

## Resource type: Project 13

### Project 13 Blueprint – roles and responsibilities

The *Project 13 Blueprint* gives details of the expected roles and responsibilities in an enterprise, including the important behaviours of the respective partners, given as follows:

- **Owner:** leadership; recruiting, building and retaining talent; embracing diversity, innovation and change
- **Investor:** trust, value-driven, evidence-based
- **Integrator:** embracing diversity, developing others, building trusting relationships
- **Advisors:** coaching, flexible/adaptable, problem solvers, one team
- **Suppliers:** long-term outcome/impact focused, pushing boundaries, problem solving

## Owner

The organisation that own and operate the infrastructure, promotes the investment in the infrastructure programme, receives the completed facilities and puts them into operation. In the case of creating a completely new network the owner role can be created in parallel with the development of the programme. For example in large infrastructure programmes such as the Olympics the London Legacy Development Corporation was created. The role of the owner will include the individual or organisation called the 'Sponsor'.

### The responsibilities of the 'Owner' are to:

- The owner is central and leads the enterprise, defining long term value
- Clearly articulate the voice of the customer and operations
- Reconcile and consolidate value to the system with other network owners
- Agree the value outcome with the investor through the business case\*
- Define the outcomes and constraints
- Approve the business case and delivery strategy\*
- Understand the demands and capabilities of the existing network
- Work collaboratively with the whole delivery team
- Be responsible for business continuity
- Manage functional specifications
- Manage internal and external Stakeholders: Public Relations and Corporate Affairs
- Select the right integrator
- Operate and maintain the network.

\*in conjunction with the investor

### Important skills:

- » Capability to define value
- » Clear understanding how their network responds and fulfils the needs of their customer
- » Relationship management with internal and external stakeholders
- » Capibility to use data and performcne metric to better understand their network
- » Skilled in integrating systems, increasingly physical/digital systems

### Important behaviours:

- » Leadership
- » Embracing diversity, including skills from different sectors and all levels of the supply chain
- » Open to innovation and alternative solutions through Digital Transformation
- » Recruiting, building and retaining talent
- » Embrace change with enthusiasm

## Investor

The organisation(s) that reviews the infrastructure programme for viability secures funding and dictates policy on how finance will be secured. They also contribute to the definition of value with indirect benefits such as socio-economic outcomes.

### The responsibilities of the 'Investor' are to:

- Lead the financial strategy
- Realise the financial benefits/return on investment
- Approve the business case and delivery strategy\*
- Agree the value outcome with the Owner through the business case\*
- Respond to external environment/risks
- Develop policy and strategic plans
- Define value and non-asset outcomes expected from the investment (e.g. socio-economic benefits expected) in line with the corporate responsibilities in Section 172 of the Companies Act for Private Sector Investors
- Develop a highly aligned (and longer term) relationship with Owner

\*in conjunction with the Owner

### Important skills:

- » Strategic risk management
- » Legal and financial
- » Long term planning and scenario assessments
- » Corporate/Public Sector Finance expertise

### Important behaviours:

- » Trust
- » Value driven
- » Evidence based

### Benefits to the Programme

Clarity on the outcomes sought by the Investor.

Better informed investment decisions as greater accountability for achieving investment outcomes.

A programme that requires less investment for the same return (because it is geared to the Owner operations not the construction phase)

### Benefits to the organisation(s) acting as the Investor

Improved return on investment.

Transparency on 'what' is being paid for, and when to intervene.

Clarity on risk exposure through Commercial strategy and programme shares system, avoiding paying for risks that don't materialise.

## Integrator

The organisation that plans and delivers the infrastructure programme. It manages the suppliers and advisors, coordinates planning, oversees design, construction, maintenance and operations as requested by Owner. This could be made up of a single company, or a collective performing the integrator function.

### The responsibilities of the 'Integrator' are to:

- Understand the value defined by the investors and the owners and the outcomes required from the programme
- Responds to the definition of value and constraints by integrating services, engineering, supply, production and manufacturing.
- Provide the management capability and system to enable the enterprise to operate as integrated organisation
- To put in place systems, processes and capability to drive productivity
- Own systems integration
- During the delivery phase integrate the:-
  - engineering and planning
  - supply of components and resources
  - production on site
- Encourage and promote innovation into the enterprise
- Build high performing teams
- Establishing the procurement strategy and incentivised commercial agreements
- Manage performance of advisors and suppliers

### Important skills:

- » Management and
- » Developing the culture of the enterprise
- » Ability to engineer
- » Capability and network to integrate wider supply chain
- » Effective organisation
- » Delivering and optimising outcomes

### Important behaviours:

- » Embraces diversity
- » Develops others to ensure the enterprise realises its potential
- » Build trusting relationships across the enterprise

## Advisors

An organisation that provides expertise to realise the Owners definition of value and professional to support the delivery.

There will be many different Advisors involved in a scheme, providing a wide range of expertise such as: environmental, technical, design, planning, commercial, and legal.

### The responsibilities of an 'Advisor' are to:

- Provide high quality expertise and services which adds value in achievement of the outcomes
- Work within integrated collaborative delivery teams
- Manage functional specification
- Ensure compliance with regulation and legislation
- Build the data assets of the owner
- Developing networks to access knowledge

### Important skills:

- » Strategic awareness of how their expertise contributes to value
- » Embraces innovation from others
- » Awareness of technology and appraisal of it's ability to add value
- » Ability to understand leverage technology and digital opportunities
- » Specialist capability/subject matter expertise
- » Experience and insight
- » Current Legal and regulatory compliance
- » Attention to detail

### Important behaviours:

- » Coaching
- » Flexible/adaptable
- » Problem solvers
- » One team, works for the enterprise
- »

### Why would each organisation make the transition? What are the benefits to them?

Benefits to the Programme	Benefits to the organisation(s) acting as the Advisor
<p>Earlier engagement of the fully integrated delivery teams to allow better, more rigorous analysis for the Owner.</p> <p>Improved climate for innovation.</p> <p>Better value for money achieved by paying Advisors by value of input rather than time spent.</p>	<p>Longer term relationships and work flows.</p> <p>Develop world class levels of expertise in fewer subjects, which is exportable.</p> <p>Greater staff development and satisfaction working towards outcomes not fulfilling a contract/narrow brief.</p>

## Suppliers

An organisation that supplies materials, components, specialist services, construction or labour to enable the delivery of the programme.

### The responsibilities of a 'Supplier' are to:

- Owns and invests in the development of specialist skills and the means of production
- Deploy specialist skills and expertise
- Accurately define the performance characteristics of its products
- Understanding where their products add value
- Invests in innovation
- Supply accurate performance information
- Implement transparent quality processes

### Important skills:

- » Develop and be ahead of the game (innovation)
- » Specialist capability
- » Effective communication within the supply chain
- » Work within integrated delivery teams to deliver outcomes
- » Bringing together digital and infrastructure systems

### Important behaviours:

- » Long term outcome/impact focus
- » Push the boundaries to deliver high performance
- » Problem solving

### Why would each organisation make the transition? What are the benefits to them?

Benefits to the Programme	Benefits to the organisation(s) acting as the Supplier
Better return on investment in R&D and effective deployment of innovation.	Opportunity to invest and innovate.
Earlier engagement brings increased opportunities to improve performance and mitigate risk.	Greater influence and impact on the end solution.
Sustainable, reliable and productive supply chain.	Better incentive and understanding on worthwhile R&D, avoiding abortive work.
	Longer term relationships and work flows therefore less tendering and more certainty of future work.