

JCTNEWS THE JCT CONTRACTS UPDATE FOR THE CONSTRUCTION PROFESSIONAL

MANCHESTER JEWISH MUSEUM

A two-year project to restore a Grade II* Listed 19th century Synagogue and build a new extension adding a range of facilities, has delivered an upgrade to the Manchester Jewish Museum that puts the local community at its heart. With a complex mix of restoration, new build, and the installation of various specialist services, a JCT Standard Building Contract was the form of choice.

An out-of-town trunk road surrounded by busy retail parks, storage warehouses, and builders' merchants, seems an unlikely place for a museum. However, the Cheetham Hill neighbourhood of Manchester was once the centre of a thriving textile industry in the industrial revolution and an area that became home to a large Jewish community, who arrived in search of industry, employment, and escape from persecution. The Grade II* Listed synagogue that was built here in 1874 is Manchester's oldest surviving, and in the years since has become an important cultural institution, incorporating the synagogue as a place of worship and a museum to celebrate the contribution of the Jewish community to the area.

After a two-year closure, the museum has reopened with extensive restoration to the existing synagogue and a brand-new extension, doubling the museum's existing footprint, and broadening the range of community engagement that the museum can provide. The project was designed by Citizens Design Bureau (CDB) and built by contractors H.H. Smith & Sons.

One of the main objectives was for the building to be 'more than a museum'. To broaden the appeal of the museum to the wider community, recognising the changes in population over the



Manchester Jewish Museum

years and the tastes and expectations of visitors, the design team invited the local community as part of an iterative process to determine which facilities and features of the museum extension would be a priority. The new facilities include an atrium and entrance, café, shop, learning studio, kitchen, and gallery.

Externally, the new entrance is the first thing that greets visitors from the street. Brightly lit and inviting, it helps the museum stand out from Cheetham Hill's crowded landscape. The standout feature is the back-lit, Cor-ten façade which, encapsulating the project's ethos, both complements and respects the existing architecture, and recognises Cheetham Hill's changing cultural environment. The original synagogue is an ornate Spanish/Portuguese building designed in the Moorish revivalist style by Edward Salomons. When carrying out their research, CDB noted the influence of architect and designer, Owen Jones, on Salomons' work. The team recognised the key thematic development of geometric exercises, rather than just one pattern being copied across. The Moorish architectural motifs also reflected the geographic origins of the Sephardi community, rather than specifically Jewish symbolism. The team saw this opportunity for the design to lead conversation across religious and cultural differences. In the final, finished

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façade, each node is a manifestation of 8-point geometry, which has been adapted for Cor-ten, and graded in the intensity of the pattern, so that it gives a dappling, twinkling effect at night.

Going through the new entrance takes visitors to a generous atrium which links the new building to the old, provides access to the café, and there is also lift access to take visitors to the first-floor exhibition gallery. CDB designed the layout as a passage through history so that visitors can move seamlessly between the old and new architecture. Continuing this theme, the new gallery, designed in collaboration with All Things Studio and fitted by installation specialists, The Hub, takes visitors on a journey through the history of Jewish people in Manchester and the journeys that brought Jewish people to the city - from their origins right through to the city's present-day communities. The gallery provides space for an extensive part of the museum's collection of over 31,000 items. Other features include a floor map of Cheetham Hill, moveable digital labels, and collections of oral histories telling stories of Jewish Mancunians. The design throughout is aimed at balancing the public, communal spaces with quieter, contemplative areas. In the gallery and atrium areas, small nooks are set aside for listening and observing.

One of the main priorities for the museum, established through the community engagement process, was the importance of food as a medium for sharing between the museum and its visitors. The design of the extension, and its ongoing programme is built around exploring cross-cultural connections via food. In addition to its vegetarian, kosher-style café, there is also a 'learning kitchen' offering facilities for culinary events, workshops, and opportunities for groups to cook and eat traditional Jewish foods.

Entrance to the synagogue via the extension is through the former women's gallery, retracing the steps that Jewish women would have historically taken through the space. The restoration of the synagogue has been sensitive, respectful, and forensic in its

attention to detail. The preserved seating plan includes subtle displays showing personal artifacts from the seat's former occupants. Modern features, such as audio-visual capability, have been sensitively integrated into the seats and balustrades to support the space's function as a venue for gigs and concerts. Most impressively, the original 19th century decorative scheme was able to be reinstated following forensic analysis of the existing paint by historic paint experts, Britain & Co.

In-keeping with the restoration and conservation, sustainability was an important overall driver for the whole project. Even with the new extension effectively doubling the museum's footprint, the overall carbon intensity of the whole project has been reduced by 20%, due to the use of smart, new energy saving measures and repurposing of existing features. A high-performance insulation guilt has been installed in the roof, and a thermally massive double-floor slab incorporating a fresh air plenum within the extension building preheats air to naturally ventilate the listed building. In addition, the old Victorian sun burners have been repurposed as natural ventilation extracts, and the atrium and community spaces feature automatically controlled natural ventilation. Finally, whilst the demolition of a Grade II* Listed building would never have been possible, the embodied energy in re-using the existing building against constructing a new synagogue from scratch is estimated to have saved 250 tonnes of CO₂.

It is interesting to note through cataloguing JCT case studies how the choice of contracts always suits successful projects, and the project itself encapsulates the features that a contract is often recognised for. In this case, where a complex mix of services and requirements, new build and conservation, and a project that mixes tradition with modern function, having the JCT Standard Building Contract at the centre of the project has helped reinforce the Manchester Jewish Museum's place at the centre of its community.

PROJECT DATA

START: COMPLETION: CONSTRUCTION COST: CONTRACT:	AUGUST 2019 APRIL 2021 £3.5M JCT STANDARD BUILDING CONTRACT WITHOUT QUANTITIES 2016
GROSS INTERNAL FLOOR AREA:	842M ²
GROSS INTERNAL AND	
EXTERNAL FLOOR AREA:	864M ²
PROJECT TEAM	
ARCHITECT:	CITIZENS DESIGN BUREAU
CLIENT:	MANCHESTER JEWISH
	MUSEUM
MAIN CONTRACTOR:	H. H. SMITH & SONS

STRUCTURAL ENGINEER. M&E CONSULTANT & ACOUSTIC CONSULTANT: BURO HAPPOLD

QUANTITY SURVEYOR: APPLEYARD & TREW EXHIBITION DESIGNER:..... ALL THINGS STUDIO CONSERVATION CONSULTANT:..... SMITHERS PURSLOW GRAPHIC DESIGNER:..... TWELVE LANDSCAPE CONSULTANT AND PLANTING SPECIALIST: MARY NIGHTINGALE PROJECT MANAGER:..... BURO FOUR PRINCIPAL DESIGNER: CITIZEN DESIGN BUREAU APPROVED BUILDING INSPECTOR: C3 DESIGN APPROVALS

EXHIBITION FIT-OUT CONTRACTOR:... HUB CAD SOFTWARE USED: MICROSTATION,

WITH PFB SKETCHUP



"WHILST COST WILL NEVER DIE, VALUE WILL BECOME KING" – KEITH WALLER GIVES THE JCT POVEY LECTURE 2021

Value, as a driver to achieving transformation in the construction industry, and in particular considering value beyond the capital phase of construction and infrastructure projects, was the message from Keith Waller, programme director of the Construction Innovation Hub (CIH), in delivering the JCT Povey Lecture on Thursday, 25 November 2021.

Value is one of the core themes of the CIH's transformation programme, whose mission is to 'create better outcomes for current and future generations by driving the adoption of manufacturing and digital approaches that improve the delivery, resilience and performance of infrastructure'.

Their Value Toolkit is developed to assist both public and private-sector clients and service providers who are seeking to maximise longterm potential benefits in developing their projects. It considers value way beyond cost, and instead focuses on the whole-life value of an asset from a social, economic and environmental standpoint.

The Toolkit organises value outcomes into four central areas, Produced, Natural, Social, and Human. It enables the project team to prioritise the long-term whole-life value gains depending on each project's unique requirements.

Keith Waller, said:

"We spend around £65bn a year on our economic and social infrastructure.

"With such a huge level of investment, the question we should be asking is not how cheap can I buy it, and how much risk can I transfer to the supply chain. We should be asking how can we lever this investment to deliver the greatest social, economic, and environmental value?

"This means looking beyond the project. Looking beyond that capital phase of delivery, and consider not just what it is, but what it enables. How does it support productive growth in our economy? How does it enhance biodiversity and deliver greater social value? How does it support a path being driven towards net Zero, and so on."

The JCT Povey Lecture 2021 was presented as a live, interactive webinar, hosted by JCT chair, Karen Kirkham. The presentation also featured a Q&A session where audience participants could submit questions through the webinar interface.



Pictured: Keith Waller, programme director of the Construction Innovation Hub

The full presentation of the JCT Povey Lecture 2021 is available via the JCT website at https://corporate.jctltd.co.uk/jct-povey-lecture-2021, or via JCT's YouTube channel

About Keith Waller

In addition to his role with the Construction Innovation Hub, Keith Waller is a Fellow of the Institution of Civil Engineers and has been involved in construction and infrastructure projects for over 30 years, leading many major projects in both the UK and overseas.

In 2010, Keith was seconded into government with Infrastructure UK (the predecessor to the Infrastructure and Projects Authority). A keen advocate of driving innovative and productive solutions, his work in government led to the publication of the UK's first National Infrastructure Plan, Infrastructure Carbon Review, the development of the Infrastructure Cost Review and the IPA's Transforming Infrastructure Performance programme, published in 2017.

Keith is also a member of the Construction Leadership Council, chairing the Manufacturing and Performance work stream.

About the JCT Povey Lecture

The JCT Povey Lecture is an annual event at which an eminent person is invited to give their thoughts on significant matters that are relevant to the construction and property industry. The purpose of the lecture is to stimulate thought and encourage ways of continuing to improve the quality and value of construction output.

The event was inaugurated in 2003 to acknowledge and pay tribute to Philip Povey, who served JCT for fifty years.



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ACCELERATING MODERN METHODS OF CONSTRUCTION

Graham Robinson and Nigel Blundell explore the challenges and opportunities around the procurement, contracting and on-site delivery of infrastructure projects using Modern Methods of Construction.

The UK government is committed to using its position as the single largest construction client to support adoption of a more productive, efficient and sustainable business model within the UK construction sector which is a key aim in reaching the government's goal of Net Zero by 2050.

The government announced its commitment to Modern Methods of Construction (MMC) in the 2017 Autumn Budget through the adoption of a presumption in favour of offsite construction for relevant departments from 2019. This was followed in December 2017 by the publication of Transforming Infrastructure Performance, setting out a long-term programme to improve the performance and delivery of infrastructure. A Platform Approach to Design for Manufacture and Assembly (P-DfMA) was set out in a call for evidence in November 2018 and in August 2021 the government published Transforming Infrastructure Performance together with its National Infrastructure and Construction Pipeline which sets out the long-term vision for a Platform approach to construction. A total of £78 billion of projects are set out in a 10year investment pipeline where Modern Methods of Construction could be used. These projects range from the schools and prisons programmes to hospitals and economic infrastructure. The government has said it will mandate P-DfMA within two vears.

Significant structural and practical barriers exist to accelerating modern methods of construction and to improving productivity across the construction sector.

Adopting a more productive, efficient and sustainable business model within the UK construction sector can achieve significant benefit to all parties but a different mindset is needed.

Investment appraisals and business cases must consider value

MMC can deliver faster, cheaper and more sustainable construction than traditional approaches. The construction industry is the most wasteful of all sectors producing 62% of all waste produced in the UK. The wider built environment is also accountable for almost 40% of greenhouse gas emissions in the UK and globally. The benefits of using MMC are generally not taken into consideration when procuring construction. A step change is needed, particularly when MMC can demonstrate substantial social value and with the ability to achieve Net Zero on projects. These are increasingly important aspects of construction.

The Value Toolkit can help enable value-based decision making focused on driving better social, environmental and economic outcomes and will allow these wider considerations to be assessed when initiating and procuring construction.

Supply chain and routes to market

There is limited capacity in the market to deliver large turnkey MMC projects. Some smaller MMC contractors are providing turnkey solutions, but the market does not have sufficient maturity to enable that to happen on a large-scale basis. For many schemes, going via a main contractor route is essential. However, a lack of independent information at the front-end of development projects and sticking to a prescribed procurement process can be problematic. Main contractors, trained in commercial and contract management, often demand standard contracts but MMC and substantial off-site works do not necessarily fit into current standard forms of contract.

A lack of confidence in suppliers and systems is an issue, particularly redundancy of materials and the ability of another supplier to take over delivery if the manufacturer goes out of business. This creates a risk of delay, especially for bespoke systems, as replacement providers may not be able to adapt their process and technologies easily. This may lead to revisions to planning permissions and further delays.

Normally, supply chain default is a main contractor risk but difficulties of finding replacement providers and planning delays may need a reappraisal of risk allocation.

Shift in culture and mindset from builder to service provider

Research by the Cambridge Centre for Housing and Planning Research highlighted that in current construction practices there is resistance to MMC at an individual and organisational level. To be a success, transformation strategies must be simple and repetitive so that MMC practice and culture is instilled.

Organisational development is challenging and requires a wholesale transformation process that includes the adoption of technology and the ability to manage complex supply-chains in the same way that the automotive sector operates.

The contracting process for MMC needs to be improved

The contracting system must be improved to make MMC delivery easier. For example, do you use JCT in its current form or tailor the contract to make it applicable to MMC?

The public sector, driven by a need to deliver housing at speed, is shifting more towards novel JCT drafting than the private sector.

Current delivery models are a concern due to a concentration of value in risk allocation. Often, a large portion of risk can end up sitting with one procurement partner. Specialists will not want to absorb the risk, but neither will those on the ground. In design and build, the main contractor ends up wrapping the risk in circumstances where it has little control or experience of the specialist supplier. Modular suppliers are generally willing to be responsible solely for their product.

In practice, it is often the case that the bases for the modular construction need to be designed and constructed to precise tolerances and the modular contractor will have the ability to reject the quality of bases if this is not adhered to. This creates a potentially significant domestic issue for the main contractor with its supply chain around a key interface which can delay projects.

Instead of a main contractor-designer relationship, a team-based approach working to an output specification could work. A shift to P-DfMA where designers work with manufacturers and where onsite construction is seen as an assembly process is needed to drive efficiency.



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The advantage of modular construction is in large scale developments where the same products can be used. In those circumstances, a framework agreement could be an option, taking into consideration the following:

- A dedicated project board focused on improving the use of MMC
- Factory turnaround times
- Project management schedule
- · Provisions around minimum throughput

Another alternative is to utilise a construction management structure, where each contractor is responsible for its own works. With fewer key interfaces between trades, this risk may be reduced for clients.

Payment Terms and Security

In MMC processes, construction takes place both at the factory and development site but there are integrated materials and added value. Where MMC products are supplied from a different country, it is important to understand how the law works in that jurisdiction.

Security packages tend to be in the form of parent company guarantees (PCGs) or security bonds. If you pay up front in a contract, an advance payment bond is required unless for something substantial which would amortise against valuations as the project progresses.

The payment process needs to be considered carefully to understand what is being paid for, when and who has title to the off-site materials at each stage of the process. There may need to be a chain of vesting so that materials vest in the main contractor and in turn in the client. Knowing who owns the materials is fundamental if there is the need to retrieve them in the event of default. Safeguarding the project by using step-in rights may also be taken into consideration.

Acquiring working capital bridge finance in the UK from the main banks can be difficult, but ensuring this finance is lined up and certain is essential.

How can we accelerate use of MMC in the procurement process?

Having well informed design and a good understanding of what type of MMC process will deliver the most benefit is essential. Using an open protocol design allows for flexibility in the supply chain route. Scope, definition and interface are crucial. There must be adequate definitions, a proper sign-off and handover process to ensure that everything is installed on site correctly.

Data and the role that MMC can play

Data is increasingly important in procurement, particularly in relation to the Building Safety Bill. For traditional design and build, it is difficult to know exactly what products and materials have gone into the build. Off-site construction largely solves this issue as there is more information available on the products and more certainty as to the materials used.

Digital twins are essential in disclosing the carbon content of a development before construction and constructing more efficiently and profitably. By using smart-building tools, each individual layer of construction can be tracked using sensor technology. Data can be used to demonstrate how a building performs to ESG standards over time. It also enables any issues to be identified early and rectified.

The Golden Thread in construction procurement and delivery should also cover environmental information as well as building safety.

Construction Insurance and risk

For MMC, insurance is still required to cover risks on site such as works insurance, public liability cover and professional indemnity. Additionally, there are also insurance risks at various stages prior to materials arriving at site. Insurance is required for transportation, especially if products are shipped. Materials held in separate storage also need to be insured. At each stage, parties will need to assess who bears the risk and who should insure.

The nature and responsibility for design of modular products must be explored. As a manufactured product, fitness for purpose is foremost. Housebuilding lends itself to MMC techniques.

There is the potential for a bespoke MMC insurance product but collaboration between the insurance and construction industries is essential. A greater awareness of MMC processes within the insurance industry is needed.

Conclusions

- **Cultural change** Transformation strategies can help to instil a cultural change and overcome resistance to MMC within organisations.
- Costs and accounting for social value there is a lack of understanding about the non-costed benefits of MMC, including environmental, social and governance benefits.
- Data is an increasingly important aspect of procurement – to comply with building safety and fire safety regulation, it is important to understand what products and materials have gone into the build. With off-site construction, more information is available on the products and certainty as to the materials used.
- Contractual models must evolve to meet the needs of MMC - contracts need to become more flexible to recognise cost and risk allocation – particularly in view of the "golden thread" initiative envisaged by the Building Safety Bill.
- The public sector leads the way in take-up of MMC

 the public sector, driven by a need to deliver housing at speed, utilises MMC to a greater extent than the private sector. Showcasing the benefits of using MMC could encourage further innovation within the private sector.

Graham Robinson is Global Business Consultant at International Law Firm, Pinsent Masons and Global Infrastructure and Construction Lead at Oxford Economics.

Nigel Blundell is Infrastructure Partner at International Law Firm, Pinsent Masons.





Be part of the future of construction



The JCT YPG is a focus group for construction professionals within the first ten years of their career, those that are "young in the industry" regardless of age, and students, who are interested in:

- elevating their professional profile
- expanding their industry network and connecting with peers
- giving back to the industry through fostering a long-term engagement with JCT

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Elevate your profile. Expand your network.

For just £5, membership of the JCT YPG provides:

- Peer-to-peer networking opportunities across all sectors of the industry
- Events, webinars, and talks from industry professionals
- Exclusive access to the JCT YPG online portal, with access to videos, articles, papers, blogs, interviews, and more

"By launching the YPG, JCT is able to use its unique position as a cross-industry, collaborative body to provide a platform for the sharing of information and knowledge, and the forming of relationships that are so crucial to professionals embarking on their construction careers." JCT chief executive, Neil Gower



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Our networking events enable you to connect with your peers over a wide variety of topics, including JCT contracts, and to learn from experts from a wide variety of disciplines. Learn, connect, and have fun!

Some of our events have included:

- JCT Insurance Options Hosted by Mark Pantry, senior associate, Fenwick Elliott
- Grenfell and the Draft Building Safety Bill Hosted by Michael Haste, director, Pascall+Watson
- A Consideration of 3 Relevant Construction Matters Hosted by Su Sharma, solicitor to Skanska UK Plc
 The Future of Construction Breasted by Bob Harras and Tam Andrews Onberge Clarke
 - The Future of Construction Presented by Rob Horne and Tom Andrews, Osborne Clarke
 Construction Insurance 101 Heated by River Band, accepting Insurance 201
 - Construction Insurance 101- Hosted by Ryan Bond, associate, Gallagher
 - The role of digitalisation in building a safer future Presented by Dr. Marzia Bolpagni, building engineer and head of BIM International, Mace

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Our online portal contains a variety of resources to help you connect with colleagues, and get the information you need on construction contracts and a variety of industry topics, including:

- Founder member interviews
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JCT Training Video Modules provide a short introduction to the key elements of JCT Contracts:

- The individual videos cover a particular aspect of the contract, full of useful information as a quick-reference guide and to refer to at a time convenient to you.
- You can also purchase a contract course as a complete series the videos combined provide an introductory overview to the whole contract, useful for providing a grounding for those new to the contract or for those wishing to brush up on their knowledge without committing to a full JCT Training Course.
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- Note JCT Training Video Modules do not include course certificates. For our more detailed, in-depth webinars and face-to-face courses, find out more via the link below

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Our video modules cover the same topics as our main face-to-face and webinar courses, e.g. JCT Design and Build Contract, but are organised into smaller, easy to follow individual modules. You can choose the chapters individually that are relevant to you, or purchase all of the chapters as a complete course bundle.

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AVAILABLE COURSES:

Our current range of courses include JCT Design and Build Contract 2016, JCT Standard Building Contract 2016, with JCT Contracts 2016 -The Legal Perspective recently added.



JCT Training Courses

JCT has launched new training courses for the Spring. The dates and courses listed below are now available to book from the JCT online store at www.jctltd.co.uk/jct-training.

JCT Training — full day, face-to-face course dates

Wednesday, 23 February 2022:

JCT Contracts 2016 – The Legal Perspective Trainer: Victoria Peckett, chair, JCT Drafting Sub-Committee

JCT Online Training Dates

Wednesday, 16 March 2022:

Wednesday, 23 March 2022:

JCT Design and Build Contract 2016 Trainer: John Littler, member, JCT Council JCT Intermediate Building Contract 2016 Trainer: Peter Barnes, past-member, JCT Council Wednesday, 27 April 2022:

JCT Minor Works Building Contract 2016 Trainer: John Littler, member, JCT Council

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JCT INTERVIEWS...



In the JCT Interviews... series we shine the spotlight on some of the key people who are involved with or give their time to support JCT, showing the diverse range of disciplines across the construction industry that our members represent and the collaborative work that contributes to the development of our contracts. We look at how our interviewees contribute to JCT specifically and gain their views on the wider industry and JCT's role within it.

Steve is a member of the CICES and has over 32 years' experience as a quantity surveyor. His experience spans main contracting and specialist subcontracting, in both civil engineering and construction. Steve has worked for Balfour Beatty since 2005, initially with the specialist ground engineering business, and is now part of the highway business' strategic commercial team.

JCT: Steve, how did you first come to be involved with JCT? Why do you think it is important to be involved?

SW: I had been a member of the Commercial Committee of the Federation of Piling Specialists for a number of years prior to my JCT involvement. The FPS itself was a member of the National Specialist Contractors Council, and in 2004 the NSCC (now Build UK) was seeking a volunteer to represent the Specialists/Sub-Contractors on the working party for the JCT Constructing Excellence contract. I volunteered, and soon after was also invited to join the Contract Committee



STEVE WOOD

Member, JCT Council Member, JCT Drafting Sub-Committee Senior Commercial Manager, Balfour Beatty

of the NSCC, and become one of their JCT representatives, which I gladly accepted. All my contract related education at university was based on JCT, and a large percentage of contracts that I'd negotiated and used in the industry were JCT. I viewed the JCT as fair contracts worthy to hold their place as an industry standard for so long, so I saw it as a privilege to be able to contribute to the industry in this way.

I still believe JCT has a vital role to play in producing fair contracts that reflect good practice and legal requirements, that clients and contractors can use off-the shelf, or with amendments to reflect any negotiated revisions. On a personal level I've benefitted from the experience of being involved in discussions with the broad range of professionals that represent clients, consultants, contractors, and subcontractors, as well as JCT chairs.

JCT: Can you tell us about any specific work you are currently doing with JCT (e.g. any work with working groups/committees/Council/Board)?

SW: The Drafting Sub-committee is currently working on the next edition of the suite of contracts to take into account legal updates, change in industry practice, and new ways of working. The Sub-committee is a good mix of legal professionals and construction practitioners, so there's a blend of knowledge leading to robust contracts, with clear drafting.



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JCT: Do you have any personal career highlights?

SW: I have been involved in some landmark projects including the Shard and Battersea Power Station. I have also successfully completed a number of difficult contract negotiations, some with very novel incentivisation mechanisms. The most intense contract negotiation took 8 months and involved combining 4 sets of conditions into a single document which was acceptable to the client, their professional team, construction manager, trade contractor, and the various legal advisors – it certainly felt like an achievement when that was finalised. I'm also very enthusiastic regarding my current involvement in creating more collaborative and open contract relationships between Balfour Beatty and subcontractors through the implementation of alliancing contracts based upon Project 13 principles, including training, and supporting cultural change.

JCT: What are you most proud of about the construction industry as a whole and where do you think it most needs to improve?

SW: The evidence of the construction industry is all around us, it is where we live, work, shop, and everything in between. Buildings and infrastructure are critical to daily life and our enjoyment of being in pleasant surroundings. New buildings and infrastructure can and do improve the quality of life.

I think the area prime for improvement, which many businesses are heavily focusing on, is sustainability. This can mean many things, ranging from the environment to social values and education and training. However, with COP26 and the climate agenda, the environmental component has become critically important. This can include designers considering embedded carbon in structures and selecting eco-friendly materials, designing more energy efficient buildings, contractors adopting more ecofriendly construction methods including offsite manufacture, and more efficient construction plant and working practices.

JCT: What do you see as the main challenges for the construction industry over the next five years?

SW: I do not expect the skills and materials shortages, high price inflation, and COVID-19 and its economic impact to end in the near future. On a positive note, many businesses have learned that agile and virtual working necessitated by the pandemic is sustainable and can be beneficial. Combined with the environmental considerations, the growing importance of data and modelling, and some moves towards focusing on projects' end goals (allowing more creativity in solutions), I think innovation will be more important than ever.

JCT: Does JCT have a wider role to play in the industry beyond producing contracts?

SW: Yes, and it already does. It has provided training, input to government consultations, and thought provoking articles and lectures to name four. The core of JCT is nevertheless producing contracts to meet the industry's need, and broader work is undertaken by the major industry bodies that are represented at JCT such as Build UK.





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- JCT Pre-Construction Services Agreement (Specialist) (PCSA/SP)
- JCT Pre-Construction Services Agreement (General Contractor) (PCSA)
- JCT Tendering Practice Note 2017
- JCT Dispute Adjudication Board Documentation 2021 (DAB 2021)



