

## *Appendix Thirty Two – Initial Model*

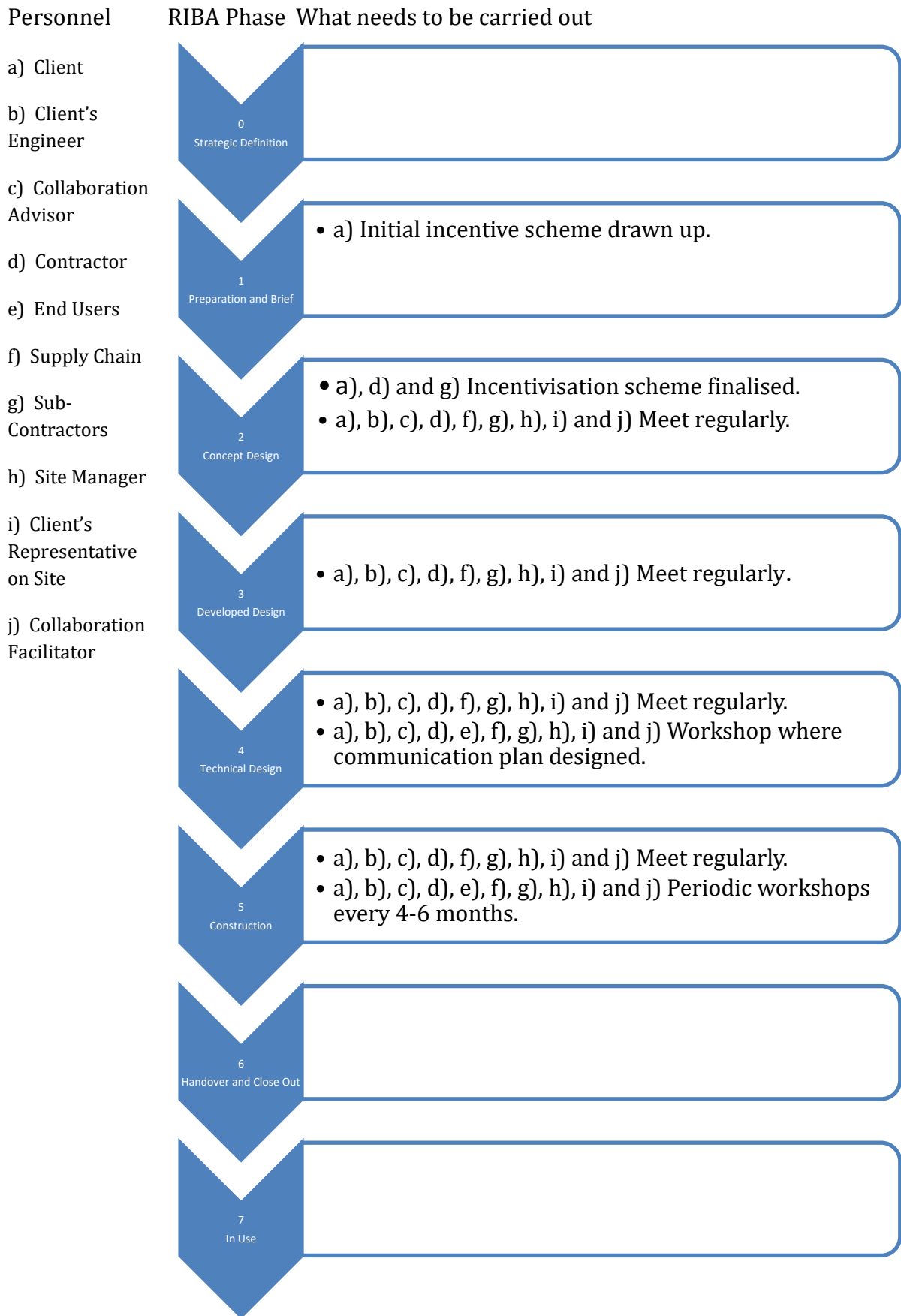
**An environment of open dialogue exists between all parties.**

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer	0 Strategic Definition	
c) Collaboration Advisor d) Contractor	1 Preparation and Brief	
e) End Users f) Supply Chain g) Sub-Contractors	2 Concept Design	<ul style="list-style-type: none"> <li>• a), b), c), d), e), f), g), h), i) and j) Initial collaboration workshop should include interpersonal skills training the the participants set up their own communications plan. The workshop should last 2 days and be held in a neutral venue.</li> <li>• j) Should lead the workshop.</li> <li>• a), b), c), d), f), g), h), i) and j) Social events will allow them to relax and talk more openly. Held 1 month after 1st workshop.</li> </ul>
h) Site Manager i) Client's Representative on Site	3 Developed Design	<ul style="list-style-type: none"> <li>• a), b), c), d), e), f), g), h), i) and j) Social events should be held at regular intervals.</li> <li>• a), b), c), d), f), g), h), i) and j) Workshops refreshing communication plan and dealing with issues held.</li> </ul>
j) Collaboration Facilitator	4 Technical Design	<ul style="list-style-type: none"> <li>• a), b), c), d), e), f), g), h), i) and j) Social events should be held at regular intervals.</li> <li>• a), b), c), d), f), g), h), i) and j) Workshops refreshing communication plan and dealing with issues held.</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>• a), b), c), d), e), f), g), h), i) and j) Social events should be held at regular intervals.</li> <li>• a), b), c), d), f), g), h), i) and j) Workshops refreshing communication plan and dealing with issues held.</li> <li>• b), c), d), g), h) and j) Should be housed together on site where practical.</li> </ul>
	6 Handover and Close Out	
	7 In Use	

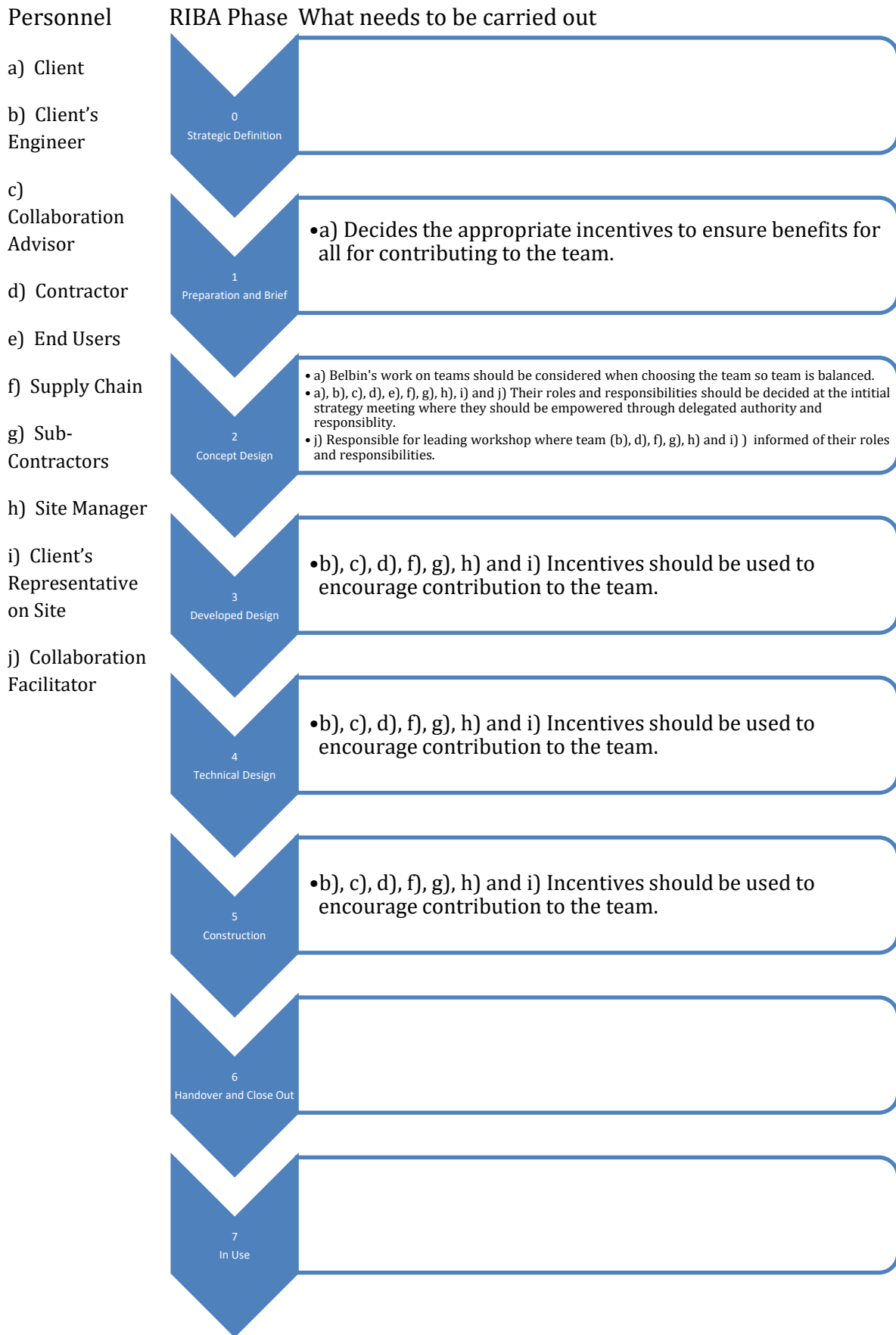
**A common aim is shared by all contributors to the project.**

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer	0 Strategic Definition	<ul style="list-style-type: none"> <li>•a) The aims and objectives of the project considered.</li> </ul>
c) Collaboration Advisor d) Contractor	1 Preparation and Brief	<ul style="list-style-type: none"> <li>•a) and e) The initial project brief should contain a rank ordered output specification.</li> <li>•b), c) Input required especially by less experienced clients.</li> <li>•a) Initial idea for KPI's and Incentives formed.</li> </ul>
e) End Users f) Supply Chain	2 Concept Design	
g) Sub-Contractors h) Site Manager	3 Developed Design	<ul style="list-style-type: none"> <li>•a) and d) working together to finalise output specification.</li> </ul>
i) Client's Representative on Site j) Collaboration Facilitator	4 Technical Design	<ul style="list-style-type: none"> <li>•a) and d) agree target cost before construction begins which allows the KPI's and incentives to be finalised as well.</li> <li>•a), b), c), d), e), f), g), h), i) and j) Meeting held prior to start of construction and specification and project aim discussed.</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>•a), g), h), d), i) and j) Regular meetings should be held where the specification is revisited.</li> </ul>
	6 Handover and Close Out	<ul style="list-style-type: none"> <li>•a), b), c), d), e) and j) should revisit the specification and examine what went well and any problems and how these could be avoided next time.</li> </ul>
	7 In Use	

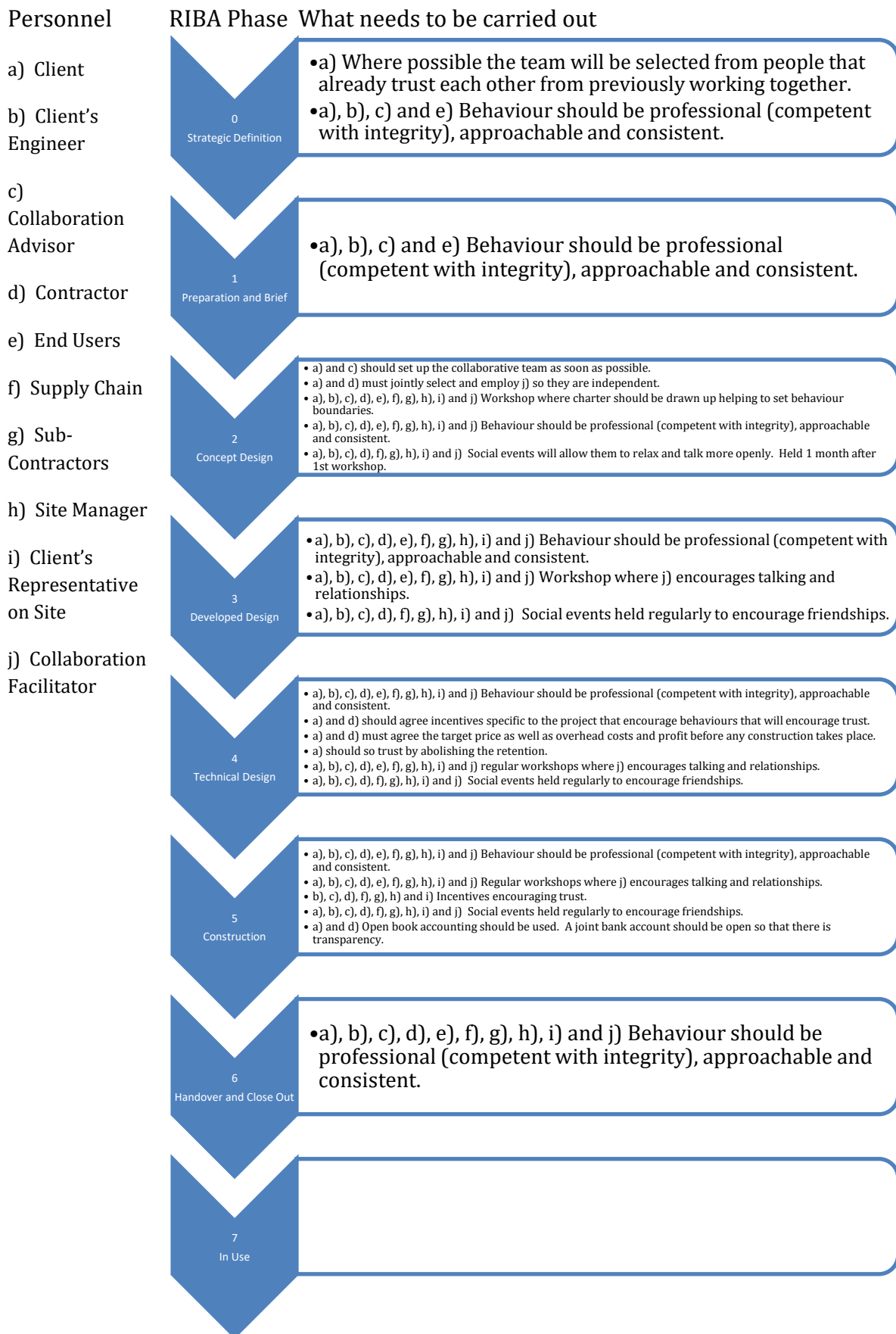
**Early warning systems for any problems are integral to the project.**



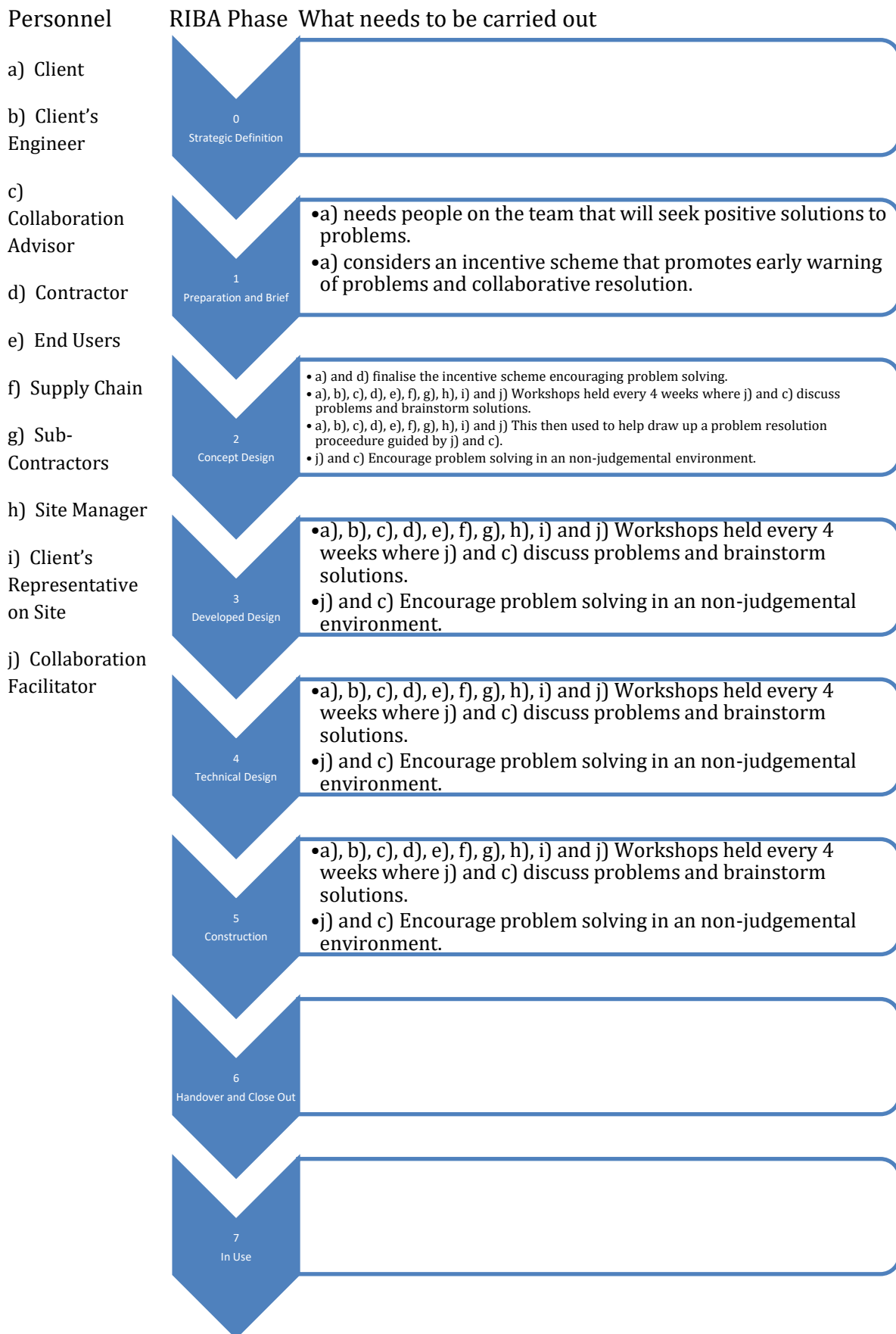
**All team members contribute to the project.**



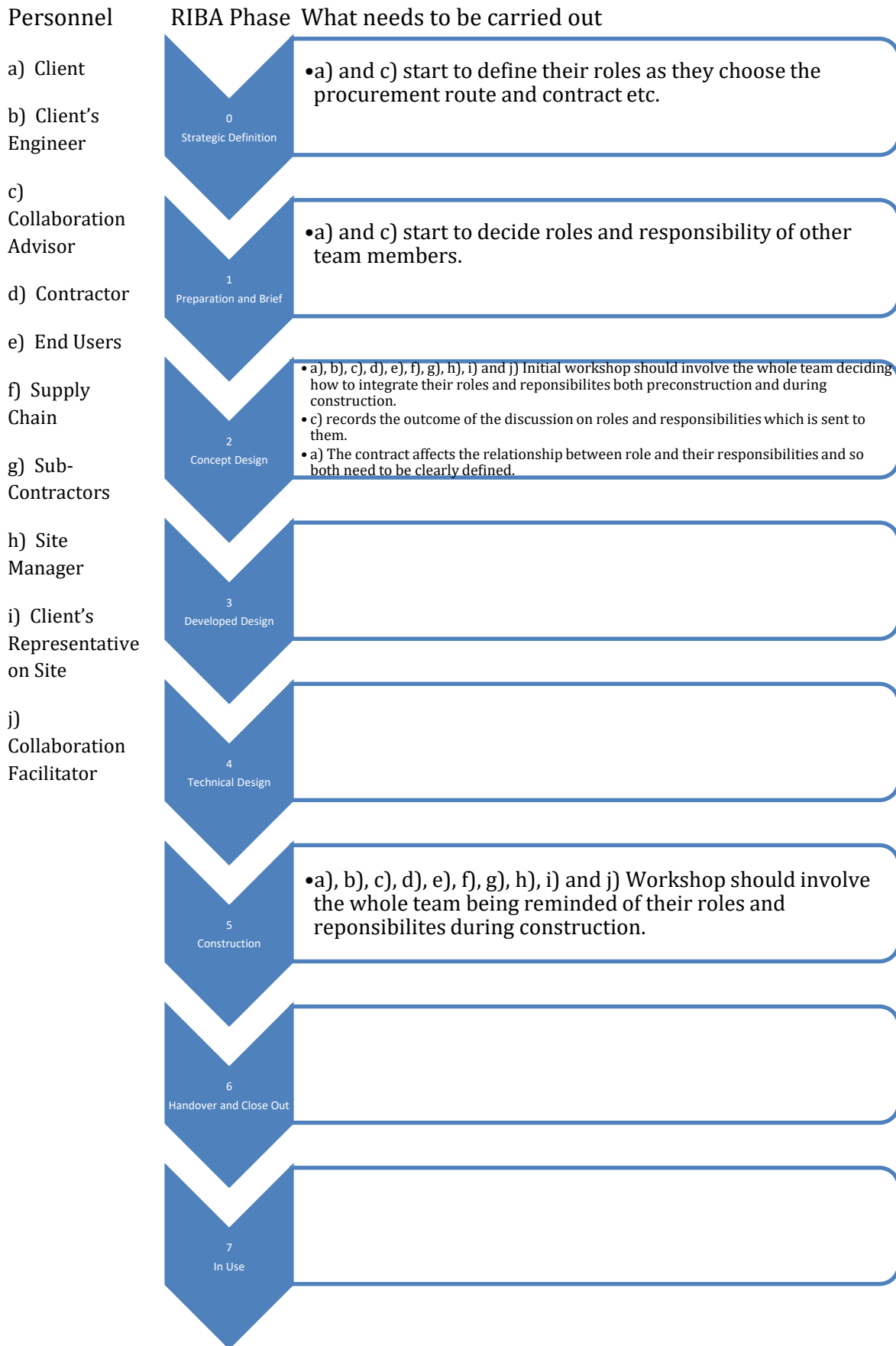
## An environment of mutual trust exists between all parties.



## Collaboration creates a problem solving environment.

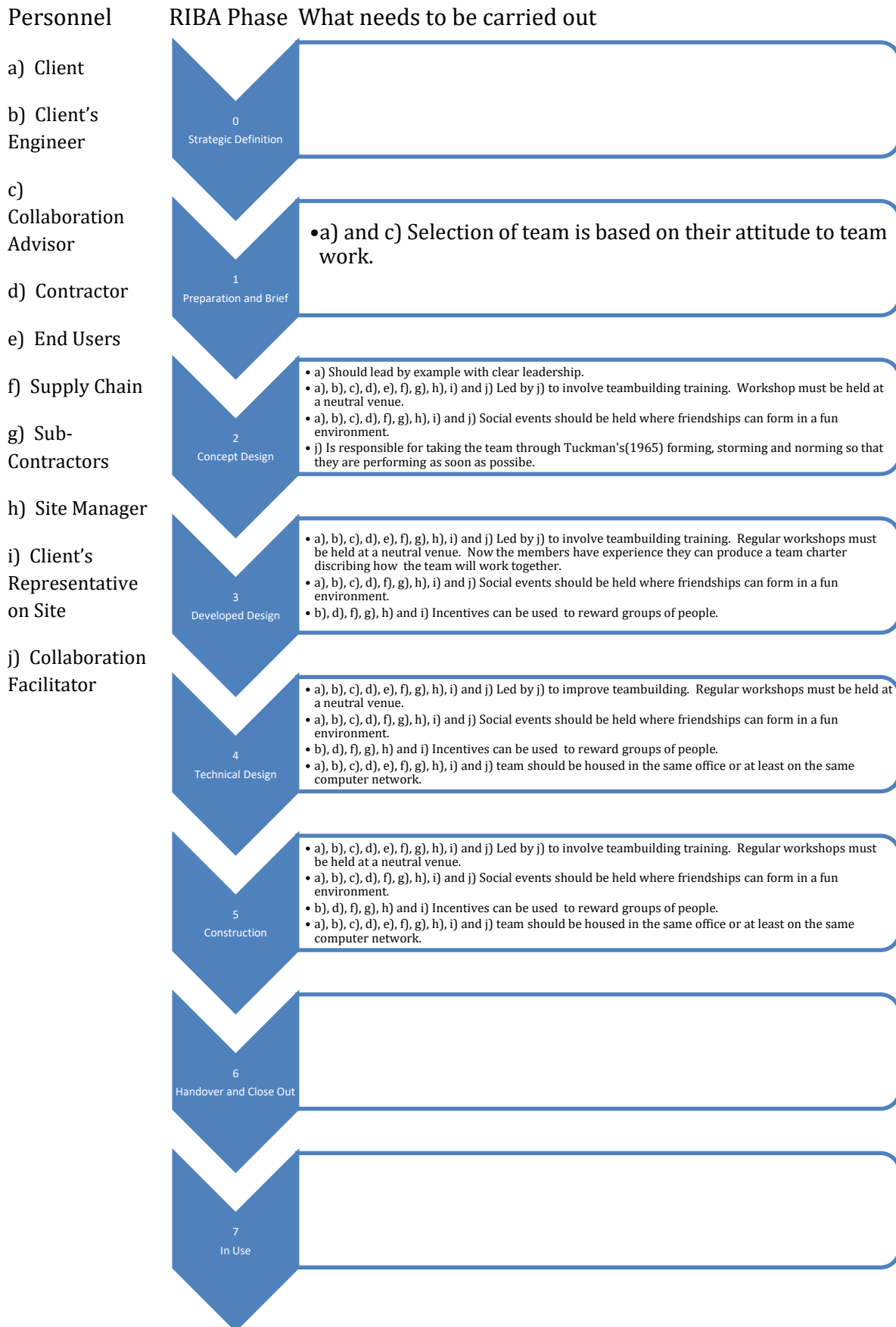


**Everyone understands the other team member's roles and responsibilities.**

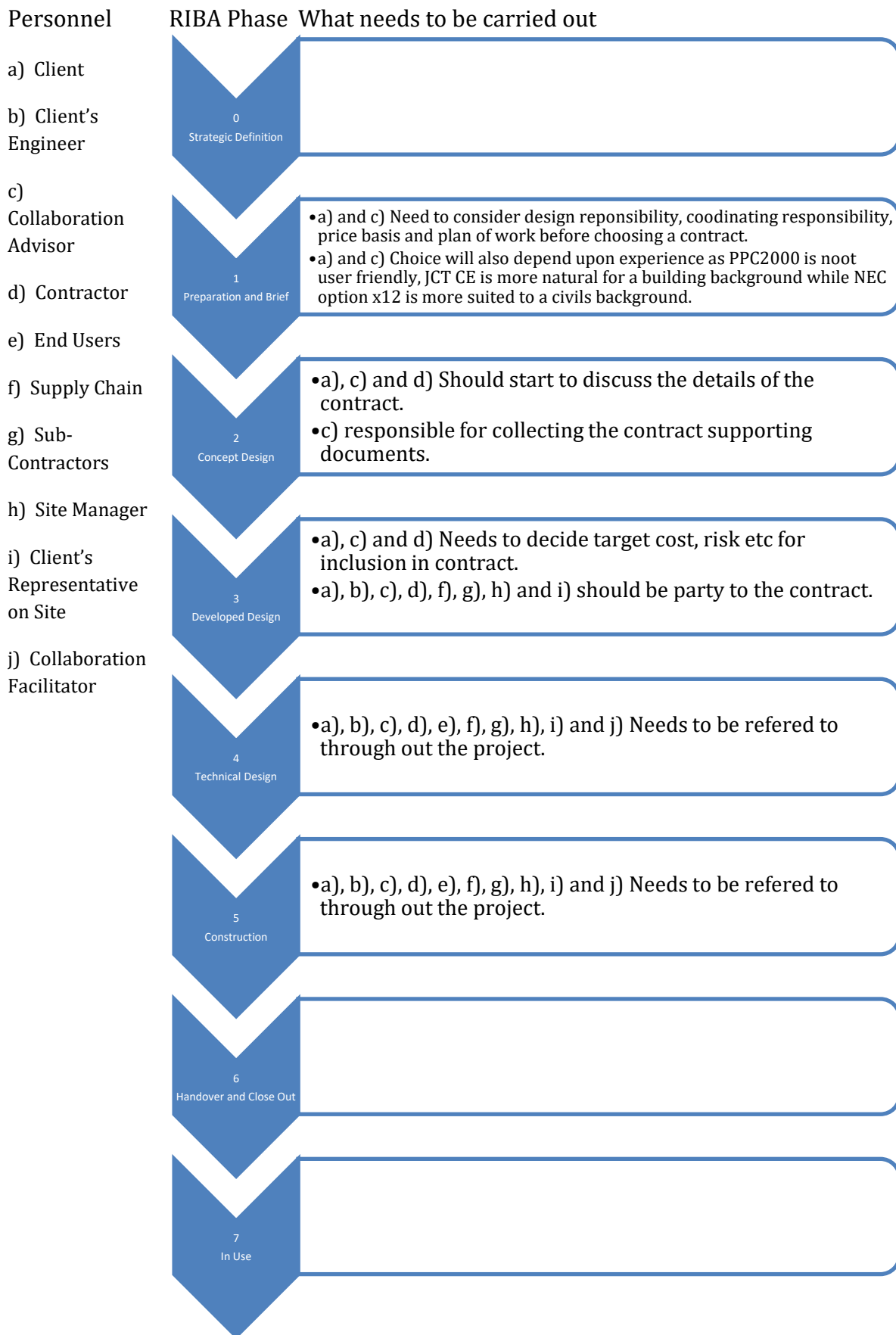




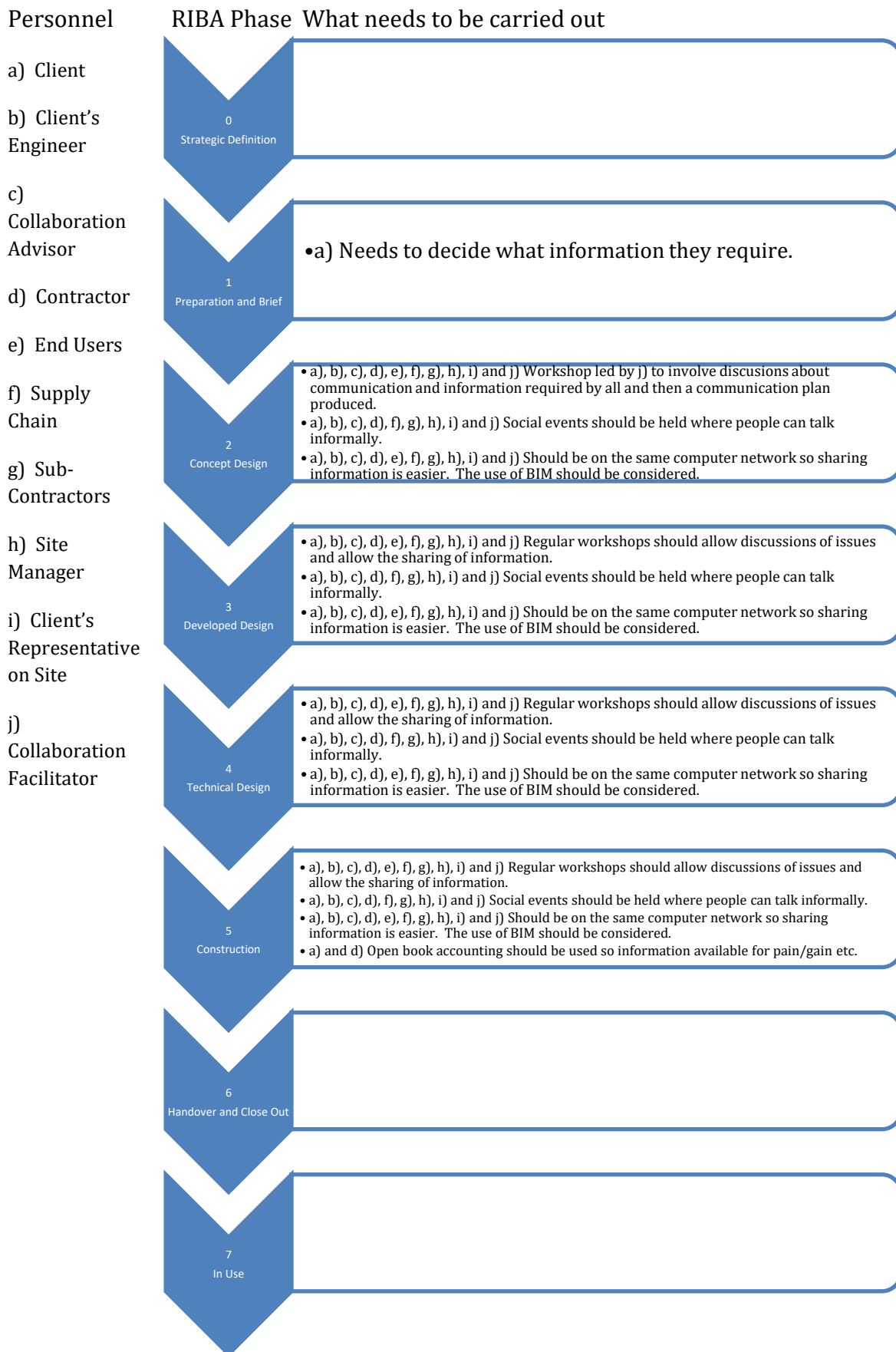
## Team spirit exists between all personnel involved in the project.



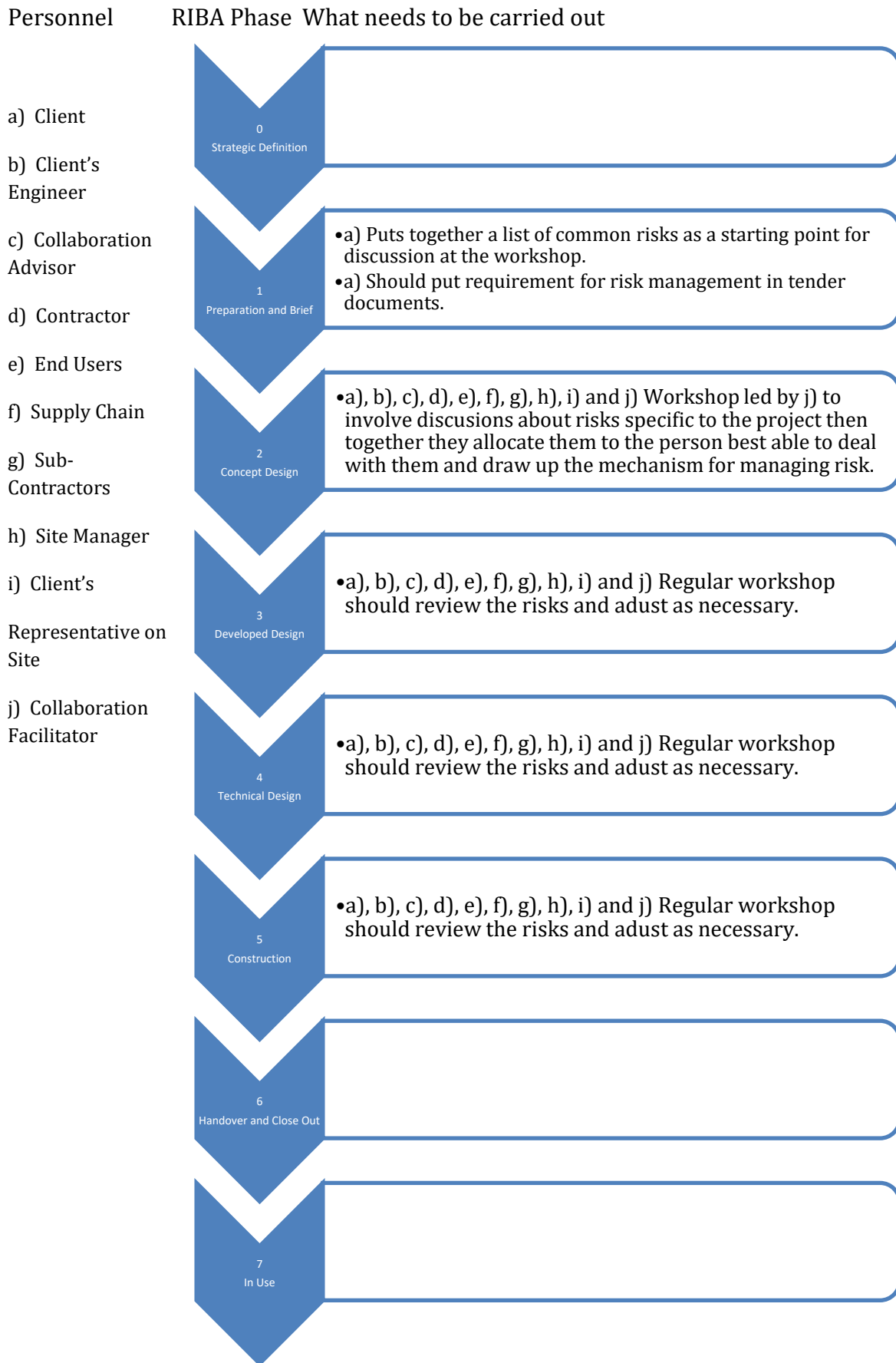
## The contract supports collaboration.



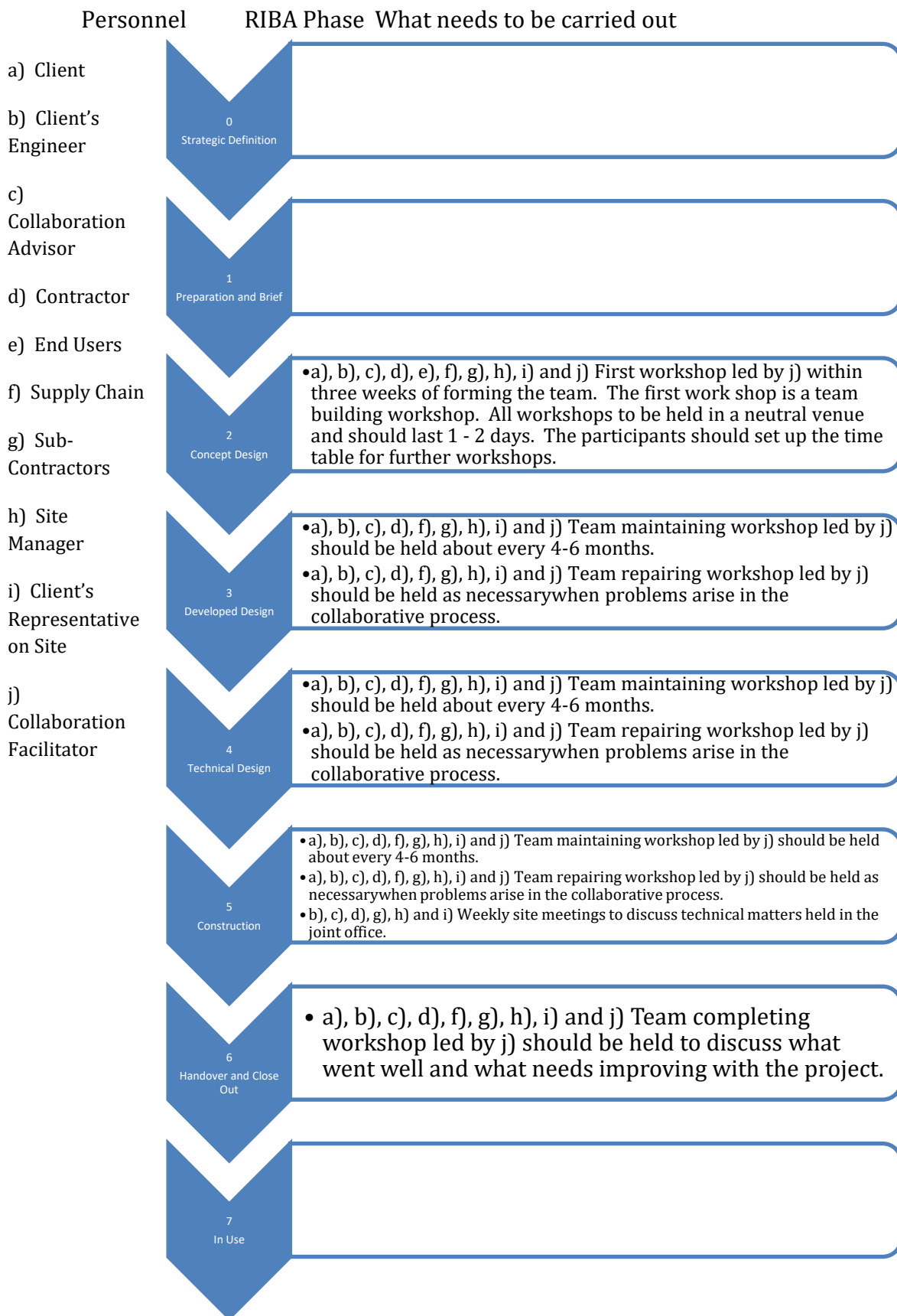
## Collaborative projects encourage more effective information sharing.



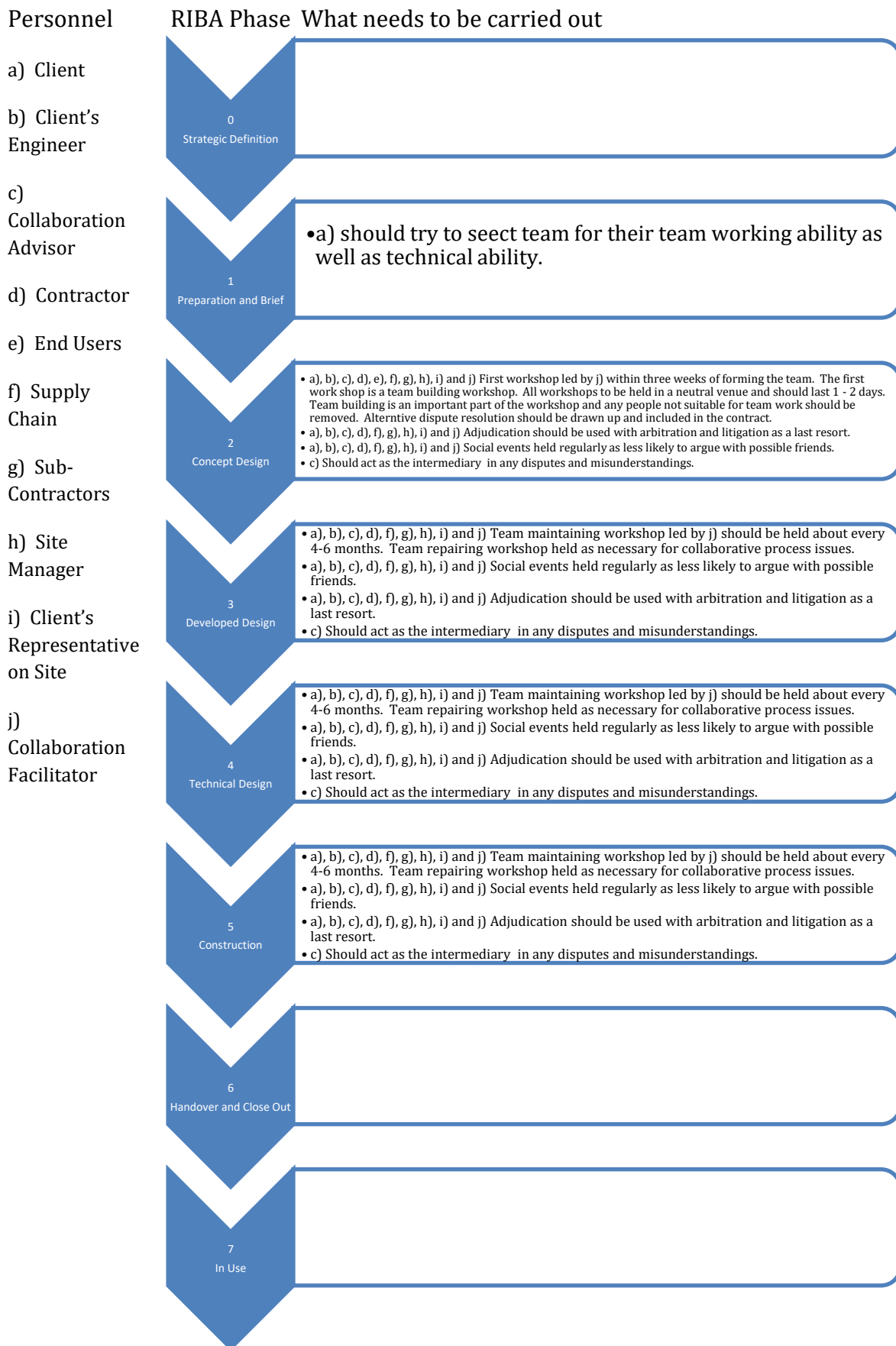
**Risks are allocated fairly to the parties.**



**There are regular meetings between the various parties (client and supply chain).**



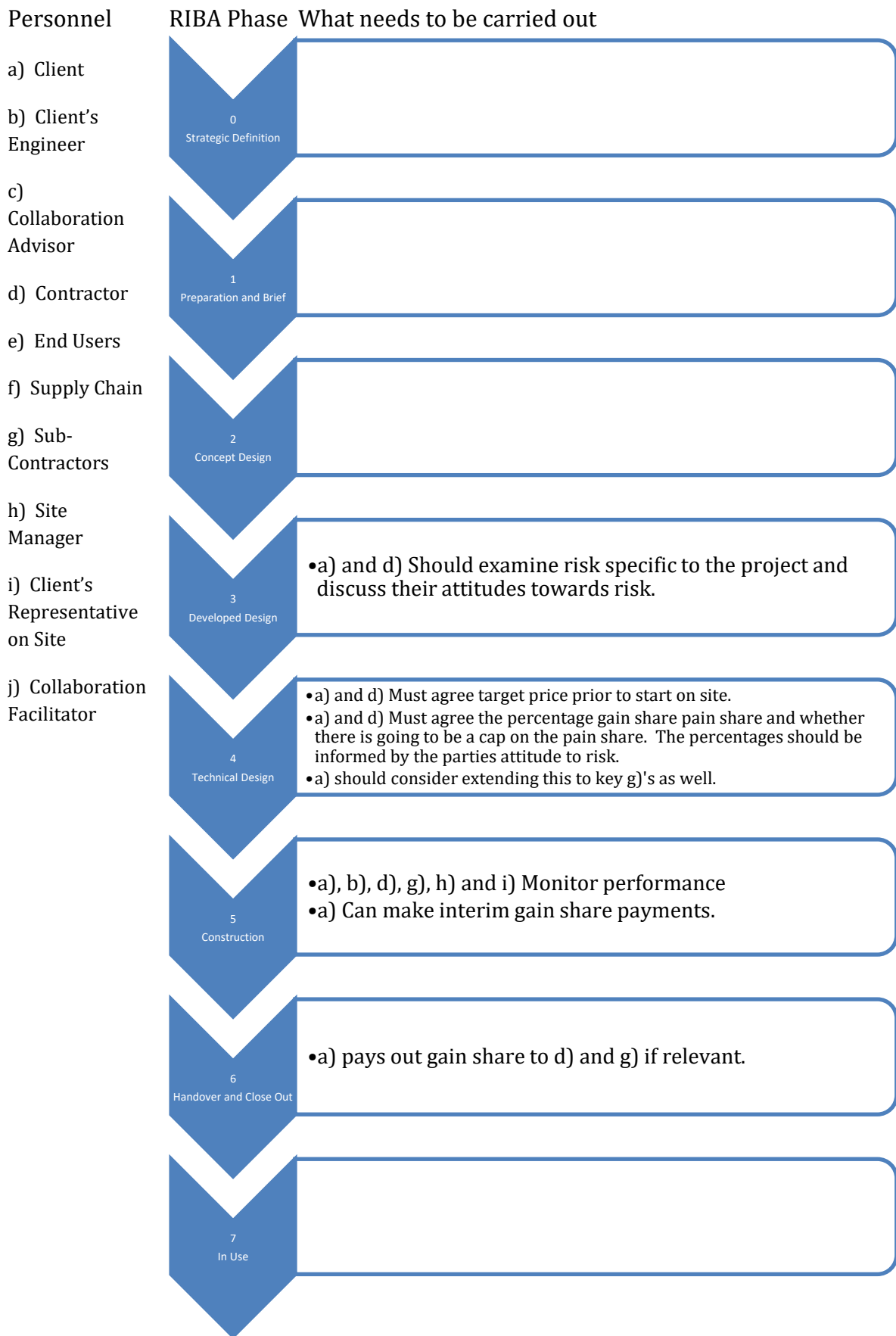
## The project operates in a non-adversarial environment.



## Relationships between the parties are managed.

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer	0 Strategic Definition	
c) Collaboration Advisor	1 Preparation and Brief	
d) Contractor e) End Users f) Supply Chain	2 Concept Design	<ul style="list-style-type: none"> <li>a), b), c), d), e), f), g), h), i) and j) First workshop led by j) within three weeks of forming the team. The first workshop is a team building workshop. All workshops to be held in a neutral venue and should last 1 - 2 days. Team building is an important part of the workshop and any people not suitable for team work should be removed. Alternative dispute resolution should be drawn up and included in the contract. Roles and responsibilities will also be examined and put into the contract.</li> <li>a), b), c), d), f), g), h) and i) Incentives used to encourage correct behaviours.</li> <li>a), b), c), d), f), g), h), i) and j) Adjudication should be used with arbitration and litigation as a last resort.</li> <li>a), b), c), d), f), g), h), i) and j) Social events held regularly as less likely to argue with possible friends.</li> </ul>
g) Sub-Contractors h) Site Manager	3 Developed Design	<ul style="list-style-type: none"> <li>a), b), c), d), f), g), h), i) and j) Team maintaining workshop led by j) should be held about every 4-6 months. Team repairing workshop held as necessary for collaborative process issues.</li> <li>a), b), c), d), f), g), h), i) and j) Social events held regularly to encourage positive relationships.</li> <li>a), b), c), d), f), g), h), i) and j) Adjudication should be used with arbitration and litigation as a last resort.</li> </ul>
i) Client's Representative on Site j) Collaboration Facilitator	4 Technical Design	<ul style="list-style-type: none"> <li>a), b), c), d), f), g), h), i) and j) Team maintaining workshop led by j) should be held about every 4-6 months. Team repairing workshop held as necessary for collaborative process issues.</li> <li>a), b), c), d), f), g), h), i) and j) Social events held regularly to encourage positive relationships.</li> <li>a), b), c), d), f), g), h), i) and j) Adjudication should be used with arbitration and litigation as a last resort.</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>a), b), c), d), f), g), h), i) and j) Team maintaining workshop led by j) should be held about every 4-6 months. Team repairing workshop held as necessary for collaborative process issues.</li> <li>a), b), c), d), f), g), h), i) and j) Everyone working in the same office means that c) and j) can oversee the team.</li> <li>a), b), c), d), f), g), h), i) and j) Social events held regularly to encourage positive relationships.</li> <li>a), b), c), d), f), g), h), i) and j) Adjudication should be used with arbitration and litigation as a last resort.</li> </ul>
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	7 In Use	

**The pain share gain share mechanism is fair to both the client and the contractor.**

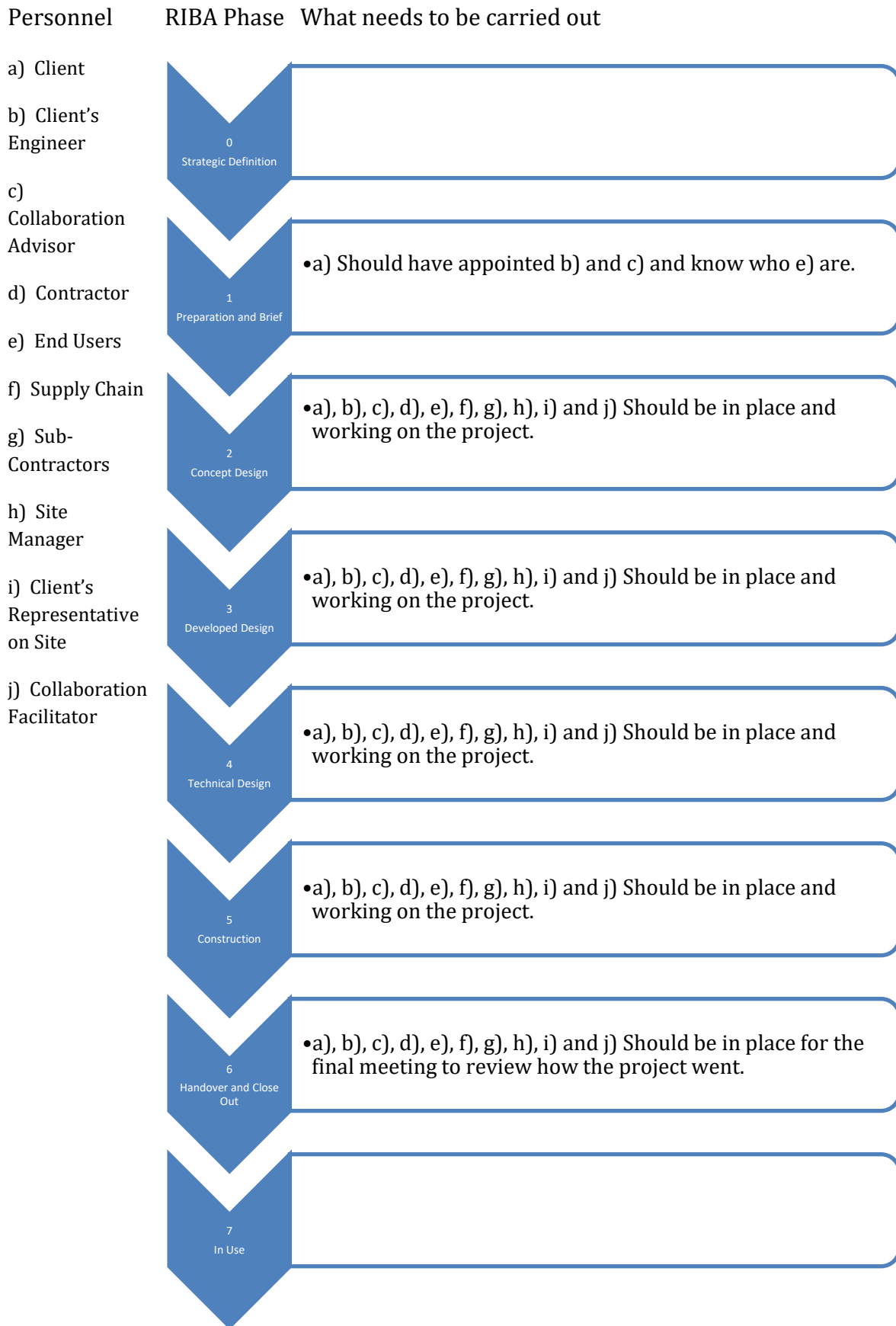




**Everyone respects the input of the other team members.**

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer	0 Strategic Definition	<ul style="list-style-type: none"> <li>• a) and c) start to define their roles as they choose the procurement route and contract etc.</li> </ul>
c) Collaboration Advisor d) Contractor	1 Preparation and Brief	<ul style="list-style-type: none"> <li>• a) and c) start to decide roles and responsibility of other team members.</li> </ul>
e) End Users f) Supply Chain g) Sub-Contractors	2 Concept Design	<ul style="list-style-type: none"> <li>• a), b), c), d), e), f), g), h), i) and j) Initial workshop should involve the whole team deciding how to integrate their roles and responsibilities both preconstruction and during construction.</li> <li>• a), b), c), d), f), g), h), i) and j) Social events help communication and make it less likely people will ignore each other.</li> </ul>
h) Site Manager i) Client's Representative on Site	3 Developed Design	<ul style="list-style-type: none"> <li>• a), b), c), d), f), g), h), i) and j) Regular workshops should involve the j) controlling the workshop to make sure everyone gets their say in a supportive environment.</li> <li>• a), b), c), d), f), g), h), i) and j) Social events help communication and make it less likely people will ignore each other.</li> </ul>
j) Collaboration Facilitator	4 Technical Design	<ul style="list-style-type: none"> <li>• a), b), c), d), f), g), h), i) and j) Regular workshops should involve the j) controlling the workshop to make sure everyone gets their say in a supportive environment.</li> <li>• a), b), c), d), f), g), h), i) and j) Social events help communication and make it less likely people will ignore each other.</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>• a), b), c), d), f), g), h), i) and j) Regular workshops should involve the j) controlling the workshop to make sure everyone gets their say in a supportive environment.</li> <li>• a), b), c), d), f), g), h), i) and j) Social events help communication and make it less likely people will ignore each other.</li> </ul>
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	7 In Use	

**There is early involvement of key members of the supply chain.**



## Collaboration produces a win / win outcome.

