



Collaborative Charters - A Few Tips



A collaborative charter, jointly developed by the parties involved is often cited as the most useful part of structuring a collaborative relationship, whether its between internal teams or external parties, and if missed out can often lead to early failure or poor performance.

Created through a joint workshop(s)-very important - and signed off by the senior leadership team it helps avoid misunderstandings and rush to invoke contract clauses when the pressure is on.

You may like to consider the following checklist and of course once created communicate, communicate, and communicate to all involved.

Typical contents often include:

Leadership

A definition of the Scope of the activities and aims of the relationship
Critical success factors – the things that need to be done well.
A recognition of the key risks and constraints that exist

Measurement

Joint and individual objectives.
Key performance indicators and the measures to be used

Structure

The governance structure and joint leadership team.
Systems and processes that are to be used
Budgets and resources

People

The values that have been agreed
The agreed behaviours
Issue resolution process
How these aspects will be measured.







The Stort Valley Partnership

The Stort Valley Partnership is a collaboration between Start Valley Housing Association, consultant Miller Mitchell Burley Lane and contractor United House Ltd.

Mission

Keeping our promise to invest in local homes and communities.

Objectives

The objectives of the Partnership are to:

- Ensure that homes meet the Decent Homes standard
- Achieve a high level of customer satisfaction
- Provide a higher level of sustainability
- Provide Best Value
- Achieve quality, programme and budgetary targets
- Work collaboratively, respecting the needs of everyone involved.

Methods

The objectives will be achieved by:

- Improving resident's homes
- Involving residents in decisions about their homes
- Investigating and applying innovative products, processes and systems
- Setting targets, monitoring achievement and continually improving performance
- Sharing information
- Effectively managing quality, timescales, risks and costs
- Communicating effectively, consulting and building trust.

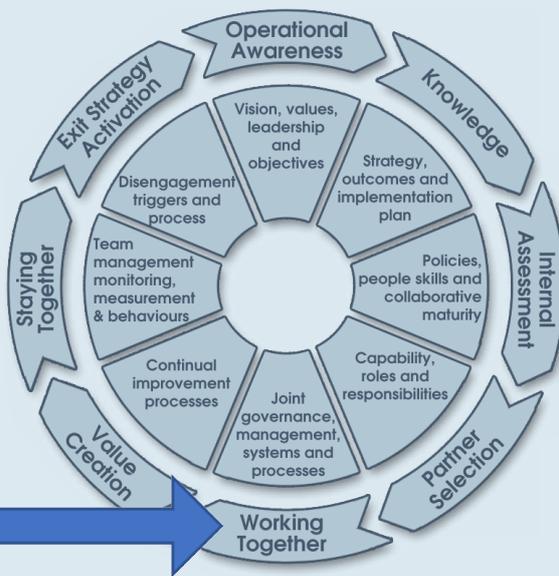
And finally 2 points: A) consider how the output will be communicated and shared. The style that will be used creative or formal or a combination of the two. Perhaps a formal document for the detailed agreement and a creative version for noticeboards and general communication. There are software tools available with predesigned templates that allow tailoring and population to assist this process. B) for the relationship to continue performing over its duration it is a good idea to revisit the charter on a regular basis (annually?) and refresh as appropriate.

ICW have a structured 8 step framework for developing sustainable collaborative relationships. The charter is one of the tools that can be used during the Working Together stage.

If you would like to understand more about how ICW can support your collaborative initiatives, then please contact John.osborne@icw.uk.com.

An example of a Team Charter

Issues	The Team	Critical Success Factors
<ul style="list-style-type: none"> • How we will deliver • How we will measure our performance • How we will manage our risks • How we will manage our resources • How we will manage our relationships • How we will manage our reputation • How we will manage our compliance • How we will manage our legal and regulatory requirements • How we will manage our financial performance • How we will manage our environmental performance • How we will manage our social performance • How we will manage our ethical performance 	<p>Job Design - Core</p> <ul style="list-style-type: none"> • Job Title • Job Description • Job Responsibilities <p>Scope</p> <ul style="list-style-type: none"> • Internal/External • Financial/Non-Financial • Time/Space • Risk/Impact <p>Deliverables</p> <ul style="list-style-type: none"> • Key Deliverables • Key Milestones • Key Risks • Key Dependencies <p>Resources</p> <ul style="list-style-type: none"> • Human Resources • Financial Resources • Material Resources • Information Resources • Other Resources 	<ul style="list-style-type: none"> • Ongoing communication of the need for change • Focus on all critical delivery objectives • Clear roles and responsibilities • Clear communication and reporting • Clear management and support roles • Clear accountability and ownership • Clear performance and quality standards • Clear risk and compliance requirements • Clear legal and regulatory requirements • Clear financial and environmental requirements • Clear social and ethical requirements
Objectives		
<ul style="list-style-type: none"> • Support the project for delivery • Provide a high level of customer satisfaction • Provide a higher level of sustainability • Provide Best Value • Achieve quality, programme and budgetary targets • Work collaboratively, respecting the needs of everyone involved. 		



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