

Collaborative working is a business discipline that puts human beings and their behaviours in the centre of organisations and works out from that centre to derive greater value through collaboration, and people working together.

Collaborative work covers both 'hard' and 'soft' systems (hard systems being processes, contracts, business measures, accounting systems etc, and soft systems covering behaviours and values). By putting these two things together and keeping people at the centre of a business, these systems can work effectively together, derive common benefit and deliver common goals.

The concept of collaborative working is reflected in the international standard, ISO44001, which provides detail on how collaborative working can be measured, assessed and assured – and provides the tools and concepts used to build a collaborative framework.

Elysium EPL is a capability provider for the Institute of Collaborative Working Australia, the premiere organisation governing collaborate working in Australia. We provide:

- advice on how to apply collaborative working principles as a business discipline to deliver outcomes in complex projects and organisations
- training and education on the application of collaborative working and the ISO44000 series
- design of multi-party collaborative enterprises, and
- implementation of collaborative working business management systems in organisations and multi-party enterprises.

Case Study



Elysium EPL assisted the Commonwealth with a complex procurement: the Request for Tender for the Regional Maintenance Provider North East in support of the Regional Maintenance Centres. To keep collaborative working at the centre of this project, we built in a **Joint Relationship Management Plan** to ensure this requirement was built into the procurement process and could be carried on through the life of the contract.

The Challenge

Collaborative working is becoming an increasingly important element of major government procurements. The Request for Tender for the Regional Maintenance Provider for the Regional Maintenance Centres North East was a complex procurement and would be a multi-year and equally complex project once the contract was signed. Additionally it is now a requirement under NSW government procurement guidelines that all complex procurements have the principles of collaborative working built into them, aligned with the requirements in the international standard (ISO 44001).



Our Comprehensive Solution

The Elysium EPL team built collaborative working into the procurement process through the drafting and workshopping of a Joint Relationship Management Plan (JRMP) – which would become the primary tool for establishing and ongoing management of collaborative working across the Regional Maintenance Centre (RMC) North East. The JRMP sets out the interrelationships and processes for managing them, the roles and responsibilities of RMC Enterprise Participants and the procedures to support early identification and rectification of issues – all while accounting for the requirements of the Contract Governance Structure.

The JRMP outlines specific content to be jointly developed by the parties for a number of issues, including:

- interrelationships between enterprise Participants
- Personnel roles and responsibilities, values and behaviours and associated procedures
- Communication strategies
- an ARCI matrix (accountable, responsible, consultation and inform matrix) and
- RMP participation in the development of business rules, processes and procedures.

The JRMP has a Senior Executive Responsible (SER) from both the RMP Contractor and the Commonwealth. The Industry Partner (once identified) uses the JRMP to define business rules and processes, and the Commonwealth uses it to establish governance arrangements and understand the Industry Partner's role.

The team held two workshops on the JRMP to ensure it was understood by key Commonwealth and industry personnel, to ensure the collaborative working requirement has understood, and the JRMP was established as the guidance document for this.

The Enduring Value

The contract for the Regional Maintenance Centre North East was signed in early 2022, and included the collaborative working requirement. As a living document intended to mature along with the collaborative relationship, the JRMP will describe how business to business rules and processes are to be implemented and requires disputes to be resolved at the lowest level possible.

More information

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