

## Further information

This guidance is based on learning from the best in design, construction and operation that clients, integrated project teams and supply chains have demonstrated on programmes and projects in the UK over the last 15 years.

Further information is available from the following sources:



The Constructing Excellence Survival Guide promotes the case for true collaborative working as the best response to 'economic climate change'.

### [constructingexcellence.org.uk](http://constructingexcellence.org.uk)

The Constructing Excellence website is an excellent source of guidance and case studies from over ten years of practical application of collaborative working techniques. Members of Constructing Excellence have privileged access to a full set of how-to tools and training packages to support a change programme.

### Constructing Excellence regional centres and best practice clubs

This network is a valuable source of regional information and knowledge as well as networking opportunities with like-minded people from the sector who wish to work collaboratively. See the Constructing Excellence website.



The 'Business case for lowest price tendering' reviews the arguments in favour of this approach and concludes that there is no such business case.

### [areyouthereyet.co.uk](http://areyouthereyet.co.uk)

The Strategic Forum for Construction website contains the Integration Toolkit which provides in-depth guidance consistent with this guide, as well as business case and other promotional material.

### [cwchamps.ning.com](http://cwchamps.ning.com)

The Constructing Excellence Collaborative Working Champions meet regularly to share experiences and to mentor those looking for support. Collectively they draw on some 500 years of industry experience. They have an open online network for people interested in learning about and promoting integrated collaborative working in the built environment. They welcome industry participants from all backgrounds.

Constructing Excellence is a national, regional and local enabler for much improved performance to deliver better built environments through collaborative working. Funding members include clients, contractors, consultants, specialists and suppliers across the buildings and infrastructure sectors. Our evidence-based approach features action research, innovation, demonstration, measurement, networking, guidance, training and influence.

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Collaborative working:  
the principles

# Constructing Excellence through collaborative working

## Definition

“Working together in a seamless team to common objectives that deliver benefit for all through mutually-beneficial (i.e. including commercial) alignment”

## Three overriding principles

### Common vision and leadership

An absolute focus on the end purpose based on a clear understanding by all participants of what represents value for the client and end users. Leadership needs to establish this common vision and then constantly relate progress by the project to this vision to reinforce the team’s goal.

### Collaborative culture and behaviours

Collaborative behaviours include teamwork and joint problem solving. Participants demonstrate values such as trust, fairness, openness, no-blame, honesty and transparency.

### Collaborative processes and tools

Adopting processes and tools which support the development of the collaborative culture and deliver the benefits, such as information collaboration platforms, open book costing, lean and waste elimination, and project bank accounts.

## Six critical success factors

### Early involvement

From the start, engage with all those who have a value contribution to make, including specialist contractors, manufacturers, commissioning consultants, facilities managers, etc, and pay for their expert input. Ensure no party has to implement decisions which they have had no part in discussing and developing.

### Selection by value

Select on quality, especially of the potential relationships, whole life costs and benefits. Avoid historic (“traditional”) procurement routes such as design-bid-build with lowest price tendering focused on upfront capital reduction. Appoint the best not “cheapest” and focus on out-turn cost and whole life legacy value.

### Aligned commercial arrangements

Adopt commercial arrangements that underpin all the above principles: collaborative forms of contract (NEC, PPC, JCT/CE), risk management and risk sharing, incentivisation such as open book cost management, target cost with pain-gain share, fair/prompt payment mechanisms (eg single project bank accounts), project insurances. Avoid historic risk-dumping forms of contract, exploiting suppliers on price, or late payment.

### Common processes and tools

Avoid duplication of roles and effort through eg co-location, extranets, Building Information Models and management. Implement value management and other lean techniques to eliminate all waste. Pay on milestones not monthly valuations, which are a wasteful process.

### Performance measurement

Adopt client-focused Key Performance Indicators. Measure and review throughout the project to indicate progress towards success, and use as the yardstick for continuous improvement activity. Include measures and reviews of behaviours as well as hard processes.

### Long-term relationships

Look for the benefits of teams who have learned to work together efficiently by using standing supply chains, frameworks and similar tools rather than tendering every package every time. Minimise waste by working with people who have developed a culture of trust and inclusivity while understanding the need to continually question, challenge and improve.