

HARNESSING “CLIENTNESS” TO INCREASE IMPLEMENTATION OF LOW CARBON PRACTICES IN THE BUILT ENVIRONMENT

[RP2010]

Aim

Implementation of low carbon techniques and technologies in the built environment sector is yet to be fully realised.

To increase further uptake of low carbon practices, the current research aims to bridge the gap for better coordination of public entities in the built environment to act as ‘champions’. In addition, this study aims to explore the motivations of construction supply chains in their adoption of low carbon practices (e.g., Figure 1).

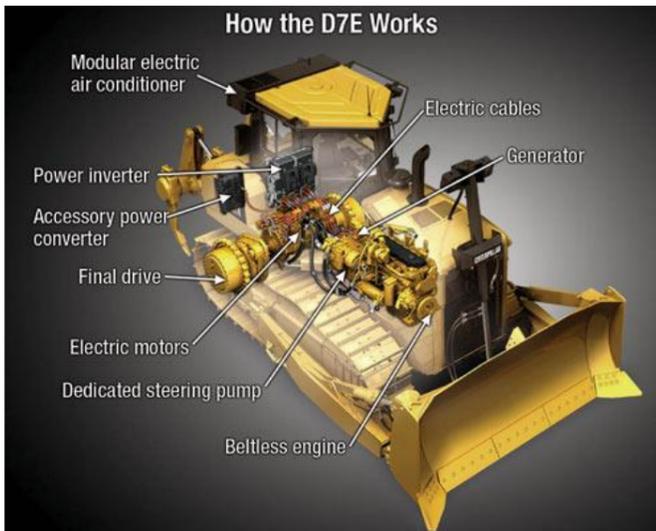


Figure 1: Caterpillar D7E Hybrid Bulldozer.

Research Questions:

What are the degrees of “clientness” evidenced by public sector entities involved in influencing low carbon outcomes in the Australian built environment?

How does “clientness” affect the motivation and rapidity with which construction supply chains adopt new low carbon practices?

Methodology

This is an exploratory study using qualitative research methods. Interviews will be conducted with an array of public entities and construction supply chain organisations. Emanating from the interviews will be the motivations of the supply chain to change and further adopt low carbon practices, as well as the ability of public entity “clients” to influence change towards increased adoption of low carbon practices.

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Progress-to-date

Degree of “clientness” conceptual framework

A conceptual framework has been developed to bridge the gap for better coordination of public entity clients in the built environment. The framework defines public entities as clients, identifies their context-dependent roles and categorises them across a continuous spectrum of influence capability.

The conceptual framework operates under the conjecture that public entity clients will differ in the extent to which they can influence the delivery of low carbon outcomes of a project due to differing engagement types with that project.

Seen in Figure 2, *degree of “clientness”* is on a continuous spectrum of power of influence and broken into three main sections – “regulator”, “procurer”, “developer”. Degree of clientness, and thus power of influence, is dependent on a series of project and organisational forces. These forces can be measured on an indicator scale ranging from barrier to enabler.

While many factors may contribute to a public entity’s degree of clientness, Figure 2 depicts the effect that 4 different forces *may* have. In this example, each force works together to produce a power of influence towards the lower end of the spectrum, meaning the public entity’s degree of clientness would be that of a “regulator”.

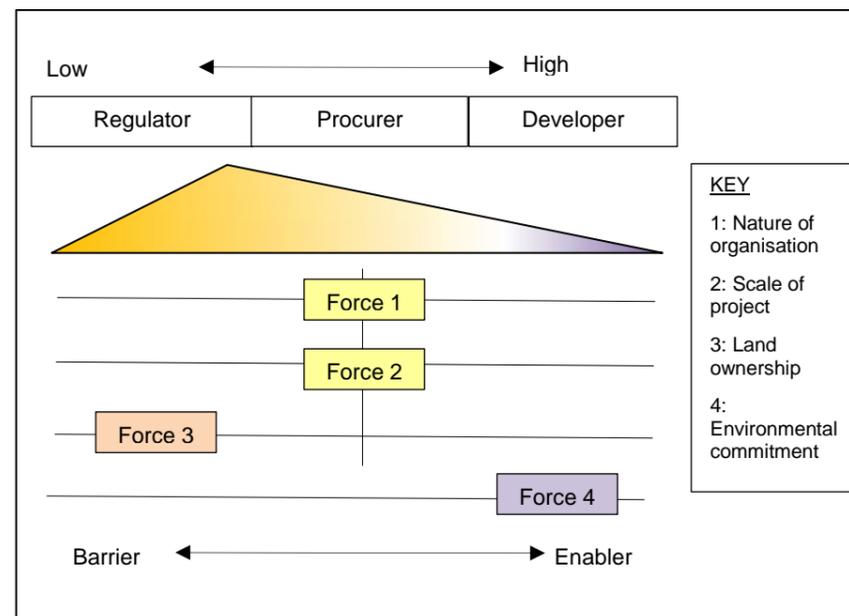


Figure 2: Degree of “clientness” (e.g., with forces 1-4).

Pilot Study

A pilot study consisting of 4 public entities and 5 participants has been conducted. The participants are in decision-making positions within their organisations, and the organisations represent both State and local government levels. Data on multiple project case studies has been collected for each public entity.

After analysis of the pilot study is complete, the research methods for the overall study will be refined and further data collection will continue. Over the next 12 months, the research project will complete data collection and analysis.

So far, the results from the pilot study has indicated that a few forces (both project and organisational) appear to play a large role in determining *degree of “clientness”*: land/asset ownership, scale of project, and end-user type.

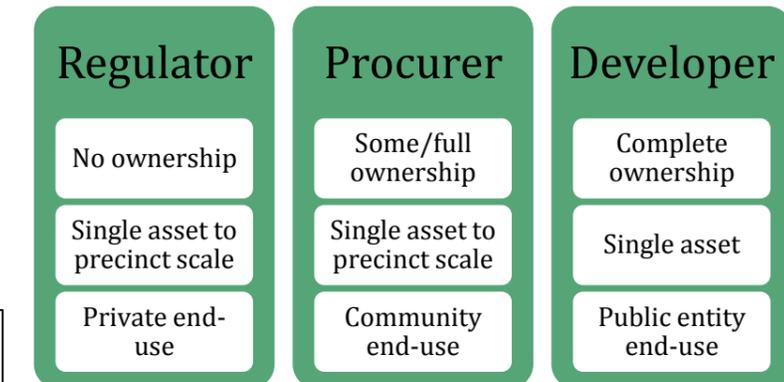


Figure 3: Results from Pilot Study depicting *degree of “clientness”*.

Anticipated impacts

Understanding the role of public entities in terms of *degree of “clientness”* will enable a conceptual understanding of their ability to influence the uptake of low carbon techniques and technologies in the built environment sector.

Providing an understanding of the barriers faced by public entity clients means that they can possibly overcome them and harness the power that they do have by adopting appropriate intervention strategies that positively influence change.

Together with a deeper understanding of the motivation of construction supply chains, the framework will provide a mechanism for public entity clients to streamline the process of selecting intervention strategies appropriate to their degree of clientness, and ultimately achieve low carbon outcomes on projects.