Network Rail Infrastructure Projects
Joint Relationship Management Plan

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CONTENTS

Programme Background

- Project Overview
- Objectives and Primary Roles
- Integrated Project Organisation
- Contract Summary
- Visions, Values and Behaviours
- Relationship Management Measurement

The Eight Stages

1. Awareness
2. Knowledge
3. Internal Assessment
4. Partner Selection
5. Working Together
6. Value Creation
7. Staying Together
8. Exit Strategy
Programme Background

Each project that is designated for or proposes to utilise collaborative working under the BS 11000 structures will develop their specific Relationship Management Plan. This Section shall be completed for each individual project and capture the key elements of the project.

Guidance:

For every collaborative programme to be successful there has to be a clear focus and understanding for those involved of the broader aspects of the programme over and above their individual roles and responsibilities. Thus whilst it may not be practical for every member of the team to be fully conversant with the fine detail of the contracting arrangements an executive summary will help to position their activities and how they interact with other stakeholders or partners.

Programme over view

For each project the Project Manager shall provide a brief overview of the project and the rationale for adopting collaborative working to achieve the desired outcomes.

Guidance:

This should contain a brief description of the collaborative programme, application or project, its rationale, aims and objectives to ensure that individuals are focused on the overall desired outcome.

Objectives, roles and responsibilities

In order to provide a high level view of the projects key elements, the following model captures these primary issues in a form that is easily recognisable at every level of the team. It is recognised that at the concept stage this will only capture these perspectives from the Network Rail viewpoint but will be amended as the specific relationship partner is established.

Guidance:

In a partnering or collaborative arrangement there will be both common and individual objectives for the partners. Overall success is only ever likely if these are all met and thus they need to be recognised by all team members. These need to be agreed as part of any pre-contract or agreement development. It is also important that every member of the team appreciates the primary roles of the partners in relation to these objectives.
### Integrated Organisation

The Project Manager shall incorporate a high level organisation chart which identifies the key roles. This will start from the perspective of Network Rail and then evolve through the development of the relationship and the form of contractual agreement. This may take the form of a highly collaborative form of agreement, for example, an alliance where an integrated project organisation is created, but may also take the form of other, more traditional contract forms supported by a project RMP.

**Guidance:**

*Collaborative programmes or partnering relationships will frequently involve complex organisation and governance structures, however to understand the reporting lines and levels of authority that will impact relationships across the programme it is*
**Contract Summary**

The Project Manager shall incorporate a synopsis of the key contract agreement aspects that will aid the day-to-day interactions between the partners.

*For large and complex programmes the contracts/agreements may be complex and whilst it is acknowledged that not everyone will need to have access to the fine detail it is important that the key elements and obligations are understood by those involved in delivering the programme.*

**Visions, values and behaviours**

To ensure that the project teams and their partners embed the appropriate behaviours there shall be a collaborative charter developed that captures the key elements of Network Rail’s vision and values together with an articulation of the behaviours desired to be adopted within the relationship.

*Guidance:*

*Relationship management is all about embedding the right behaviours within an integrated team. It is doubtful that the right behaviours can be driven solely by contract conditions, though one possibility is incorporating the RMP into any contract to establish an agreed platform to engender the appropriate behaviours. It is recommended that prior to contract signing there is a specific or series of partnering workshops undertaken. These will focus on developing a common relationship management operating model within the context of the RMP. The outcome from these workshops should be a Strategic Mission, Visions and Values, and a Partnering Charter that will set the behavioural expectations of the partners and their teams. These can then be incorporated into the RMP.*

**Relationship Management Measurement**

The RMP shall incorporate an agreed matrix of the key elements of performance and behaviours that will be utilised to gauge the effectiveness of the relationship. These may be defined by the parties but shall include the baseline requirements of Network Rail in accordance with the PRISM performance management process.

*The adoption of a collaborative approach is based on the assumption that it will deliver higher performance, value and benefits than a traditional contracting relationship. It is therefore crucial to establish effective measurement that will enable the executive sponsors and joint management team to monitor the relationship over the life of the project.*
1  AWARENESS

In this initial phase consideration should be given to the degree of business relationship management required to meet programme deliverables. The more flexibility and innovation required in the project the greater the emphasis should be on developing a strong business relationship.

1.1 Executive Sponsor (Network Rail)

On all programmes that are designated as collaborative programmes under the Gateway approval process where a project Relationship Management Plan is mandated, the SER is Simon Kirby, Managing Director, Investment Projects. Where appropriate this role may be delegated by him.

Guidance:
Collaborative programmes may significantly challenge internal structures and practices it is crucial that each programme has clearly define executive sponsorship and where appropriate identify the corporate policies that govern adoption of collaborative approaches

1.2 Policy

The Network Rail Collaborative Working Policy for Investment Projects is defined in the Corporate Relationship Management Plan.

1.3 Business Objectives

For Network Rail Investment Projects the overall business objectives are defined by the Control Period 4 Delivery Plan which sets out the individual project outputs required by the regulatory settlement. The procurement and contracting strategies for these various projects, including consideration of collaborative working, are developed and set by the Strategic Sourcing Gateway process. This takes the form of the submission of papers to the appropriate Commercial Strategy Panel (insert cross reference to relevant procedure).

Guidance:
Identify and incorporate into the RMP the business objectives and drivers compatible with the business visions and values in line with customer requirements.

1.4 Assess Value of Collaborative Arrangements

The adoption of collaborative arrangements are more fully described within the Investment Projects Contracting Strategy. The rationale for such collaborative arrangements shall be set out in the appropriate Gateway papers. The benefits of a
collaborative working approach compared to a traditional contracting approach shall be articulated within these submissions.

**Guidance:**

*Identify and incorporate into the RMP through a benefits analysis the principle benefits of why a partnering or collaborative approach is being taken in the case of a specific relationship or at a corporate level which areas of the business activity should be considered as appropriate for a more integrated relationship.*

### 1.5 Identifying the focus for collaborative relationships

The policies for adopting a collaborative approach are contained within the Investment Projects Contracting Strategy and evidenced through the Gateway process. For projects designated to be delivered through collaborative arrangements the respective Gateway papers shall set out the rationale and resources required.

**Guidance:**

*The RMP should incorporate the policies and procedures to be adopted to focus the efforts of collaboration appropriately for the organisation. This should include links to the evaluation of suitable resources.*

### 1.6 Capability, Skills and Training

Network Rail operates a competency assessment programme (the Contracts & Procurement Competence Assessment Framework) which links to personal development needs and the resultant plans. Where projects are designated to be delivered through collaborative arrangements the project manager shall identify within the Gateway process specific skills development needs and access appropriate courses related to collaborative working.

There are a range of collaborative training modules available for staff working on projects designated as being collaborative working to undertake. Where individuals require access to such training as part of their development plans this shall be approved by the Head of Contracting strategy and the Commercial Discipline Resource Manager.

The training and development courses for collaborative working shall from part of the overall competence assessment and Development Needs Analysis frameworks that exist for Contracts & Procurement staff. The collaborative working training modules will also be made available to non-C&P staff as well as to staff from our suppliers.

**Guidance:**

*Collaborative working may stretch traditional skills sets thus it is important to ensure that if partnering is the selected route to contract this is taken into consideration. Establish the appropriate skills requirements for both leadership and the team and where appropriate identify required training and development programmes.*
1.7 Initial Risk Assessment

Risk management processes and requirements for identification of risk in relation to individual programmes is contained within the Project Management Plan (PMP). The Gateway papers record the key risks and mitigations. On projects which are designated to be delivered through collaborative arrangements the project shall establish a risk register that incorporates relationship risk issues. Following appointment of the partner(s) the risk register shall be updated and managed at intervals to be agreed with the Project Manager.

**Guidance:**

*Identify and incorporate into the RMP any impacts on procedures, processes or performance that may result from working in collaboration through a benefits analysis the principle benefits of taking a partnering or collaborative approach. Identify and incorporate into the RMP any constraints such as integration, information flow, resource, manpower, customer value and capability that may introduce additional risk to the project.*

1.8 Outline Implementation Plan

Project implementation requirements shall be identified within the Gateway process, and supported by the GRIP process and the project RMP.

2 Knowledge (Focused on specific Programmes)

For each project designated as collaborative the Project Manager shall develop a specific strategy for implementation (the Gateway 2 submission).

2.1 Principal programme strategic drivers

The Control Period 4 Delivery Plan sets out what Network Rail is strategically required to deliver. For individual projects the project RMP shall identify specific outputs that can be more effectively delivered through collaborative working to support Gateway 2 submissions.

**Guidance:**

*Identify and incorporate into the RMP the primary drivers for adopting a collaborative approach. These will form the foundation for the strategic objectives, including any aspects of business performance and process that have been assessed as being delivered through a partnering or collaborative approach.*

2.2 Best practice processes and skills

For designated collaborative programmes BS 11000 provides the relationship management platform contained within this RMP and shall be adopted. The skills and competencies associated with collaborative working shall be identified within the Gateway 2 papers together with any development needs analysis (DNA).
2.3 Knowledge Management

For projects designated to be delivered through collaborative working the Project Manager shall define what information needs to be shared with partners, what information may not be shared and information that is necessary for successful delivery. The process of sharing knowledge shall be further developed following the appointment of the successful partner.

Guidance:

Establish process for management of information control and sharing across the partners particularly interdependencies which may impact performance.

2.4 Information Sharing

For projects designated to be delivered through collaborative working the Project Manager shall identify how information sharing will be managed between the partners and where practical identify interdependencies between partners.

Guidance:

Establish process for identifying information control and sharing across the partners particularly interdependencies which may impact performance.

2.5 Strategic objectives and business case

The strategic objectives and business case of every investment programme are contained within the relevant investment authorisation. For each project the Gateway submission shall incorporate a benefits analysis where collaborative working is being recommended.

Guidance:

Identify and incorporate into the RMP the business objectives and business case that the relationship is expected to deliver. Establish the levels of authority that have been given for the programme against identified deliverables /objectives.
2.5.1 Identify prospective collaborative partners (delete when joint paper)

For projects designated as collaborative working an assessment of prospective partners’ collaborative credentials shall be incorporated as part of the pre-qualification and tender evaluation process.

**Guidance:**

Identify and incorporate into the RMP those potential partners that should be considered for development of a partnering relationship.

2.5.2 Initial Exit Strategy

The Project manager shall incorporate within the Project RMP those key issues relevant to the exit strategy.

**Guidance:**

Establish and incorporate into the RMP the primary issues that need to be considered in terms of an exit strategy. In particular consider issues of knowledge and skills transfer together with intellectual property, security and any specific issues that may trigger the need to exit the arrangement.

2.6 Risk & Value Management

Risk and value management is a fundamental part of the PMP. The Project Manager shall establish a risk and value management plan incorporating any identified relationship issues which could impact on the overall project success.

**Guidance:**

Establish a risk management process and resources including risk register that incorporates risk mitigation recommendations. This will likely become a common risk management platform once a partner(s) have been selected and contract is in place. High level risk issues should be identified within the RMP.

2.6.1 Business Continuity

Threats to Business continuity shall be identified and addressed within the project risk management plan as part of the PMP.

**Guidance:**

Identify and incorporate into the RMP any aspects of business continuity, that may be affected by a partnering or collaborative approach, including any assessment of customer requirements to be incorporated.
2.6.2 Sustainability and CSR
The Project Manager shall produce a Sustainability Delivery Plan which shall reflect the requirements of the Network Rail’s Sustainability Policy.

**Guidance:**
*Identify and incorporate into the RMP any aspects of Sustainability and CSR that may be affected by a partnering or collaborative approach, including any assessment of customer requirements to be incorporated.*

2.7 Strategic implementation plan
The Project Manager shall produce a Project Management Plan in accordance with GRIP which shall include a strategic implementation plan if required.

**Guidance:**
*Establish and incorporate into the RMP the key aspect of the collaborative development plan that can be communicated across internal stakeholders.*

3 Internal Assessment

**Guidance:**
*In this phase the project shall evaluate its own capability and processes in order to provide a basis for integration of external partners.*

3.1 Self assessment
For projects designated to be delivered through collaborative working the Gateway process submissions and approvals will incorporate an assessment of the project’s collaborative capability and address issues to be addressed, if any.

**Guidance:**
*Undertake a self assessment process to evaluate internal collaborative capability and identify both strengths and weaknesses within the organisation. Incorporate diagnostic results into the RMP The Maturity Assessment Programme (MAP) may also be utilised on potential partners during partner selection.*
3.1.2 Evaluate internal capability

For projects designated to be delivered through collaborative working the Project Manager shall undertake a self assessment of the project team’s capability to collaborate and develop action plans where necessary to address identified weaknesses through DNA.

**Guidance:**

Review the self assessment outputs and incorporate in the RMP areas for development /action. This should incorporate the collaborative profile as established from the self assessment.

3.2 Project Managers

For projects designated to be delivered through collaborative working the project manager shall be required to demonstrate experience and/or knowledge of collaborative working.

**Guidance:**

Identify and appoint project managers with appropriate skills and identify level of authority. This include consideration of behavioural profiling of key individuals, for example, FACET

3.3 Partner Selection Criteria

For projects designated to be delivered through collaborative working the Gateway submissions shall be supported by an appropriate definition of the required competencies and collaborative capability that will be utilised to assess potential partners.

**Guidance:**

Undertake a review and establish the partner selection criteria that will be utilised during the selection process and incorporate into the RMP.

3.4 Skills Development

For projects designated to be delivered through collaborative working the Project manger shall identify the appropriate capabilities and skills. Where development needs are identified these shall be addressed by implementing a development action plan with particular focus on collaborative awareness.

**Guidance:**

Projects should implement BS11000 awareness training and skills development where appropriate. There are a range of collaborative training modules available for staff working on projects designated as being collaborative working to undertake.
Where individuals require access to such training as part of their development plans this shall be approved by the Head of Contracting Strategy and the Commercial Discipline Resource Manager.

The training and development courses for collaborative working shall from part of the overall competence assessment and Development Needs Analysis frameworks that exist for Contracts & Procurement staff. The collaborative working training modules will also be made available to non-C&P staff as well as to staff from our suppliers.

3.5 Action Plan and Change strategy

The Project Management Plan is shall include all identified requirements/issues emanating from an internal assessment incorporating both people and process issues.

Guidance:

This action plan should include activities to be used during the Working Together stage’

3.6 Executive review and reporting

Executive reviews shall be undertaken in line with the Management Business Review process which follows a four weekly reporting cycle. This will ordinarily be done by the SER or his nominated delegate.

Guidance:

Identify the policies, procedures and processes that will govern senior executive reviews and the required internal reporting that will be utilised to monitor and maintain collaborative programmes.

4 Partner Selection

The selection of the right partner with complementary skills, appropriate resources and capabilities is fundamental to any partnering or collaborative programme.

4.1 Nominate potential partners

The potential partners shall be identified within the Gateway 2 process.

4.2 Partner evaluation

The Gateway 2 submission shall identify the criteria for the selection and appointment evaluation process. In the case of collaborative projects this may be a two stage process; Stage 1 being Technical and Commercial and Stage 2 incorporating collaborative
alignment. Where collaborative working has been approved an element of the evaluation criteria must include assessment of collaborative capabilities and behaviours. This shall be defined within the project RMP.

**Guidance:**

*Establish methodology for evaluating the collaborative capability of potential partners which may be deployed at the PQQ or tender evaluation stages, or both. This may include undertaking an organisational strength analysis review of potential partners against the partner selection criteria. Post contract the selected partners’ profile strengths and weaknesses can be incorporated into the RMP for development where appropriate. Suggested approaches may include:*

**Overall percentage to be attributed to collaborative capability**

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<td>Pre contract workshops</td>
<td>Project team assessment of proposed key contractor management team. This may be with one or more potential contractors</td>
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<td>Behavioural assessment</td>
<td>Defined method such as scenario testing (for guidance with regard to behaviours refer to Annex C of BS11000)</td>
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<tr>
<td>Contractor RMP</td>
<td>Evaluation of contractor submitted Relationship management Plan</td>
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<tr>
<td>Collaborative profile</td>
<td>Historical evidence from PRISM or a repeatable methodology (MAP)</td>
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<td>Principles of BS 11000</td>
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**4.3 Joint Objectives**

The tender evaluation process shall identify both common and individual objectives of the partners which are to be assessed and detailed within the RMP and Gateway 3 submissions.

**Guidance:**

*Identify with potential partners their objectives in adopting a collaborative approach. These should be part of the selection evaluation but also taken forward into the Working Together stage with the selected partner. This can be done during the tender evaluation process, for example, at mid-tender reviews, joint pre contract workshops or during the negotiation process.*

**4.4 Develop Negotiation Strategy**

The approach to negotiations shall be defined by the Network Rail project team and reflect the desired relationship for execution of the programme. It shall take into account outputs from relationship evaluation (4.2), the pre-contract workshop.

**Guidance:**

*Undertake an internal review to establish the appropriate negotiation approach that will support and ongoing collaboration. Implement a pre-contract workshop to embed*
the collaborative ethos into the contract. This should include agreement on joint and individual objectives, programme governance models, behavioural charters, relationship measurement approaches, KPIs and common agreement on all aspects and incorporated into the RMP such that it can be incorporated into the contract/agreement.

4.5 Conclusion of Partner Selection

As a result of the negotiation process the preferred partner is selected and authorised through the Gateway 3 process supported by a joint RMP. The parties then proceed to refine the Working Together stage to conclude the contractual and operational arrangements.

5 Working Together

In the implementation and effective operation of any collaborative programme the establishment of clear rules of engagement, governance and performance measurement are crucial to success. The adoption of a joint RMP model provides both background to the selection of the partner(s) and the basis for operational management.

For projects designated to be delivered through collaborative working the principle shall be to minimise duplication where appropriate and the appointment of personnel shall be based on the mutually agreed best person for the role, recognising Network Rail commercial, legal and regulatory responsibilities. This shall be reflected in the Project Management Plan consistent with the nature of the contractual arrangement.

5.1.1 Executive management

Senior executives shall be nominated within the RMP from both Network Rail and selected partner(s). The Network Rail SER shall be designated by the overall SER see 1.1.

Guidance:

Identify senior executives from each partner organisation and establish governance organisation and programme that ensure effective management. Where practical appoint overall team leader to drive programme.

5.1.2 Establish joint objectives

For projects designated to be delivered through collaborative working the Joint objectives shall be agreed at the pre-contract workshop and revisited after contract to ensure clarity of focus. Partners shall be encouraged to highlight their objectives which shall be supported as appropriate by the Network Rail team. These shall be incorporated in the Joint RMP as outlined in section 3, and incorporated into the project charter.
5.1.3 Establish Leadership

For projects designated as collaborative working the project leadership shall be selected based upon suitable experience and capability. This appointment will also need to be consistent with the provisions of the contract being utilised (e.g., the role of the Employer’s Representative).

Guidance:
The key to exploiting the benefits of collaborative working is to ensure there is effective leadership.

5.2.1 Establish Joint Management Team

For projects designated to be delivered through collaborative working the principle for all appointments within joint project management teams shall be based on the mutually agreed best person for the role, recognising Network Rail commercial, legal and regulatory responsibilities. This shall be reflected in the Project Management Plan.

Guidance:
Establish the joint team and agree organisational structure. A joint programme to assess and develop skills across the relationship. This should include assessment and training needs for both existing and new staff.

5.2.2 Create Joint Objectives for the Team

The joint objectives of the project team shall be consistent with the overall project objectives but may also include additional objectives, for example, innovation and skills development.

Guidance:
Creating and recognising the joint and individual objectives ensure the joint team remains focus on mutually beneficial outcomes. Establish joint objectives that reflect the overall joint objectives. These should be defined as SMART e.g., Specific, Measureable, Achievable, Realistic and Time Bound.

5.2.3 Roles and responsibilities
For projects designated to be delivered through collaborative working the roles and responsibilities within the project shall be fully defined by the joint management team and approved by the SERS. These definitions shall be in line with Network Rail competency models or as mutually agreed to support the objectives of the project. Where roles and responsibilities deviate from corporate models (either Network Rail or the partner they shall be documented within the Project Management Plan).

5.3 Knowledge Management

For projects designated to be delivered through collaborative working the joint management team shall develop and document a joint knowledge management process that ensures effective flows of information to enable successful delivery.

Guidance:
In a fully integrated collaborative team where the best person principle has been adopted the roles and responsibilities may differ from individuals’ established understanding within their own organisation. It is important to ensure clarity for all parties.

5.4 Communications Management

For projects designated to be delivered through collaborative working the joint management team shall develop and implement an effective communications plan to ensure that all stakeholders internally and externally are appropriately informed.

Guidance:
Ensuring effective communications is fundamental to maintain transparency and trust within the teams and external stakeholders.

5.5.1 Joint Risk Management Approach

For projects designated to be delivered through collaborative working risk and value management shall be a joint responsibility within the requirements of the Project Management Plan and shall be focused on ensuring that risk is managed by the organisations or individuals most suitable to manage the risk and deliver mitigation strategies.
5.5.2 Risk Manager

For projects designated to be delivered through collaborative working an individual shall be appointed to provide the focus for effective joint management and mitigation of risk.

Guidance:
*Establish a joint risk profile and management programme including risk register that recognises both common and individual partner risks.*

5.5.3 Execution of Joint Risk Management

For projects designated to be delivered through collaborative working there shall be a joint risk management process which shall address both the common risks and those of the individual partner organisations.

Guidance:
*Visibility of risk is paramount in the successful execution of any project. In a collaborative arrangement where two or more organisations are involved this becomes a critical factor.*

5.5.4 Joint Risk Register

For projects designated to be delivered through collaborative working a joint risk register shall be established in line with Project Management Plan and regularly reviewed to ensure risks are managed effectively.

Guidance:
*Establish a joint risk register that recognises both common and individual partner risks provides the opportunity to mutually work to manage all risks.*

5.6 Undertake joint evaluation of processes constraints

For projects designated to be delivered through collaborative working there shall be agreement on the processes and systems to be adopted, where these are those of the partner they must reflect the minimum requirements of Network Rail and the Project Management Plan.
Guidance:
Identify key areas of concern or constraint for each organisation including process reviews. Identify critical actions and where appropriate instigate change programme. Together with a Change – strategy through transition to steady state

5.7 Contract Model

The standard Network Rail suite of contracts shall be utilised unless otherwise agreed through the Gateway process.

Guidance:
Establish what type of contract or agreement is required and joint develop contractual platform the key elements of which should be incorporated into the RMP.

5.8 Performance Measurement

For projects designated to be delivered through collaborative working performance measurement shall be agreed that meets the requirements of Project Management Plan and the contractual arrangements. This shall KPIs relating to safety, schedule, cost, quality together with agreed relationship management measures. PRISM shall form part of this measurement process.

Guidance:
Establish necessary measures to ensure effective monitoring of performance both against objectives and outcomes as well as the strength of the relationship. This should include a suitable process to regularly review the effectiveness of the relationship and processes.

5.9 Internal Audit and Process Improvement

For projects designated to be delivered through collaborative working an internal audit programme shall be developed, implemented and maintained and integrated within the Project Management Plan. This shall be conducted by Network Rail nominated assurance personnel and be timed to reflect the criticality and risk. This shall incorporate compliance to the agreed joint RMP and include identification of actual or potential non-conformities, potential areas for improvement and recommended actions which shall be addressed by the Project team.

Guidance:
Establish a continuous improvement process to ensure compliance and corrective actions where appropriate.
6 Value Creation

The essence of any collaborative programme is that it not only meets performance targets and delivers the primary objectives but also seeks to create additional value through collaboration.

6.1 Value Creation Process

For projects designated to be delivered through collaborative working the baseline for developing a value creation approach shall be incorporated within the project Risk & Value Management Plan. This shall include value management and value engineering opportunities. A value register shall be instigated to reflect both direct and indirect benefits from collaborative working beyond the initial programme objectives.

Guidance:

The project management team should establish the principles of further value to be exploited through the relationship. A process for monitoring these initiatives and outcomes should be established including analysis of failed initiatives.

6.2 Improvement Teams

For projects designated to be delivered through collaborative working the Joint management team shall establish how this requirement is integrated into the operational programme.

Guidance:

Establish a process for implementing functional teams where appropriate to identify and deliver improvement and value.

6.3 Target Setting

For projects designated to be delivered through collaborative working where additional value opportunities are identified the Joint Management team shall set targets and implement appropriate performance measures.

Guidance:

Establish and identify areas for improvement and targets to deliver improvement and value based upon appropriate cost benefit analysis.

6.4 Define Joint Value Focus

For projects designated to be delivered through collaborative working the Joint Management team shall establish their joint focus on value which may include total cost reduction, schedule benefits, process improvement, resource optimisation, specification changes, overall programme performance.
6.5 Lessons learned

For projects designated to be delivered through collaborative working a Joint Lessons Learned register shall be produced that captures learning through the life of the project and learning from similar projects within the partner organisations...

Guidance:
Establish a process for ensuring that lessons learned are captured and disseminated both within the partners and across the wider organisations.

6.6 Innovation

For projects designated to be delivered through collaborative working there shall be a clear joint focus on innovation developed and supported by the Joint management team to encourage alternative approaches

Guidance:
Establish a process for ensuring that innovation is driven through the relationship on all levels.

7 Staying Together

This stage covers day to day management of the relationship. The value of collaborative relationships is frequently only realised over time and also creates the challenge of maintaining the ethos and focus throughout the life cycle of the project.

7.1 Key performance measurement

For projects designated to be delivered through collaborative working Key performance measurement shall be established by the joint management team accordance with the Project Management Plan and the specific requirement of the contract.

Guidance:
Establish a joint programme for performance measurement and reporting. Together with appropriate management reviews and where necessary implementation of corrective action to support outputs and behaviours.
7.2 Joint Management

For projects designated to be delivered through collaborative working the joint management team shall operate as mutually agreed in the establishment of the collaboration. Meeting and reporting requirements shall be defined within the project RMP but shall include reviews of relationship issues.

**Guidance:**

_Establish and implement robust joint management of all related activities for performance measurement and reporting._

7.3 Continuous improvement

In line with the developments of the Value Creation process this shall be reviewed as part of regular joint management meetings and actioned accordingly.

**Guidance:**

_Establish a process to exploit the joint knowledge and resources to identify value creation and innovation opportunities. Implement changes that add value to the relationship._

7.4 Behaviours

For projects designated to be delivered through collaborative working the collaborative or project/alliance charter shall define the principles and agreed behaviours that shall be acceptable to the partners. This shall be reviewed at joint management meetings. The Project Manager shall implement appropriate measurement tools to monitor the ongoing behaviours and levels of trust within the joint project team. These measurements should be reviewed by the joint management team and appropriate actions taken as necessary.

**Guidance:**

_Establish a process to monitor behaviours and levels of trust across the relationships, exploit the joint knowledge and resources, to identify value creation and innovation opportunities, for example, the Trust Index. The joint management team should incorporate within its regular management meetings an agenda item to discuss any behavioural issues. Implement changes that add value to the relationship._

7.5 Performance

For projects designated to be delivered through collaborative working the performance shall be regularly measured in accordance with the Project Management Plan and the
contract requirements. Where necessary joint corrective actions shall be established by the joint management team and monitored to deliver measurable improvement.

**Guidance:**

Collaborative working when adopted should not detract from the business objectives and whilst creating an effective operational environment is important to harness the value of collaboration its primary goal is to the deliver the business goals.

### 7.6 Executive Reviews

There shall be regular performance and progress reviews as defined within the Project Management Plan and via the Management Business Review process.

**Guidance:**

Establish an appropriate joint reporting regime to identify performance issues and review by the SER.

### 7.7 Issue Management

For projects designated to be delivered through collaborative working an issue resolution process shall be jointly established to ensure that both performance and behavioural issues are addressed in timely manner to the benefit of the programme. The joint management team shall establish an issues register which is in addition to the risk register and shall be reviewed at joint management meetings to establish suitable course of action. Where possible issues should be resolved within the joint management team.

**Guidance:**

Establish a process to monitor and manage issues and focus on resolution at the appropriate levels within the collaborative relationship. An effective measure of the strength of the collaborative measure is how few issues have to be escalated for resolution.

### 7.8 Joint Exit Strategy

For projects designated to be delivered through collaborative working a joint exit strategy shall be developed and regularly reviewed by the joint management team. This shall take into account key issues as outlined in section 8 below.

**Guidance:**

Establish a joint exit strategy and process for identification and regular monitoring of exit triggers and corrective action as appropriate.
8. Exit Strategy

The exit strategy is a critical aspect of establishing an effective collaborative programme. It should not be confused with termination but should address clearly the rules of disengagement.

Corporate guidelines for the development of project exit strategies are set out in Annex One.

8.1 Joint Exit Strategy

For projects designated to be delivered through collaborative working the key issues related to Exit Strategy shall be incorporated into the Gateway 2 and 3 papers from a Network Rail perspective. Once a contractor/partner has been selected the Exit Strategy shall be jointly developed and monitored throughout the programme execution.

**Guidance:**
The joint exit strategy should be maintained and regularly reviewed under the governance of the project against the identified potential triggers for disengagement, which should be incorporated into the joint RMP. It should be updated as appropriate to meet changes of focus for the organisations or market conditions.

8.2 Organisational Boundaries

For projects designated to be delivered through collaborative working the obligations set out in the contract shall define the organisational responsibilities and boundaries in terms of operational, legal and regulatory requirements to meet the joint objectives of the project, recognising the interdependencies of the partners.

**Guidance:**
A collaborative programme may have been established for a specific set of objectives but may progressively evolve to widen the scope of engagement. This should be regularly reviewed to assess the impact of potential changes to the exit strategy.

8.3 Operational Change

For projects designated to be delivered through collaborative working the exit strategy shall be regularly reviewed by the joint management to ensure it remains current and reflects development both within the project and external influences.
8.4 Implementing Exit Strategy

For projects designated to be delivered through collaborative working there shall be jointly developed an implementation plan to ensure effective disengagement once all requirements and obligations have been fulfilled.

Guidance:
Establish a process to ensure that operational changes are regularly reviewed by the joint management team.

8.5 Transition and continuity impacts

In the case where premature exiting results in transfer to another party of any or all outstanding future requirements, this shall be addressed within the exit strategy to ensure minimum disruption to external stakeholders.

Guidance:
Establish a process to identify when disengagement may be necessary in line with the Exit strategy. For further guidance please refer to the Exit Strategy guidelines set out in Annex One.

8.6 Focus on Future Relationship

The joint focus on the exit strategy should ensure that the value of the relationship and lessons learned can be recorded and carried forward to future programmes.

Guidance:
Establish that in the case of disengagement lessons learned are incorporated and consider potential opportunities to re-engage with partners.