

Collaborative Construction

'Collaborative Construction Procurement and Improved Value' (Wiley, April 2019, £79.95) provides a guide to how proven collaborative models and processes can move from the margins to the mainstream explains author David Mosey

Collaborative Construction Procurement and Improved Value provides a guide for project managers, lawyers, designers, constructors and operators, showing step by step how proven collaborative models and processes can move from the margins to the mainstream. It covers all stages of the project life-cycle and offers new ways to embed learning from one project to the next.

Construction projects should always be a team endeavour, yet despite extensive evidence as to the benefits of collaborative working, most procurement models and contracts do not support teamwork but instead focus on the transfer of risk down the supply chain. This traditional defensiveness reminds us that organisations are obliged to protect their own interests, and it is important to examine the extent to which collaborative alternatives provide equivalent or improved legal and commercial protections.

A collaborative procurement approach should comprise processes and relationships through which a team can develop, share and apply information in ways that improve the design, construction and operation of their projects. A collaborative approach should support team selection and team integration, and it should offer a fresh approach to legal and cultural issues that can otherwise reduce efficiency and waste valuable resources.

This book explores the delivery of economic and social value through improvements in strategic thinking, team selection, contract integration and the use of digital technology. It analyses the processes and relationships of collaborative construction procurement throughout each stage of the design, costing, timetabling, risk management, construction and operation of any project or programme of work. It uses analysis, guidance and over 50 case studies to illustrate how collaborative approaches can be adopted successfully by any team in any part of the construction sector.

Collaboration among individuals engaged on a project or programme of work is only made possible by integrating the differing needs and commercial priorities of the organisations who employ them. Knowledge is power, and the legal and commercial tests of collaborative procurement include:

- Firstly, whether team members build up shared knowledge at a time when it can be used to improve project outcomes
- Secondly, whether team members use that shared knowledge to improve project outcomes rather than for their individual benefit.

Many procurement models provide little time or opportunity for consultants, contractors, subcontractors, manufacturers and operators to integrate their work. Instead, these models attempt to fix prices without joint cost analysis and to transfer risks without joint risk management, often encouraging misunderstandings and disputes that lead to cost overruns, delays and

defects.

This book reviews the collaborative bridges that connect and integrate the work of different team members and that translate their aspirations into actions, plus a range of factors that may encourage or obstruct progress.

New procurement models will not gain widespread support unless they offer benefits for all parties, and this book examines the ways in which procurement processes, digital technology and collaborative contracts can accommodate the differing aspirations and requirements of all team members.

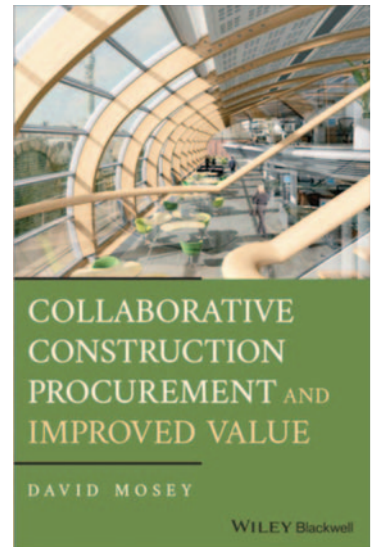
Collaborative Construction Procurement and Improved Value explores how collaborative team members are selected, whether collaboration needs a contract at all and, if so, whether a new type of contract is required to fulfil this role. It tests whether team members can integrate their work only by making non-binding declaration and the collaborative features of different standard form project contracts are compared. The new FAC-1 framework alliance contract and the TAC-1 term alliance contract, which have been adopted on £42 billion of procurements in their first three years, are examined in detail.

Collaborative construction procurement needs to be sustained by personal relationships, and this book considers the different ways to create and support a collaborative culture. It also examines the potential for building information modelling ('BIM') and other digital technology to create new connections between team members, and to integrate the capital and operational phases of a project.

Lessons learned from the case studies show how economic and social value can be improved. The different options available for costing, incentivising and programming a collaborative project or programme of work are assessed, as are joint risk management systems and alternative ways to avoid or resolve disputes.

Six chapters have been contributed by leading practitioners in Australia, Brazil, Bulgaria, Germany, Italy and the USA. They describe how new approaches to collaborative procurement, contracts and BIM are adopted in each country, and they explore the different challenges arising in common law and civil law jurisdictions.

Mark Farmer, author of 'Modernise or Die', commented that without 'integrated working behaviours, the construction world will become an increasingly difficult place to work in. Reading this publication is a vital part of future-proofing yourself'. ■



Professor David Mosey is Director of the Centre of Construction Law & Dispute Resolution at King's College London having spent over 30 years as a specialist construction lawyer