

The Role and Mission of the Construction Client

Information for universities and others interested in the significance of the construction client's role for a profitable and attractive built environment.

Swedish Construction Clients Forum
R&D and University Relations



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Foreword

Active and competent construction clients are essential for the sustainable development of the built environment. The construction client oversees the progress of a construction project from concept to implementation. The construction client chooses the players that will be involved in the project and determines the conditions – from the planning stage to the point at which the final building of facility is put into commission. As a representative of owners, customers and the needs of society, the construction client, at an early stage in the process, sets the stage for other players during both the construction process and the long-term management of the finished product.

The role of the construction client requires a high level of expertise; both theoretical knowledge and practical experience from all stages of planning, construction and management. For this reason it is important from the beginning of undergraduate education, to create an awareness of the construction client's role, the need for the construction client to have a holistic approach and the ability to manage the processes that are involved. This awareness is also necessary when students choose their area of focus and their future career in a process of lifelong learning.

This information booklet on the role and responsibilities of the construction client is intended first and foremost for students and educators at universities and colleges as instructional support and to help in the selection of a career focus. It may also be useful for professional construction clients and others who, in various ways, are impacted by the role of the construction client.

This booklet has been produced by ByggherreForum's Working Group for R&D and University Relations. The information in the booklet is partly based on earlier work conducted at the Royal Swedish Academy of Engineering Science (IVA) that was transferred to ByggherreForum by IVA's Construction Client Council.

The Working Group for R&D and University Relations was formed for the specific task of developing cooperation with universities and colleges. Its members are Martin Bergdahl (Landstingsfastigheter Dalarna), Gillis Edholm (SABO – Swedish Association of Municipal Housing Companies), Anders Lindeborg (AstraZeneca), Lars Redtzer (National Rail Administration), Kajsa Sundberg (National Property Board), Robert Wibom (National Fortifications Administration) and Stefan Sandesten (ByggherreForum). Björn Svedinger (Research AB) is the secretary.

Stockholm, March 2006


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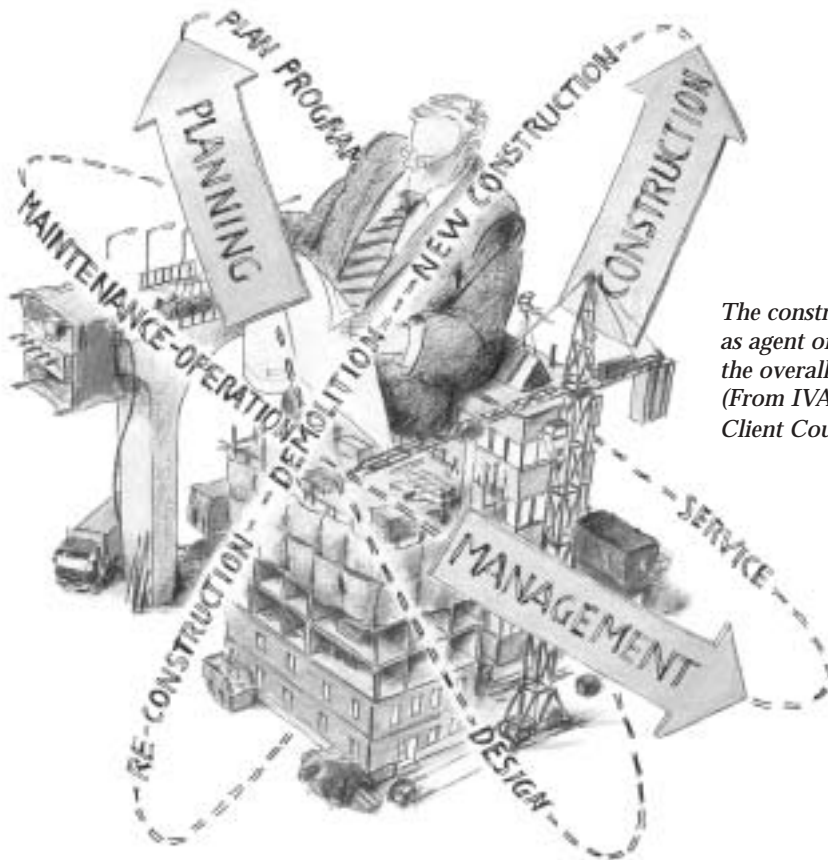

Martin Bergdahl
WG R&D and University Relations
Chairman

The construction client as agent of change

The construction client has a key role in the sustainable development of the built environment. The role requires a high level of competence. The construction client develops a construction project from concept to commissioning, ensuring that the needs of the owners, customers and the community are met.

It is fair to say that a competent construction client has many strings to his bow. This applies both to the construction client function as a whole and the specific roles the construction client takes on, as e.g. purchaser, project manager, planning manager and construction manager. To succeed in these tasks the construction client needs to be educated in a number of areas: technology, architecture, economics, social sciences and law. The coaching role during the process also requires leadership skills.

The construction client is responsible for the holistic approach that governs the creation of every building and structure (road, bridge etc.), from concept to realisation, through usage, alteration and finally, demolition. This approach also involves the ability to adapt to the demands of the community, owners, businesses and users, including issues relating to technical systems and cooperation with specialists. The holistic approach makes it possible, right from the initial stages in the process, to create the appropriate conditions for other players in the construction process, and during the building's period of use and long-term management.



The construction client as agent of change has the overall responsibility (From IVA Construction Client Council)

The construction client is an important driving force. Our vision is an active and competent construction client working as an agent of change within the sector. The goal is sustainable development of the built environment, both to meet society's environmental goals and social and economic aspects in a broad sense. Taking a holistic approach, the construction client plays a key role in bringing about sustainable development in the sector.

- The construction client as *owner and financier* determines the long-term quality offered to customers and also the way in which the demands of customers and the community will be met.
- The construction client as *purchaser* of the construction sector's products and services, is the one who steers the process from concept to implementation, and thereby also creates the conditions for the use and technical management of buildings or structures.
- The construction client, through its *choice of partners*, determines the type of skills and expertise that will be involved in the process.

A construction client with the will and skills has great potential to be a player in a customer-oriented market. As purchaser, the construction client can be a strong leader and can drive the sector's renewal and development. Being active as a construction client is a key factor in guiding development in the construction sector towards greater accountability, better quality and increased productivity and competitiveness. Construction clients work in different ways, using their own resources or enlisting the help of consultants.

The construction client's extensive responsibilities

According to the Swedish Planning and Building Act (PBL 1995), a construction client is "a party who carries out or assigns others to carry out construction, demolition or land work." ByggherreForum has expanded this definition to include the following: "The construction client is also responsible for interpreting and translating the users' needs, expectations and desires into requirements and prerequisites for the construction project based on society's need for a sustainable built environment."

According to PBL the construction client, in the form of a legal entity or natural person, is responsible for "ensuring that the work is done according to the provisions of this Act and directives based on these provisions." This responsibility covers functionality, design, technical solutions and managing the implementation process. The Swedish Occupational Safety and Health Act assigns the construction client the task of coordinating planning and construction so that the working environment is satisfactory; both during the construction period and when the building is later in use. The Swedish Environmental Code refers to the construction client's responsibility with respect to permits and damage during the construction period, and

defines the assignment of “providing premises/homes” as an activity that must meet the requirements of the Environmental Code.

The construction client thus represents both owners and end users. It is the construction client who is responsible for ensuring that all of the requirements from owners, customers, and society are met in a construction project, from concept to implementation. It is the construction client that purchases products and services from the construction sector, steers the entire construction process, and thereby also creates the conditions for the use and management of the building or facility during a long period of use.

Different business concepts and types of organisation

A construction client could be a government agency, a local authority, an industry or a property owner in the form of a company or a private individual. For the professional construction client who is regularly engaged in construction projects, the construction client function is a well-defined part of the organisation. In the constant process of adaptation, the construction client’s role is often executed as part of the technical management of a building, i.e. service, operation and maintenance. Many so-called “one-off clients” are classed as construction clients in the legal sense, but may choose to bring in consultants to execute the construction client responsibilities or they look to contractors to take on this role.

In discussions on the role of the construction client, the terms “user-, manager- and seller-clients” are often used; each having its particular requirements and conditions. A user-client is a company, e.g. with a requirement for industrial or office space that uses buildings for purposes where great flexibility is necessary, but where ownership of the property is not required. The manager-client is involved in a long-term operation, managing housing, office premises or various types of facilities. A seller-client (or developer) has a business concept that involves selling off the property as soon as the construction is complete to another owner, e.g. a building society.

The need for the construction client to have a holistic and long-term perspective is very important, regardless of which business concept applies or how the client’s operation is organised. This approach also applies to facility management as an expression for overall responsibility from a customer perspective and for a real-estate enterprise as an expression for totality from an owner’s perspective. The role of the construction client is thus usually associated with investment in new buildings and major alterations or demolition.

The construction client in the construction process

A project can be initiated in many different ways. The initial phase of concept work aims to assess the situation and whether or not an investment is needed in a building or installation. The point at which the preliminary study reaches a decision in principle to initiate an investment process may be regarded as the starting point of the project

and also the point at which the construction client is defined as a player. The ways in which projects get started vary considerably within the sector. In many cases the term “construction client” does not appear up until it is used in connection with submitting an application for a building permit.

The investment project is now called a construction project. It is executed in the form of a construction process that covers planning, design, construction and commissioning when the finished project is handed over to be managed. For the professional construction client, this is a regular routine that provides opportunities and the motivation to focus on business development involving evaluation and improvement.

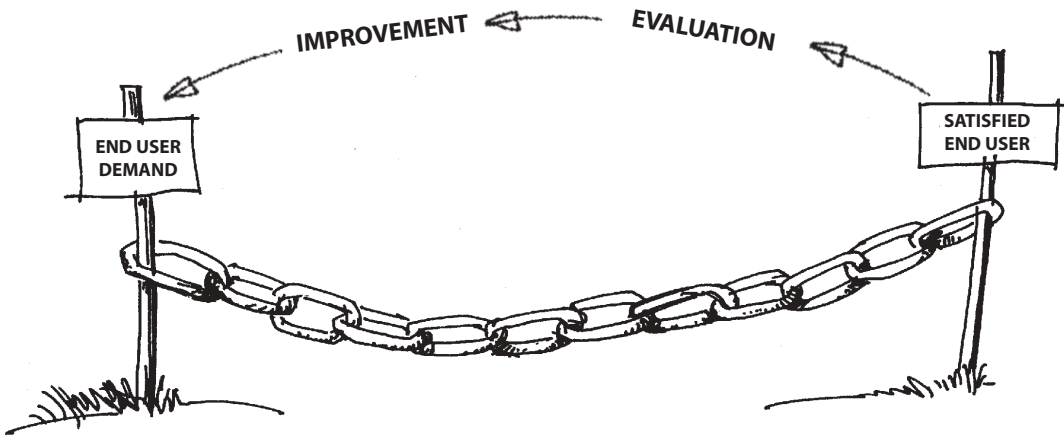
A construction project could be compared to a new play that is performed without rehearsal on a new stage and with new actors that do not know each other. Execution of a project is like role-play where each actor must know his part, but also be able to perform his own role in cooperation with the other actors. In the case of a design/built contract, the role of the construction client can be compared to that of the theatre manager and the playwright. Where a project is executed by a number of contracts with consultant and contractors, the construction client has more of a director’s role. The construction client makes decisions on the project’s execution.

A construction client’s role also includes defining the project, obtaining the necessary permits and ensuring that the resources are available – both financial and other resources. This initial phase is often called the “project determination stage” and includes working to identify goals and requirements (strategic programme) and to translate these into construction terms (operating programme). This stage may also include working with proposals, for example architectural drawings and technical system documents.

The next phase is called the “project realisation stage”. This is when construction clients engage consultants and contractors for design and construction. Depending on the chosen form of execution, the construction client may also manage the execution of the project and be responsible for putting the project in operation and handing it over to the management organisation. The construction client is responsible for ensuring that sufficient inspections are carried out and that the contractual terms and conditions with respect to documentation, guarantees and other undertakings are met. Finally, the construction client should evaluate and provide feedback as a basis for improvements that can be made in future projects.

The construction client needs to understand the entire quality chain

The Council for Constructing Excellence has illustrated the construction processes using a “quality chain.” This expresses an approach that combines the “right project” (building, installation, function) with the “right process.” “Right” meaning what the customer wants in every link in the chain. It is the construction client’s



The Quality Chain

The Construction Client has the responsibility to establish the whole quality chain covering all decisions and activities leading to customer satisfaction.

(From the Swedish Council for Constructing Excellence, BQR)

responsibility to look at the overall picture, i.e. the whole quality chain – from the customer’s requirements to the delivered product – and also to conduct evaluation and provide feedback.

The construction client’s “right usage” responsibility requires working closely with the party responsible for technical management. In order for the building/structure to be managed effectively and resource-efficiently, it must be adapted to the service, operation and maintenance requirements. Work is under way to lengthen the duration of warranties and to put in place “warranty management agreements” to ensure that suppliers’ conditions are met. This would support the construction client’s job when the building or facility starts to be used. In the case of business premises, there needs to be some flexibility for adaptation for new types of businesses.

The section entitled “The construction client and the community” contains more information about the construction client’s relationships with owners, customers, society and industry players.

Development of the role of the construction client

The original meaning of the Swedish term for construction client, “byggherre” (“construction master”), has its roots in the 17th century. At that time the “construction master” was responsible for the entire production process with the help of architects and master builders, before the building or facility was handed over to be managed in a relatively passive way. Today, both the technical solutions and implementation processes are more complex and this requires a holistic approach, cooperation between specialists and active management.

The construction client was anonymous for a while, but today the role is going through a renaissance in the construction of homes and other facilities. At the same time, many other types of industrial enterprises in other fields are choosing to reduce the amount of construction expertise within their companies. A few large professional developers are emphasising the construction client role as part of their business concept. Property companies are seeking a new balance between construction and management, where being able to act as a construction client may be regarded as a resource in both new production and alteration. The one-off construction clients often enlist the help of external expertise and therefore would like to see renewal in the consulting market. A somewhat new group of players is taking on the construction client role, namely, consultants and contractors acting in a management and developer role.

Challenges in the future

There are new challenges facing the construction client in many areas. They include end users participation and society’s requirements reflected in legislation and regulations, technological development and the new opportunities offered by IT applications for processes and final products. Another significant challenge is meeting the requirements for sustainable development, an area where local opinions are being voiced in new ways. Yet another is working with new forms of collaboration with both customers and suppliers. Longer guarantee periods are increasing the importance of cooperation with building managers.

Globalisation and cooperation within the EU are providing more opportunities to be competitive in procurement processes, but are also increasing foreign ownership in Sweden and Swedish construction projects overseas in connection with export and aid programmes. Consequently, construction clients are required to have language skills and an understanding of the rules, regulations and cultures in other countries, e.g. with respect to how the responsibilities of the construction client and the architect are perceived.

Thus, the role of the construction client must be developed in many ways to include new and broader expertise with an international dimension. The construction client needs to understand his role within the owner's business concept and his responsibility towards the customers, users, tenants and the community in general, in addition to the role of overseeing the construction processes. Thus, the construction client needs to have a broad range of skills and the ability to see the whole picture and to work in cooperation with others.

The renaissance of the construction client's role thus requires acquiring additional skills for both external and internal efficiency and adapting to new conditions. It is important to increase awareness throughout the sector for both the role of the construction client and the skills and expertise that are required. Increasing awareness must begin in undergraduate programmes. Highly competent construction clients are a critical factor for the renewal of the construction industry and essential to meet society's demands for efficiency, respect for the environment and other qualities.

The construction client determines long-term profitability

It is ultimately the expertise of the construction client, i.e. the knowledge and ability to perform, that determines whether a building or other structure will be profitable in the long term. The construction client chooses the location, design and technical properties of a project. His choices determine the investment, operation and maintenance costs, as well as revenues, societal benefits and the value of the property on the property market. Taking into consideration the long-term profitability of the building, the construction client must also consider the flexibility of the building and its installations so that new needs that may arise during its lifetime, which may be a very long period can be met.

In Sweden there are almost 700 million square metres of floorspace in homes and premises of various kinds. Added to this is infrastructure for water and drainage, waste management, energy supply, transportation (cars, trains, boats, aircraft) and communications (telephony, IT). The total running costs are estimated at close to SEK 150 billion. The cost of maintenance and expenditure on buildings and other structures is currently in the region of SEK 200 billion per year.

The consequences of a construction project investment may, in many cases, last for 50 to 100 years. Construction clients as a group influence both capital expenditure and annual costs in a way that can be illustrated using two simple statistical examples:

- A reduction of total expenditure of an average of 1 per cent could be achieved by choosing a different technical solution or form of procurement; this would mean a total saving of around SEK 2 billion per year.
- A corresponding reduction of 1 per cent of total operating costs, e.g. through energy conservation, would mean annual savings of around SEK 1.5 billion.

Integrating environmental measures

The construction client also has a crucial role to play in supporting the sustainable development of society. Buildings altogether account for around 40 per cent of the energy consumption and close to 50 per cent of electricity consumption. All in all, this sector accounts for almost 50 per cent of Sweden's total environmental impact. One way to achieve profitability is for construction clients and management to succeed in integrating necessary environmental measures with other investments.

The construction client's foresight is also an important factor for societal development in general and for urban development. The construction client is therefore an important player in the planning processes. This social responsibility requires knowledge of design and architecture, caution in alterations, and respect for the existing environments and aesthetic aspects, e.g. beauty, colour and shape. The construction client's expertise also impacts the value placed on a building in the open property market depending on its quality in a broad sense.

Motives for recruitment and development of skills

The construction client's vital and somewhat changing role requires new and greater skills. This is a motive for increasing investment in skills development through R&D and in higher education. The sector needs an injection of new skills, both through new recruitment and further education of active construction clients. It is important that construction clients, to a greater extent than today, are involved in shaping skills development in this sector.

The significance of the construction client as an agent of change in the sector is confirmed in the report entitled "Skärpning gubbar!" (Shape up lads!) (SOU 2002:115), which states: "In order to achieve better quality and encourage taking responsibility for the development of the construction industry, it is essential to reinforce the role and increase the skills and expertise of the construction client." The validity of this statement is confirmed by the renewal programme of the Government construction coordinator.

Short-term effects

In the short term and for certain categories of construction clients, an increased focus on skills development would improve competitiveness in the following areas, among others:

- **Product development:** The ability to “build the right product” increases value, benefits and profitability through satisfied customers, tenants and users.
- **Process development:** The ability to “built correctly” through effective processes lowers expenditure and increases quality.
- **Business development** and an internal business climate that stimulates the recruitment of competent employees.

Long-term effects

Initiatives to promote R&D and education can be regarded as an investment with many positive benefits for the entire construction client community. One effect is that a greater portion of R&D activity in the sector is focused on construction client issues. The long-term positive effects include:

- increased negotiating power in negotiations with sector players
- improved ability to participate in community development and shape opinions
- higher status in higher education and influence on educational programmes and R&D environments
- increased recruitment of students and researchers.

A R&D Programme for Change

Byggherreforum has formulated a R&D programme for Constructing Clients. The purpose of the programme is to make the construction client more competent as an agent of change to promote sustainable development in the built environment. This involves changing attitudes and processes as well as creating and implementing methods and techniques that will help to improve efficiency and conserve labour, capital and raw material resources

The programme will use research and development (R&D) to create awareness of the role of the construction client and provide the construction client with the knowledge and expertise to act appropriately, and to increase awareness among construction clients about the significance of active participation in R&D activity and of utilising R&D results.

The programme’s overall goals are to ensure that:

- the demands of owners, customers and society are met while maximising the use of resources
- the technology available to achieve sustainable development is integrated in a systematic way in construction and management
- effective systems are established in the sector to manage and control quality
- the procurement of services or products is carried out in ways that encourage competition and renewal of processes and products.

It is also important to develop the construction client perspective in education and training within the sector. Collaboration with universities/colleges is therefore of strategic importance. Making full use of international experience is also an important aspect of the programme.

A MasterClass Programme for Education at MSc level

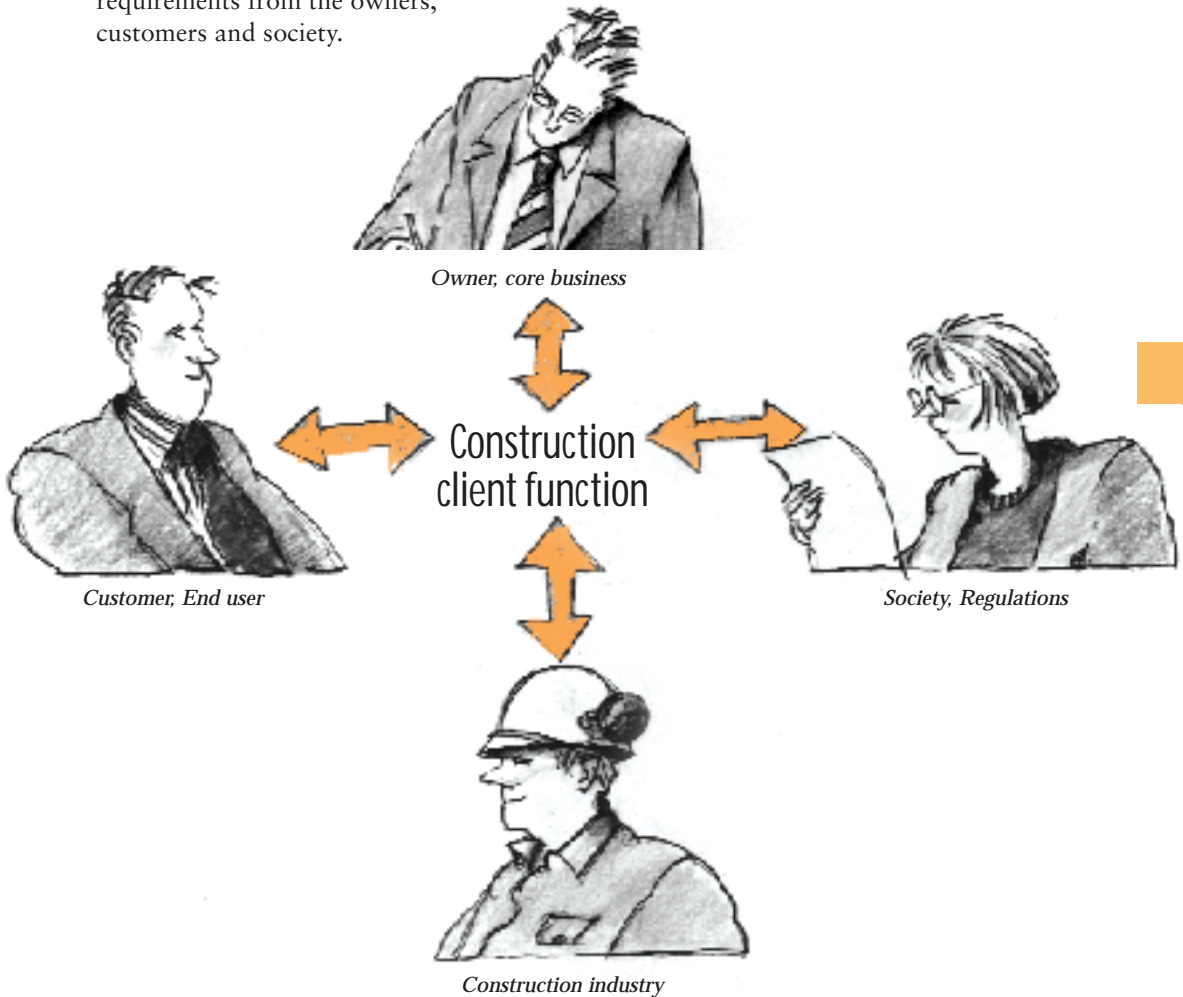
Byggherreforum has together with Technical Universities in Lund, Luleå, Gothenburg and Stockholm has developed an MSc level “Construction Client Master Class” programme. This covers the areas of competence needed by people fulfilling the client function, both in their dealings with other demand-side functions: Owner, End-user and Societal interests, and in their relationships with the supply side. It covers the definition of requirements and how these are translated into building requirements; procurement processes; issues related to the construction process; and finally commissioning and hand-over, including agreements related to operation and maintenance, guarantees and post-occupancy evaluation.

The programme will have compulsory elements on the role of the construction client and optional elements which will reflect the student’s particular experience and interests. Lectures will be shared among the participating universities and will be complemented by Web-based teaching. Course design has been completed and lectures are planned to start in January 2007.

The construction client and the community

Four relationships make up the force field that the construction client must maintain throughout the construction process. These are the relationships with owners, customers, the community and the construction industry. Each relationship requires a specific type of expertise.

The construction client must manage the entire construction process so that the result will be the right object, in the right place, at the right time and for the right price. In order to achieve this, the construction client must be able to handle the requirements from the owners, customers and society.



Relations on the Construction Client arena

The construction client needs competence to handle all kinds of demands in relation to owner, end user/customer, society and players within the construction industry.

Ownership aspect

The construction client must meet the project requirements according to the owner's business concept. This means that an investment in a building or structure must meet the profitability requirements and financial conditions that apply to the owner's business. The construction client therefore needs the skills to understand the owner's core business and the significance of the owner's financial requirements. This is the case for construction clients in both the private and public sectors. Profitability can be expressed in both commercial and public finance terms

The ownership aspect also includes a relationship with the technical management of the building or facility and requirements relating to service, operation and maintenance. The party managing the building or facility, is often the construction client's client and the owner's representative. An important aspect for continual construction clients is also the competence to handle a portfolio which has a number of ongoing projects at various stages.

From an owner's perspective, the construction client must:

- understand and be able to realise a construction investment based on values and financial requirements consistent with the owner's business concept;
- understand the values, analytical methods and arguments from a business, private and public finances perspective;
- understand the financial analysis of investments, annual costs, and income from a whole-life perspective;
- understand the analysis of financing and bonding requirements of different financial structures and forms of ownership;
- be able to handle alternatives to a proposed project, e.g. a different object, lease or rental, and be able to argue in favour of the selected solution;
- understand the role of the project in question in the owner's core business;
- be familiar with trades union issues and business law, and understand the system of governance used for the owner's core business;
- understand how to handle uncertainty and risk;
- be familiar with operation and maintenance management programmes, and understand the management documentation requirements.

The relationship to the owner is largely based on understanding the party that will be using the object for its intended purpose when it is finished. The relationship will differ depending on whether the project involves a structure or building that the owner will be managing, a property for housing that will be managed by a building society, an industrial property that will be owned and used by a manufacturing company, or an office building that will be managed by a real-estate company that rents out office space. Understanding the time perspective is also very important.

The customer aspect

All value-generating processes start with the customer's requirements. Different types of customers have different ways of expressing their requirements. It is part of the construction client's job to ensure that the customer requirements are identified – for both the known and prospective customers and businesses/activities. It is becoming increasingly common for the manager to enter the picture as a professional representative of the customer and to formulate the customer's requirements, combining them with requirements from the manager's own perspective.

Understanding the customer involves becoming familiar with the customer's needs and wishes and what they are willing to pay. The construction client is then normally, in one way or another, responsible for formulating the requirements. These may relate to location, interpretation, design and technical attributes, or work environments and documentation on usage. There may also be special requirements with respect to the internal environment and energy saving measures. Since the lifetime of a building or other structure is normally long, the perspective of future customers must also be taken into consideration. There needs to be flexibility for technological developments and alternative uses in the future.

From a customer perspective, the construction client must:

- understand need and market analysis and the customers' and users' various requirements with respect to the business/activity in question (including road-user requirements);
- be able to evaluate customer requirements in relation to cost and other consequences, including IT use and standardisation for this;
- be able to translate customer requirements and formulate them into construction terms;
- be able to conduct a dialogue with customers at the early stages and during the construction process, and use new technology to visualise and simulate the appearance and operation of the building or facility functions;
- understand the methods used to verify the functional requirements with the customer.

The societal aspect

Society's regulatory frameworks – laws, standards, rules etc. – regulate the design and functions of buildings and installations. They also control the planning, construction and management processes. The construction client must be responsible for compliance with the rules of society. The relationship with the surrounding community also raises issues of aesthetics and environmental impact.

Responsibility to society also dictates that construction clients help ensure that the skills and expertise required for the client function are available. The construction client has a special responsibility to ensure a holistic perspective in the sector's education, training, R&D and standardisation.

From a societal perspective the construction client must:

- understand the societal requirements as expressed in laws, rules and standards and know how to handle them;
- be able to listen to local opinions and to provide relevant information during the various stages of the process;
- be able to manage environmental issues, especially when the measures will affect existing buildings; the construction client's environmental responsibility includes the working environment;
- be able to participate in formal and informal planning processes and to address issues concerning the community's infrastructure, preparedness and robustness;
- be able to interpret political goals and formulate them into manageable requirements;
- be able to contribute to the realisation of R&D results so that innovations can be tested and put to practical use, e.g. through demonstration projects that also lead to feedback from experiences gained.

The industry aspect (the role of the purchaser)

As a customer in the construction process, the construction client sets out relevant stipulations in the procurement stage and monitors these during the implementation stage. This includes organising and managing the construction process depending on how the construction client proposes to secure the services of consultants, contractors and suppliers. This requires skills in handling the various stages in the process while complying with the relevant regulations, and the ability to choose appropriate partners to collaborate as effectively as possible.

From an industry perspective the construction client must:

- be able to work with different parties in the industry, conduct the necessary procurement process, manage and monitor the implementation of the project;
- understand and evaluate technical solutions from a whole life perspective when choosing between different alternatives, taking into account, among other things, annual costs and environmental aspects;
- be able to handle issues concerning IT use and environmental adaptation, both in early stages and in the construction process;

- be responsible for managing quality aspects, costs and financial control up to the point at which the building or facility becomes operational and is handed over for management and use;
- understand the system of documents and tools used within the sector; the norms, standards and regulations;
- be able to handle both technical and financial risk, including risk management in the form of insurances and warranties;
- understand methods of implementation based on cooperation and interfaces that distribute responsibility and spread risk using various incentives for the participating parties;
- be able to assess tenders taking into account soft values, e.g. competence and credibility;
- understand the use of functional requirements in contracts, including forms of follow-up and verification;
- be able to work with systems for managing quality aspects, environmental criteria and the working environment, that also ensure required quality standards are met;
- be able to handle routines for the transfer of the project and putting it into operation, including documentation, instructions regarding operation and maintenance and warranties that require cooperation in the buildings technical management.

ByggherreForum – Swedish Construction Clients Forum

ByggherreForum is an association for professional construction clients. It was formed for the purpose of representing its members and taking care of their common or general interests with respect to the role of the construction client in relation to property owners, property managers and end users of buildings and other structures. The association's overall goal is to take care of the interests of construction clients and to contribute to the development of an efficient and competitive construction market.

Procurement and contract terms & conditions

The construction client's tasks include handling procurement and signing contracts with contractors, consultants and suppliers. In order to maintain a good relationship with these parties, it is necessary to have contracts with clear and balanced terms as well as other tools. The association aims to formulate and create such contract terms and tools. Developing and simplifying the procurement procedure for both construction and property management is also one of the association's tasks.

Legislation and standards

Legislation and other processes of setting standards within the construction sector have a direct and indirect impact on the construction costs. These costs are ultimately the burden of the construction clients and users. The association looks after the interests of the construction client in various ways in these contexts, by, among other things, monitoring proposals and participating in expert groups.

Education

In order to create buildings and other structures that function well and offer value for money, construction clients need a broad range of knowledge. The association provides education in the administrative issues relating to construction to broaden and intensify the skills and expertise of construction clients. Experiences from different procurement models and from various types of contracts and forms of payment are assembled by the association and this information is then passed on to the members.

R&D

The construction sector is constantly undergoing changes. The association initiates research initiatives and works together with universities and with agencies that provide research grants.

Service

One important task of the service company is to provide advice and help in issues relating to the construction process. If the service company is unable to provide help, the member is referred to other experts in the field. Providing service to the members is a priority. The members receive individual help and at the same time the association gains valuable knowledge and experience that can be used in the future.

Conferences and field trips

The association arranges conferences and field trips both in Sweden and overseas to create a broader base of information. The members meet each other at these events and are able to share experiences and build networks.

Information on news within the sector

The service company provides information on news within the sector and other issues of significance for construction clients by e-mail and on the website.



www.bygggerre.se

The construction client has a key role in achieving sustainable development in the built environment. As a representative for owners, customers and the needs of society, the construction client, at an early stage in the process, sets the stage for other players both during the construction process and the long-term management of the finished product. The construction client selects the players to be involved and determines the terms and conditions for the construction process so that the result will be the right object, in the right place, at the right time and for the right price.

Our vision is an active and competent construction client as an agent of change within the sector. This role requires a high level of expertise; both theoretical knowledge and practical experience from all aspects of the processes of planning, construction and management of the finished project. For this reason it is important, from the beginning of undergraduate education, to create an awareness of the construction client's role and the need for the construction client to have a holistic approach.

This information booklet on the role and responsibilities of the construction client is intended in the first place for students and educators at universities and colleges as instructional support and to help in the selection of a career focus. It may also be useful for professional construction clients and others who, in various ways, are impacted by the role of the construction client.

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