Collaboration

Supply Chain Conference

Beth West – Commercial Director

Why is Collaboration Important to HS2?

- Recent successfully delivered programmes and projects in the UK have all had high degrees of collaborative working

- High levels of scrutiny over costs mean that we need to avoid non-productive work

- We believe that Early Contractor Involvement is critical to successful whole-life delivery

Why talk about collaboration now?

- Influence our approach to procurement and the bidding process

- Open up opportunities for collaboration between HS2 Ltd and our counterparties and between our contractors and their supply chain

- Establish our delivery relationships during the procurement process

- You can help influence our corporation mobilisation

Infrastructure UK

Client Working Group

Collaborative Project Teams Programme

Presentation to HS2 Supplier Event

5 November 2013

Participants in this programme

- London Underground
- Environment Agency
- Highways Agency
- Anglian Water Services Ltd
- Heathrow Airport Ltd
- HS2
- Network Rail
- Thames Tideway Tunnel
- UK Power Networks Holdings Ltd
- Tesco Stores Ltd

Some common characteristics

- Reliant on infrastructure to deliver services to their customers
- Ongoing investment programmes to renew and enhance their infrastructure
- Consensus that the current environment for investment in infrastructure is "the new normal"
- Considerable experience of collaborating with their consultants and contractors - but limited experience of collaborating with suppliers and sub-contractors
- Evidence of improved performance but frustration that they have not yet achieved the changes in behaviours and work practices needed to sustain continuous improvement in performance
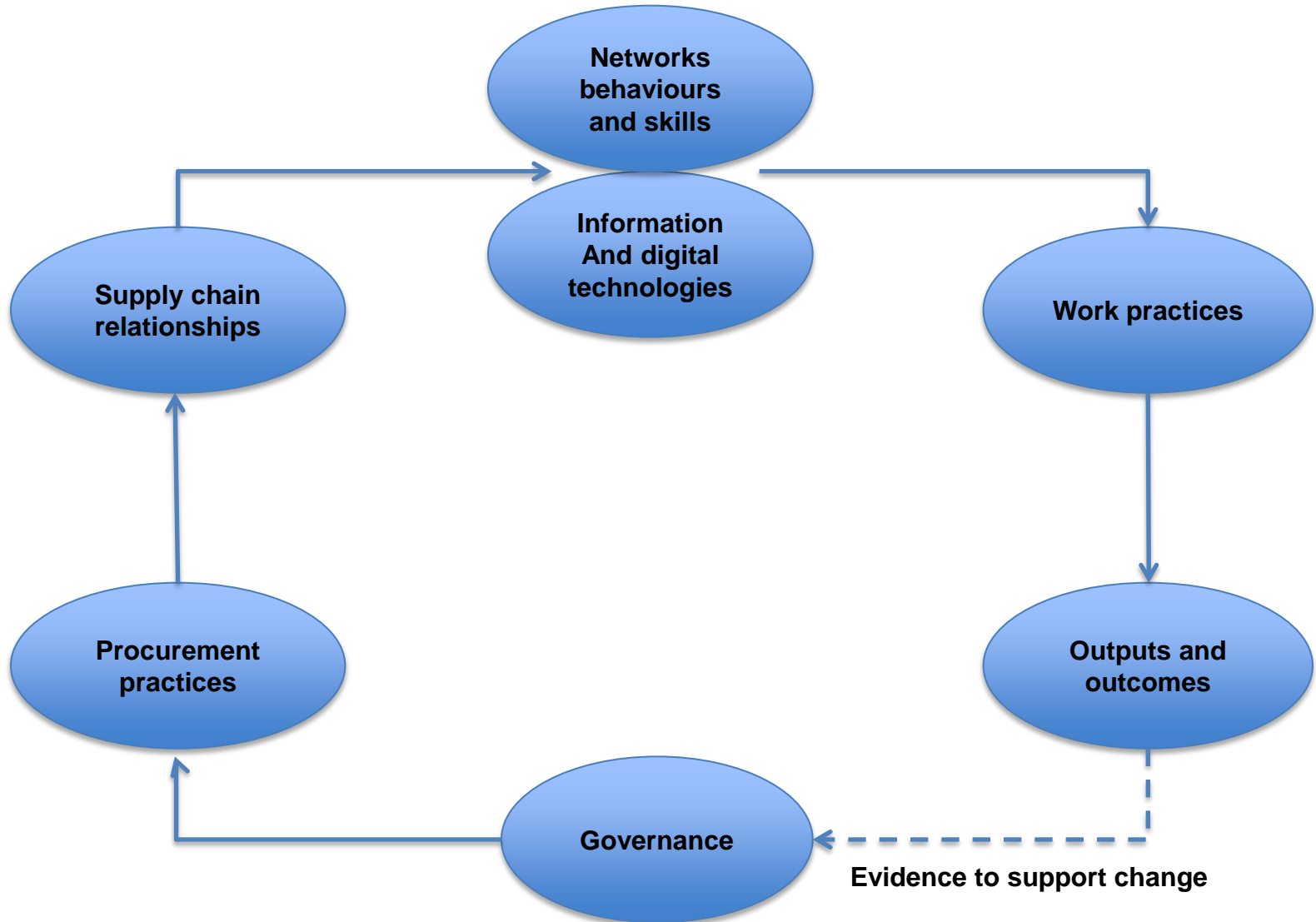
The question we are asking

Can current academic work in behavioural science, innovation and management be used to better understand collaborative project teams and to design improvements to project organisations, business processes and incentives?

And a guiding principle

Collaboration enables us to create more aligned and productive relationships between clients, stakeholders, contractors, consultants and suppliers through which we can develop better ways of working and thereby deliver continuous improvements in performance.
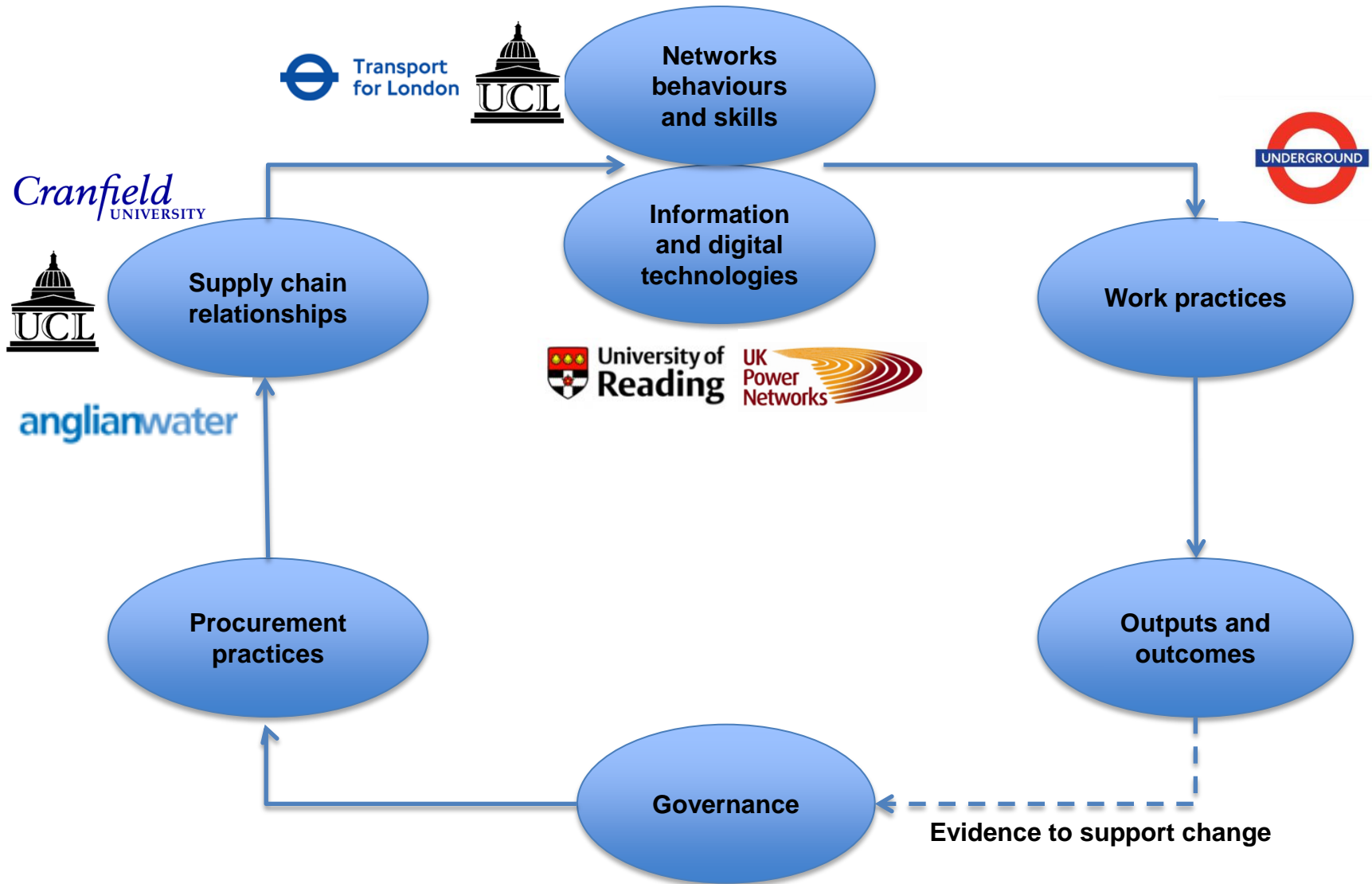
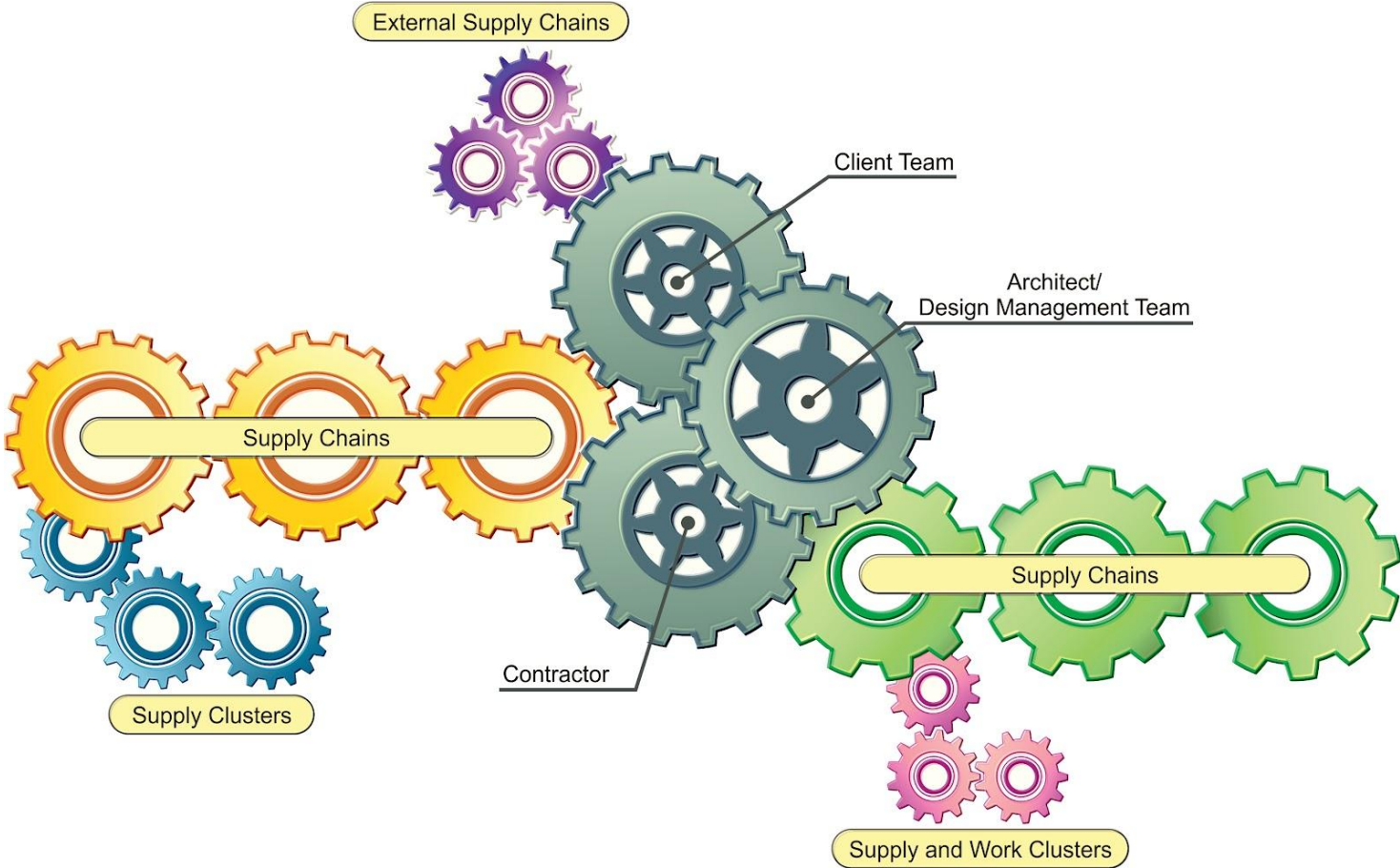# Algorithm for change

Some issues for investigation

- The factors that shape the relationships between companies in the supply chain and their alignment with the project objectives

- The social networks within project teams through which problems are solved and work gets done and how decisions are actually made

- Barriers to the effective use of information and digital technologies within project teams and how they can be overcome

- The factors that enable people on site and in the design office to plan and deliver their work more effectively
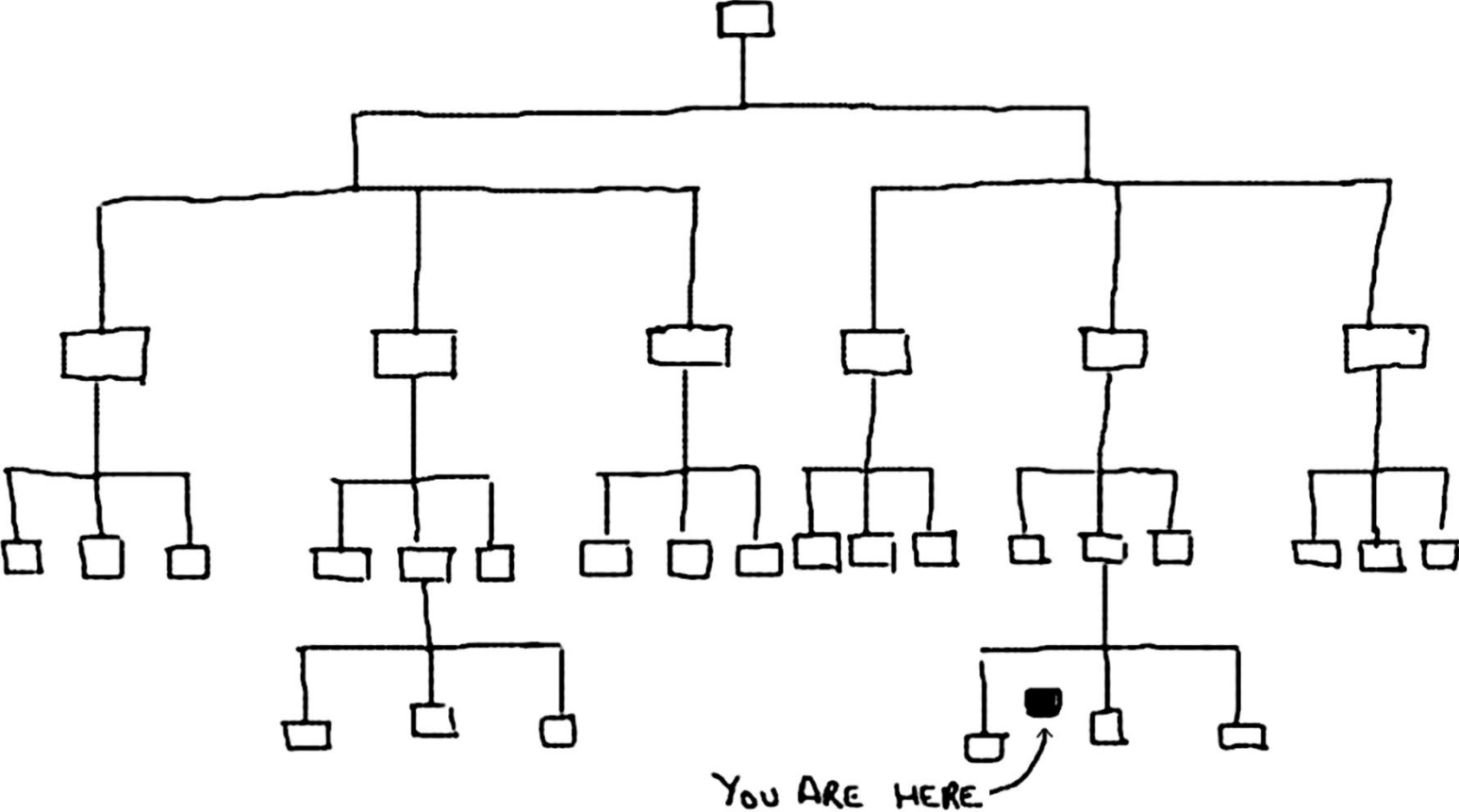
Collaboration with universities

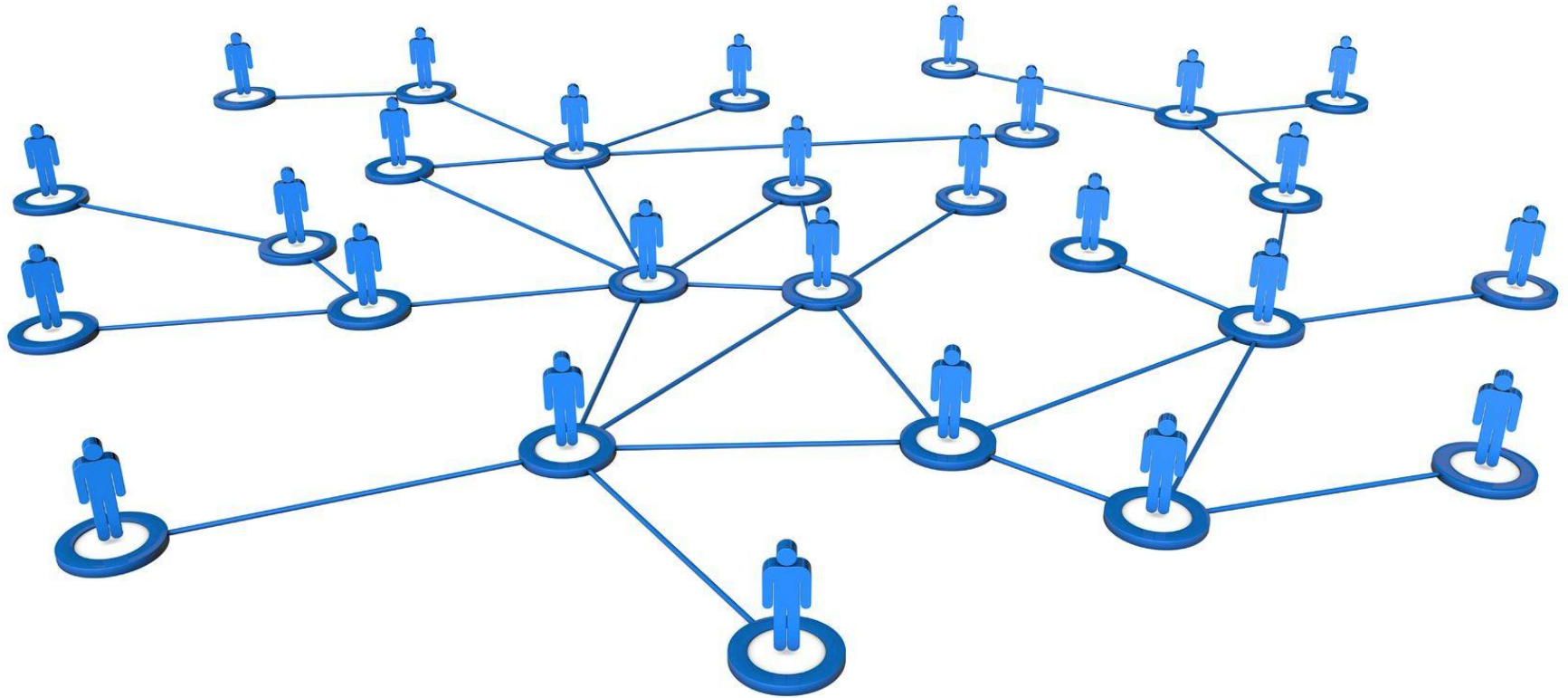# So, what are we discovering?

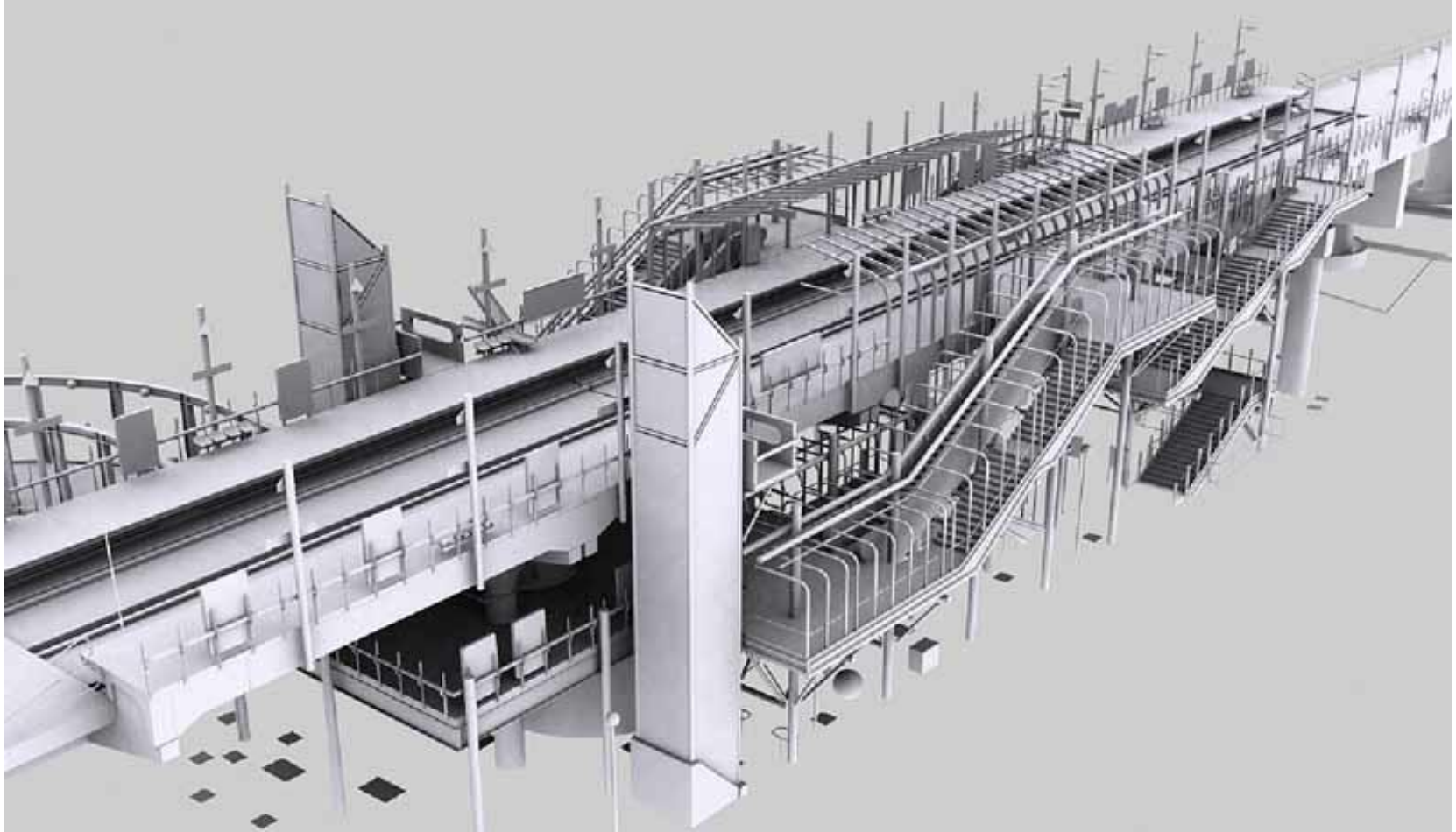# Supply chain relationships

Networks, behaviours and skills

CORPORATE HIERARCHY

YOU ARE HERE
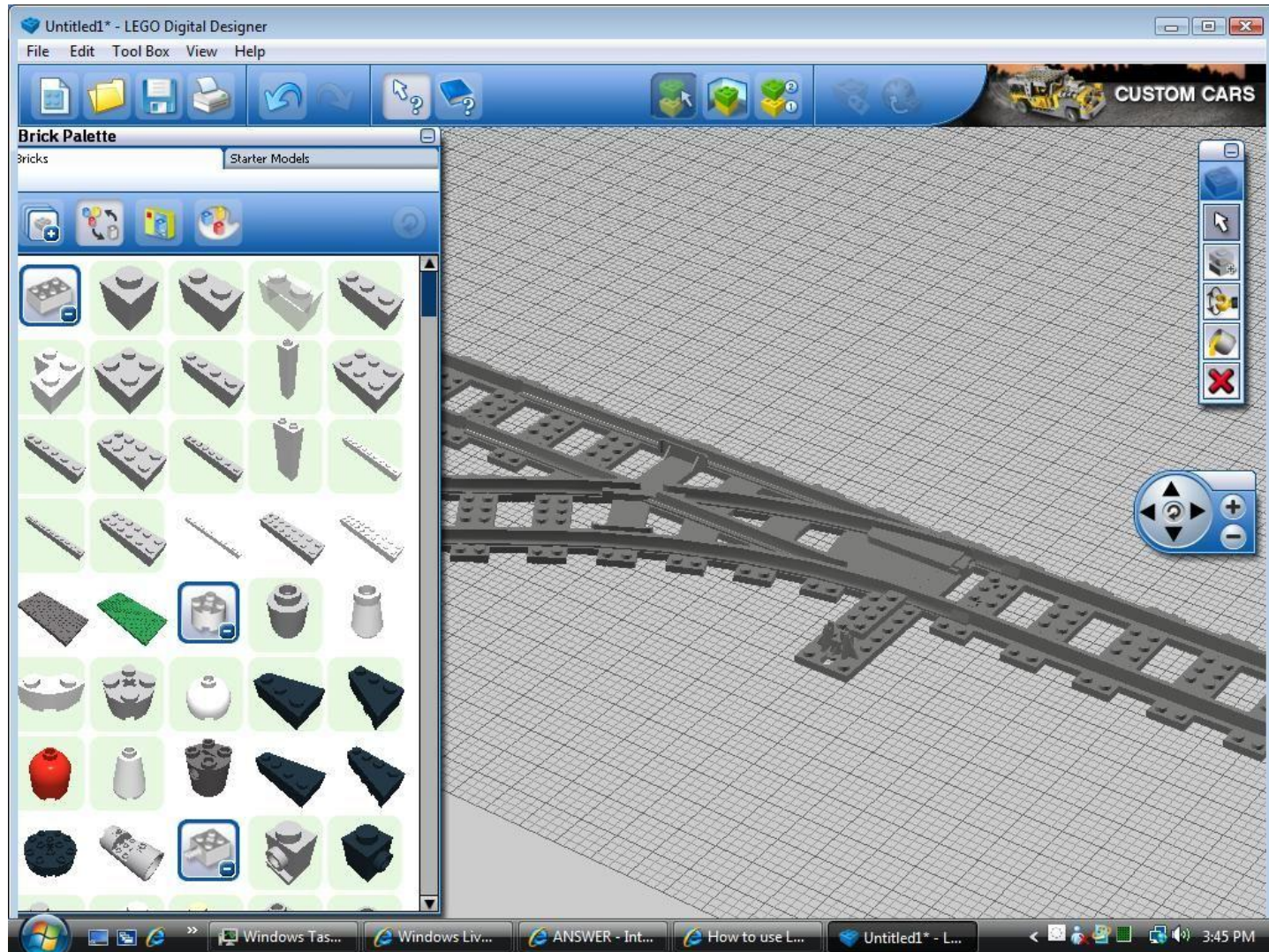
Networks, behaviours and skills

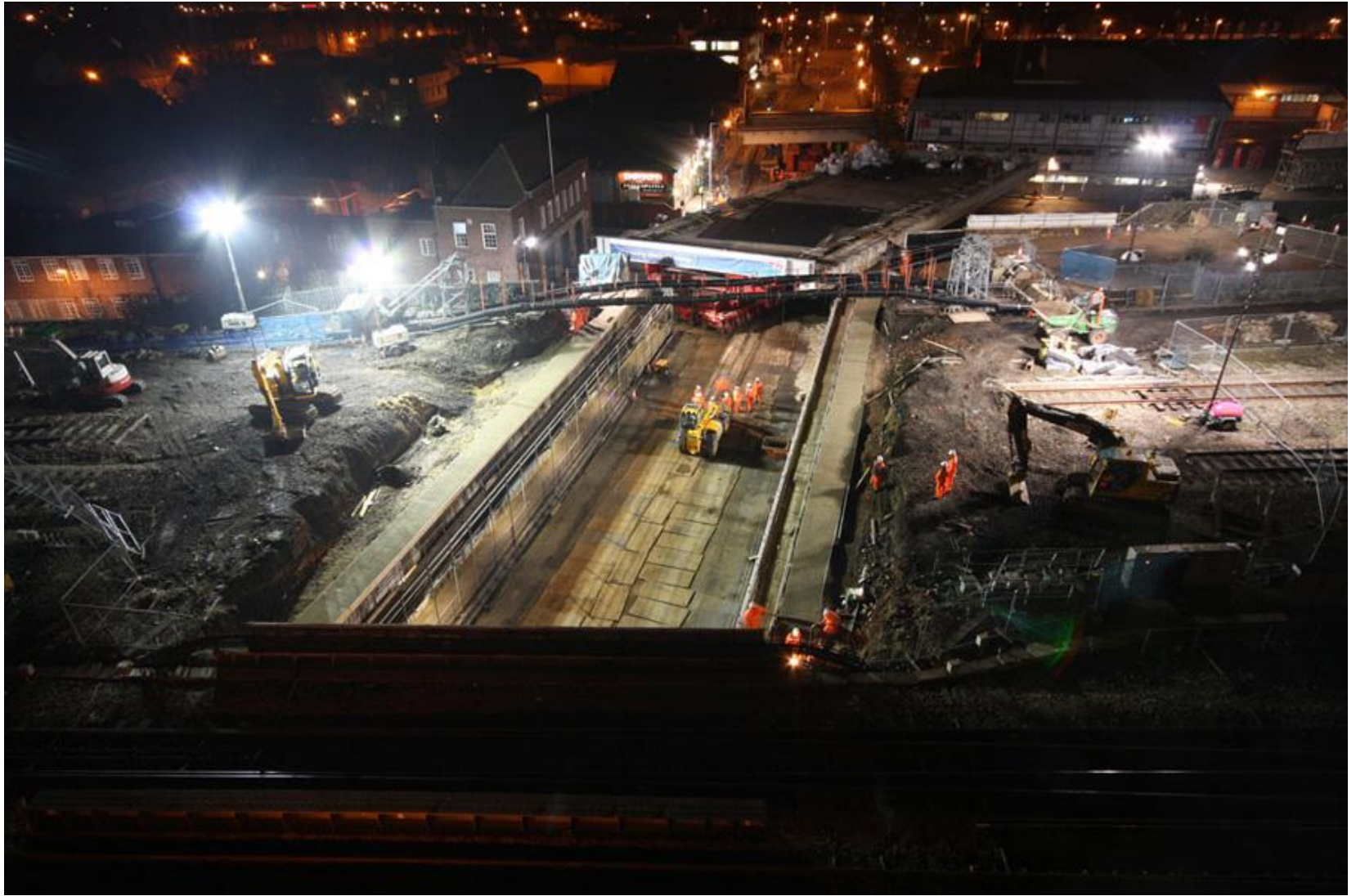# Information and digital technologies

Information and digital technologies

Work practices

Work practices

Work practices

"You don't get bid winning ideas until ideas can win bids."

Miles Ashley, London Underground

Break out session

HS2 Phase 1: OPS Market-Engagement Workshops

"How can HS2 Ltd <u>achieve collaboration</u> across its contracts <u>over a long period</u> of time in order to <u>deliver the best</u> and most cost effective <u>outcomes</u>?"

Key Collaboration Principles

In line with recognised best practice, Cabinet Office guidance, and the findings of a series of supplier workshops over summer 2013, HS2 Ltd intends to establish collaborative working relationships with its supply chain partners in line with the following collaboration principles:

- **Leadership**
- **Engagement**
- **Selection**
- **Integration**
- **Communication**
- **Incentivisation**
- **Intellectual Property**
- **Risk Management**

Breakout sessions

Each table should…

- Discuss the top 5 things we can do to generate a collaborative environment and why?

- Capture any observations that they have

20 minutes TEAM discussion

hs2 *engine for growth*