Editorial

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It gives me great pleasure to welcome readers to the February 2018 issue of *Management, Procurement and Law*, and to introduce myself as the journal's new honorary editor and chair of the editorial advisory panel. Having been a member of the panel since 2013, it was my pleasure to take over from Professor Sam Wamuziri in November of 2017. I should acknowledge our outgoing chair – Sam has guided the journal for over 7 years, a period that has seen significant changes to the peer-reviewed publishing world. The advent of open access, greater and greater online content and an increasing number of options for publishing place significant pressure on existing journals. Sam has seen all of this and the journal has weathered 11 years since its inaugural issue in February 2007. We thank Sam and wish him well in his future endeavours.

I would also like to welcome our new members to the editorial advisory panel and acknowledge the work of our outgoing members. The journal can only be effective and successful with the input of these people.

What is the essence of this journal? Why does it exist? This can be considered from two angles: for whom does it exist and what does it provide? My view on the first of these is simple – there are two main communities we serve, both different but complementary but with different needs and expectations. We provide articles for practitioners and an industry audience; and also for an academic audience. Neither is separate and our content is not just for one or the other; the journal must therefore ensure its articles are prepared with robust scholarly qualities as well as being relevant, topical and of interest to all readers. And what do we provide? The title of course conveys most of what we do – the management, the procurement and the legal and contractual aspects of civil engineering projects. More generally, we publish on all aspects of the delivery and operation of the built environment, specifically that of civil engineering construction and infrastructure. How this built environment can be successfully delivered could be at the heart of what this journal provides and while the concept of success, its meaning and measurement is an incredibly complex area, the four papers within this issue allow us to take a view on the width of this brief. We see a collection of papers that recognise the importance of successful delivery of projects and the relevance of early-stage project development. We also see papers that consider projects that

are vastly different in scale. We understand that projects are not just measured on the traditional values of time, cost and quality, but through other perhaps less tangible but by no means less important qualities. These papers show us the international nature of the journal's content – developing and developed regions alike deliver and maintain their infrastructure – and we also see that the management of civil engineering is not just in its delivery but throughout an asset's life.

Our first paper (Laryea and Watermeyer, 2018) provides a comparative study of the delivery of infrastructure in developing countries. The authors acknowledge that public sector infrastructure has been delivered in a traditional manner, with separate entities being contracted to provide professional services and to perform the works. What is the result, the paper essentially asks, if this delivery is given over to management contractors with a single point of accountability for both main aspects? Their detailed results are interesting reading, providing comparisons on both time and cost. The determination of appropriate delivery methods has of course been of concern for decades and so this paper serves to remind that the issue is continually being revisited and that the needs and expectations in developing countries are as important as anywhere else.

The delivery of projects is also the focus for the issue's second paper. While Laryea and Watermeyer (2018) considered the upgrade and refurbishment of schools, Jobling and Smith (2018) consider how megaprojects may be best delivered, recognising that there are too many examples of very large projects that do not deliver expected results for time, cost and performance. As the prevalence of megaprojects continues to increase, with owners requiring larger and more complex projects more quickly, the authors ask whether the contract is considered enough in the successful procurement and delivery of these projects, recognising a lack of published work in this area. The paper draws upon the authors' considerable experience and understanding of megaproject delivery and serves as a call for more work to understand the relationship between contracts and the delivery of megaprojects.

While our first two papers concern the most traditional of infrastructure and construction attributes, cost and time performance, the third recognises that these should never dominate at the expense

of other less tangible qualities. Awuzie *et al.* (2018), through their consideration of the UK's Public Services (Social Value) Act 2012, show that construction and construction clients have a responsibility for social transformation. Specifically, they consider, using a systems approach, inconsistencies in social value implementation and whether these can be attributed to frameworks set up prior to the introduction of the act. Their work considers examples from the north-west of England and their conclusion, that 'client attributes are capable of undermining project success' (Awuzie *et al.*, 2018: p. 30), serves to remind us that the responsibility and performance of the client is a key aspect of all construction delivery. This is eternally true everywhere, whether UK, South Africa or, in the case of our final paper, Finland.

Känsälä *et al.* (2018) allow us to turn away from the earlier phases of civil engineering projects to the operation and maintenance. By considering railways, their point is that such large and perhaps longest-lasting infrastructure assets can benefit from even the smallest of marginal improvements to their overall life-cycle cost. Their work considers the benefits of newer technologies, specifically wireless three-dimensional acceleration sensing for the monitoring of track conditions. Their conclusion that such technologies offer great potential serves to remind that construction must continually innovate, but they also acknowledge the possibility of allowing long-term 'big data' not only actively to manage current asset condition but also to allow for feasibility understanding of monitoring strategies.

While the four papers here may appear on the face of it to be quite different and distinct, they usefully demonstrate the breadth of scope and the range of issues for clients and owners of civil engineering infrastructure. Their issues are our issues and, at the start of my term as honorary editor of this journal, I look forward to seeing many more examples of how our built environment is conceived, delivered and managed successfully. I hope you enjoy these papers and, as ever, the journal welcomes feedback and discussions on their content.

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