

Resource type: case study

Different ways to form an ‘Integrator’

Every organisation will be starting the development of an enterprise from different places. This may influence the choice of who and how can from the initial integrator role. Existing contractual arrangements for design, construction and specialist roles can be amended to work with the Integrator and a strategy developed for their renewal or change to better accommodate and work in an enterprise organisation.

The systems Integrator role is likely to have the most influence on delivery of value because of their programming function and identification of solutions and delivery routes. Although the role could be delivered by a single lead supplier, working with the Owner and other organisations in an integrated way will be critical to the success of an enterprise. Existing contractual arrangements for design, construction and specialist roles can be amended to work with the Integrator and a strategy developed for their renewal or change to better accommodate and work in an enterprise organisation. There is also not one “right” model, with the Integrator having different scope as can be seen from the table opposite:

Organisation	Contractual arrangements and Integrator role
@One Alliance	Integrator appointed, use existing frameworks for design and construction for asset management. Integrator works with main Joint Venture partners to bring in advisors/suppliers through their processes. Operate with enterprise arrangements.
Yorkshire Water	Strategic planner appointed, integrated with owner planning department. Act as a strategic thinker and innovator, challenging and re-engineering solutions that are then delivered either through Alliance contracting or direct by Tier 2/Tier 3 or in-house. The “Integrator” role identifies delivery routes, establishing risk and value options with supply chain arrangements set up with owner procurement.
London Underground Bank Station Upgrade	Tier 1 contractor appointed for the design and build of the 5+ year project under NEC Option C. The Tier 1 contractor and owner project staff work in an integrated way in a joint project office with joint management and acts as the systems Integrator. The Tier 1 contractor manages Tier 2 suppliers in enterprise arrangements with the owner.
Environment Agency TEAM2100	The integrated delivery team of lead supplier and owner acts as Integrator. The lead supplier has joint venture style arrangements for flood risk asset management work in the Thames Estuary in a ten year NEC Term Services contract. The JV manage Tier 2 contractors with key suppliers starting to be appointed on long term contracts.
Connect Plus (M25)	<p>Connect Plus have a 30 year Design, Build, Finance and Operate contract with Highways England for the M25 and connector roads. They are in the second phase of procurement with a framework of four contractors jointly incentivised on common performance metrics for a ten-year contract with break clauses. Tier 2 suppliers are beginning to join these arrangements where they are considered key suppliers.</p> <p>Connect Plus Services, a wholly owned subsidiary of Connect Plus providing project management and other operational services, works with Tier 1 contractors as system integrators.</p>