnessing a number of inputs vertically through the organisation and by validating these with both customers and suppliers the MAP report provides both a benchmark and development profile. It can be utilised for internal assessment or as an initial profile for assessing potential collaborative partners or suppliers.
Online tools (cont’d)

CRAFT Alignment and Diagnostic

“Aligning organisations is crucial to strengthening business relationships”

The test for any collaborative relationship is how well the parties are aligned and the CRAFT alignment report provides a details report and diagrammatic profile across a spectrum of issues. This programme based on the CRAFT/PAS 11000 eight stage model draws the views of multiple individuals across the relationship and delivers a diagnostic report that provides a guide to strengths, weaknesses and levels of risk due to the alignment profile in current operations. It can be used to both baseline a current or new relationship and provide regular monitor to assess progress, at the same time identifying key areas for development or intervention.

PAS 11000 Self Assessments

“Benchmarking collaborative capability against world’s first relationship management standard”

PAS 11000, published by the British Standards Institution, is a world leading benchmark for collaborative business relationships. It is recognised across industry and is already in some sectors being adopted as a key evaluation tool. It sets the standard for internal development and competitive market differentiation.

The self assessment programme provides an easy to use first step for organisational development. With helpful indicators and guidance to assist companies to validate their current profile and understand the development needs before investing in internal initiatives or engaging external support.

CRAFT Self Assessment

“Evaluating internal collaborative capability”

As the foundation of the BSI PAS 11000 Collaborative business relationship standard this CRAFT self assessment combines both the principle elements of CRAFT/PAS 11000 together with the Maturity Assessment programme (MAP) to provide a development platform for those seeking to exploit the potential of collaborative working.

Its diagnostic report establishes the baseline for understanding the key issues that need to be addressed to build a robust collaborative relationship.

Our development work continues and we shortly aim to release our programmes for Partner manager assessment and relationship enhancement.
Thai Print

PSL has recently won the 6th Business Relationship understanding project with the Royal Thai Government brokered through our relationship with the Minister at the Office of Commercial Affairs based in London. This project will address the Printing Industry and is being handled on behalf of the Thai Printing Association.

A panel of UK Print experts has been formed to advise on this project including representatives from Cadbury’s, Harley Davidson, Jaguar / Land Rover, GSK and others. PSL is handling this project in conjunction with Forum Print Management a PSL Complementary business partner.

Anyone interested in more information on this project or the Print Industry in general should contact Andrew Parsonage on Andrew.Parsonage@forumpm.com

Sigma Management Development & PSL

Many in industry will be familiar with the SCRIA programme development by SMD which has provided support to relationship challenges for a number of years. It forms the foundation of relationship management within SC21, the programme run by the Society of British Aerospace Companies, and frequently adopted within the defence sector.

SMD recognised that the growing interest and value of a National standard (PAS 11000) and PSL background in that development provided a complementary approach to SCRIA.

As such the two organisations have agreed to work more closely together with a view to providing a comprehensive service to the industries they serve. The practical experience of SMD and PSL together establishes a valuable pool of knowledge and provides a platform for extending the deployment of PAS 11000. We are looking forward to working with SMD and already a number of our mutual clients have acknowledged the potential benefits for them.

Partnering Industry Working Group (PIWG)

The interest of the MOD partnering support Group in PAS 11000 led to the request for PSL (Dave Hawkins) to present in February to the joint MOD /Industry working group.

There was both great interest in the standard from both sides and endorsement that the adoption of a national standard would help to drive more effective partnering behaviours. The industry partners in particular saw the adoption of PAS 11000 as a positive move by the MoD and supported the move to integrate it into guidance for MOD personnel as a real strategic step forward in mutually exploiting the benefits of partnering.

Partnering Support Group

PSL has been actively working with the MOD Partnering support group based in Bath. The group has been established within DE&S but has a remit to provide support and guidance to the MOD in general. As you may have noted, they have now joined the EPKN. Their primary role is however to draw together practical approaches to support the implementation of the Partnering Handbook published last year.

A broad range of issues has been reviewed, not the least of which is the recommendation and approval that PAS 11000 principles should be adopted as a practical reference for all partnering and collaborative acquisition programmes. Consideration is now being focused on training and development programmes based around PAS 11000 and CRAFT that will reinforce the benefits of partnering and help to enhance the skills necessary to deliver programmes more effectively.

The PSG is also undertaking a broad based review of tools, including CRAFT, which projects teams, can utilise to support their individual programmes.
As the recession is biting many discussions recently have focused on how relationships and partnering will fair in this environment. A recession should not be the catalyst for considering business relationships but sadly when the going gets tough it does come to the fore, and most often then challenging the validity of investing in these relationships only to break them at that first sign of trouble. Creating a robust relationship is a crucial aspect of building more effective performance. If these relationships have a solid foundation then meeting the challenges of a recession should be an opportunity for innovation and enhanced performance. The pressures of the market, which hit us at all levels, are something that can only be addressed openly if the relationship is right.

One might argue that if current relationships can’t jointly meet the issues of the day then they are poorly framed and perhaps should be reconsidered not withstanding a recession. Long term deals may be affected by downturns in the market but if the original business case stands up then relationship management is about developing solutions. In these cases we have to be open and realistic by working through the implications for the parties involved. The strategic interdependence does not change because of recession. It does however require a more constructive and open approach in order to implement necessary changes that reflect current needs.

Unfortunately in a recession the focus becomes very narrow and investment in anything other than price reduction gets short shrift but what we do when times are difficult will be reflected back later. So as they say ‘a dog is not just for Christmas’, so relationship management should not be something that is sacrificed when the crunch comes. It could be that real opportunities will come out of constructive and open dialogue.
<table>
<thead>
<tr>
<th>Executive Partnering Knowledge Network Members</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Acer</td>
<td></td>
</tr>
<tr>
<td>AMEC</td>
<td></td>
</tr>
<tr>
<td>Ascent</td>
<td></td>
</tr>
<tr>
<td>Association of Strategic Alliance Professionals</td>
<td></td>
</tr>
<tr>
<td>Atomic Weapons Establishment</td>
<td></td>
</tr>
<tr>
<td>BAe Systems</td>
<td></td>
</tr>
<tr>
<td>British Energy</td>
<td></td>
</tr>
<tr>
<td>BSI</td>
<td></td>
</tr>
<tr>
<td>British Retail Consortium</td>
<td></td>
</tr>
<tr>
<td>CBI</td>
<td></td>
</tr>
<tr>
<td>Chariot Institute of Purchasing and Supply</td>
<td></td>
</tr>
<tr>
<td>CH2M Hill</td>
<td></td>
</tr>
<tr>
<td>Cofely-GDF Suez</td>
<td></td>
</tr>
<tr>
<td>Defra</td>
<td></td>
</tr>
<tr>
<td>D-Link</td>
<td></td>
</tr>
<tr>
<td>Dept for Communities and Local Government</td>
<td></td>
</tr>
<tr>
<td>D’t for Business Enterprise &amp; Regulatory Reform</td>
<td></td>
</tr>
<tr>
<td>Department for Transport</td>
<td></td>
</tr>
<tr>
<td>Department for Work and Pensions</td>
<td></td>
</tr>
<tr>
<td>DNV</td>
<td></td>
</tr>
<tr>
<td>EADS</td>
<td></td>
</tr>
<tr>
<td>EMCOR</td>
<td></td>
</tr>
<tr>
<td>Equanet</td>
<td></td>
</tr>
<tr>
<td>Foreign and Commonwealth Office</td>
<td></td>
</tr>
<tr>
<td>Frost &amp; Sullivan</td>
<td></td>
</tr>
<tr>
<td>Fujitsu</td>
<td></td>
</tr>
<tr>
<td>Health and Safety Executive</td>
<td></td>
</tr>
<tr>
<td>Lockheed Martin</td>
<td></td>
</tr>
<tr>
<td>Logistics International</td>
<td></td>
</tr>
<tr>
<td>Manchester Business School</td>
<td></td>
</tr>
<tr>
<td>Merrill Lynch</td>
<td></td>
</tr>
<tr>
<td>Ministry of Defence</td>
<td></td>
</tr>
<tr>
<td>Mott MacDonald</td>
<td></td>
</tr>
<tr>
<td>National Air Traffic Services</td>
<td></td>
</tr>
<tr>
<td>Networking for Industry</td>
<td></td>
</tr>
<tr>
<td>Nuclear Decommissioning Authority</td>
<td></td>
</tr>
<tr>
<td>Office of Government Commerce</td>
<td></td>
</tr>
<tr>
<td>Oracle</td>
<td></td>
</tr>
<tr>
<td>PERA</td>
<td></td>
</tr>
<tr>
<td>Pfizer</td>
<td></td>
</tr>
<tr>
<td>Policy Connect</td>
<td></td>
</tr>
<tr>
<td>Raytheon</td>
<td></td>
</tr>
<tr>
<td>Senate Consulting</td>
<td></td>
</tr>
<tr>
<td>Serco</td>
<td></td>
</tr>
<tr>
<td>Siemens</td>
<td></td>
</tr>
<tr>
<td>Siemens Enterprise Communications</td>
<td></td>
</tr>
<tr>
<td>Sixt</td>
<td></td>
</tr>
<tr>
<td>TNT</td>
<td></td>
</tr>
<tr>
<td>Toshiba</td>
<td></td>
</tr>
<tr>
<td>TWI</td>
<td></td>
</tr>
<tr>
<td>UKAEA</td>
<td></td>
</tr>
<tr>
<td>UK Trade &amp; Investment</td>
<td></td>
</tr>
<tr>
<td>University of Bath</td>
<td></td>
</tr>
<tr>
<td>University of Cranfield</td>
<td></td>
</tr>
<tr>
<td>University of Exeter</td>
<td></td>
</tr>
<tr>
<td>University of Southampton</td>
<td></td>
</tr>
<tr>
<td>University of Strathclyde</td>
<td></td>
</tr>
<tr>
<td>University of Surrey</td>
<td></td>
</tr>
<tr>
<td>VT Group plc</td>
<td></td>
</tr>
</tbody>
</table>
PSL launches **Network PLUS+**

PSL has a broad range of useful tools, guides and services to help businesses realise the value of partnering and collaborative relationships. Our recently created subscription package, Network PLUS+, contains a series of PSL products and services, aimed to help you identify strengths and weaknesses of your current and future business relationships. This subscription includes discounted workshops, free PSL publications, and access to a range of tools and services.

Our interns from the United States, Samantha Cooper and Jordan Mandel, have contributed to the development of this subscription package. They are thrilled to be working closely with PSL, and have shown great interest in learning about the benefits of partnering across all sectors. The aim of Network PLUS+ is to further encourage our members to use PSL tools and services, to maximize the effectiveness of their collaborative relationships.

**Membership Subscription Package:**

For an annual subscription of **£95**, Network PLUS+ subscribers will receive materials and services with savings of over £500.

PSL publications contained on a CD which will be refreshed annually including:

- Future Connections (£17.65)
- Initial Partnering Profile (£11.75)
- Internal Self-Assessment (£175)
- Strategic Partnering Overview for Directors Guide (£23.50)
- Partnering Strategy Guide (£23.50)
- Supply Chain Partnering Guide (£23.50)
- Partnering for Service Guide (£23.50)
- Value Creation Guide (£23.50)
- Partnering Contracts Guide (£23.50)
- Outsourcing & Partnering Guide (£23.50)
- Strategic Partnering Overview Guide (£23.50)

**PLUS: a free copy of The Annual Partner 2008 (£10)**

40% Discount on public one day workshops available to non-members at £300. The following are part of the current programme:

- Developing Strategic Partnering Programmes
- Introduction to PAS 11000 and CRAFT Methodology
- Monitoring and Measuring Collaborations
- Critical Behaviours

10% discount on all in-company or company specific programmes you may be considering covering; collaborative development, training, and support

**£400 value!**

Login to the Network on PSL’s website to subscribe
A joint BERR / CBI initiative
Established in 1990 to promote
Competitive advantage
through
Collaborative business relationships

Creating the future through Collaborative relationships

CRAFT: a unique methodology to maximise added value from relationships and the foundation for BSi PAS 11000

Partnership Sourcing Limited
Sullivan House, 4 Grosvenor Gardens
London SW1W 0DH
Tel +44 (0) 207 824 1800
www.PSLCBI.com