

FREDIE and a step change in collaborative behaviour



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As part of the portfolio of Vercity's Private Funding Initiative projects, Modus Services at MoD Main Building has been benchmarking collaborative working since it achieved ISO 44001 accreditation in 2017. Whilst a positive statement in its own right, the organisations within the partnerships, DIO, Skanska, Amey, and Modus have previously been challenged in broadening the understanding of what collaborative working actually is and what it really means.



Above: The logo used as internal branding: FREDIE principles and behaviours created a more collaborative culture

The benefits of working collaboratively have been highlighted and briefed many times, but it is the questioning and interpretation of the "collaboration" term that has been repeatedly challenged. The first real debates and progress on this definition were witnessed during the trust and behaviours survey in 2020. The survey had been tailored to align with our joint objectives and partnering behaviours. The feedback started to highlight how people associated people and team behaviours with collaborative ways of working.

How inclusion fosters true collaboration

We further explored this and embraced an initiative that Vercity use from the **National Centre for Diversity**, the acronym "FREDIE":

"People were able to understand and relate to these individual factors and appreciate that these must be visible, demonstrable and witnessed"

fairness, respect, equality, diversity, inclusion and engagement. We identified that these qualities helped to expand and clarify elements which need to be in place to promote collaborative working. People were able to understand and relate to these individual factors and appreciate that these must be visible, demonstrable and witnessed in order to foster trust between parties and the basis to build a collaborative relationship.



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intelligent
management
of assets

Establishing your Route to Net Zero

There is no one-size-fits-all solution. We all have different challenges, funds and resources available to us – and you may feel pressure to meet targets which seem out of reach.

From a single project, to a whole real estate portfolio, Vercity will help you to understand what Net Zero really means for your assets and facilities.

Vercity is an award-winning organisation, building collaborative capability with strategic partners in both public and private sectors.

Our experience in working with diverse stakeholders on complex contracts supports the optimisation of project performance.

Vercity's collaborative capability facilitates successful strategic change.

We support contracts before and after the point of expiry, the removal of facilities from ongoing projects, and the effective repositioning of services on operational contracts to better deliver strategic objectives.

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Tangible action for positive change

FREDIE has become intrinsically linked with collaborative ways of working. It has provided meaning and something tangible to understand. The trust and behaviour survey uptake has more than doubled. A separate group has formed to take the indicators from it and turn it into real actions. We have had multi-organisational sessions talking about specific aspects of behaviour, language and experiences from people previously impacted by unlearned culture.

In summary, we have given collaboration a structure for more people to engage and understand the meaning of it and therefore create an environment that wants to improve. Not only does this lead to happier, more positive people and teams, it also begins to create wider involvement in business issues such as the creative journey towards net zero, more efficient change projects, and a better service to building users. ■

Fairness Respect Equality Diversity Inclusion Engagement

Fairness
Being reasonable, right and just

Respect
Having due regard for the feelings, wishes and rights of others

Equality
Where every person has equal rights, and every person has fair chance

Diversity
Diverse means different. We're all different, so diversity includes us all. The concept of diversity encompasses understanding, acceptance and respect

Inclusion
Where every person feels respected, valued and that they fit in with the organisational culture

Engagement
Two-way commitment and communication between an organisation and its employees



Above: Vercity embraced the qualities of fairness, respect, equality, diversity, inclusion and engagement to promote collaborative working

A top-down evolution

By demonstrating and talking about each aspect, especially by senior managers, teams began to see “walking the talk” created more discussion, learning, working groups and ultimately improvements in the way we behaved and worked together. The elements came together to create a more collaborative culture.

We took this further and applied internal branding to the

term. We included it on email footers, meeting headers and display boards in all our working environments. We also made it an agenda item on our joint partnership boards.