

**Case Study**

**Johannesburg Stock Exchange (JSE), Sandton, Johannesburg (2000)**

The Stock Exchange complex consists of the JSE itself and two banks - ABN Amro and Deutsche Bank. The three-tower complex was completed September 2000 as the first major move of Johannesburg's financial centre out of the central business district to a new financial hub in the northern suburbs. The contract was a negotiated contract, using the Joint Building Contracts Committee contract

Prior to this contract, Group 5 Building, the main contractor, had never tackled a project this large or of such a high profile. They decided to use a partnering approach as a result of the positive impact it had been having in the UK construction industry. This meant a commitment to growing cross-organisational competencies in partnering behaviours through joint workshoping.

Group 5 Project Manager, Keith Batchelor: "We knew the key was to get full and early involvement from the design team (architect, consultants, quantity surveyors) and the client." A personal relationship between the CEO of Group 5 Building and the developer helped to get the full team around the table in a partnering workshop before the real construction work began.

The initial workshop, and other held during the 18-month project, followed a process used widely in UK partnering initiatives - gaining buy-in across the whole team to clear partnering models and project goals, development of a Charter and establishment of a Partnering Steering Committee, representing all the parties on the project, as the guardians of the vision, values and behaviours agreed to during the workshops.

"The clear commitment to partnering by the contractor and design team - and this did take time to achieve - meant that I was allowed to go places with the design team that we had not gone before," he added. "The outcome was solid trust in each other, clear roles and a determination not to let each other down." Not a single contractual letter was submitted for this project: all issues and conflicts were resolved between parties or through the Partnering Steering Committee.

A significant outflow from the success of this project has been long-term relationships between developer, contractor, sub-contractors and the design team that has resulted in very significant work since 2000 for this group.