

PAS 44010:2022

Design, implementation and maintenance of voluntary agreements – Specification



currently in preview, click buy full version



UK Research
and Innovation



Currently in preview, click buy full version

Publishing and copyright information

The BSI copyright notice displayed in this document indicates when the document was last issued.

© The British Standards Institution 2022.

Published by BSI Standards Limited 2022.

ISBN 978 0 539 17159 4

ICS 03.100.02; 03.100.30

No copying without BSI permission except as permitted by copyright law.

Publication history

First published July 2022

Contents

Foreword	ii
Introduction.....	iii
1 Scope	1
2 Normative references	2
3 Terms and definitions	3
4 Purpose, values, aims, and objectives	4
5 Developing an approach	7
6 Engaging partners	8
7 Governance structure	10
8 Managing a voluntary agreement.....	12
9 Managing issues	16
10 Concluding a voluntary agreement.....	18
Annex	
Annex A (informative)	
Key elements of a voluntary agreement	19
Bibliography	20
List of figures	
Figure 1 – Voluntary agreement – General road map	iii
Figure 2 – Establishing the foundations	4
Figure 3 – Defining values	5
Figure 5 – Value creation	6
Figure 6 – Developing an approach.....	7
Figure 7 – Key elements to communicate	8
Figure 8 – Communication strategy	9
Figure 9 – Governance structure	9
Figure 10 – The collaborative environment	10
Figure 11 – Competence and behaviours	11
Figure 12 – Performance measurement.....	12
Figure 13 – Information and knowledge sharing	14
Figure 14 – Risk management	15
Figure 15 – Issue resolution	16
Figure 16 – Ten reasons for an exit strategy.....	17
Figure 17 – Lessons learnt.....	18
List of tables	
Table 1 – Risk and collaboration	15
Table A.1 – Checklist for the key elements of a voluntary agreement	19

Foreword

This PAS was sponsored by Innovate UK. Its development was facilitated by BSI Standards Limited and it was published under licence from The British Standards Institution. It came into effect on 31 July 2022.

Acknowledgement is given to David Hawkins of Institute for Collaborative Working (ICW), as the technical author, and the following organizations that were involved in the development of this PAS as members of the steering group:

- Department for Business, Energy and Industrial Strategy (BEIS)
- Innovate UK
- Institute for Collaborative Working (ICW)
- Link up
- Made Consult
- The On-Pack Recycling Label (OPRL)
- Tesco
- University of Strathclyde
- WRAP

Acknowledgement is also given to the members of a wider review panel who were consulted in the development of this PAS.

The British Standards Institution retains ownership and copyright of this PAS. BSI Standards Limited, the publisher of the PAS reserves the right to withdraw or amend this PAS on receipt of authoritative advice that it is appropriate to do so. This PAS will be reviewed at intervals not exceeding two years.

This PAS is not to be regarded as a British Standard. It will be withdrawn in the event it is superseded by a British Standard.

The PAS process enables a specification to be rapidly developed in order to fulfil an immediate need in industry. A PAS can be considered for further development as a British Standard, or constitute part of the input into the development of a European or International Standard.

Information about this document

This publication can be withdrawn, revised, partially superseded or superseded. Information regarding the status of this publication can be found in the Standards Catalogue on the BSI website at bsigroup.com/standards, or by contacting the Customer Services team.

Where websites and webpages have been cited, they are provided for ease of reference and are correct at the time of publication. The location of a webpage or website, or its contents, cannot be guaranteed.

Presentation conventions

The provisions of this PAS are presented in roman (i.e. upright) type. Its requirements are expressed in sentences in which the principal auxiliary verb is "shall".

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Where words have alternative spellings, the preferred spelling of the Shorter Oxford English Dictionary is used (e.g. "organization" rather than "organisation").

Contractual and legal considerations

This publication has been prepared in good faith, however no representation, warranty, assurance or undertaking (express or implied) is or will be made, and no responsibility or liability is or will be accepted by BSI in relation to the adequacy, accuracy, completeness or reasonableness of this publication. All and any such responsibility and liability is expressly disclaimed to the full extent permitted by the law.

This publication is provided as is, and is to be used at the recipient's own risk.

The recipient is advised to consider seeking professional guidance with respect to its use of this publication.

This publication is not intended to constitute a contract. Users are responsible for its correct application.

Compliance with a PAS cannot confer immunity from legal obligations.

Introduction

There are many situations where organizations identify a need to work collaboratively to jointly agree changes to current practices. In many cases, this can be achieved through voluntary agreements to deliver desired aims that are mutually beneficial to all stakeholders.

In a variety of cases, initiatives and objectives can be better achieved through a voluntary agreement, as opposed to implementing legislation or commercial instruments, particularly where such activities may cross national boundaries that might introduce wider implications and possible constraints. A voluntary agreement can often deliver change faster than introduction of legislation.

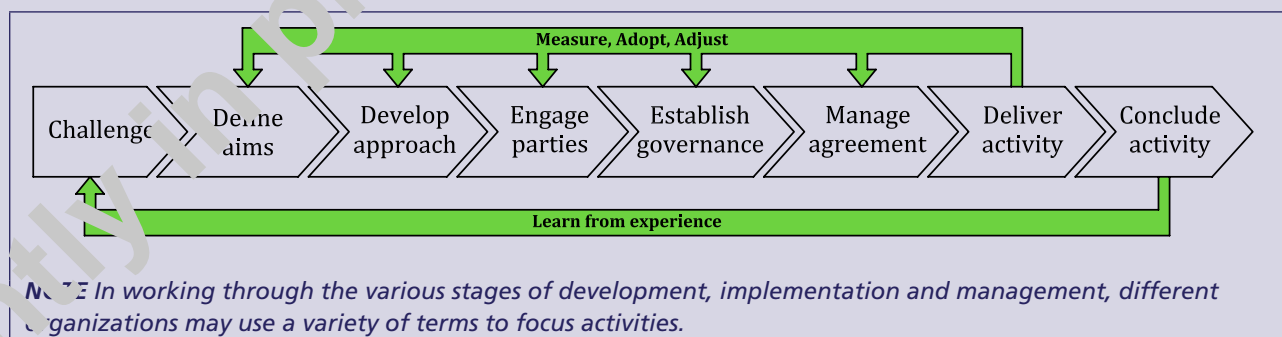
A voluntary agreement offers the opportunity for a community of stakeholders to develop a mutually agreed collaborative arrangement that supports their collective aims. The impetus for a voluntary agreement can come from different sources. A collective ambition is developed and a single source, that engages externally. These agreements can address several topics and may include (but are not limited to):

- a) environmental agreements;
- b) mutually beneficial industry technical alignment;
- c) societal improvement programmes;
- d) emergency response programmes;
- e) multi-party voluntary agreements; and
- f) charity agreements including a variety of research programmes.

This PAS provides a structured approach and requirements so that when voluntary agreements are established, they can be more effectively designed, implemented and maintained. This approach provides clarity and transparency so that these are well-designed to deliver the intended aims and necessary objectives required to achieve them.

In developing this PAS, the requirements have been organized to provide a route map of how a voluntary agreement may be designed, managed and implemented as illustrated in Figure 1.

Figure 1 – Voluntary agreement – General road map



1 Scope

This PAS specifies a structured approach through which a voluntary agreement can be more effectively designed, implemented and maintained. This PAS covers the purpose, agreed roles and responsibilities, effective management of stakeholder activities and sustainability of a voluntary agreement needed to deliver mutually desired outcomes.

This PAS also specifies a framework for initiating a voluntary agreement in collaboration with those who consent to participate and support the development and application of a defined agreement. This may be a recommended approach or one that is mutually agreed between the parties at the outset.

This PAS also covers:

- a) the content creation of voluntary agreements and their governance structure – including roles and responsibilities;
- b) establishing aims, objectives, measuring results, evaluating progress and realigning the direction of the agreement (as and when necessary);
- c) identification of stakeholder contributions and resources; and
- d) methods of managing stakeholder activities and sustaining management relationships, until a controlled exit takes place.

This PAS is intended for use by a variety of stakeholders within or across multiple sectors that will support specifically defined aims. These might include (but are not limited to):

- 1) government bodies (local, national and/or international);
- 2) commercial businesses of all sizes;
- 3) industry organizations and associations;
- 4) non-government organization (e.g. charities);
- 5) academic institutions; and
- 6) funding organizations (e.g. development banks).