

# Collaborative Working Relationships

## Objectives

Collaborative approaches deliver a wide range of benefits which enhance efficiency, service to our clients and competitiveness.

These approaches can, over time, create an environment that engenders trust between organisations and provides a framework for setting and reviewing the following objectives:

- Increase our capacity to jointly deliver efficiency improvements
- Facilitate new ways of working
- Enhance transparency and openness
- Enhance the value we deliver to our clients
- Work in harmony and with regard to each other's governance and assurance processes
- Promote collaborative working wherever it is appropriate

In this way this policy supports the Group's corporate strategic objectives around growth, delivering greater value to our clients, improving operational performance and innovation as well as showing leadership in values and behaviours. See our [Route 2018 Strategy](#).

## Determinants of success

In order to assess whether we are being successful in achieving the aforementioned objectives, we will seek to assess projects that are implementing collaboration principles by measuring the following key areas:

- Awareness – clear policy and objectives set out within each project
- Leadership, competencies and behaviours
- An effective joint Relationship Management Plan
- Sharing of best practice and knowledge
- Selecting partners who can work with us in a collaborative, safe and efficient manner
- Appropriate project-based processes, organisation and governance to enable effective collaborative working, including performance measurement and continuous improvement
- A joint approach to opportunity and risk management as well as innovation
- A Joint Management Team able to maintain behaviours, trust and deal with the challenge of sustaining the ethos and focus throughout the life cycle of the relationship

## Governance

In the UK, the Chief Operating Officer is the *Senior Executive Responsible* for ensuring that the policies, processes, culture and behaviours required are established and maintained.

Responsibility for developing this policy and associated Group level procedures, for reviewing the collaborative working performance of the operating business within the Group, and for ensuring that we continually improve, sits with the *Collaborative Working Steering Group*, chaired by the Group Chief Executive Officer.

At the outset of a project, the project board should meet and agree the desired objectives and whether a structured collaborative approach is to be taken. Activities and timeframes should then be set to implement this policy, using the templates, guides and best practice documents that are available. The *Project Director or equivalent* is responsible for putting appropriate resources in place.

It is recognised that every project is different, and the collaborative approach will need to be adjusted accordingly. For each designated collaborative project (determined on a case by case basis by reference to partner selection models and strategic and key account management plans) a specific Relationship Management Plan will be developed and will evolve through the life of the project as it progresses.

Currie & Brown's employees should seek to work in accordance with the Group's leadership framework and values, which are consistent with collaborative working. Our employees live our values each and every day. Our values are:

**Clients - People - Excellence - Sustainability**

The Group operates in many different markets and countries. Our policy does not vary, but detailed implementation takes into account the specific operating environment of each of our businesses.

This policy will be reviewed annually by the *Collaborative Working Steering Group*.



Euan McEwan  
**Group Chief Executive Officer**

**14 November 2014**