



Right decisions for flood risk management

Knowledge management – sharing best practice

Our experience with developing knowledge management systems means we can enable and support better-informed decision making for flood risk management.

Our approach

Excellent knowledge management means Halcrow and its clients can plug in to:

- best practice and the latest thinking
- guides to effective working
- ideas from around the world
- informative talks, broadcast worldwide
- tools and technology
- active discussion groups
- professional development
- accelerated learning
- a virtual community

We share our approach with clients, including Defra and the Environment Agency, creating engaging knowledge-sharing tools and systems.

Knowledge is the life blood of flood and coastal management (FCM) professionals. The benefits of improved networking are clearly seen in the rapidly developing science of modelling and flood risk.

Facilitated by a well-structured system, we can come together as a virtual community, operating within a virtuous cycle of do-learn-share, supporting and facilitating innovation.

New knowledge is continually being generated and needs to be assessed against existing knowledge, interpreted, stored and used. FCM knowledge may originate in research programmes, from national and international research consortia, organisations' own research and development activities or as a by-product of project delivery. Through good practice in FCM knowledge management, the FCM community becomes more effective.

Our knowledge management framework

Halcrow is organised to capture the benefits of good networking and effective inter-office working, across its 8,000-plus employees around the world.

Inter-office working plays an important role in the operation of our major projects. Similarly, our global clients expect consistent, high-quality technical capability, irrespective of where it is delivered. Knowledge management is an essential tool for ensuring quality and the best possible use of our global resources.

Our business management has at its core a virtual work environment through which Halcrow employees can build a personal global network. Activities include regular technical talks (broadcast globally via WebEx), access to intranet sites containing extensive reference material, and contact details for expert advice. Numerous forums are hosted to bring together colleagues who work in a single technical area, regardless of their geographic location.

This approach also engages people through regular newsletters, bringing together at-a-glance summaries of activities, with hyperlinks providing more detail.

As a result we all benefit from:

- reduced duplication of work
- employees learning best practice/lessons learnt
- reduced dependence on key individuals
- effective team work and partnering
- accelerated learning and reduced time on problem solving
- reduced frustration and increased job satisfaction

Delivering value – case study

■ Defra Integrated Urban Drainage pilots

Clients see the direct benefit of effective knowledge management when working with Halcrow. Our expertise of knowledge management systems has been used to help Defra set up its own knowledge management framework for its Integrated Urban Drainage pilot project. This covers 15 pilot studies with 300 professionals who work in partnership across different organisations.

The knowledge management framework consists of three main strands, a repository of knowledge hosted on an extranet, email newsletters and face-to-face workshops.

The extranet allows information to be shared across corporate IT systems. Users are presented with personalised dashboards, highlighting recent information updates: documents, forum posts, news items and upcoming calendar events.

Infrequent users of the extranet are prompted to join in through regular email newsletters that link directly to extranet content.

There's no substitute for meeting up though. Up to 70 invited delegates take part in quarterly knowledge sharing workshops hosted by Halcrow at a series of UK venues to share best practice, discuss topics and share lessons learnt.

The strategy we developed for Defra has enabled a community of practice to develop. As a result we have:

- facilitated best practice and lessons learnt across pilot studies
- allowed professionals across the industry to share information
- enabled teams to be more effective by hosting a central resource of information
- more communication between teams

Contact us

- **David Webb** – Swindon
tel +44 (0)1793 816370
email webbdr@halcrow.com
- **Jon Wicks** – Swindon
tel +44 (0)1793 816370
email wicksjm@halcrow.com
- **Rob Berry** – Leeds
tel +44 (0)113 220 8220
email berryr@halcrow.com

For details of your nearest Halcrow office, visit our website at halcrow.com