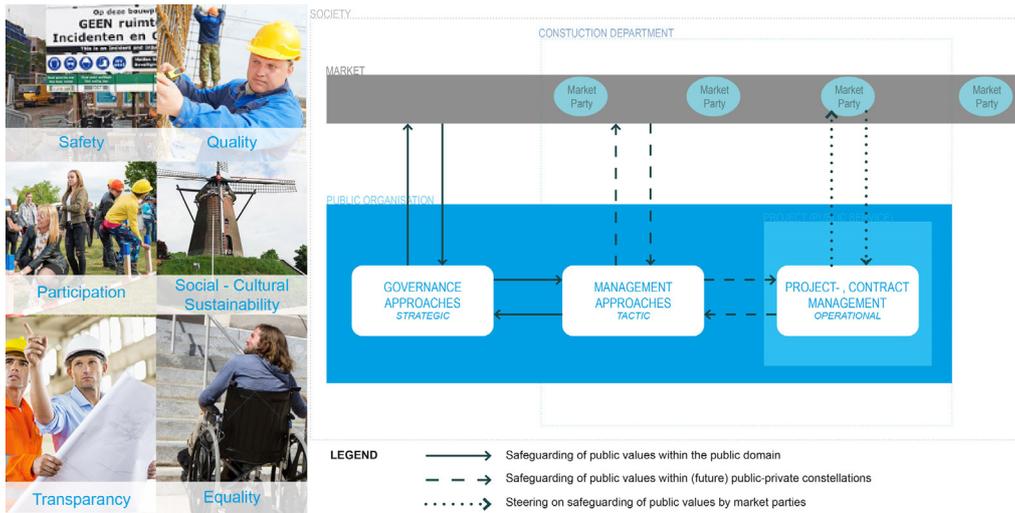


## Safeguarding Public Values by Public Client Organisations in Construction

**Keywords:** public values, safeguarding, value conflicts, responsibility, public commissioning organisation, project-based industry, public service delivery

Management in the Built Environment / Chair of Public Commissioning

Area of Research: Innovation in the Management of the Built Environment



**Research Summary:** In the construction industry public and semi-public clients increasingly depend on private parties to achieve project outcomes by subcontracting part of their activities using integrated contracts. Due to their social-political responsibilities, public bodies retain having a special role in ensuring public values. Classifying which public values to pursue, at what moment, in which situation or by what type of service delivery is a core task of construction clients and gets reflected in governance, management and project mechanisms. There is a lack of understanding of the meaning of public values, public value conflicts and (how to deal with) multiple logics in the increasing collaborative (daily) practice of public construction clients in public service delivery. Answering to the expectations of society and meeting the social-political responsibility regarding ensuring public values in this changed practice asks for alignment of role and organisation. This research intends to identify the construction sector-specific values that potentially conflict and safeguarding mechanisms to ensure the valued pursued at different decision-making levels of public client organisations in construction.

**Research Methodology:** The research consists of three studies. The first interview based study focusses on the identification of sector-specific public values, and the way they are embedded in public client organisations, and value conflicts that public actors experience in their commissioning role. The second case based study focusses on analysing governance and management approaches that are(or can be) deployed to safeguard public values. In the third study a framework supporting the composition of a safeguarding strategy by (semi-public commissioning organisations in construction, is pursued, using participatory design workshops.

### Key Publications:

Kuitert, L, Volker, L and Hermans, M (2016) Safeguarding Public Values by Project-Based Construction Clients: Leads for Future Research. In: P W Chan and C J Neilson (Eds.) Proceedings of the 32nd Annual ARCOM Conference, 5-7 September 2016, Manchester, UK, Vol 1, 145-154.



### Lizet Kuitert

PhD started in: 2016

MSc. Real Estate & Housing 2015

BSc. Architecture, Urbanism and Building Science 2012

Promoter(s):

Prof.dr.ir. Marleen H. Hermans

Daily Supervisor(s):

dr. Leentje Volker

Email: L.Kuitert@tudelft.nl

Phone: +31 (0)6 39898675

### Main Question:

1. What public values should be ensured by public client organisations operating in the built environment?
2. How can the safeguarding of public values be assured in the client organisation?
3. How can public construction clients safeguard public values in the process of public service delivery?

### Deliverables:

- An overview of construction sector-specific public values (conflicts)
- A set of formal and informal safeguarding tools and mechanisms
- A framework supporting the composition of a safeguarding strategy by (semi-public commissioning organisations in construction.

Updated: June 15, 2017