



# MHA PARTNERSHIP CHARTER 2017



**For & On Behalf of;**

.....**Council**

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**For & On Behalf Of:**

..... **(Contractor)**

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# MHA PARTNERSHIP CHARTER

This MHA Partnership Charter is designed to commit all parties, including the supply chain where appropriate, to start a contract on the right collaborative path and build genuine trust throughout the duration of the contract, aimed towards achieving long term, mutually beneficial success together.

This Partnership Charter is committed to ensuring success through mutual collaboration through effective and efficient service provision promoting Continuous Improvement and Innovation with joint benefits, increased value and cost savings.

This Partnership Charter aims to take a genuine step away from traditional client/contractor relationships and openly promotes integrated working and regular communication allowing constant dialogue and complimentary skills to interact to support the achievement of all contract objectives.

The successful outcomes and benefits of this Partnership Charter will be easily identifiable and measurable and are aligned to other complimentary tools like the MHA Best Practice Toolkit and the MHA Collaborative Culture Framework which together further support the DfT incentive fund objectives.

## Objectives

- Build trust in one another
- Promote collaboration and integrated working
- Improve the chances of long-term success
- Drive the overall performance of the contract and delivery of year on year savings
- Build trust in key areas
- Create joint focus on Continuous Improvement (CI) and innovation
- Improve communication and regular dialogue
- Promote transparency and honesty
- Move away from a traditional Client/Contractor relationship
- Lessen chances for disputes and can provide an effective approach to dispute resolution to remove conflict
- Provide measures of success for the desired partnership outcomes
- Never jeopardise or compromise Quality
- Make a fair & predictable Profit

**Outcomes (enhanced charter only -individual authorities with proven experience of driving the outcomes of existing partnership charters should include specific desired outcomes)**

This Partnership recognises specific outcomes which it is ultimately working toward. These are outcome such as:





- An improved highway condition
- An improvement in customer satisfaction and in particular from the public
- Acceptable shareholder return
- An accident free environment
- An improved contract with improved service performance
- Improved efficiency delivering better value for money expressed in bankable and non-bankable savings
- A service which is delivered right first time
- Integrated and effective IT processes and systems
- A strategic partnership with expanding areas of work
- Satisfied employees across the partnership

### **Partner Responsibilities**

Partnering Champions should be identified and chosen for all partners. It is the responsibility of these Champions to drive the success of this Partnership Charter and ensure engagement and supports for the terms set out. Partnering Champions should also be the point of contact for any disputes and the organisers for any collaborative meetings and workshops.

The role of an individual Partnership Champion should be reviewed annually to ensure the suitable candidate still holds the desire and resource availability to maximise efforts.

### **The Partners each accept a duty to:**

- Enter into this Partnership Charter and the terms within in good faith
- Make a sincere effort to understand the other partner's obligations, goals, expectations, duties and objectives in entering and performing their obligations under the contract.
- Work at all times within a spirit of collaboration to ensure the delivery of the services to a high standard.
- Resolve differences and disputes that may arise in relation to this contract by discussion and negotiation wherever possible without a blame culture.
- Communicate clearly and effectively, and in a timely manner, on all matters relating to the contract.
- Make the most efficient use of resources, and seek to achieve cost-effective savings to the benefit of both partners.
- Make every endeavour to ensure that all persons engaged on the contract diligently and faithfully employ themselves to bring about its performance to a high standard.





- Give an early warning to the other partner of any mistake, discrepancy or omission of which either partner becomes aware within or between the Charter and the Contract, and offer fair and reasonable solutions where practicable.
- Give an early warning to the other party of any matter that they become aware of that could affect the achievement of any objective, obligation, or the like contained in this Charter.

Although not a legally binding document, both parties agree to promote the aims and objectives of this Partnership Charter when exercising their respective roles within contract.

**Measures of Success (KPIs- hard KPIs with targeted outcomes are to only be included in the enhanced charter)**

It is critical to regularly monitor and measure the achievement of all objectives and outcomes set out in this Partnering Charter throughout the full duration of the contract.

Authorities and their partners should plan to review the Partnership Charter on a minimum annual basis but ideally 3 or 6 monthly. This review should incorporate a collaborative review of the achievement of the agreed objectives and desired ways of working together. This review should also incorporate a “lessons learned” from any disputes that have arisen and rectification or dispute resolution actions that have been undertaken. (For the enhanced charter, a review of the KPIs and outcomes detailed within the charter should be carried out additionally)

At the end of each review, authorities and their partners should openly discuss areas of improvement, develop an improvement plan and agree whether any revision or addendums to the existing Partnership Charter are required and amend accordingly.





## Partnership Objectives Measures of Success

Partnership Objectives	Q1 Y1 (if quarterly)	B1 Y1 (if bi-annual)	Y1 (if annual)	Y2....>	Improvement Actions	Notes (disputes, resolution actions, savings delivered, benefits)
Build trust in one another	☺☹	☺☹	☺☹	☺☹		
Promote collaboration and integrated working (example)	☺☹	☺☹	☺☹	☺☹	1. Develop integrated team 2. Weekly collaborative team meetings 3. Workshop to identify benefits of collaboration	Actions to be out for review at Q2 Y1 stage
Improve the chances of long-term success	☺☹	☺☹	☺☹	☺☹		
Drive the overall performance of the contract and delivery of year on year savings	☺☹	☺☹	☺☹	☺☹		
Build trust in key areas	☺☹	☺☹	☺☹	☺☹		
Create joint focus on Continuous Improvement (CI) and innovation	☺☹	☺☹	☺☹	☺☹		
Improve communication and regular dialogue	☺☹	☺☹	☺☹	☺☹		
Promote transparency and honesty	☺☹	☺☹	☺☹	☺☹		
Move away from a traditional Client/Contractor relationship	☺☹	☺☹	☺☹	☺☹		
Lessen chances for disputes and can provide an effective approach to dispute resolution to remove conflict	☺☹	☺☹	☺☹	☺☹		
Provide measures of success for the desired partnership outcomes	☺☹	☺☹	☺☹	☺☹		
Never jeopardise or compromise Quality	☺☹	☺☹	☺☹	☺☹		
Make a fair & predictable Profit	☺☹	☺☹	☺☹	☺☹		



### Partnership Outcomes Measures of Success (only for enhanced charter)

Partnership Outcomes	Q1 Y1 (if quarterly)	B1 Y1 (if bi-annual)	Y1 (if annual)	Y2....>	Improvement Actions	Notes (disputes, resolution actions, savings delivered, benefits)
An improved highway condition						
An improvement in customer satisfaction and in particular from the general public					1. Customer satisfaction is being recorded by contractor but needs to be publicised through authority website 2. Collaborative working group to ensure customer feedback is impacting reactive and planned works monthly	Current customer satisfaction is 84% through existing feedback, target for Q2 Y1 is 90%
Deliver Continuous Improvement - More output for lower cost						
Acceptable share holder return						
An accident free environment						
An improved contract with improved service performance						
Improved efficiency delivering better value for money expressed in bankable and non bankable savings						
A service which is delivered right first time						
Integrated and effective IT processes and systems						
A strategic partnership with expanding areas of work						
Satisfied employees across the partnership						

