Editorial

Stuart Ross MEng, CEng, MICE, MCIArb, LLM
Associate, Arup, London, UK

Welcome to the October 2019 issue of *Management, Procurement and Law*. We have three insightful papers that delve into topics such as delivering social value, collaboration and the evolution of project management.

The context to this issue is UK and global uncertainty. It is therefore fitting that the papers in this issue of *Management, Procurement and Law* are both local and international whilst also challenging us to reflect on the future of project management. The themes of social value and collaboration in particular are hot topics not only in our industry but also wider society.

The first paper in the issue (Murtagh and Brooks, 2019) considers social value in public-sector construction projects in the context of Northern Ireland. Not only promising but delivering on social value is an important aspect of modern UK construction delivery. Murtagh and Brooks study the critical success factors to achieve targeted social value through a comprehensive literature review that not only helps define what social value is, but also how it is legislated, the interplay between public and private sectors and the existing methods of achieving social value through procurement. Building on the available literature the authors then interviewed a range of participants to explore the critical success factors for achieving social value.

Importantly, Murtagh and Brooks not only consider what success factors might be to creating social value but also identify potential barriers to the generation of social value. Whilst the context of the paper is Northern Ireland, many of the themes described may be applied more widely to the UK and beyond. Given what can sometimes be a default focus on financial and economic benefits through construction procurement, such research on social value is much needed.

Our second paper (Eriksson *et al.*, 2019) tackles collaboration in procurement. The authors have investigated and compared how different types of collaborative procurement help in achieving improved efficiency and innovation in infrastructure project performance. Ten public infrastructure projects procured through four different procurement categories in Sweden and the Netherlands were used as the basis of the case studies. Interviews were carried out with individuals involved in each of the ten projects to arrive

at findings on what enables collaborative, proactive and improved efficiency and innovation. The study identified the importance of incentives and establishing appropriate project governance at the earliest stages in the project. The authors also identified that the use of target-cost contracts may in fact counteract collaboration. This paper therefore challenges some of the conventional norms associated with procurement and may be a useful reference for not only projects in the study areas of Sweden and the Netherlands but further afield.

Our final paper (Smith and Whitmore, 2019) is a unique addition to this issue of *Management, Procurement and Law*. The authors reflect on a paper by Snowdon, published in the *Proceedings of the Institution of Civil Engineers* in 1977, which puts forward a case for a code of practice for project management (Snowdon, 1977). In the 42 years that have passed since the Snowdon paper it is clear that whilst project procurement may have evolved, the fundamentals of project management are much the same, with considerations of cost, time and change being critical. What may be of interest to some readers is contrasting current practice in project management with what Snowdon advocates and how successful we have been as an industry in developing project management abilities and learning lessons.

Whilst in a world of digital transformation it may seem we are more sophisticated in how we deliver projects from a project management perspective, Smith and Whitmore challenge this view insofar as many of the concepts of project management success remain unchanged. The authors also explain how Snowdon's paper recognised early the growing importance of the role of project manager and the need for skills development and training.

These papers certainly tackle relevant topics in construction projects and offer a challenge with regards to social value and collaboration in the work we do. The final paper reviewing perspectives on project management from 1977 also challenges us to think about the future of management, procurement and law. What will evolve in the next 40 years of construction projects and does this evolution need to happen more quickly?

I hope you enjoy reading this issue of *Management, Procurement and Law*.

All contributions were reviewed by international experts in accordance with the guidelines of the *Proceedings of the Institution of Civil Engineers – Management, Procurement and Law*.

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