

*Appendix Thirty Four – Final Model by  
Aspect*

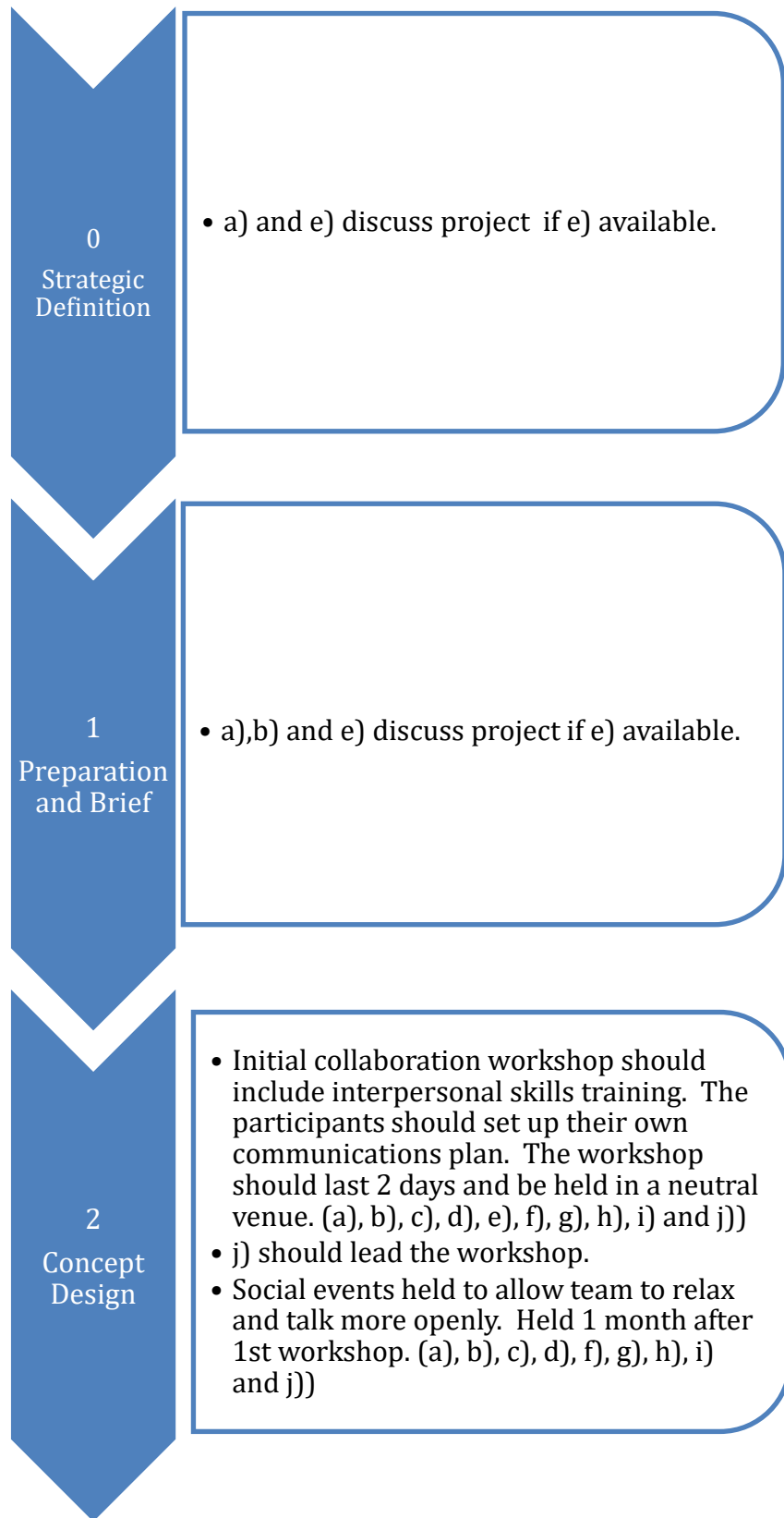
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# Open Dialogue Environment

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
- c) Collaboration  
Advisor
- d) Contractor
- e) End Users
- f) Supply Chain
- g) Sub-Contractors
- h) Site Manager
- i) Client's  
Representative on  
Site
- j) Collaboration  
Facilitator

## RIBA Phase What needs to be carried out

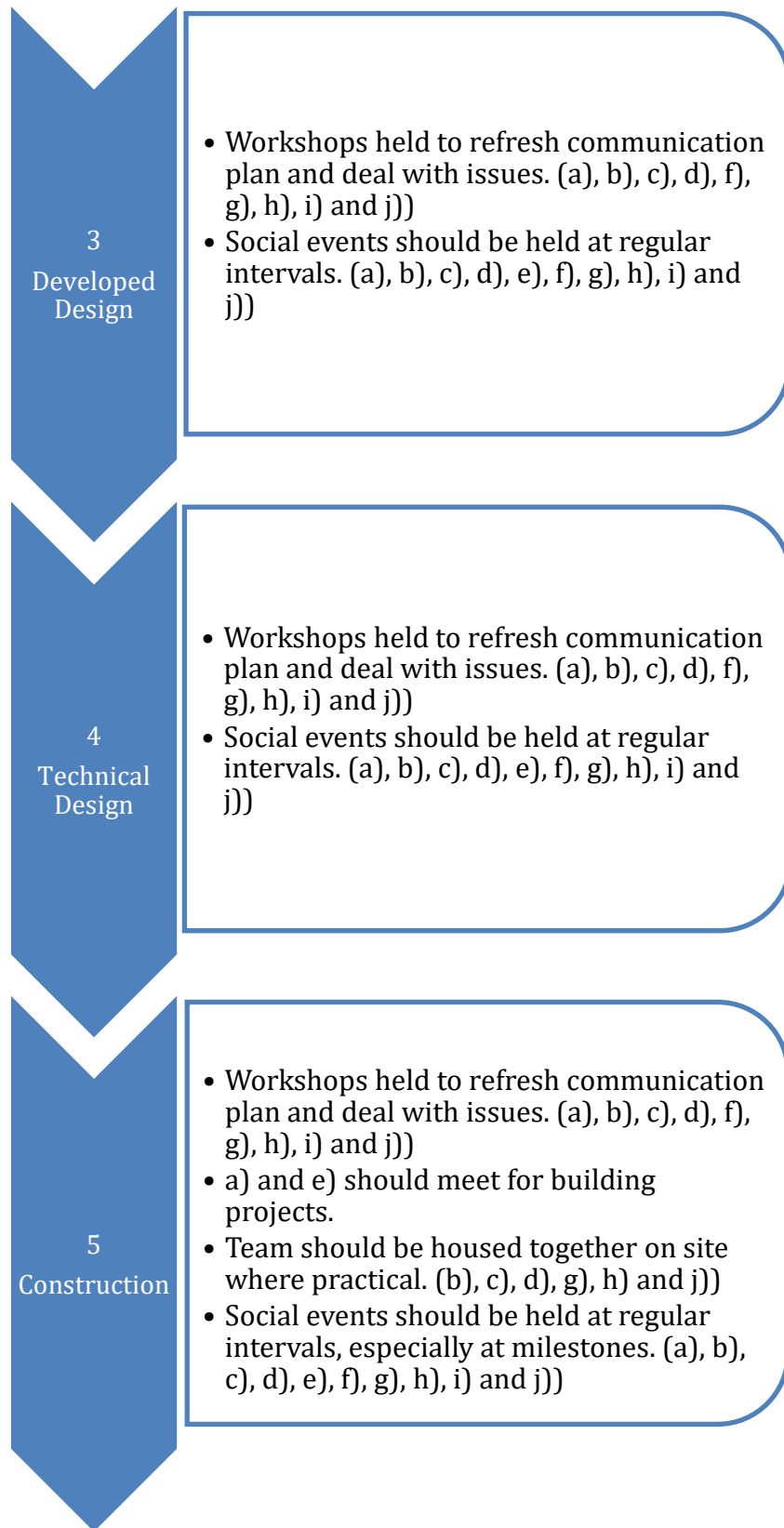


# Open Dialogue Environment

## Personnel

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## RIBA Phase What needs to be carried out

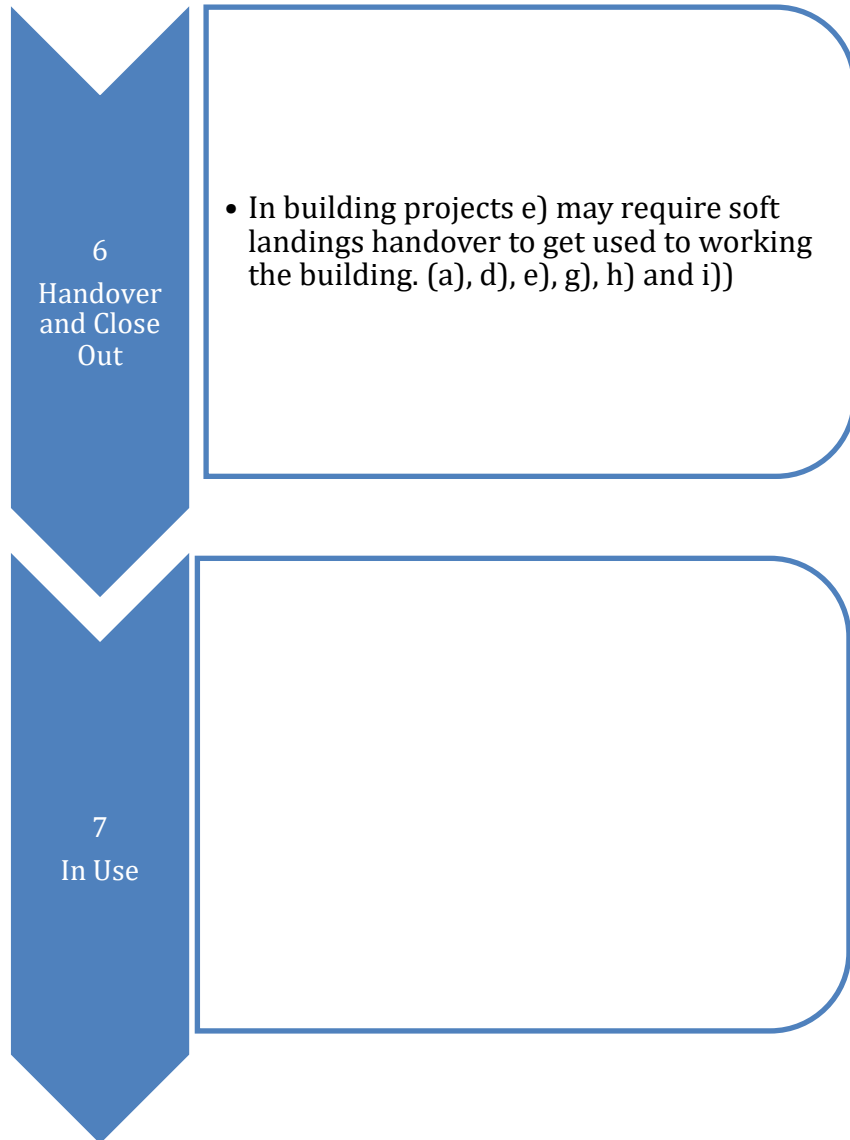


# Open Dialogue Environment

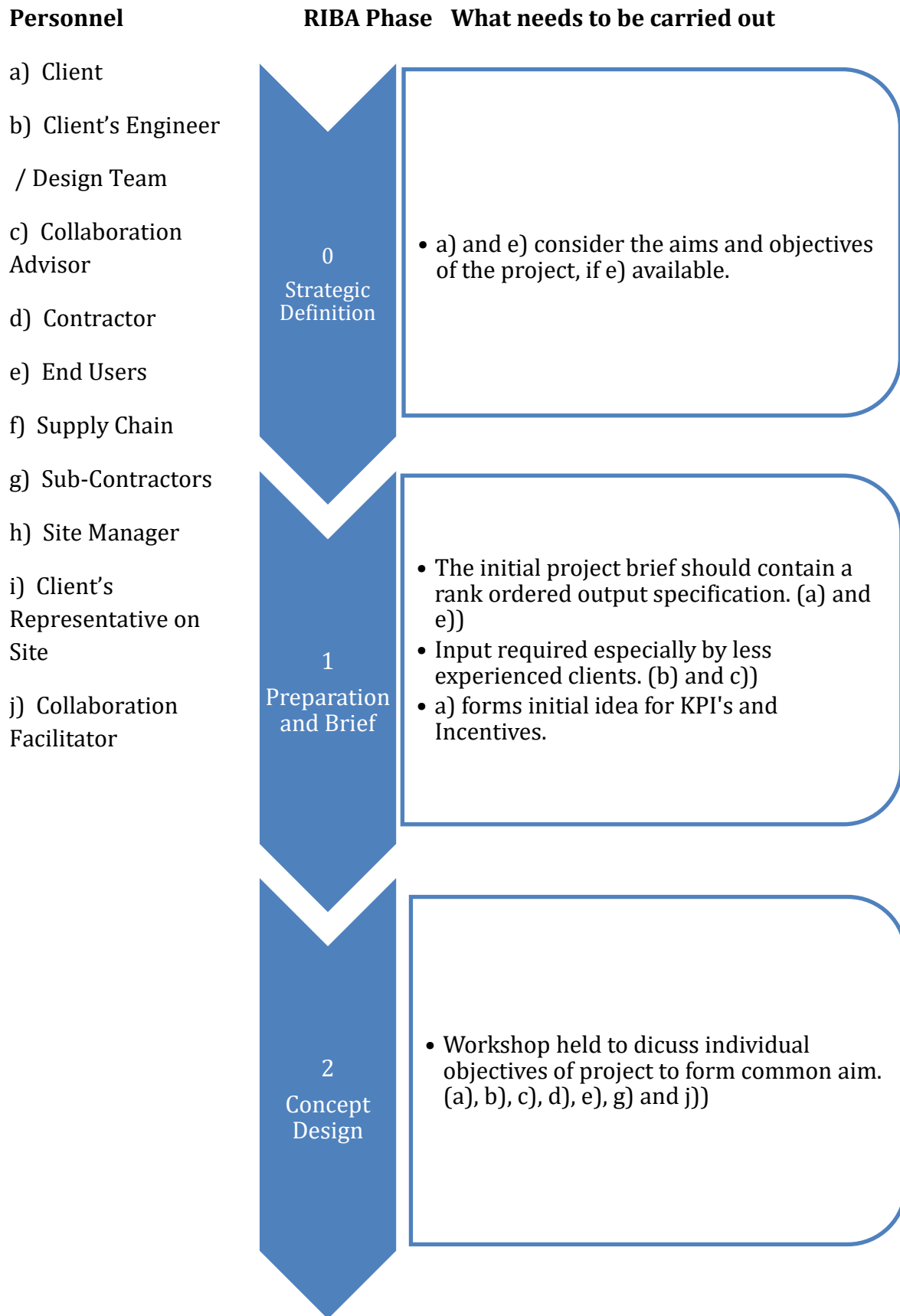
## Personnel

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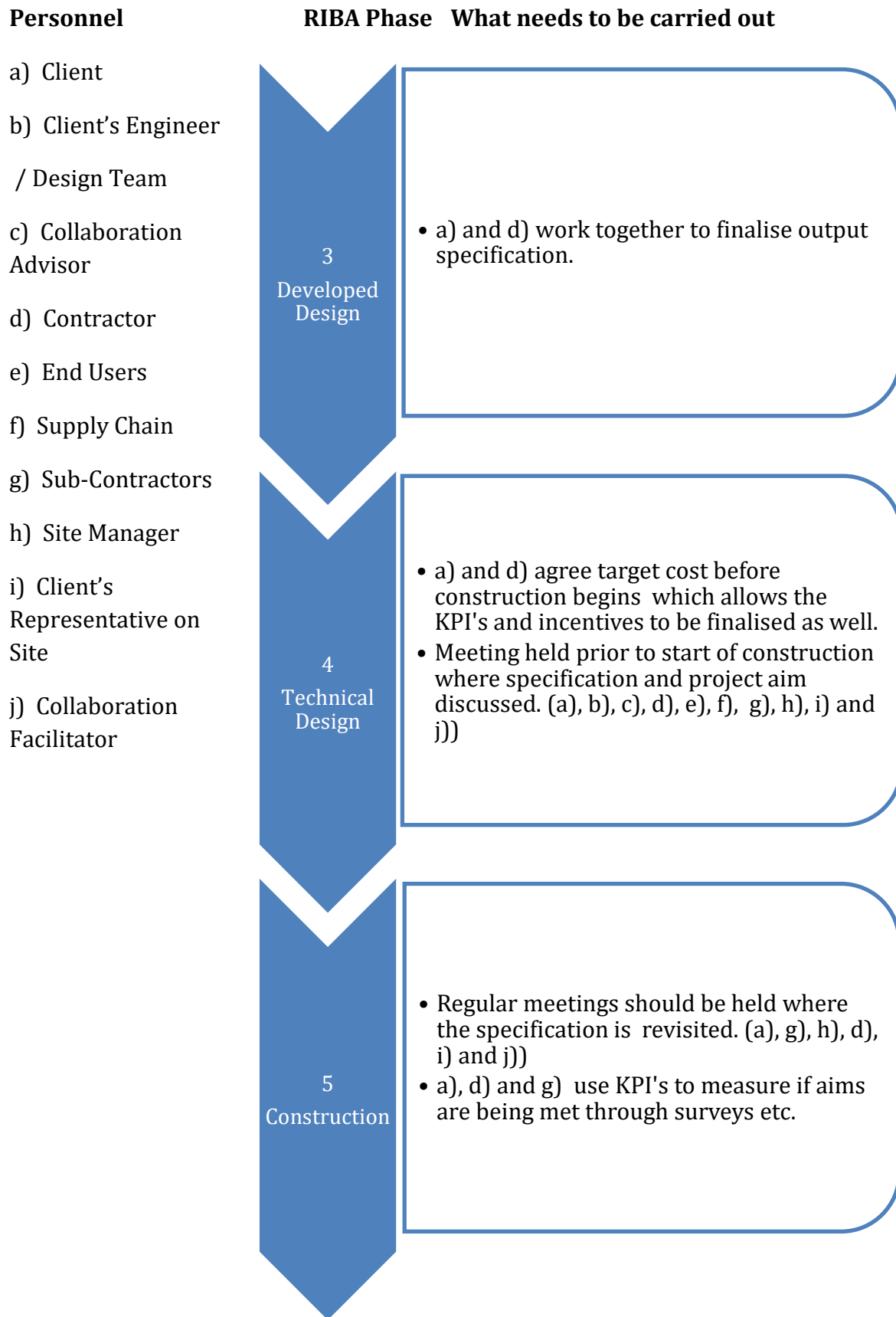
## RIBA Phase What needs to be carried out



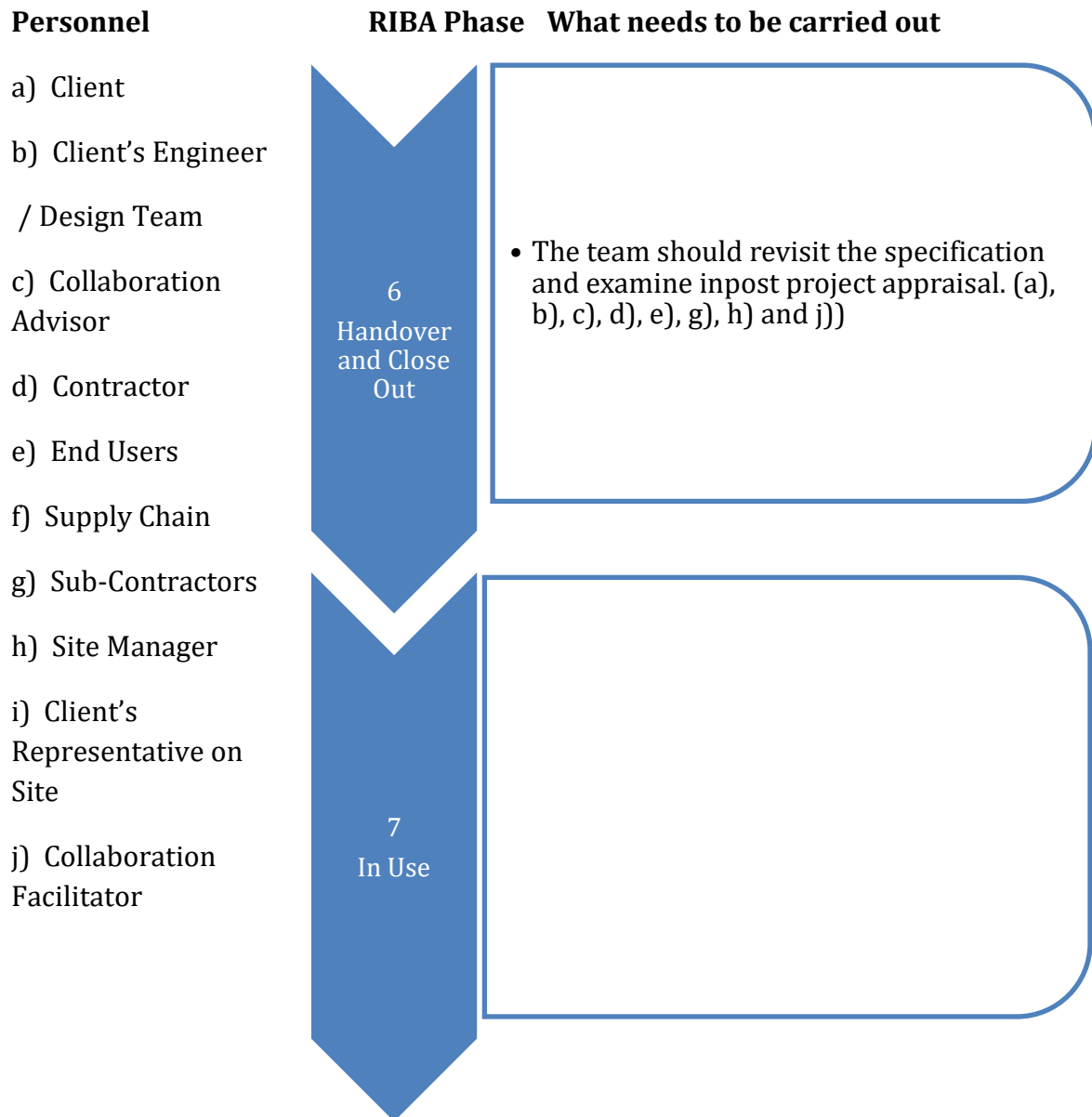
# A Common Aim for All Contributors



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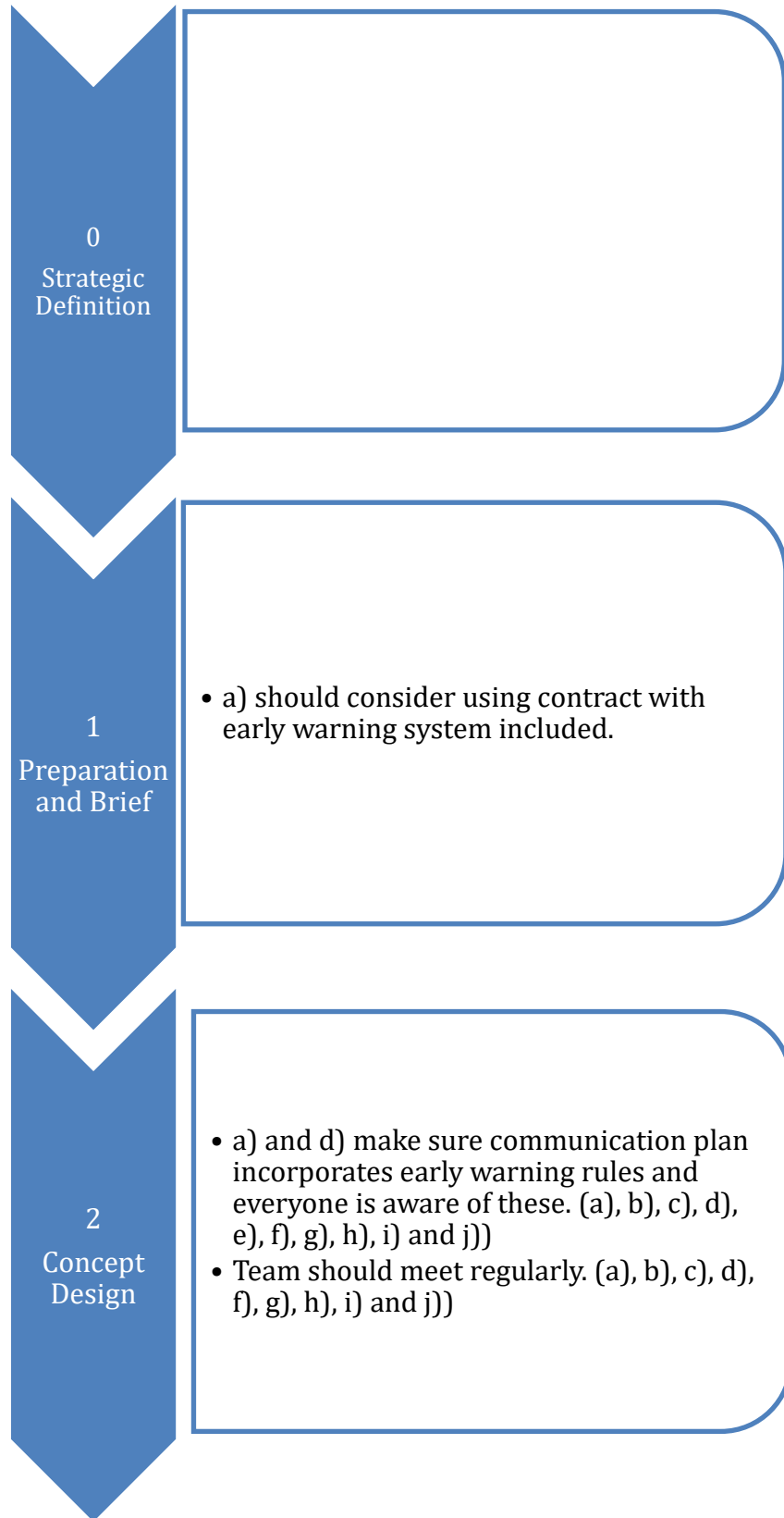


# Early Warning Systems to Identify any Problems

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
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- e) End Users
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Facilitator

## RIBA Phase What needs to be carried out



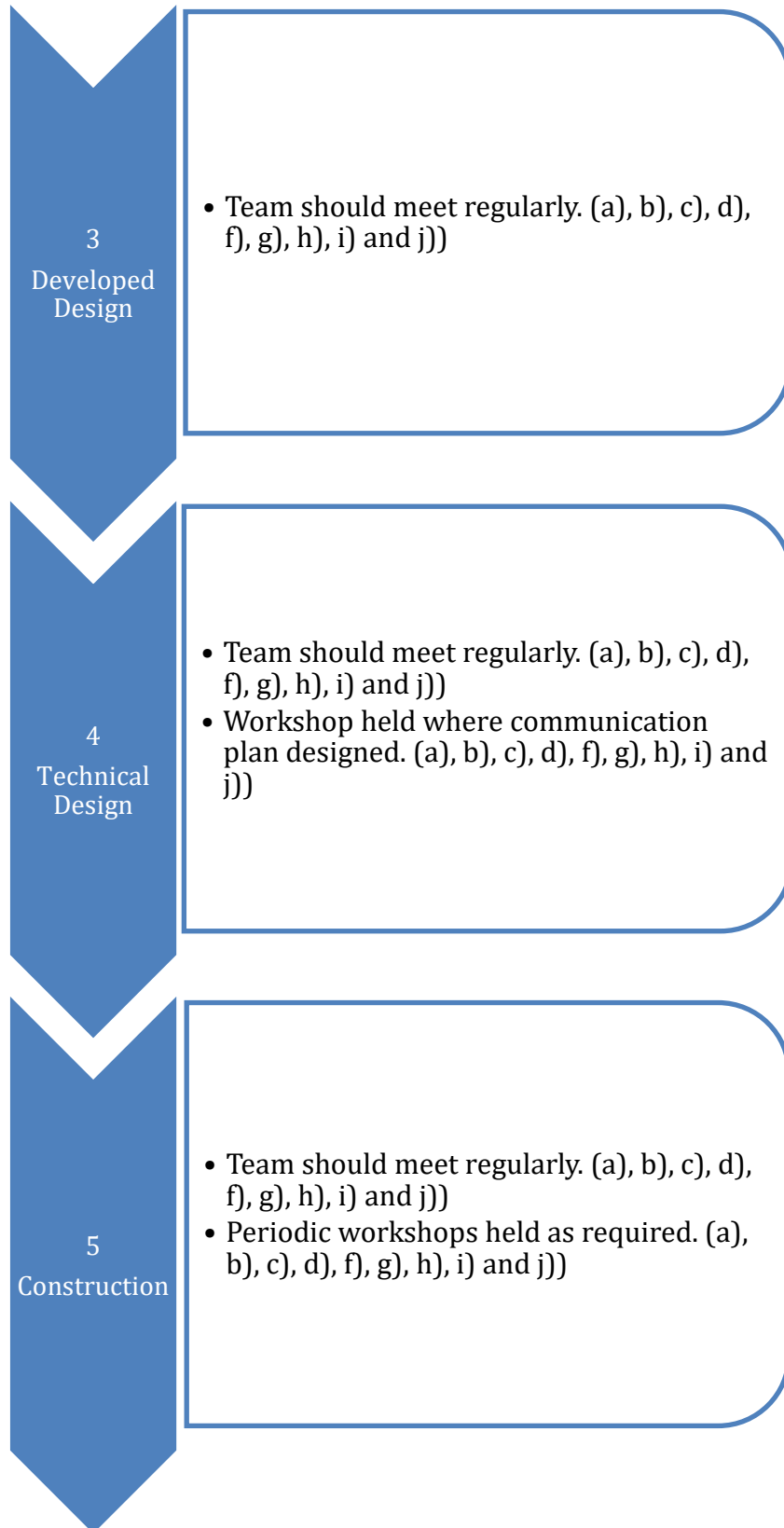


# Early Warning Systems to Identify any Problems

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## RIBA Phase What needs to be carried out



# Early Warning Systems to Identify any Problems

## Personnel

## RIBA Phase What needs to be carried out

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- b) Client's Engineer  
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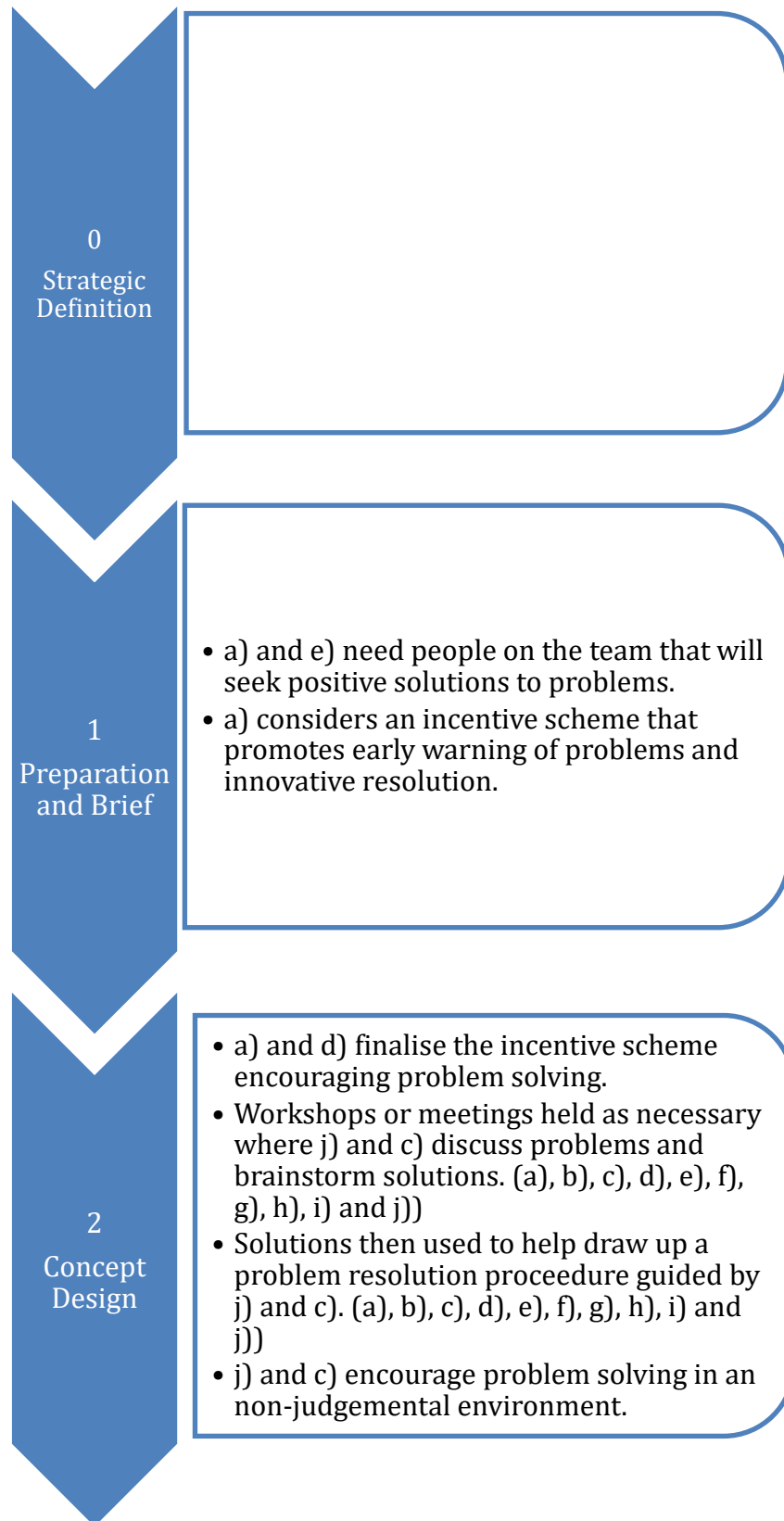
• a), d), e), g), h), i) and j) meet to handover, especially with building projects.

# A Problem Solving Environment

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
- c) Collaboration  
Advisor
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- e) End Users
- f) Supply Chain
- g) Sub-Contractors
- h) Site Manager
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Representative on  
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- j) Collaboration  
Facilitator

## RIBA Phase What needs to be carried out

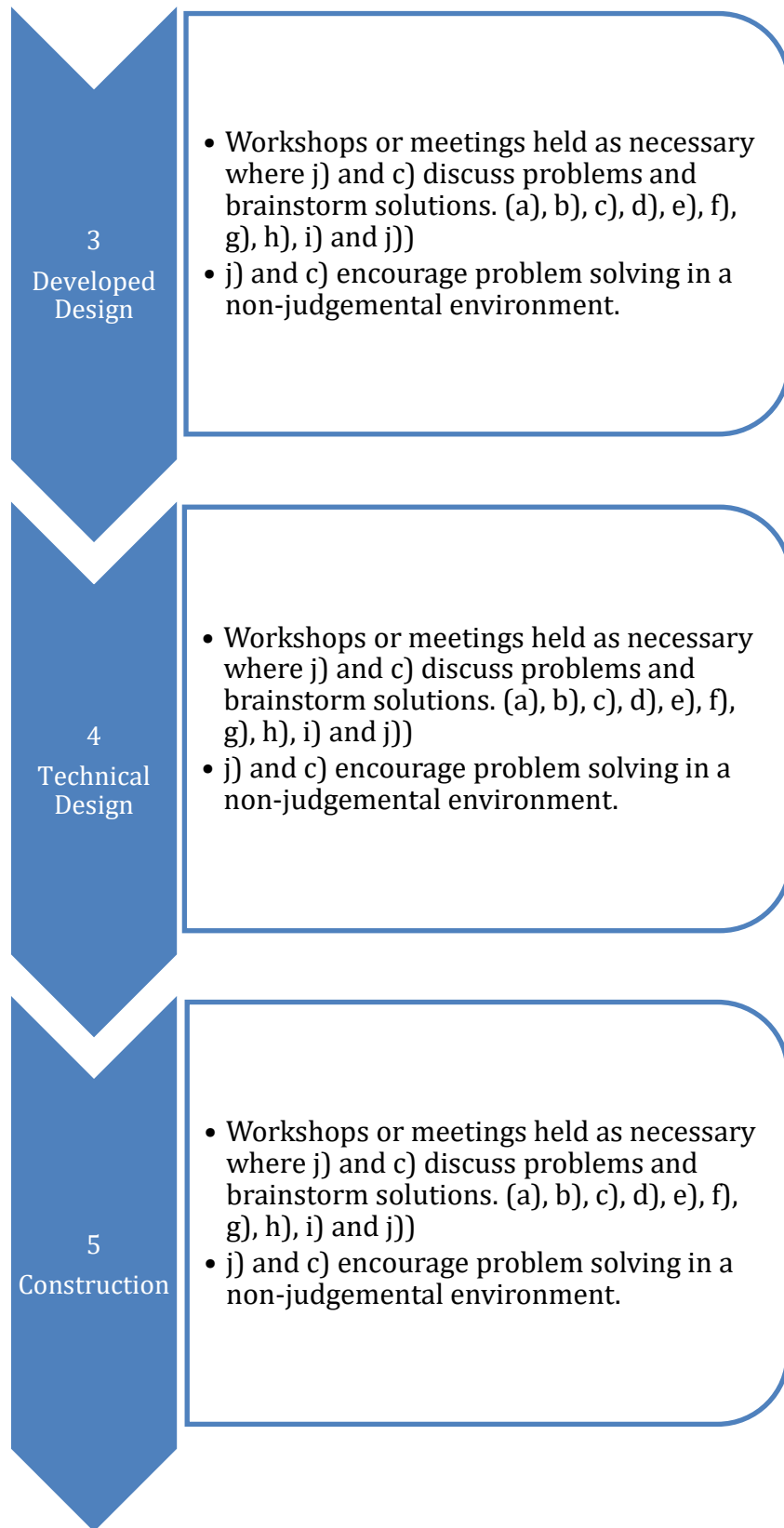


# A Problem Solving Environment

## Personnel

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## RIBA Phase What needs to be carried out

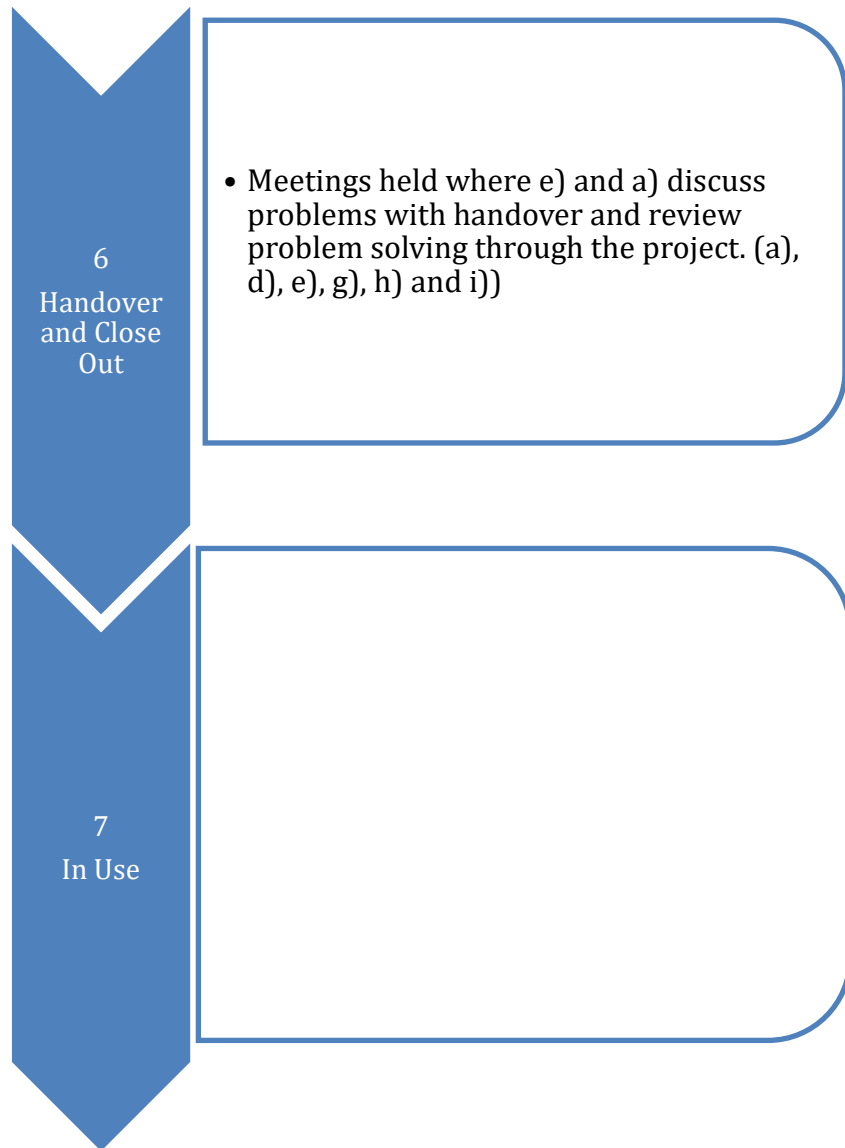


# A Problem Solving Environment

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## RIBA Phase What needs to be carried out



# Environment of Mutual Trust

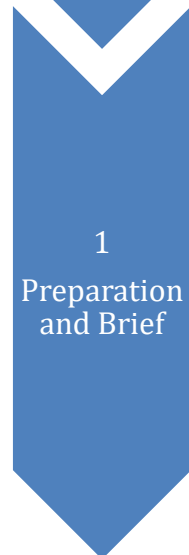
## Personnel

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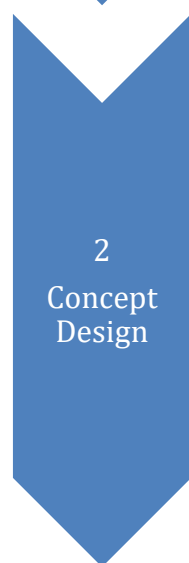
## RIBA Phase What needs to be carried out



- a) where possible selects the team from people that already trust each other from previously working together.
- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c) and e))



- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c) and e))



- a) and c) should set up the collaborative team as soon as possible.
- a) and d) must jointly select and employ j) so they are independent.
- Workshop held where charter drawn up helping to set behaviour boundaries. (a), b), c), d), e), f), g),and j) with h) and i) if available)
- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g) and j) with h) and i) if available)
- Social events held to allow team to relax and talk more openly. (a), b), c), d), f), g) and j) with h) and i) if available)

# Environment of Mutual Trust

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## RIBA Phase What needs to be carried out



- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g) and j) with h) and i) if available)
- Workshop held where j) encourages talking and relationships. (a), b), c), d), e), f), g), and j) with h) and i) if available)
- Social events held regularly to encourage friendships. (a), b), c), d), f), g) and j) with h) and i) if available)



- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))
- a) and d) should agree incentives specific to the project that encourage behaviours that will encourage trust.
- a) and d) must agree the target price as well as overhead costs and profit before any construction takes place.
- a) should show trust by abolishing the retention.
- Regular workshops held where j) encourages talking and relationships. (a), b), c), d), e), f), g), h), i) and j))
- Social events held regularly to encourage friendships. (a), b), c), d), f), g), h), i) and j))



- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))
- Regular workshops held where j) encourages talking and relationships. (a), b), c), d), e), f), g), h), i) and j))
- Incentives used to encourage trust. (b), c), d), f), g), h) and i))
- Social events held regularly to encourage friendships. (a), b), c), d), f), g), h), i) and j))
- a) and d) use open book accounting. A joint bank account should be open so that there is transparency.
- a) and d) measure performance using surveys to assess level of trust.

# Environment of Mutual Trust

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain g) Sub-Contractors h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	6 Handover and Close Out	<ul style="list-style-type: none"> <li>• Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))</li> <li>• a) and d) measure performance using surveys to assess level of trust.</li> </ul>
	7 In Use	<ul style="list-style-type: none"> <li>• Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))</li> <li>• a) and d) measure performance using surveys to assess level of trust.</li> </ul>

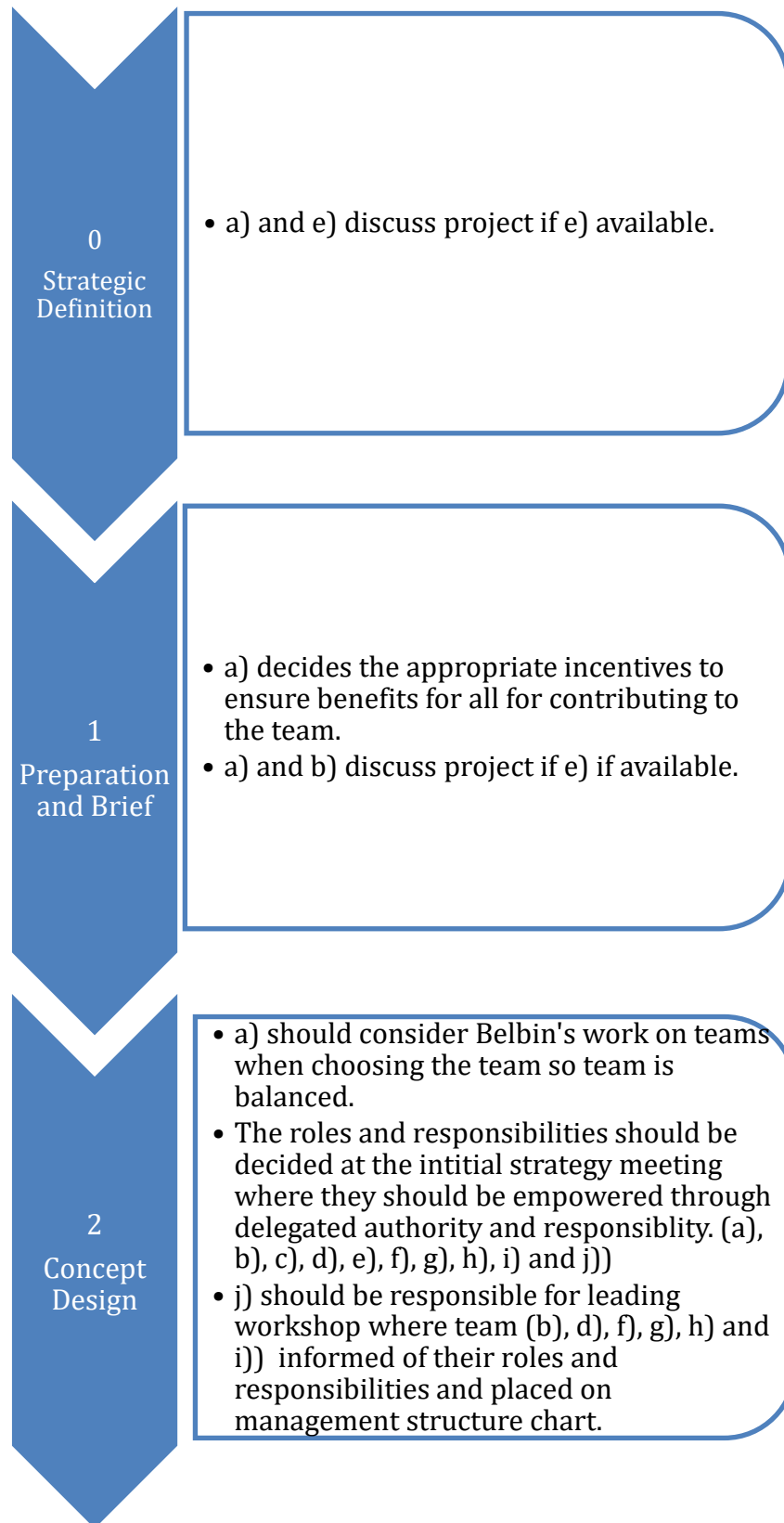


# All Team Members Contribute

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/ Design Team
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Advisor
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Facilitator

## RIBA Phase What needs to be carried out



# All Team Members Contribute

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- Incentives should be used to encourage contribution to the team. a) should monitor with KPI surveys etc. (b), c), d), f), g), h) and i))



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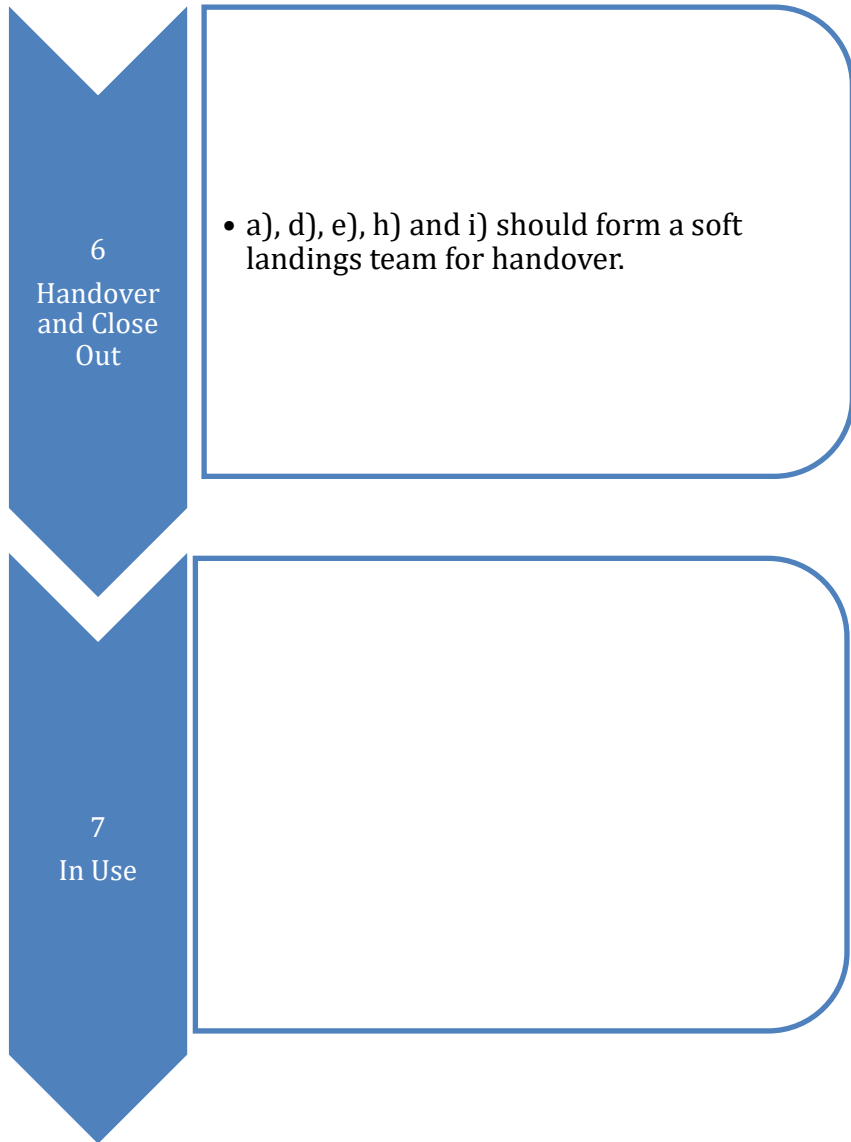
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# All Team Members Contribute

## Personnel

## RIBA Phase What needs to be carried out

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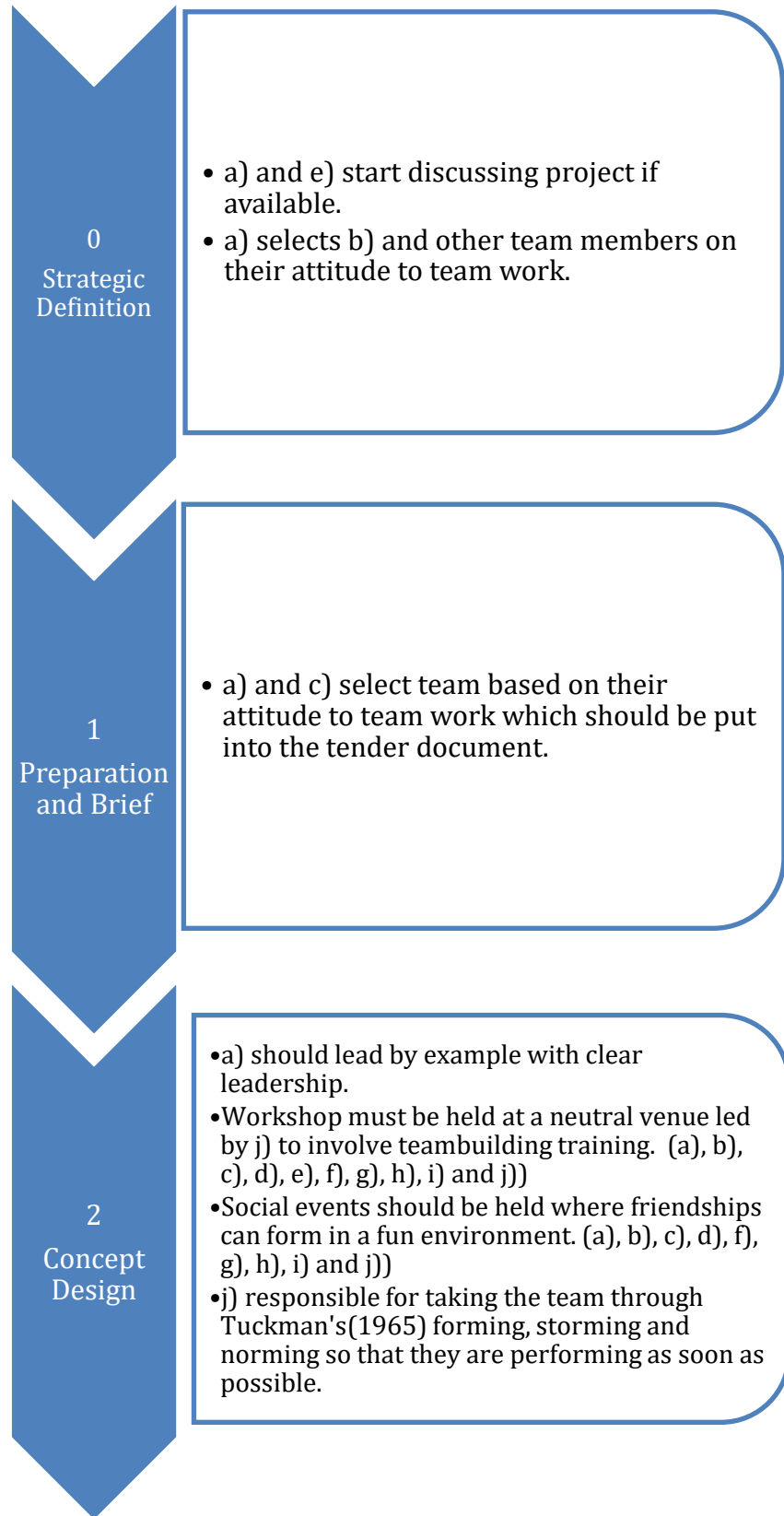


# Team Spirit Exists Between All Personnel

## Personnel

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/ Design Team
- c) Collaboration  
Advisor
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- g) Sub-Contractors
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## RIBA Phase What needs to be carried out



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- Regular workshops held at a neutral venue led by j) to involve teambuilding training. Now the members have experience they can produce a team charter describing how the team will work together. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment. (a), b), c), d), f), g), h), i) and j))
- Incentives used to reward groups of people. (b), d), f), g), h) and i))



- Regular workshops held at a neutral venue led by j) to improve teambuilding. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment. (a), b), c), d), f), g), h), i) and j))
- Incentives used to reward groups of people. (b), d), f), g), h) and i))
- Team should be housed in the same office or at least on the same computer network. (a), b), c), d), e), f), g), h), i) and j))



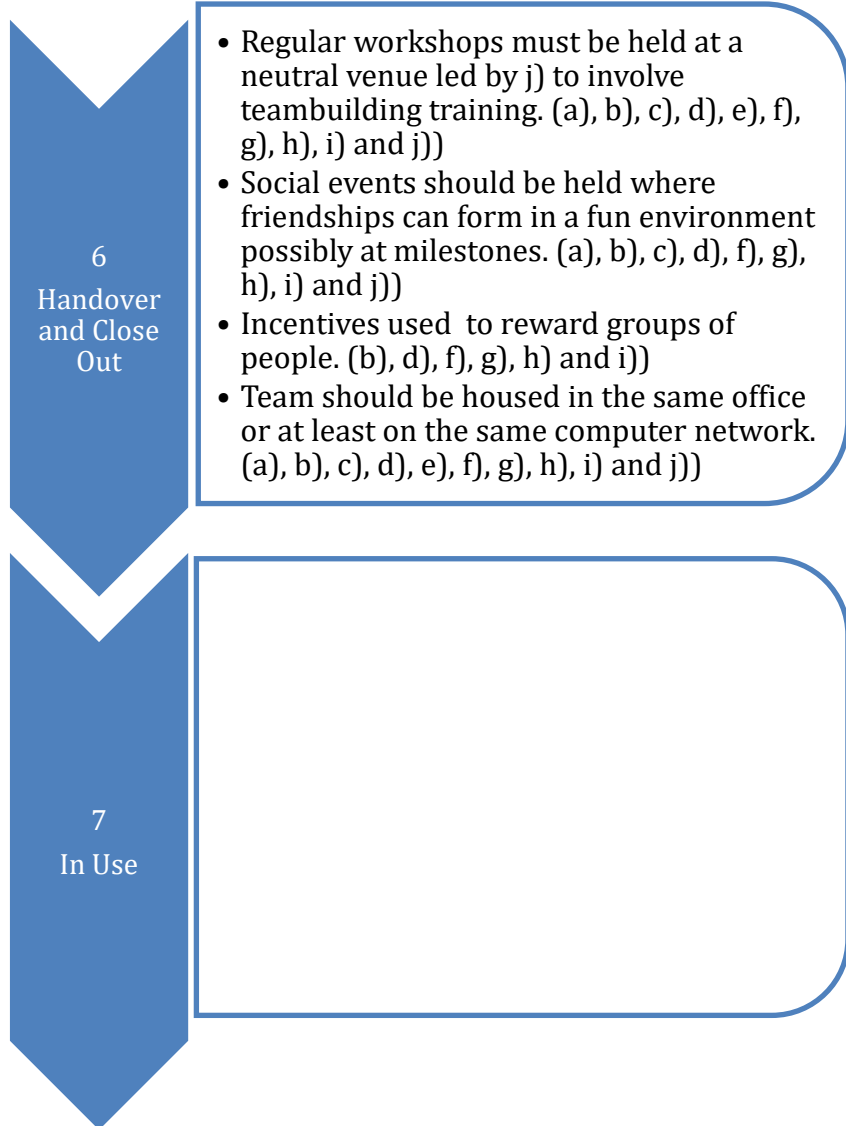
- Regular workshops must be held at a neutral venue led by j) to involve teambuilding training. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment possibly at milestones. (a), b), c), d), f), g), h), i) and j))
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# Team Spirit Exists Between All Personnel

## Personnel

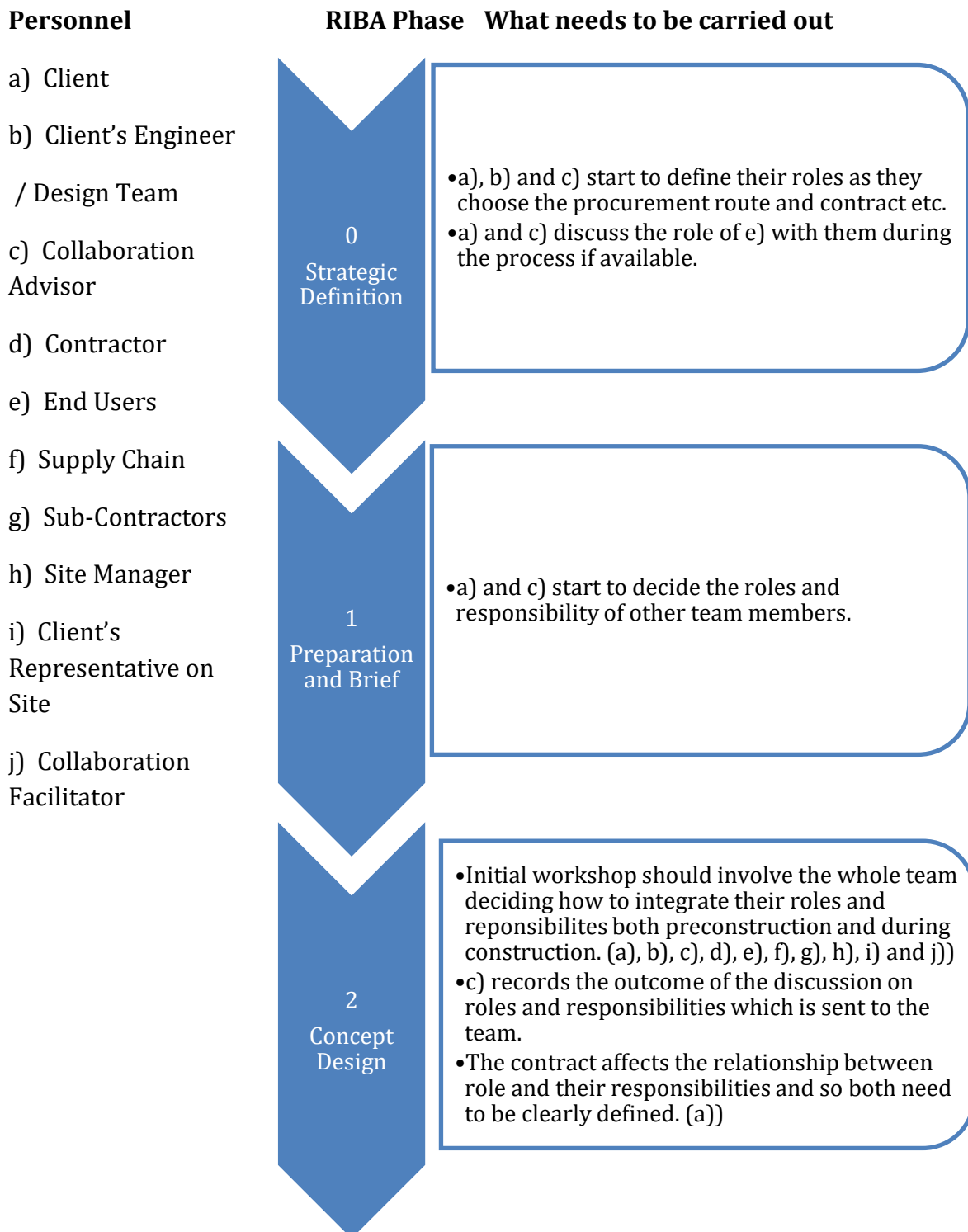
## RIBA Phase What needs to be carried out

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# Understanding the Other team member's Roles and Responsibilities



# Understanding the Other team member's Roles and Responsibilities

## Personnel

## RIBA Phase What needs to be carried out

a) Client

b) Client's Engineer  
/ Design Team

c) Collaboration  
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e) End Users

f) Supply Chain

g) Sub-Contractors

h) Site Manager

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Representative on  
Site

j) Collaboration  
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3

Developed  
Design

- Any new members to the team need reminding of their roles and responsibilities. (a), b), c), d), e), f), g), h), i) and j))

4

Technical  
Design

- Any new members to the team need reminding of their roles and responsibilities. (a), b), c), d), e), f), g), h), i) and j))

5

Construction

- Workshop should involve the whole team being reminded of their roles and responsibilities during construction. (a), b), c), d), e), f), g), h), i) and j))



# Understanding the Other team member's Roles and Responsibilities

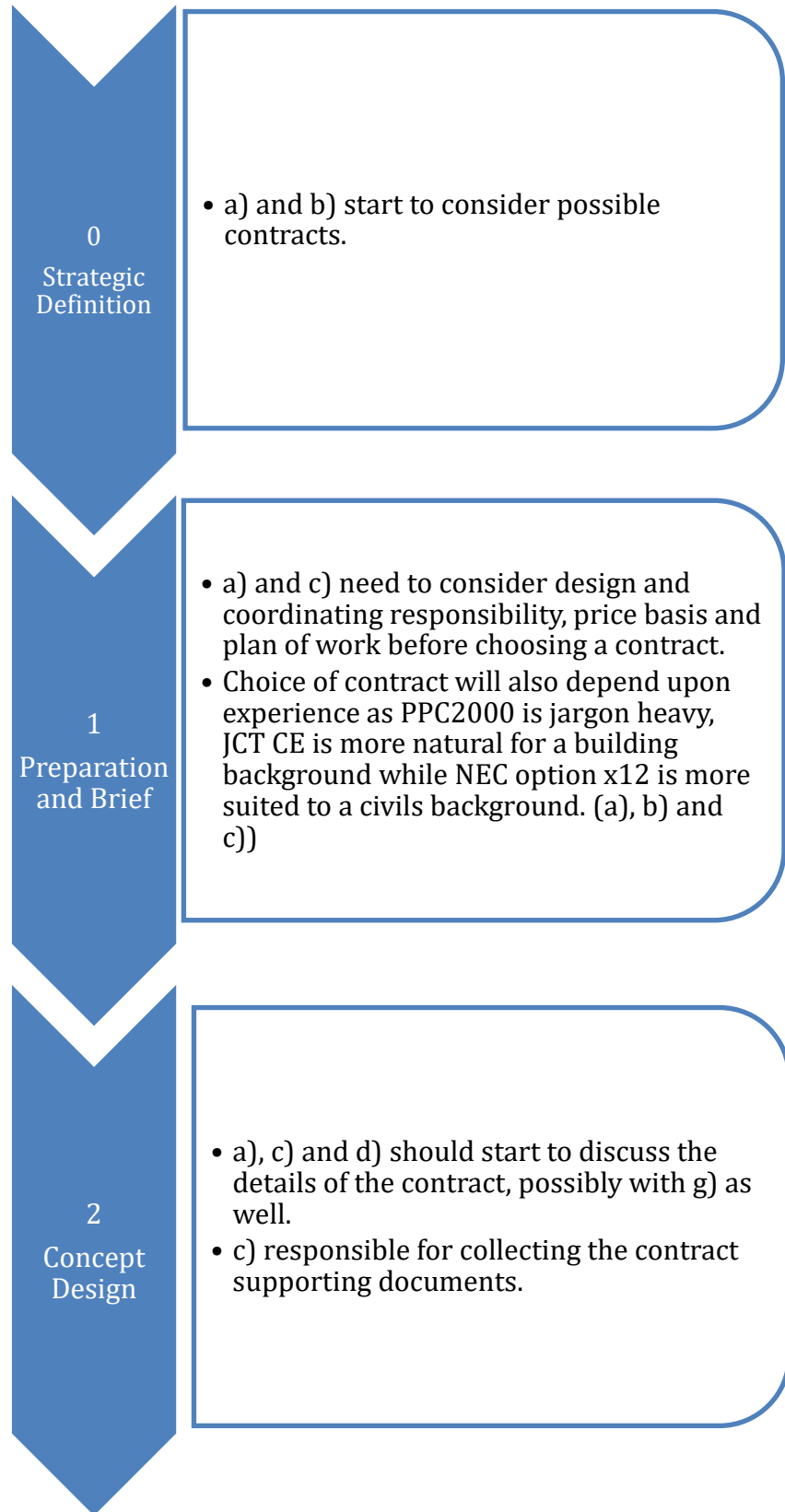
Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain g) Sub-Contractors	6 Handover and Close Out	<ul style="list-style-type: none"> <li>Meeting should involve the team being reminded of their roles and responsibilities after construction. (a), c), d), e), g), h), i) and j))</li> </ul>
h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	7 In Use	

# Contract Supporting Collaboration

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
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Advisor
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## RIBA Phase What needs to be carried out

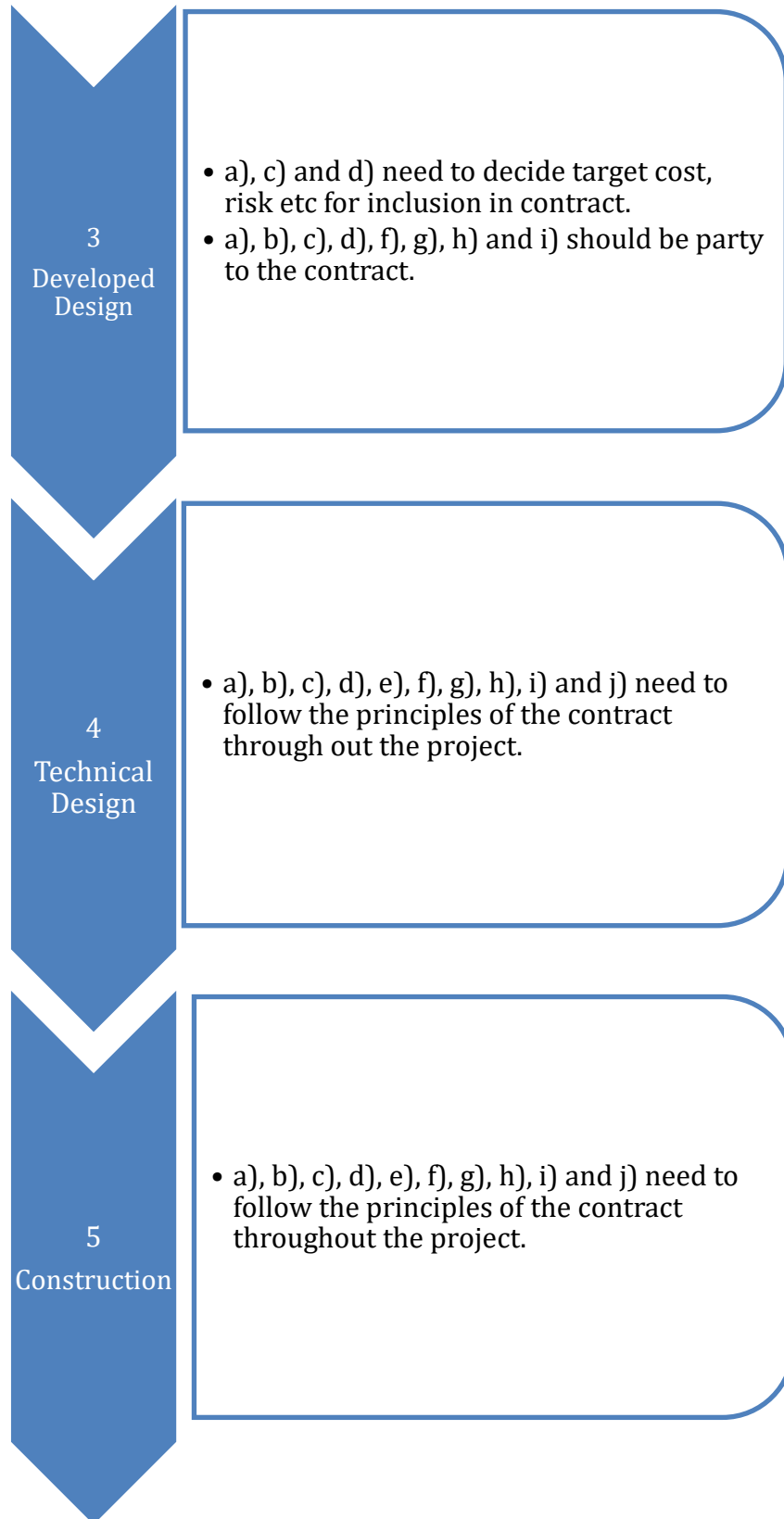


# Contract Supporting Collaboration

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## RIBA Phase What needs to be carried out



# Contract Supporting Collaboration

## Personnel

## RIBA Phase What needs to be carried out

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Facilitator



• a), b), c), d), e), f), g), h), i) and j) need to follow the principles of the contract through out the project.

• a), b), c), d), e), f), g), h), i) and j) need to appraise the contract at the end.

# Non-Adversarial Environment

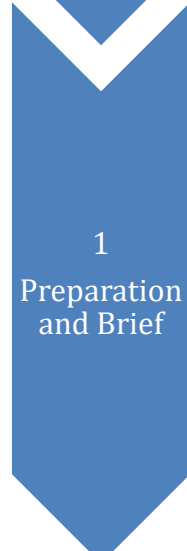
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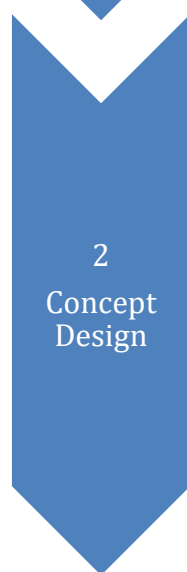
## RIBA Phase What needs to be carried out



- a) should select internal team for their team working ability as well as technical ability.



- a) should try to select team for their team working ability as well as technical ability through the selection process in the tender.



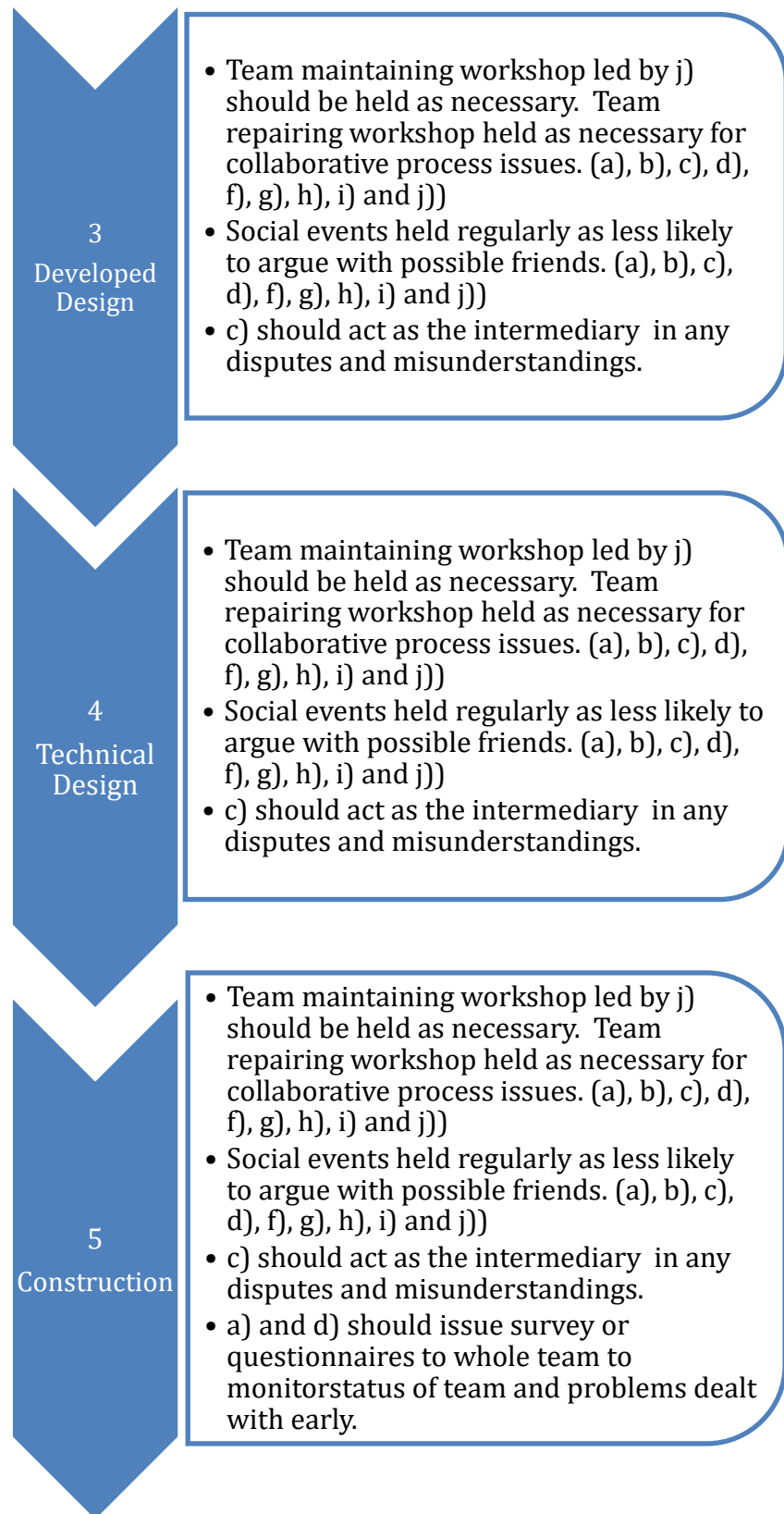
- First workshop led by j) within three weeks of forming the team. The first workshop is a team building workshop. All workshops to be held in a neutral venue and should last 1 - 2 days. Team building is an important part of the workshop and any person not suitable for team work should be removed. (a), b), c), d), e), f), g), h), i) and j))
- Alternative dispute resolution should be drawn up and included in the contract. (a))
- Social events held regularly as less likely to argue with possible friends. (a), b), c), d), f), g), h), i) and j))
- c) should act as the intermediary in any disputes and misunderstandings.

# Non Adversarial Environment

## Personnel

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- b) Client's Engineer  
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## RIBA Phase What needs to be carried out



# Non Adversarial Environment

## Personnel

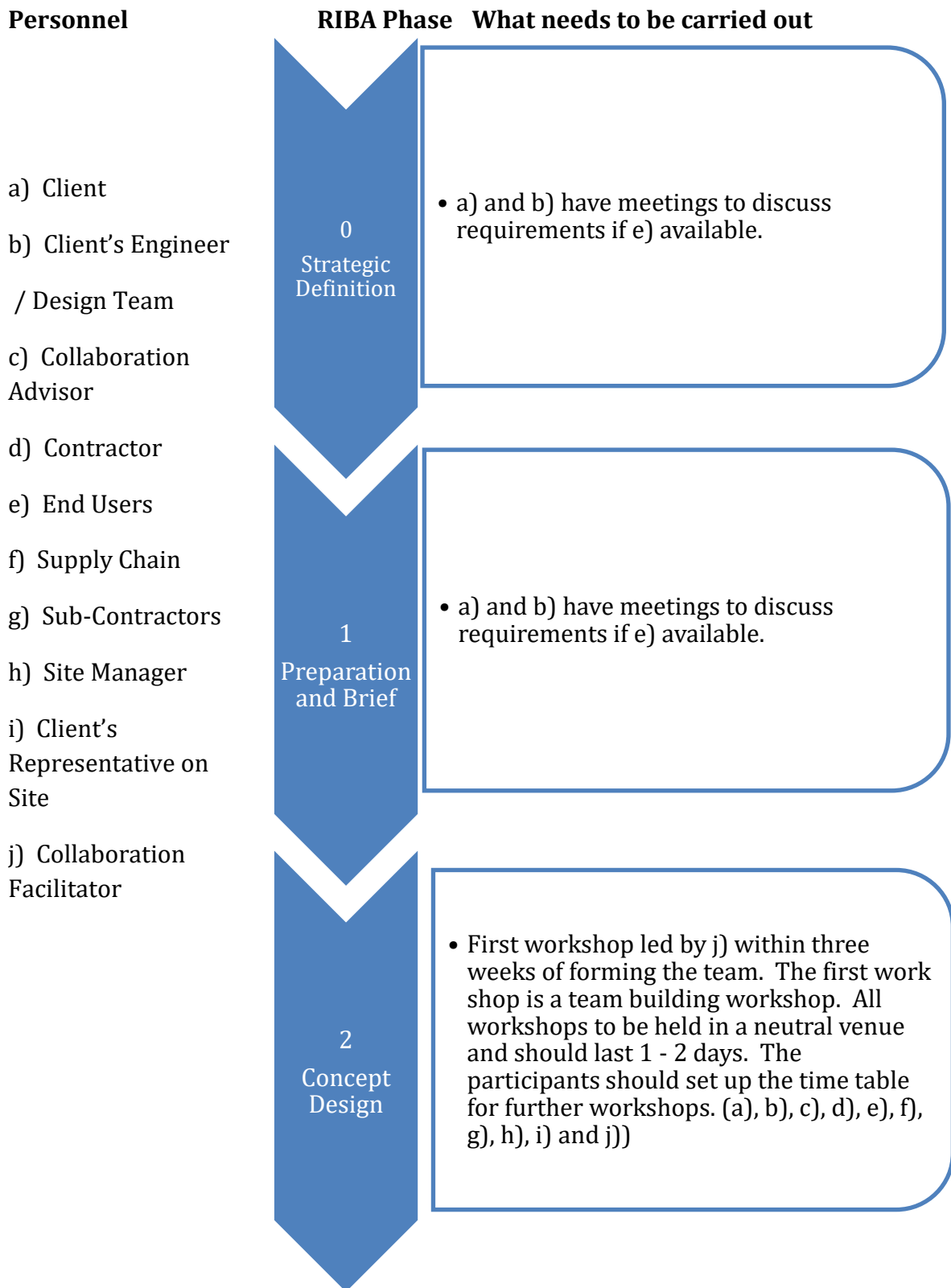
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- Meeting held to discuss soft landings approach to hand over and in use. (a), d), e), g), h) and i))

# Regular Meetings Between the Parties (client and supply chain)





# Regular Meetings Between the Parties (client and supply chain)

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain g) Sub-Contractors h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	3 Developed Design	<ul style="list-style-type: none"> <li>• Team maintaining workshop led by j) should be held as necessary. (a), b), c), d), f), g), h), i) and j))</li> <li>• Team repairing workshop led by j) should be held as necessary, when problems arise in the collaborative process. (a), b), c), d), f), g), h), i) and j))</li> </ul>
	4 Technical Design	<ul style="list-style-type: none"> <li>• Team maintaining workshop led by j) should be held as necessary. (a), b), c), d), f), g), h), i) and j))</li> <li>• Team repairing workshop led by j) should be held as necessary, when problems arise in the collaborative process. (a), b), c), d), f), g), h), i) and j))</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>• Team maintaining workshop led by j) should be held as necessary. (a), b), c), d), f), g), h), i) and j))</li> <li>• Team repairing workshop led by j) should be held as necessary, when problems arise in the collaborative process. (a), b), c), d), f), g), h), i) and j))</li> <li>• Weekly site meetings to discuss technical matters should be held in the joint office. (b), c), d), g), h) and i))</li> </ul>

# Regular Meetings Between the Parties (client and supply chain)

## Personnel

## RIBA Phase What needs to be carried out

a) Client

b) Client's Engineer

/ Design Team

c) Collaboration Advisor

d) Contractor

e) End Users

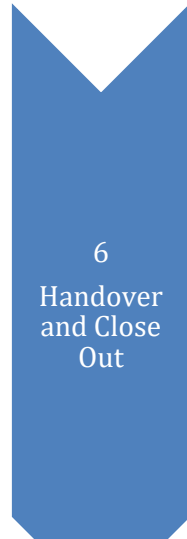
f) Supply Chain

g) Sub-Contractors

h) Site Manager

i) Client's Representative on Site

j) Collaboration Facilitator



6  
Handover  
and Close  
Out

- Team completing workshop led by j) should be held to discuss what went well and what needs improving with the project. (a), b), c), d), f), g), h), i) and j))



7  
In Use

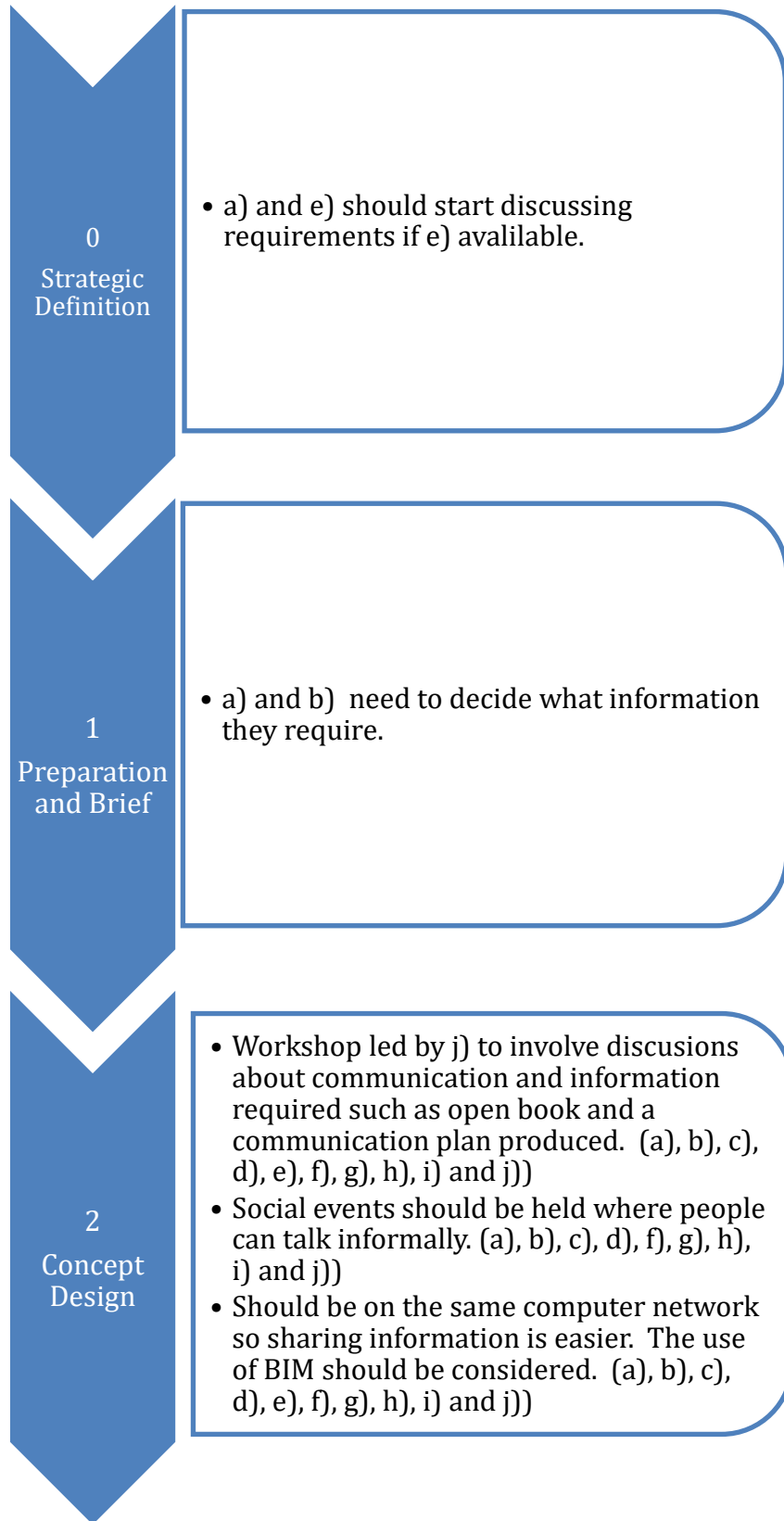
- Post occupancy meetings should be held at about 6 months and 12 months where applicable. (a), d), e), g), h) and i))

# Effective Information Sharing

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
- c) Collaboration  
Advisor
- d) Contractor
- e) End Users
- f) Supply Chain
- g) Sub-Contractors
- h) Site Manager
- i) Client's  
Representative on Site
- j) Collaboration  
Facilitator

## RIBA Phase What needs to be carried out



# Effective Information Sharing

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
- c) Collaboration  
Advisor
- d) Contractor
- e) End Users
- f) Supply Chain
- g) Sub-Contractors
- h) Site Manager
- i) Client's  
Representative on  
Site
- j) Collaboration  
Facilitator

## RIBA Phase What needs to be carried out



- Should be on the same computer network so sharing information is easier. The use of BIM should be considered. (a), b), c), d), e), f), g), h), i) and j))
- Regular workshops should allow discussions of issues and allow the sharing of information. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where people can talk informally. (a), b), c), d), f), g), h), i) and j))



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- Social events should be held where people can talk informally. (a), b), c), d), f), g), h), i) and j))
- Should be on the same computer network so sharing information is easier. The use of BIM should be considered. (a), b), c), d), e), f), g), h), i) and j))
- a) and d) should use open book accounting so information available for pain/gain etc.
- a) and d) could use websites, facebook and Twitter to include stakeholders.

# Effective Information Sharing

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
- c) Collaboration  
Advisor
- d) Contractor
- e) End Users
- f) Supply Chain
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- h) Site Manager
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Representative on  
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## RIBA Phase What needs to be carried out



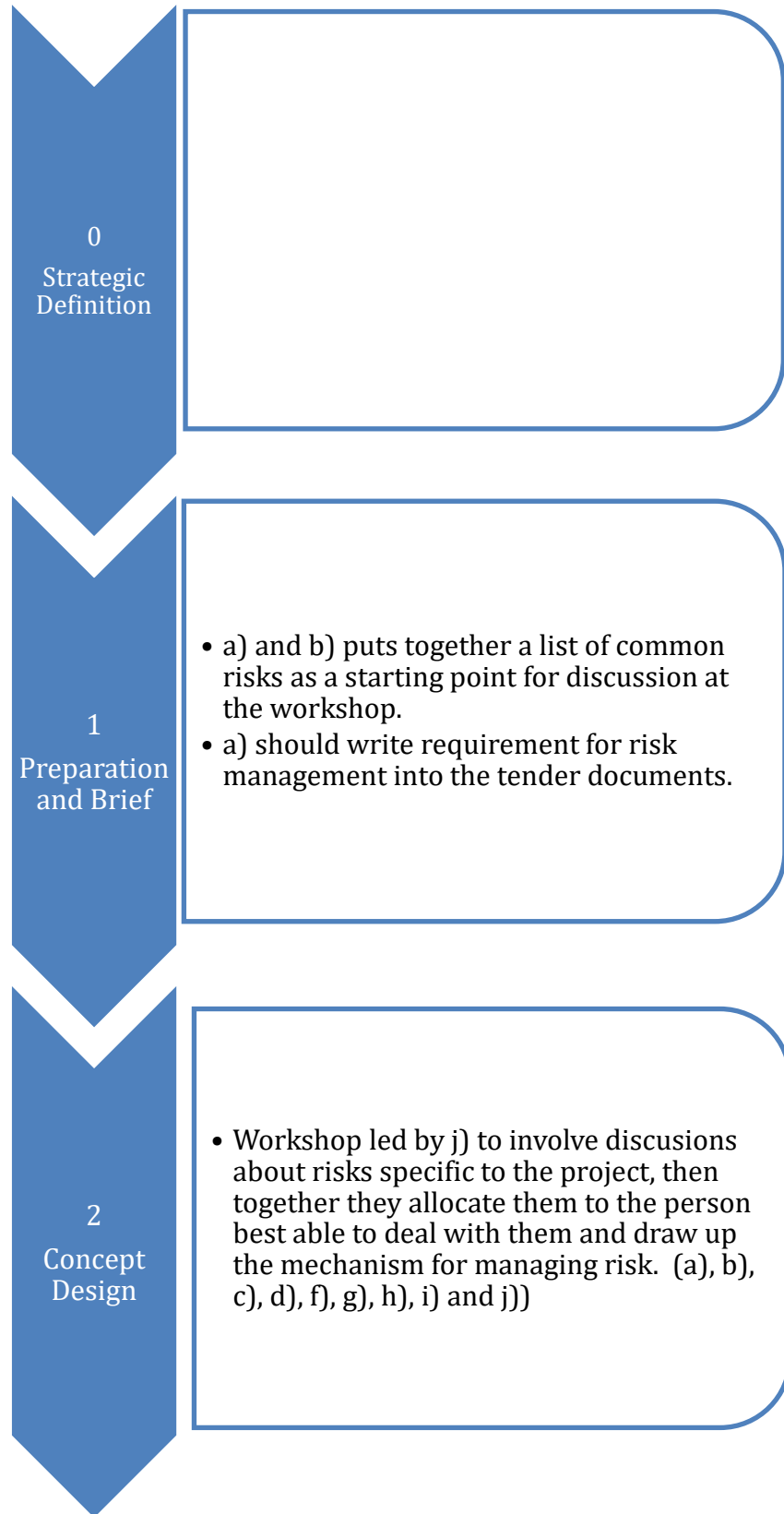
- Regular meetings should allow discussions of issues and allow the sharing of information. (a), b), c), d), e), f), g), h), i) and j))
- a) and c) should make sure e) is provided with required handover documentation.

# Risks Allocated Fairly

## Personnel

- a) Client
- b) Client's Engineer  
/ Design Team
- c) Collaboration  
Advisor
- d) Contractor
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Facilitator

## RIBA Phase What needs to be carried out

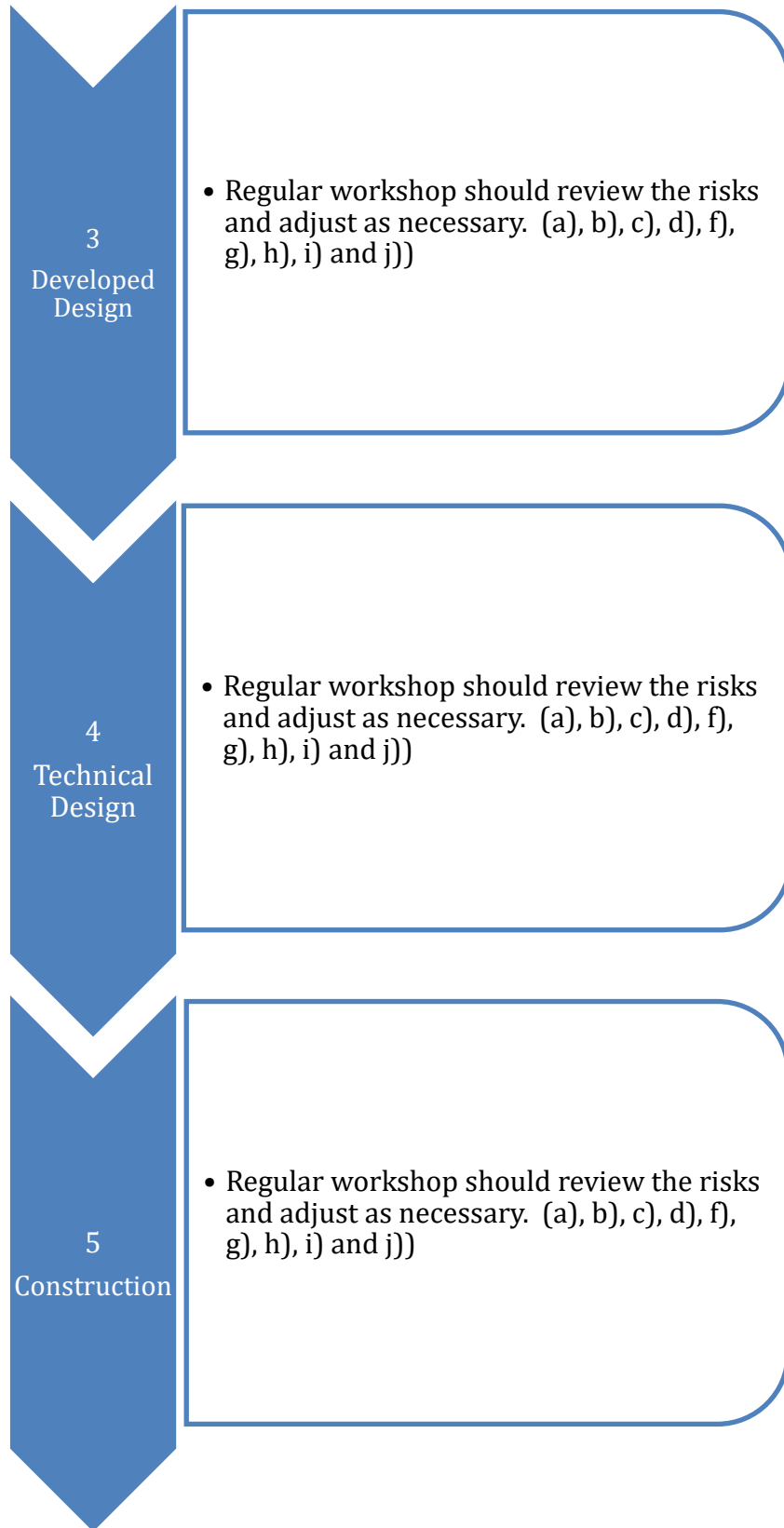


# Risks Allocated Fairly

## Personnel

- a) Client
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## RIBA Phase What needs to be carried out



# Risks Allocated Fairly

## Personnel

## RIBA Phase What needs to be carried out

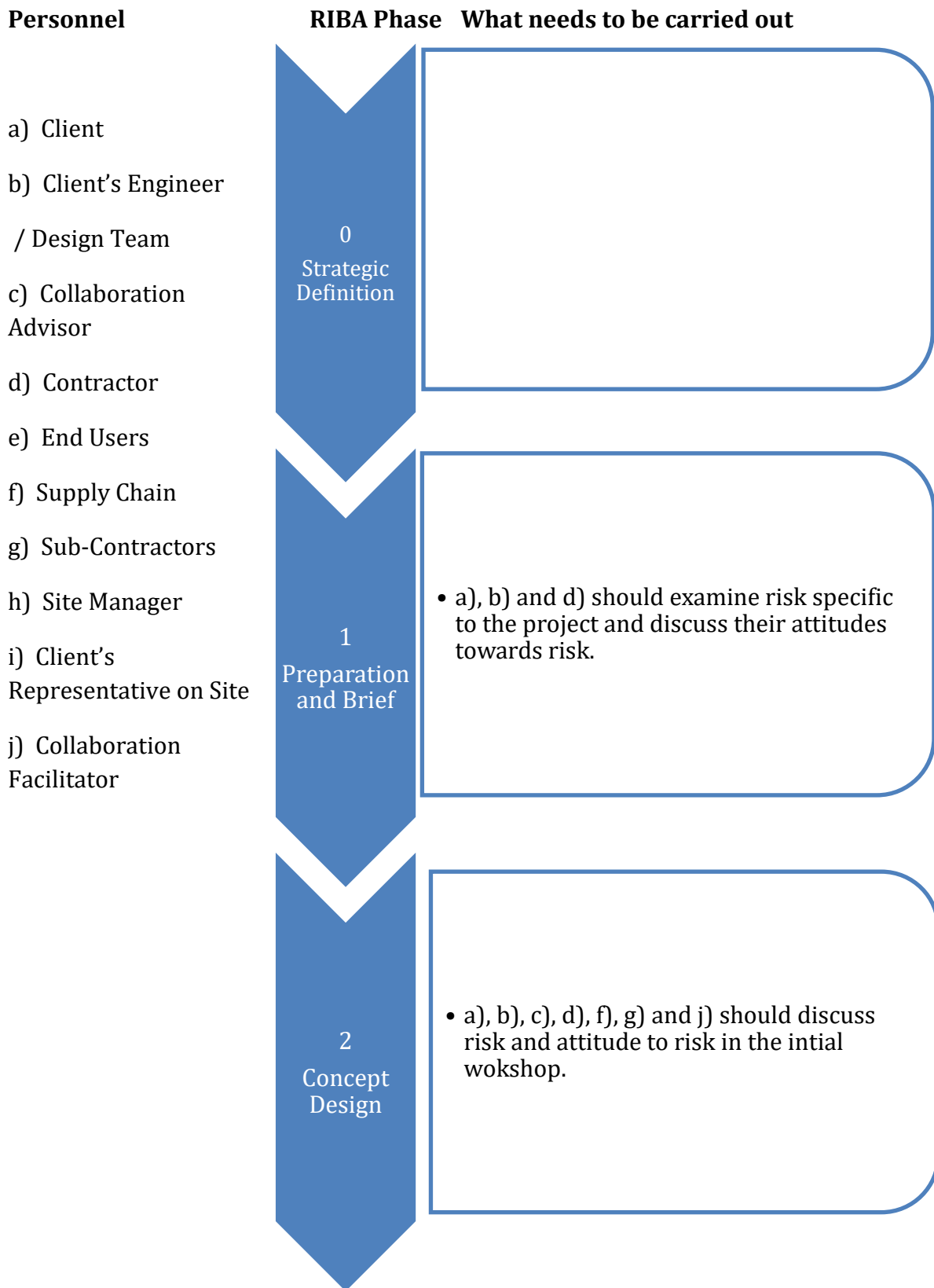
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• Post project appraisal of risk management should be carried out. (a), b), d), f), g), h) and i))



# Pain Share Gain Share Mechanism Fair to Both the Client and the Contractor



# Pain Share Gain Share Mechanism Fair to Both the Client and the Contractor

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain	3 Developed Design	
g) Sub-Contractors h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	4 Technical Design	<ul style="list-style-type: none"> <li>• a) and d) must agree target price prior to start on site.</li> <li>• a) and d) must agree the percentage gain share pain share and whether there is going to be a cap on the pain share. The percentages should be informed by the parties attitude to risk.</li> <li>• a) should consider extending this to key g)'s as well.</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>• a), b), d), g), h) and i) monitor performance</li> <li>• a) can make interim gain share payments.</li> </ul>

# Pain Share Gain Share Mechanism Fair to Both the Client and the Contractor

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain g) Sub-Contractors	6 Handover and Close Out	<ul style="list-style-type: none"><li>• a) pays out gain share to d) and g) if relevant.</li></ul>
h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	7 In Use	

# Relationships Between the Parties are Managed

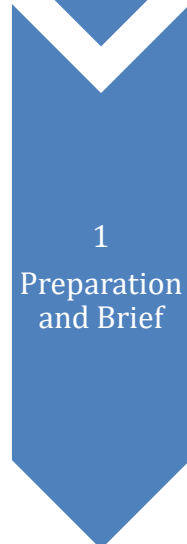
## Personnel

- a) Client
- b) Client's Engineer  
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- c) Collaboration  
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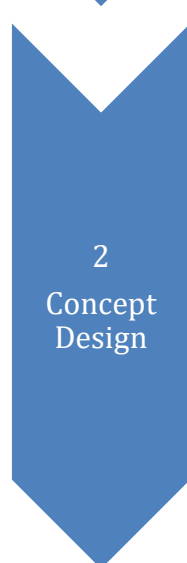
## RIBA Phase What needs to be carried out



- a) and b) and have meetings with e) if available.



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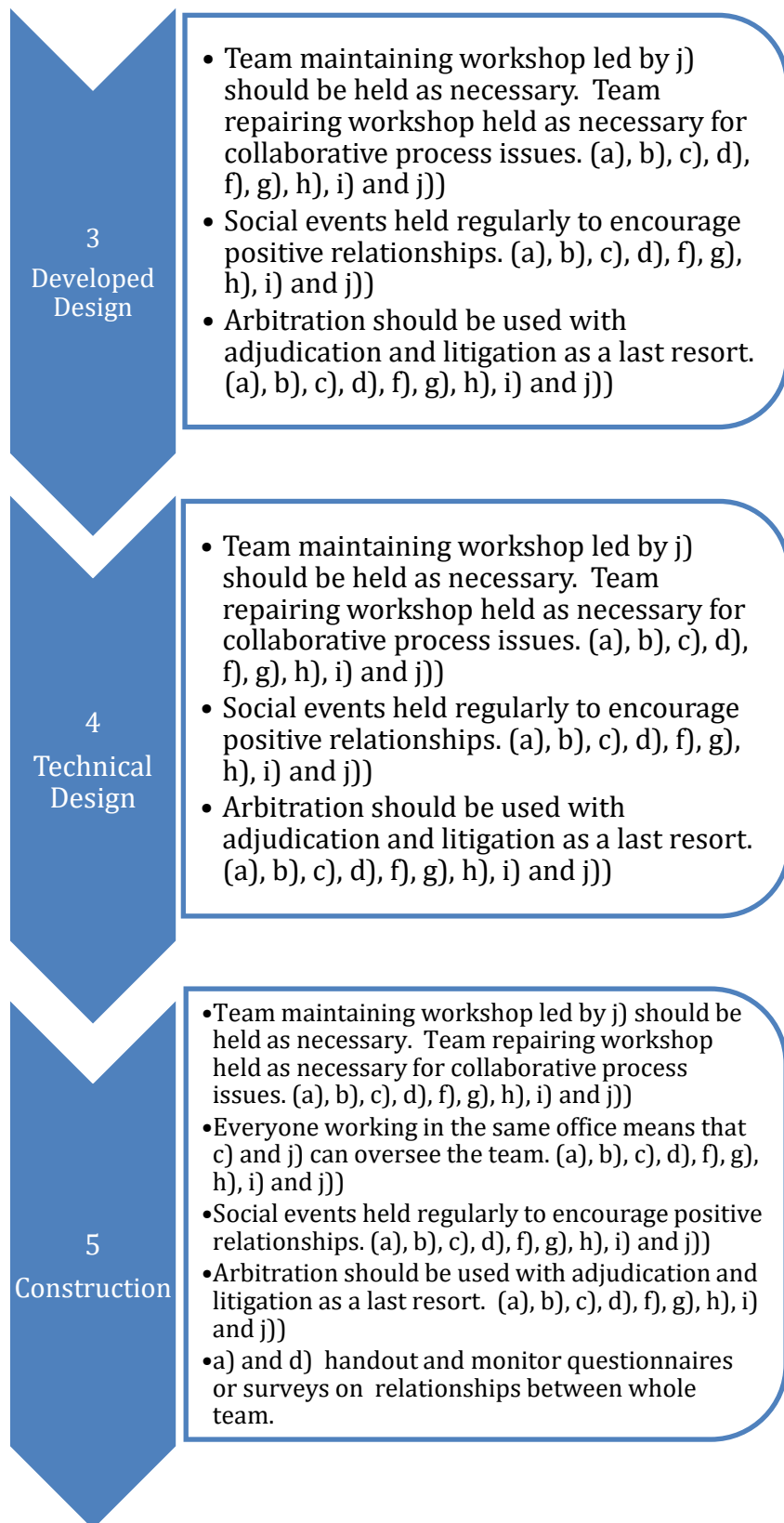
- First workshop led by j) asap after forming the team. The first workshop is a team building workshop. All workshops to be held in a neutral venue and should last 1 - 2 days. Team building is an important part of the workshop and people not suitable for team work should be removed. Alternative dispute resolution should be drawn up and included in the contract. Roles and responsibilities will also be examined and put into the contract. (a), b), c), d), e), f), g), h), i) and j))
- Incentives used to encourage correct behaviours. (a), b), c), d), f), g), h) and i))
- Arbitration should be used with adjudication and litigation as a last resort. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly as less likely to argue with possible friends. (a), b), c), d), f), g), h), i) and j))

# Relationships Between the Parties are Managed

## Personnel

- a) Client
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## RIBA Phase What needs to be carried out



# Relationships Between the Parties are Managed

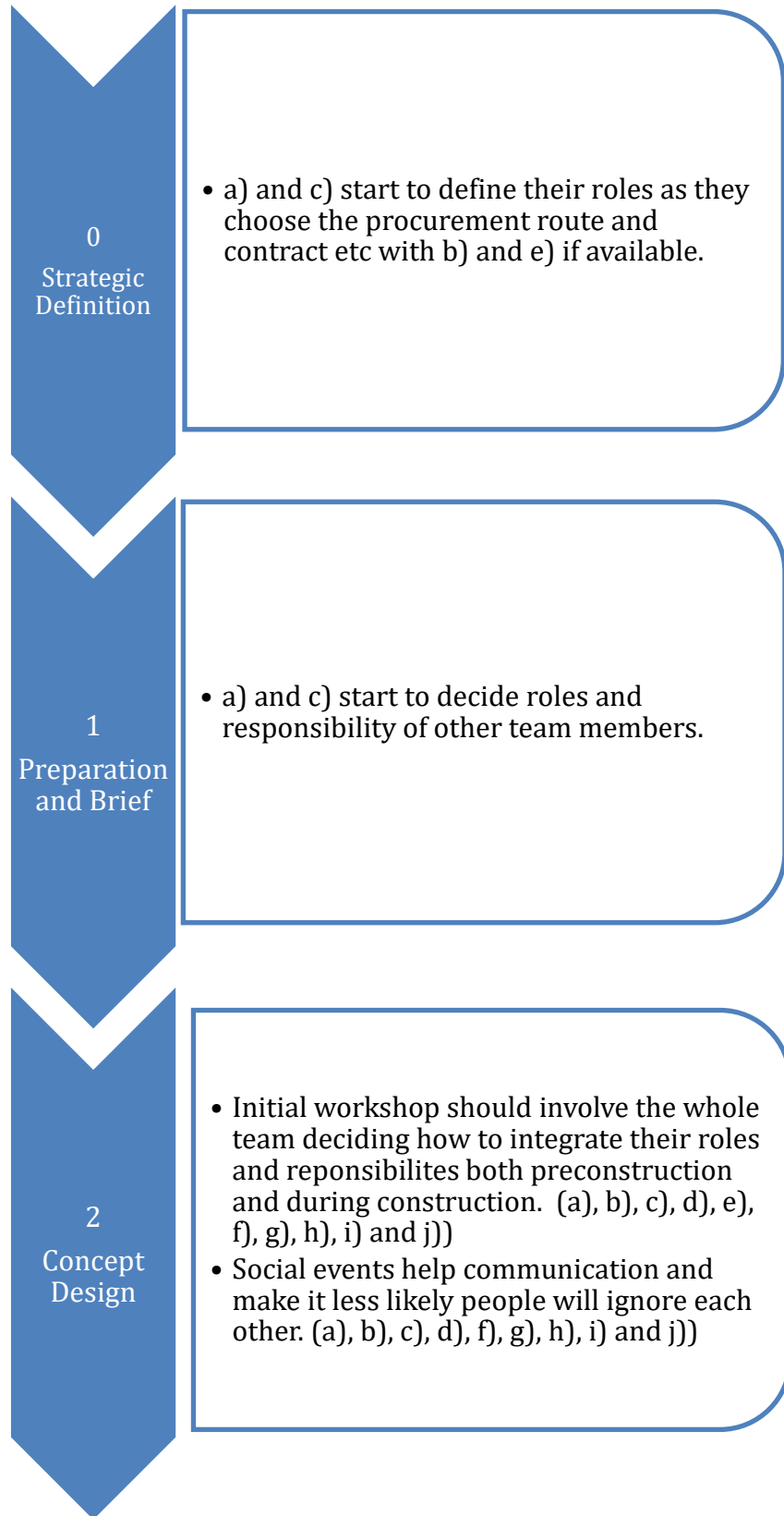
Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain g) Sub-Contractors h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	6 Handover and Close Out	<ul style="list-style-type: none"> <li>• Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))</li> </ul>
	7 In Use	

# Respect for the Input of Other Team Members

## Personnel

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## RIBA Phase What needs to be carried out



# Respect for the Input of Other Team Members

## Personnel

## RIBA Phase What needs to be carried out

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- j) Collaboration  
Facilitator



- Regular workshops should involve j) controlling the workshop to make sure everyone gets their say in a supportive environment. (a), b), c), d), f), g), h), i) and j))
- Social events help communication and make it less likely people will ignore each other. (a), b), c), d), f), g), h), i) and j))



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# Respect for the Input of Other Team Members

## Personnel

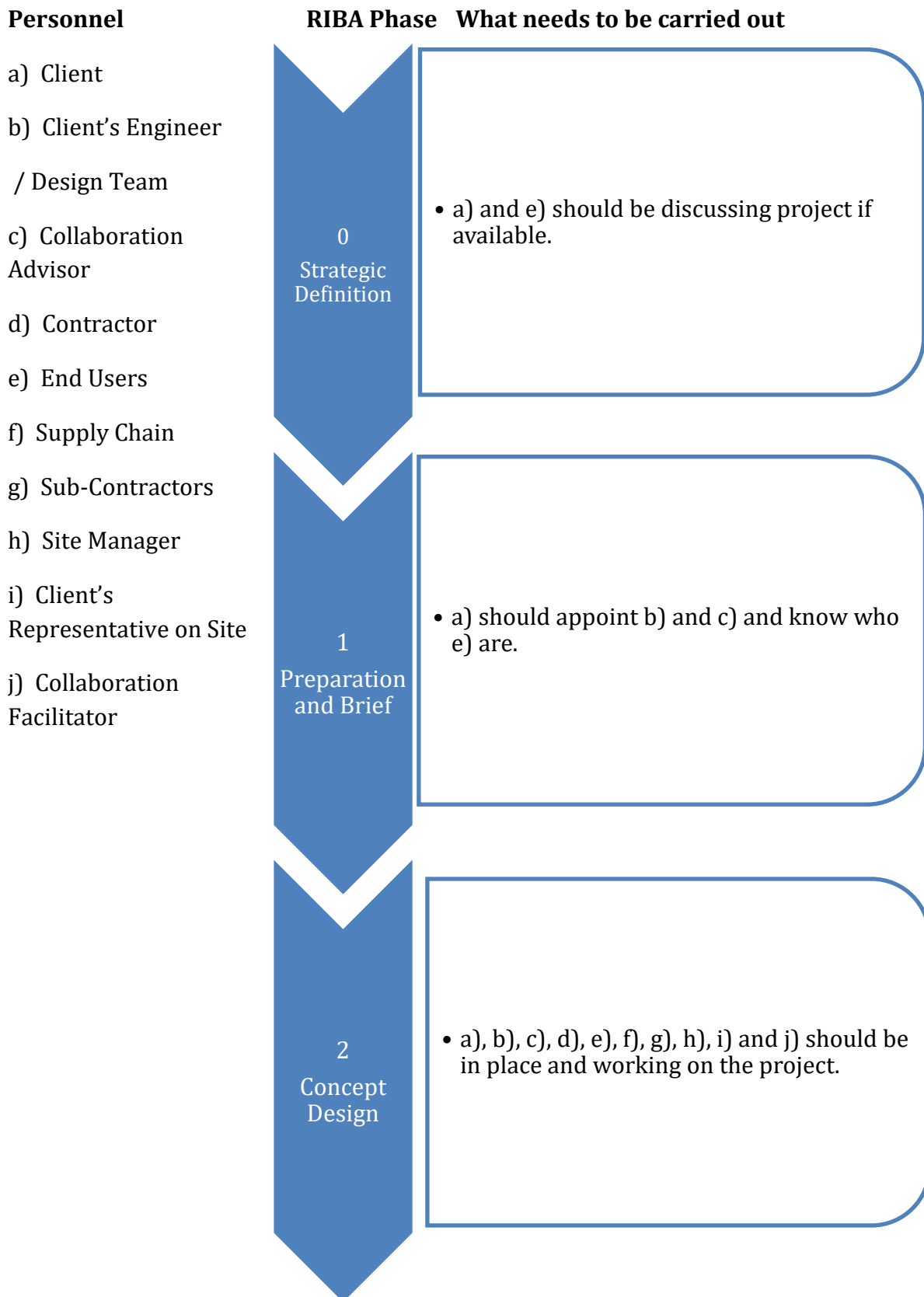
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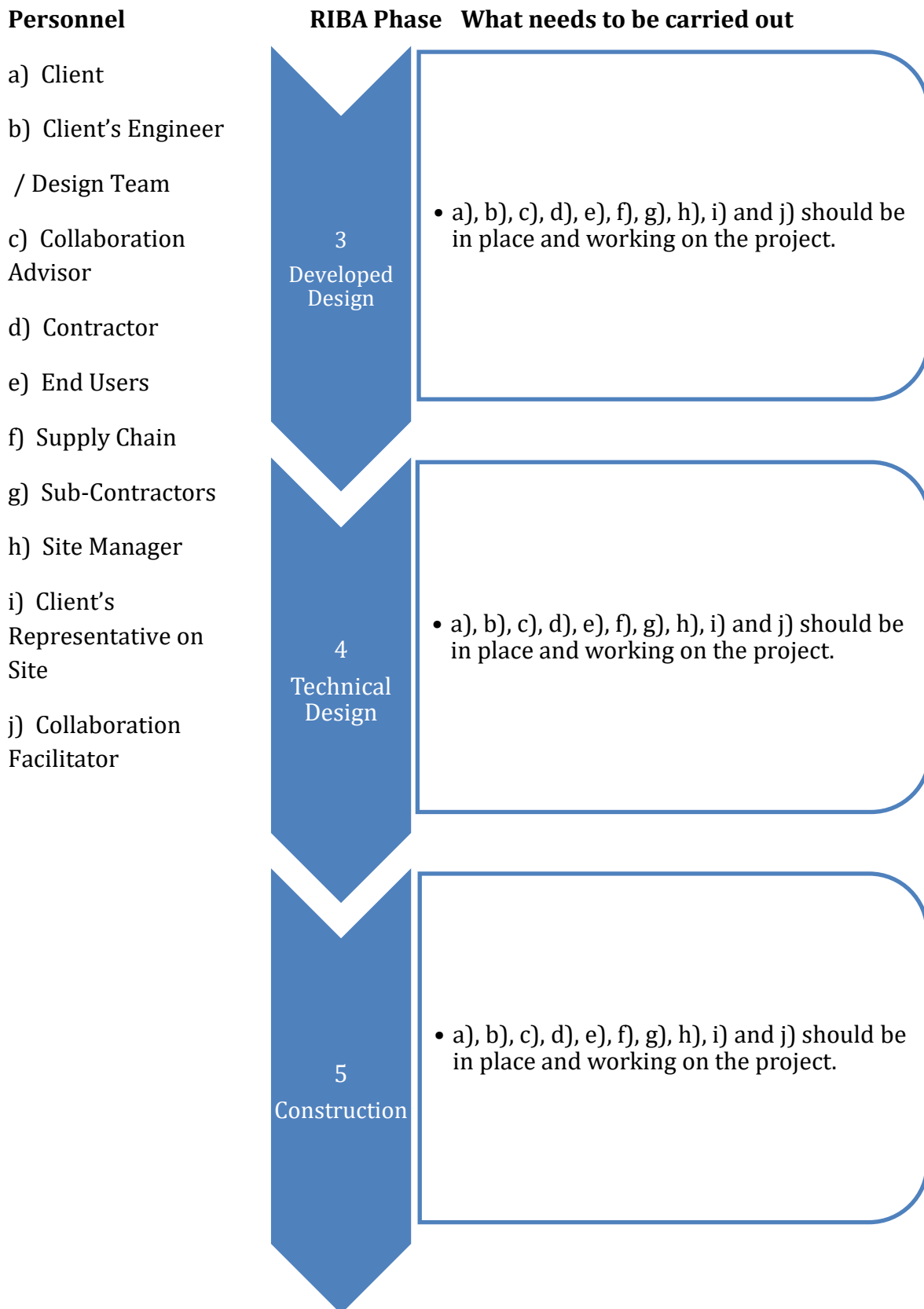


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# Early Involvement of Key Members of the Supply Chain



# Early Involvement of Key Members of the Supply Chain



# Early Involvement of Key Members of the Supply Chain

## Personnel

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• a), b), c), d), e), f), g), h), i) and j) should be in place for the final meeting to review how the project went.



# Aim for a Win/Win Outcome

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain	0 Strategic Definition	
g) Sub-Contractors h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	1 Preparation and Brief	
	2 Concept Design	<ul style="list-style-type: none"> <li>• Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))</li> <li>• a) and d) must agree the percentage gain share pain share and whether there is going to be a cap on the pain share. The percentages should be informed by the parties attitude to risk.</li> </ul>

# Aim for a Win/Win Outcome

Personnel	RIBA Phase	What needs to be carried out
a) Client b) Client's Engineer / Design Team c) Collaboration Advisor d) Contractor e) End Users f) Supply Chain	3 Developed Design	<ul style="list-style-type: none"> <li>• Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))</li> <li>• a), d) and g) should be using open book accounting to make sure that everyone gets a fair reward.</li> </ul>
g) Sub-Contractors h) Site Manager i) Client's Representative on Site j) Collaboration Facilitator	4 Technical Design	<ul style="list-style-type: none"> <li>• Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))</li> </ul>
	5 Construction	<ul style="list-style-type: none"> <li>• Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))</li> </ul>

# Aim for a Win/Win Outcome

## Personnel

## RIBA Phase What needs to be carried out

- a) Client
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