A-B

Imperial College
London

Capital Projects and Planning
Imperial College London
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1.30 APPENDIX D
Conducting a Workshop

Workshop Objectives
The format of the Value Management Workshop shall be in accordance with this procedure. The workshop should undertake to:
- Identify and evaluate the need for construction;
- Identify and prioritise the key objectives;
- Identify and evaluate the major constraints
- Improve the quality of definition
- Identify and evaluate the means of meeting needs and objectives
- Develop a shared understanding of the project by the participants
- Maintain strategic focus
- Promote innovation
- Be positively focused on value rather than cost
- Eliminate unnecessary cost

Workshop arrangements
All participants should be provided with:
- Sufficient notice of the date and venue of the workshop;
- Appropriate documentation and work plan - the briefing document;
- Statement of the purpose of the workshop.

A Value Management Workshop Handbook should be dispatched to each participant at least one week prior to the workshop date, to encourage thought and discussion, and provide basic information prior to the workshop.

The handbook shall give guidance in the application of Value Management and outline the benefits of undertaking the exercise. The handbook should:
- Establish the Value Management strategy
- Identify the need for VM studies
- Determine the scope and objectives of the study
- Develop realistic work schedules
- Establish an acceptable budget
- Identify study team members
- Define the documents required
- Develop an execution plan
- Provide an information pack
- Provide the Value Management Agenda

The briefing document should include general background data and the client's statement of need set into context, together with:
- Provisional information on cost limits and targets
- Site details
- Initial drawings and specification
- Main risks and constraints
- Schedule and timescales

Venue

The venue should be chosen to ensure that participants work free from interruption and in comfort preferably away from their normal place of work. It should include:

- Large conference table
- Sufficient space for laying out drawings etc
- Equipped with sufficient materials, flip charts, visual display equipment pens etc

Participants

- Client representative
- Project Manager
- Architect
- Structural Engineer
- Services Engineer
- Quantity Surveyor
- Construction Manager
- General Contractor/Specialist Contractor as appropriate
- College Engineering Manager
- College Head of Maintenance
- College Head of Energy and Environment
- College ICT Network Infrastructure Manager

Brainstorming Guidelines

- Ideas should be generated, not evaluated
- As many ideas as possible should generated, many ideas will be generated by combining or building upon the ideas of others
- All ideas, no matter how radical should be welcome
- All ideas should be documented
- Innovation should be encouraged
- Participants should be encouraged to combine or improve upon the ideas of others.

Once ideas have been generated and recorded, they are categorised into groups, finally evaluated, and then ranked on the basis of consensus of the participants.