

Integrated Collaborative Working Maturity Measures

Attribute	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Early Involvement: Consulted = Not paid Involve(d) = Paid	Client Side determines brief and cost plan. Design Side involved after brief developed. Implementation Side involved after design 'complete' to detail and deliver.	Client Side determines brief and cost plan. Design Side involved after brief developed. Implementation Side consulted about products. Implementation Side involved after design 'complete' to detail and deliver.	Client Side involves Design Side during brief and cost plan development. Implementation Side consulted about products & buildability. Implementation Side involved after design 'complete' to detail and deliver.	Client Side involves Design Side during brief and affordability development & lead Implementation Side during design. Remaining Implementation Side consulted about products & buildability & involved after design 'complete'. Design Side supports Implementation Side in detailing and delivery	Client Side involves Design Side & lead Implementation Side from inception. Remaining Implementation Side involved during design development. Design Side supports Implementation Side in detailing and delivery. FM consulted on operability.	All sides involved from inception. Parties involved in design of all elements for which they have delivery or operational responsibility. Team utilises the most appropriate skills on offer.
Selection By Value	Client Side sets strategy. All parties appointed sequentially using lowest price competitive tendering.	Client Side sets strategy. Design Side appointed on value/price. Implementation Side appointed on lowest price tenders.	Client Side & Design Side set strategy. Design Side appointed on value/price. Lead Implementation Side appointed on two stage value/price, remaining Implementation Side on lowest price.	Client Side, Design Side & lead Implementation Side set strategy. DS appointed on value. Lead Implementation Side appointed on two stage value/price, remaining Implementation Side on lowest price.	Client Side, Design Side & lead Implementation Side set strategy. Design Side appointed on value. Lead Implementation Side appointed on value, remaining Implementation Side and FM on value/price.	Whole team agrees and implements strategy. All parties appointed on value, based on ability to understand & deliver the lifecycle needs. Collaborative team selection tools are used.
Common Processes & Tools	Client Side tries to impose procedures & methods but everyone uses their own, usually paper based.	Client Side & Design Side use complementary systems. Lead Implementation Side applies collaboration tools but delivery side uses own systems in parallel, mostly paper based.	Client Side & Design Side harmonise systems. Lead Implementation Side agrees collaboration tools with key Implementation Side. Remaining Implementation Side operates own systems in parallel. Some use of ICT.	Client Side & Design Side harmonise systems & collaboration tools with lead/Key Implementation Side. Remaining Implementation Side operates own systems in parallel. ICT frequently used.	Client Side, Design Side and lead Implementation Side agree collaboration tools with key Implementation Side. Collaboration tools harmonised with remainder of Implementation Side & FM. ICT mostly used.	All parties agree collaboration tools and apply ICT enabled open transparent methods and protocols selected to support the ongoing operation of the asset(s).
Performance Measurement	Time & price performance is measured against the accepted tender and tender summation.	Client Side applies time, price & quality KPI's to Design Side. Implementation Side measures time & price performance against tender & tender summation.	Client Side & Design Side collectively agree a range of KPI's. Lead Implementation Side has time, price & quality KPI's allocated. Remaining Implementation Side measures performance against tender.	Client Side, Design Side and lead Implementation Side utilise industry KPI's and agree risk allocation. KPI's allocated to remainder of Implementation Side and FM.	Whole team (including FM) utilises industry KPI's. Team agrees risk allocation. Team regularly measures performance including post completion.	Whole team utilises industry wide KPI's, shares risk allocation, agrees continuous improvement mechanisms from inception & continually measures performance including ongoing lifecycle.
Long Term Relationships: "Framework" includes all forms of long term agreements	Parties are appointed on a project by project basis from open invitation. Relationships depend on regularly winning tenders.	Some parties are appointed from a preferred (limited tender) pool, with the remainder from open invitation.	Some parties are appointed from frameworks but still tendered, remainder from pool or open invitation.	Frameworks for key parties, some negotiated some limited tender, remainder from partners' established supply chains by limited tender.	Frameworks for all key parties and supply chains for remainder, most appointments by negotiation.	All parties selected from established frameworks based on best skills match & using pre-agreed profit & cost mechanisms.
Modern Commercial Arrangements	Each party procures using its own Terms & Conditions which rigidly focus on non-performance.	Bespoke contract forms applied to key parties but most are on rigid independent arrangements.	Flexible contract forms allow some lead parties to track change and adjust accordingly. Most are on rigid independent arrangements.	Client specific modern 'partnering' arrangements (which include no retentions) encourage some key partners to openly collaborate. Remainder on partners' bespoke forms.	Client specific modern 'partnering' arrangements encourage all key partners to openly collaborate. Remainder on consistent back to back agreements.	Only industry wide unamended collaborative arrangements are used, which align mutual benefit for all with delivery of collectively agreed success criteria including wholelife performance.

Client Side Owners, occupiers, funders, end users, other customer stakeholders and advisors (including cost advisors)
 Design Side Consultants and others whose **primary** activity is the development of designs (including quantity surveyors)
 Implementation Side Contractors, subcontractors, specialists, manufacturers, suppliers and others whose **primary** activity is the detailing, manufacture, assembly and construction of built environment facilities
 Facilities Management (FM) Maintenance, servicing, support and others whose **primary** activity is the management and upkeep of built environment facilities