



NEC Contracts Setting up for Success

16th June 2026



Bradley-Nick Woodrow

- Operations Director **RPC**
- COO **CEMAR**
- NEC Client PM
- Contractor & Subcontract PM
- Chartered Civil Engineer

Ben Walker

- Director **GATHER**
- Founder **CEMAR**
- NEC Drafting team & tutor
- Founder **Contracts Geek™**
- Client PM



1

Objective

What we told Glenn –

“We’ll present a simple model that project teams can use in creating the foundations for successful NEC outcomes.”

What we hope to achieve –

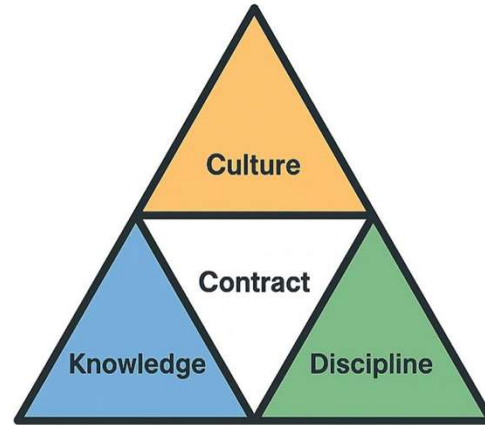
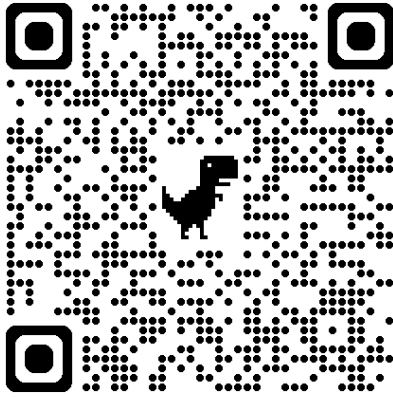
“Help you identify

- one thing you’ve been doing that you might reconsider, or
- something you haven’t been doing that you might start.”



2

The Model



Bennick's Triangle



3

The Model

Knowledge -

What do each of us need to understand in order to effectively perform our roles?

What does the contract require we do?

Where are we required to cooperate?

Who do I approach to find more help and support?



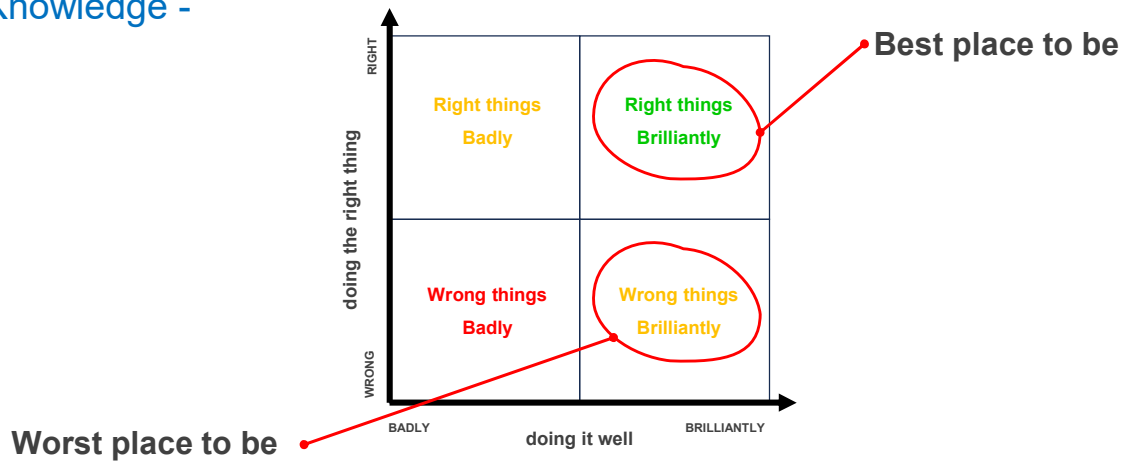
Bennick's Triangle



4

The Model

Knowledge -

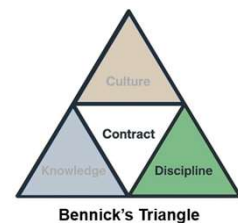


5

The Model

Discipline -

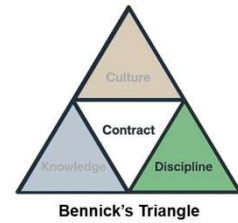
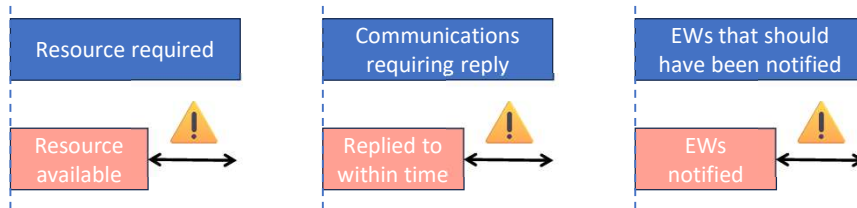
- How will we deliver our tasks?
- How will we know what to do next?
- How will we know if we are failing and by how much?
- How will we cooperate effectively?
- What are the systems and tools that we'll invest in to facilitate simple and effective outcomes against the process we've signed up to?



6

The Model

Discipline -



- Poor compliance
- Missing records and assurance
- Surplus governance
- Under empowerment
- Anecdotal problems
- Lack of skills / resource



7

The Model

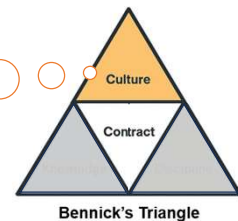
Culture -

How we do things around here?

What are the non-negotiable behaviours that will promote and nurture best practice?

The **Values** problem:

You can value something but fail to exhibit it.



Behaviours: *'be them'*

- Choose verbs
- Insist on striving to be them 100% of the time
- Professional, respectful, cooperative, trustworthy...

Principles: *'balance them'*

- Factors for successful work
- Balance them to achieve optimal outcome.
- Effective, secure, simple, beautiful...



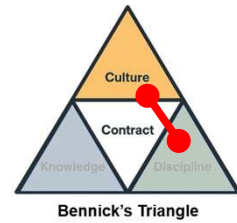
8

The Model

Culture -

Do 10.1 to achieve 10.2
Cooperation vs collaboration?

10.1 – Act as stated in Contract
10.2 Act in spirit of mutual trust and cooperation



“In order to collaborate we must communicate, possibly negotiate and compromise whilst taking positive actions.”

“Our actions take account of outputs from the other’s cooperation.”



TOP 3 SUGGESTIONS FOR SUCCESSFUL DELIVERY OF NEC CONTRACTS

- 1
- 2
- 3

HOW TO ACHIEVE 10.2?
10.1. JUST DO IT.

BEN

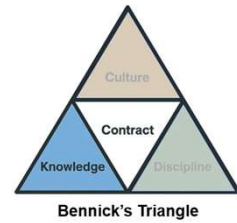
THE CHASE



Top 3 suggestions

Knowledge -

- Joint training for everyone involved from junior to executive
- Equip people with the contract and Contract Data you have signed.
- Absolute alignment on above, including z-clauses



Use volume 4 of the User Guides 'Managing an ... Contract'

Insist on 'why' statements for Z clauses - update guidance

Invest in learning/solutions for maintaining competency & knowledge

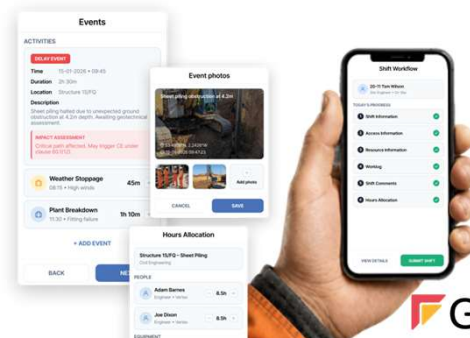
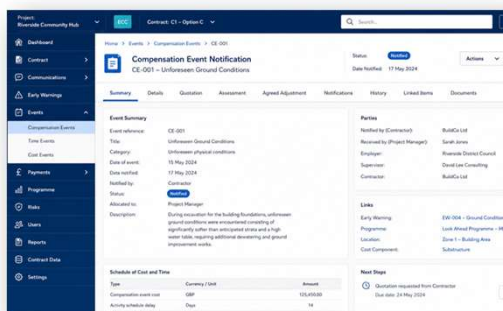


11

Top 3 suggestions

Discipline -

- Plan systematic solutions for consistent record management & contract administration.
- Establish a commercial rhythm of business.
- Monitor compliance with timings, resource as necessary.

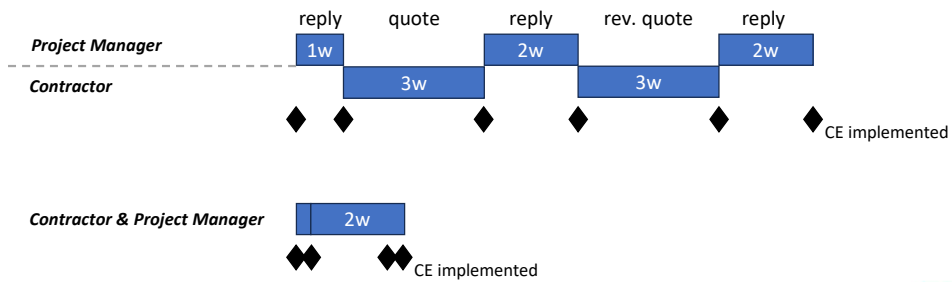
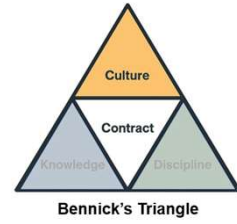


12

Top 3 suggestions

Culture -

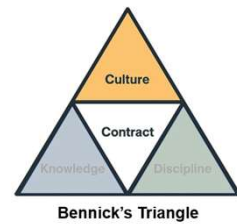
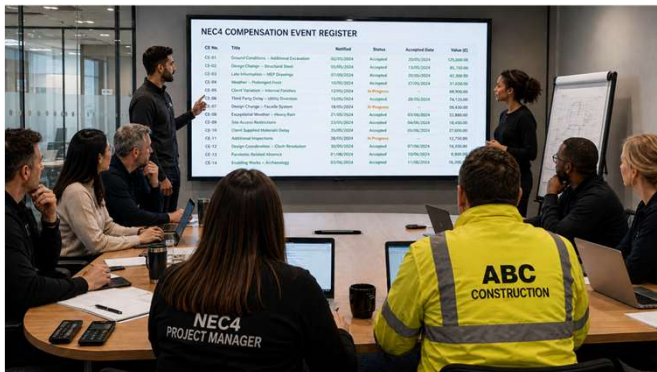
- Empower your *Project Manager* - align contract & governance
- Conversations before correspondence
- Agree lead indicators of cooperation



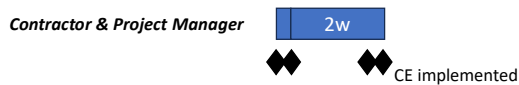
13

Top 3 suggestions

Culture -

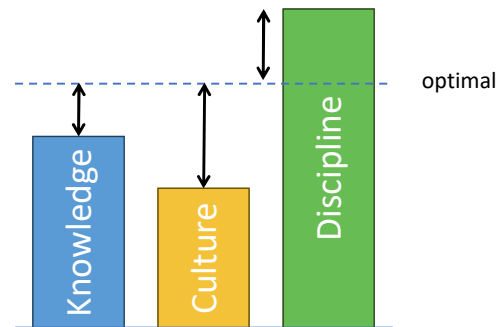
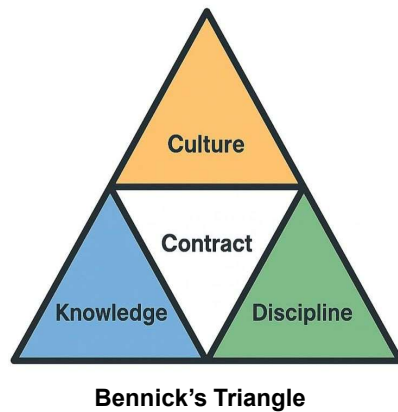


- Fewer communications
- More acceptance first time
- Fewer Disallowed Costs
- Smoother programme revision
- Timings treated as maximums not targets



14

Diagnosing Problems



15

Diagnosing Problems – the killer questions?

Knowledge –

- If I asked three people to explain the process, would I get the same answer?

Discipline –

- If I disappeared for a month, would the process still happen?

Culture –

- What story would a new starter hear in their first week about how things really work around here?



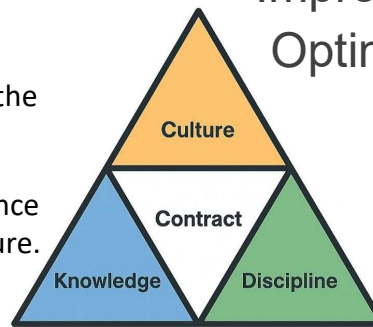
16

Effective outcomes

When NEC projects fail, the contract is often blamed.

In our experience, the contract is rarely the problem.

The problem is almost always an imbalance between knowledge, discipline and culture.



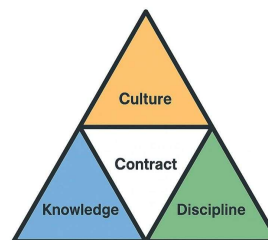
Improve knowledge.
Optimise discipline.
Build culture.



17

Call to action:

- One thing you've been doing that you might reconsider?
- Something you haven't been doing that you might start?



THANK YOU FOR LISTENING



18