Project 13 Framework

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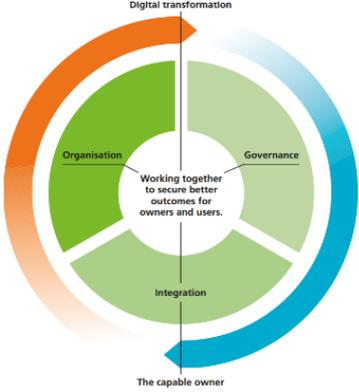Institution of Civil Engineers

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Project 13 is a new approach to delivering high performing infrastructure, focused on moving from transactions to enterprises. It features:

Five Pillars – Capable Owner, Governance, Organisation, Integration and Digital Transformation have been identified as the key features of Project 13. They are the pillars around which Project 13 is formed.

There are sixteen **Project 13 Principles** which sit beneath those key features and can be used to create a high-performing Enterprise focused on outcomes.

The Maturity Matrix – recognises that becoming a high performing Enterprise is a journey. It describes the levels of maturity organisations can progress through as they adopt the Project 13 approach.

How the Project 13 Pillars and Principles will vary in line with the required outcomes, organisations and relative starting points. Moving to this new P13 approach can be managed effectively by using the Pillars, Principles and Maturity Matrix as the framework for change.

Click on each pillar to get more detail.

Five Pillars	Principles

Capable Owner	○ Owner develops Enterprises built on long term business to business (b2b) relationships
	○ The Enterprise is set up to deliver:
	  - Clearly articulated customer outcomes
	  - Long term asset performance

Governance	○ Value is defined at outcome level (through baselines, benchmarks or affordability) ○ The Enterprise is rewarded for outcome performance ○ Risk allocation is aligned with capability and where possible jointly owned ○ The commercial arrangements provide the potential for sustainable returns ○ There are clear incentives and opportunities for investment
Integration	○ The Integrator brings together capabilities that deliver effective solutions through production systems ○ The Integrator enables a platform approach to delivery ○ Supply systems are organisationally and commercially aligned with the outcomes to be delivered ○ The Enterprise has a common and committed approach to health, safety and wellbeing
Organisation	○ The integrated Enterprise is aligned with the outcomes to be delivered ○ Supplier capability is engaged early in developing solutions ○ The Enterprise integrates the required capability in high performing, collaborative teams
Digital Transformation	○ The Enterprise digital transformation strategy enables an integrated digital approach to asset management and delivery. ○ The Enterprise effectively integrates engineering and digital technology to deliver intelligent solutions ○ Data and information are recognised and treated as digital assets that enable customer outcomes

Project 13 Principles explained

Capable Owner

> Owner develops Enterprises built on long term business to business (b2b) relationships

Traditional hierarchical relationships are replaced with aligned and collaborative b2b relationships, with a collective focus on delivering the outcomes required.

The right partners are selected based on capability and behaviours and work within incentivised value-based arrangements.

> The Enterprise is set up to deliver outcomes and asset performance

Enterprises are brought together to deliver the outcomes required (customer and societal) and to enable business performance by delivering whole life asset performance. The focus on outcomes provides a back-to-back alignment through all parts of the Enterprise.

Capable Owners can articulate the required outcomes, with processes in place to ensure these outcomes effectively represent the requirements of customers, community and society. A capable owner will be able to describe the asset performance required to achieve these outcomes and will engage with partners in delivering outcomes and asset performance.

Governance

An Enterprise should be enabled by effective governance. The principles of good corporate governance apply equally to an integrated, collaborative Enterprise.

In an Enterprise Governance will include

- integrated processes providing collective effective decision making
- high degrees of transparency, supported by a combination of independent, owner and self-assurance

Enterprise Governance will support the following principles:

> Value is defined at outcome level

Benchmarks, baselines or the affordability of outcomes provides the starting point for defining value and the point of engagement with partners. Value is not defined through cost-based competition for the delivery of defined scope or work.

> The Enterprise is rewarded for outcome performance

Reward for the Enterprise is aligned with the value created. This could be for outperformance against baselines or benchmarks. It could also include a return for generating value related to outcomes. This back to back commercial arrangement is an important step in creating aligned Enterprise relationships.

> Risk allocation is aligned with capability and where possible jointly owned

Risk is not transferred. Specific risks are identified together with the specific capability required to manage them. Risks are allocated though the commercial model and through Enterprise relationships, with incentives that encourage effective mitigation.

> The commercial arrangements provide the potential for sustainable returns

Enterprise partners should have the potential for sustainable returns. Owners should share in this aspiration for a positive return.

> There are clear incentives and opportunities for investment

There should be clear opportunities for Enterprise partners to invest in the development of future capabilities and in opportunities for improvement knowing that, if effective, this investment will be recovered though future return.

Organisation

> The Integrated Enterprise is aligned with the outcomes to be delivered

Alignment with the outcomes to be delivered should extend to key suppliers and partners. This alignment will inevitably increase with increasing maturity and the development of relationships. However, from the outset the Enterprise should include those suppliers who have the greatest influence on the outcomes required.

> Supplier capability is engaged early in developing solutions

Partners and suppliers that can add the greatest value should be involved from the outset of the solution development phase. Understanding where this capability exists within the ecosystem and developing associated engagement strategies is fundamental to developing an effective Enterprise. Strategies that determine supplier engagement simply on the basis of lowest price will limit the influence capability will have on the ultimate solution.

> The Enterprise integrates the required capability in high performing collaborative teams

The development of effective high performing teams is a core competence in an Enterprise. Bringing together 'best for task' capability in integrated delivery teams. Enterprise teams are not undermined by the interfaces, hand-offs and hierarchical boundaries associated with traditional in-series arrangements.

Integration

> The Integrator brings together capabilities that deliver effective solutions through production systems

The role of the integrator is to:

- Integrate the capabilities required to progress from development of a solution to delivery through effective production systems.
- Establish the procurement strategy and incentivised commercial agreements for the Enterprise ecosystem.
- Integrate individual strategies within an effective platform approach that achieves high levels of reliability and productivity.
- Working with the owner, establish the common processes and systems that enable the enterprise to operate as a high-performing integrated team.
- Develop and maintain high performing integrated teams.

> The Integrator enables a platform approach to delivery

The integrator will develop a platform approach where digital products and components are used across the proposed solution. Standardised and interoperable components enable a production approach to delivery, with construction increasingly being more like manufacturing.

> Supply systems are organisationally and commercially aligned with the outcomes to be delivered

This platform approach is enabled by the engagement of suppliers in the development of standardised whole life components and products. This will be outside the project delivery process, with subsequent solution development simply integrating pre-developed digital products.

➢ **The Enterprise has a common and committed approach to health, safety and wellbeing**

Enterprise partners share best practice and collectively learn through a shared continuous improvement process. All Enterprise organisations will be part of and contribute to the development of an integrated health and safety system.

Digital Transformation

➢ The Enterprise digital transformation strategy enables an integrated digital approach to delivery and asset management.

Digital transformation is applied in the delivery of new assets and in the ongoing use, operation and maintenance of the built assets. The Enterprise digital transformation strategy unlocks value across the whole Enterprise by providing a coherent and shared approach. Digital transformation is an essential enabler of integration.

➢ The Enterprise effectively integrates engineering and digital technology to deliver intelligent solutions

Effective integration of engineering and digital capability enables the development of intelligent infrastructure solutions, with digital twins enabling right to left thinking and a customer first approach to the delivery of improved outcomes.

➢ Data and information are recognised and treated as digital assets that enable improved customer outcomes.

Information is managed as an asset, with the quality and consistency of data recognised as essential for secure, resilient data sharing. Information management processes connect asset management, delivery, operations and customers. This effective information management enables better decisions and leads to improved outcomes for the customer.

The Maturity Matrix

Becoming a high performing Enterprise is a journey. There are **three stages of maturity** organisations can progress through as they adopt the Project 13 approach:

Simple collaboration	Integrated functions and relationships	High performing enterprise