

**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:**

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

*ALL guides are available  
as a download from:  
[www.arethereyet.co.uk](http://www.arethereyet.co.uk)*

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

*Selecting Your Team  
By Value  
How to get the best team for the  
best 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 SELECT YOUR TEAM BY VALUE?

Construction projects are becoming increasingly complex in terms of design and delivery as is associated legislation such as holistic building regulations or site waste management plans. Clients are also becoming more sophisticated as they measure success in terms other than price, which may include whole life costs, carbon footprint, site safety or energy consumption of the finished product. Well managed construction procurement delivers "Best Value" which broadly means providing the client with what they need at an affordable out-turn price. The route will depend upon what constitutes best value for the client and the competence and experience of individuals associated with the scheme. However, experience within the industry clearly shows that running with an integrated team increases the chance of a successful outcome.

## SO WHAT IS BEST VALUE?

Best Value can be summed up as a series of outcomes. The relative weighting of these can only be determined by the client. However they may include the following primary objectives:

- Good functionality
- Good architecture
- Appropriate build quality
- A realistic programme
- Low cost of use
- Excellent health & safety

Secondary objectives may include:

- Low procurement risk
- Environmental competence
- Good neighbours
- Corporate social responsibility

*And to get all this with out-turn price certainty!*

## SO WHAT BEST PRACTICE DELIVERS BEST VALUE?

All best practice initiatives start with the client demonstrating leadership to manage procurement to get "Best Value" on the completed scheme rather than the cheapest procurement route or tender. Due to the complexity of project delivery to satisfy client objectives it is crucial to get an integrated team on board at the earliest opportunity. In this way the contribution from the entire team can benefit the project.

The Strategic Forum Business Case shows that the more integrated and collaborative the team the greater the success. Demonstration projects have achieved 11% - 30% savings in capital and 25% - 40% savings in time. Evidence from Constructing Excellence shows that collectively projects delivered with an integrated collaborative team outperform every industry measure, regardless of the size or type of project.

Selecting an integrated team involves leadership and clear objectives. The success of integration will depend to a large part on the people as well as the processes. The first priorities are to select a team and look at the variety of integration tools that are available to promote and nurture the project.

## SO WHAT NEXT? - DO THESE THREE THINGS!

1. Select the best team at the appropriate time. Refer to:
  - Selecting the Team at [www.cic.org.uk](http://www.cic.org.uk)
  - OGC Achieving Excellence in Construction Guide 5 at [www.ogc.gov.uk](http://www.ogc.gov.uk)
2. Be prepared to pay for early contractor and specialist advice during concept and design stages to reduce project risk
3. Utilise the various integration tools, but keep an eye on the cost of introducing the tool relative to its value. Refer to:
  - The integration toolkit at [www.strategicforum.org.uk](http://www.strategicforum.org.uk)