

**Introduction**

Enable Investment Holdings are a consortium of award-winning SME businesses operating in the UK. We are a customer-focused infrastructure project delivery organisation, providing complete in-house solutions. These range from design and survey (Equate Design) to plant and tools (Enable Hire) and civil & electrification construction (BCM Construction).

Our in-house capabilities, scale, and supply chain partnerships allow us to deliver complex, multi-disciplinary projects. Our philosophy is to maintain and continually improve our record of providing work of the highest quality, in accordance with our clients’ requirements, on time and within budget. We are committed to developing and maintaining excellent relationships with our customers, suppliers, and other stakeholders; maintaining an environment that fosters trust. This policy establishes our arrangements in respect of Collaborative Working within these relationships.

**Scope**

This Policy applies to all employees working within or on behalf of the group. Its arrangements will be implemented without reservation in respect of those areas that fall within the Collaborative Working Management System.

**Objectives**

We are committed to meeting the requirements of ISO 44001 Collaborative Business Relationship Management Systems. This provides a strategic framework to develop, with our customers, partners and key suppliers, the policies and processes, culture and behaviours required to establish successful collaborative relations and to drive continual improvement.

This statement provides a framework for setting and reviewing our objectives, which support our company values and strategic objectives around collaboration, diversification, and business development. These include:

- Building strong relationships and promoting collaborative working internally within the group, and externally with our chosen partners
- Enhancing transparency and openness, helping to build trust within relationships
- Adding value to everything we deliver to our clients
- Facilitating new ways of working and increasing our capability of jointly delivering projects
- Operating in a way that is consistent with our partners objectives and assurance processes
- Defining roles and responsibilities to improve the decision-making processes

Our collaborative approaches help us deliver a wide range of mutually beneficial qualities, from efficiency enhancement to a broader market competitiveness underpinned by a quality service for our clients. These approaches not only encourage company growth and development but enable us to share cost, risks, resources, and responsibilities.

**Governance**

We have appointed a Senior Executive Responsible (SER) at board level to oversee the development and implementation of the collaborative working management system. The SER has responsibility and authority for ensuring that relationship plans and associated arrangements are fully deployed and that joint objectives are achieved. Responsibilities will be delegated to appropriate managers and staff, who will be named within the Relationship Management Plans.

The Collaboration Value Working Group, chaired by the SER, is responsible for:

- Developing this policy and associated procedures and processes for collaborative working
- Establishing and driving the behaviours and culture required
- Monitoring performance against objectives, setting KPIs where appropriate
- Ensuring the management system achieves its intended outcomes
- Continually improving the collaborative working management system

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**Arrangements**

In support of our strategic aims and to achieve our objectives, we carefully identify and select partners to adopt a methodical approach to collaborative working. Our arrangements include:

- The identification and evaluation of strategic opportunities that would benefit from a collaborative approach
- Understanding and managing the risks and opportunities relating to effective collaborative working
- Provision of the necessary resource and infrastructure to support the delivery of collaborative working objectives
- Recruitment and development of talented and passionate people, with the right skills and behaviours for collaborative working
- The initiation and maintenance of individual relationships in accordance with our collaborative working management system
- The establishment and maintenance of collaborative measures, aligned with our performance management processes
- Encouraging feedback and contribution to improve effectiveness of the collaborative business relationship management system

**Project Implementation**

For each designated collaborative project (determined on a case-by-case basis), a specific Relationship Management Plan will be developed and will evolve through the life of the project as it progresses.

At the outset of a project, the project board should meet and agree the desired objectives. Activities and timeframes should then be set to implement this policy, using the templates, guides and best practice documents that are available. The nominated lead is responsible for putting appropriate resources in place.

It is recognised that every client and project is different, and our collaborative approach will need to be adjusted accordingly.

We will seek to assess projects that are implementing our collaborative principles by measuring KPIs agreed with our partners.

**Communication**

All employees will be briefed on this policy and associated procedures during the induction process and following any subsequent amendments. This will highlight the importance of following our processes and conforming to the collaborative business relationship management system requirements. Anyone within a project specific relationship will receive a briefing during the planning stage.

This policy will be accessible to all interested parties via SharePoint, noticeboards, the company website and will be available on request.

**Review**

The Directors of Enable Group are committed to this Policy and are responsible for ensuring its arrangements are implemented and upheld. It will be reviewed for suitability and effectiveness at least annually.

Shane O’Halloran  
**Managing Director**  
 September 2021

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