

GUIDE
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SIX

This guide is one of a series of brief introductions to integration within the construction industry.

There are various practices that promote integrated working and encourage the industry to work collaboratively to the benefit of the project. Advice on these can be found in the following brief guides:

Early Contractor and Supplier Involvement	Guide One
Selecting Your Team By Value	Guide Two
Common Processes & Tools	Guide Three
Performance Measurement	Guide Four
Long Term Relationships	Guide Five
Modern Commercial Arrangements	Guide Six

ALL guides are available
as a download from:
www.aretheyet.co.uk

**No
Nonsense!**
guide to...

**Early Contractor
and Supplier Involvement**

*Appointing your delivery team at
the earliest sensible time to add
value to your project*



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The 'Strategic Forum for Construction' is the pan industry umbrella body that represents all facets of this varied and diverse industry. Its objective is to unite the industry around important initiatives to improve its performance and conditions. This series of guides has been produced on behalf of the Integration Task Group by Stepnell Ltd. and Visionality Ltd.



WHY APPOINT THE CORE DELIVERY TEAM EARLY?

The traditional UK approach to construction erroneously links speed of completion to speed of getting on site. This is characterised by clients appointing a limited design team (who have little responsibility for delivery) to design a scheme and then rushing through a tender to appoint a delivery team (often on lowest price) and to get them to site as quickly as possible.

- Concept design often fails to recognise the implications on delivery and interaction of packages, undermining the success of the project.
- Suppliers cannot exercise their greater knowledge of the implications of material and systems selection.
- A lack of involvement in the delivery team leads to lack of ownership of the solutions and poorer risk management.
- The benefits of detailed planning and co-ordinating interfaces to reduce waste and risk are lost.
- Key individuals who manage project success have insufficient time to develop a cohesive team to address the main objectives.

THIS IS FLAWED FOR A NUMBER OF REASONS:

SO WHAT NEXT? - DO THESE THREE THINGS!

1 Collectively agree the main objectives of the project with the core team. This will include key contractors and suppliers. Prioritise and put individuals or organisations in charge of their delivery. Ensure the competence of individuals to deliver each objective.

- 2 Put a transparent management process in place which ensures that responsibilities, objectives, budgets and timescales are agreed and met.**
- 3 Determine whether a paid fee would deliver best value during design stages. You are probably seeking intellectual knowledge which will be most valuable when the person giving it is immersed in the project. It is unlikely that contractors and specialists will give their full attention when designers are being paid for the same type of input.**

- The cost of appointing contractors and specialists early must not exceed the value that they add to the process. This sum is a mixture of the competence of the individuals, the clarity of objectives and the ability of leadership. Don't forget to allow for the inefficiency and waste which can only be removed with their assistance.

BE CAREFUL OF THE FOLLOWING TRAPS:-

- Small teams of competent experts are easier to manage than large disparate teams and the smaller the scheme the smaller the core group of designers and constructors will need to be. Conversely larger schemes may require subgroups (clusters) to address individual areas.
- Leadership is key to the success of this process. Objectives are frequently conflicting and managing the competing demands will require expertise and an ability to make value judgements. Don't allow decisions to become focused on cost alone.
- Do not assume that this process just applies to the ultimate client. Each organisation in the supply chain can benefit from this approach of appointing their specialists early.