

**We are committed to the proactive and practical operation of effective collaborative working based on trust and integrity. This policy has been implemented to underpin our existing collaborative working relationships and to provide a framework for setting objectives for the development of our business relationship management plan.**

This policy is endorsed by myself as the Senior Executive Responsible (SER) for the development and implementation of the company's collaborative working strategy. The policy is fully supported by the senior management team who will work together to ensure that collaborative working relationships are not only maintained but also continually improved.

Our understanding of the benefits to be gained by all parties from our existing collaborative business relationships is the catalyst behind the implementation of this policy.

The driving principle behind this policy is our desire not only to further develop our existing collaborative working relationships with our clients, but to effectively develop a company culture where the ethos of collaborative working is embraced throughout the organisation and with all our business partners.

Our desire to formalise our commitment to the development of collaborative business relationships will be demonstrated through the implementation of objectives, policies procedures and working practices which meet the requirements of BS11000 and to achieve formal certification. To achieve this objective, I will delegate specific responsibilities members of the senior management team who will be championing the implementation of the standard.

We will ensure that this policy is communicated to all individuals to which it applies and is available to other interested parties and is reviewed at least annually for effectiveness.



**Gary Beeston**  
Group Managing Director