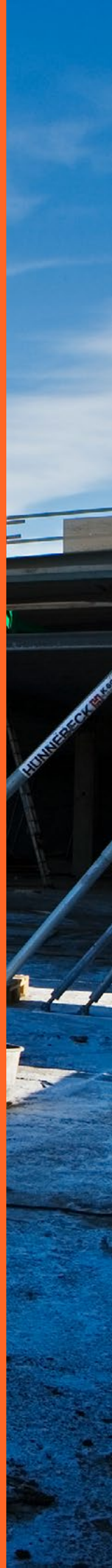


Appendix

Starting right

VÆRDIBYG



APPENDICES

- 1 COMMUNICATION PLAN**
- 2 VALUE TREE**
- 3 ORGANISATION CHARTS**
- 4 TERMS OF REFERENCE FOR USER INVOLVEMENT**
- 5 SERVICE DESCRIPTION**
- 6 INTERFACE FORMS**
- 7 DECISION PLAN**
- 8 10 GOOD TIPS FOR CHAIRING MEETINGS**

APPENDIX 1

DRAFT COMMUNICATION PLAN

Example of contents of a communication plan:

1 COMMUNICATION AND DECISION PATHS

Key people for the project

Telephone and e-mail details for all

'Who knows what?' form

2 INTERNAL COMMUNICATION (IN THE PROJECT TEAM)

3 RULES FOR COMMUNICATION VIA

Meetings

E-mail

Project web

ICT

Formal and informal

Handling disagreements

Speak your mind and question the assumptions

4 EXTERNAL COMMUNICATION (TO THE OUTSIDE WORLD)

Organisation and procedures

Stakeholders and target groups

Channels

Media management

5 FOLLOW-UP

Meetings focusing on communication

Success criteria, evaluation and measurement

APPENDIX 2

VALUE TREE

The example is from the Teleparken project, a public housing project in Gladsaxe. Read more about the project on: www.jonsson.dk

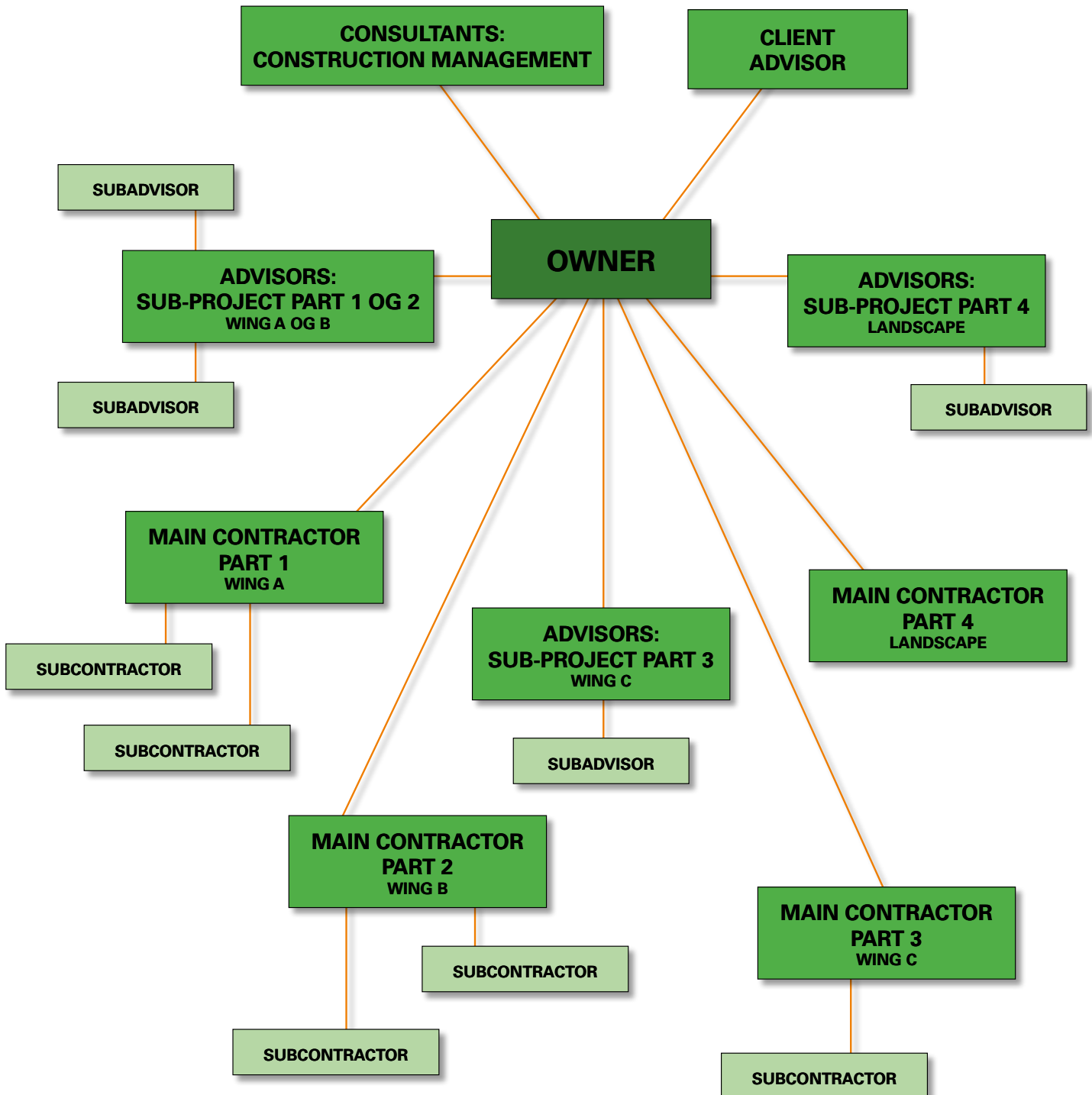
Parties involved: Domus Arkitekter (Architect), Jönsson (Contractor), Niras (Process Consultant), FSB (Client), Grontmij (Engineer), Lassen Landskab (Landscape Architect)

BASIC VALUE	LEVEL 1 <i>Why?</i>	LEVEL 2 <i>How?</i>	COMMENTS
BEAUTY	Shape	Interplay with the other buildings	
		Consistency in the garden	The architectural motif should be consistent
	Expression	Simplicity 'inspired' by the works of Kaj Fisker	
		View of facades around e.g. balconies, entrances etc.	
		Interplay between façade colours - 'the white city'	Representing some limitations
		Residents are keen to have finished surfaces	
	Materials	Robustness and consistency	
	Light	Light is important – play and quantity	
		Illumination in flats	
ENVIRONMENTAL IMPACT		Low emission targets are linked to low operating costs	
		No basement, to avoid dealing with contaminated soil	Planning authority is contacted for instructions
	Consumption	Low consumption targets linked to low operating costs, including: <ul style="list-style-type: none"> • Good waste management • Rainwater collection • Low energy consumption <ul style="list-style-type: none"> - Recovery in ventilation system - Visible monitors (to encourage savings) 	
	Other	Use of suppliers operating with environmental management systems	
BUILDABILITY	Systems and deliverables	Prefab. bathroom modules	Should be considered in light of quality and fitting
		Concrete elements	Avoid odd shapes to minimise on-site casting
		Functional installation of ducts	
		Buildable balconies/optional system?	Should living rooms have balconies or be replaced by access to garden?
	Execution	Focus on a best practise installation process	
		Simple solutions and well-matched materials	
		Aim at zero-soil groundwork accounts to minimise contamination problems	

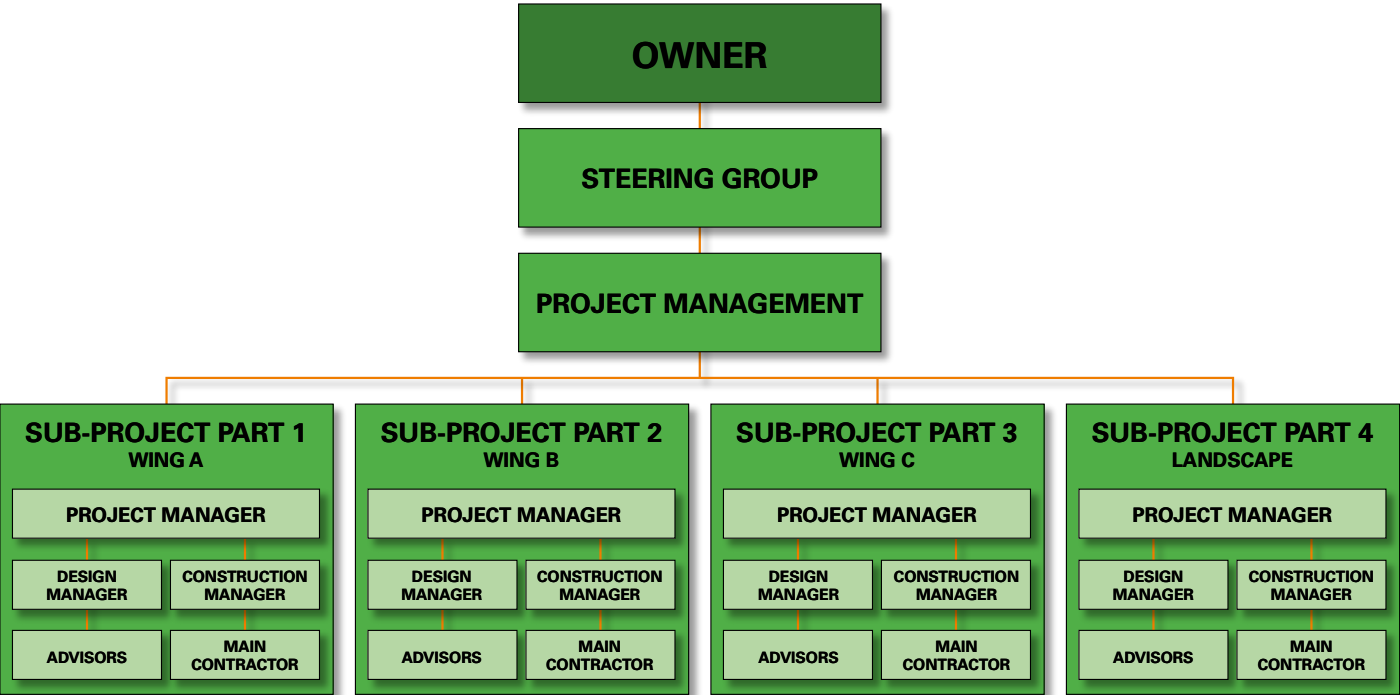
APPENDIX 3

ORGANISATION CHARTS

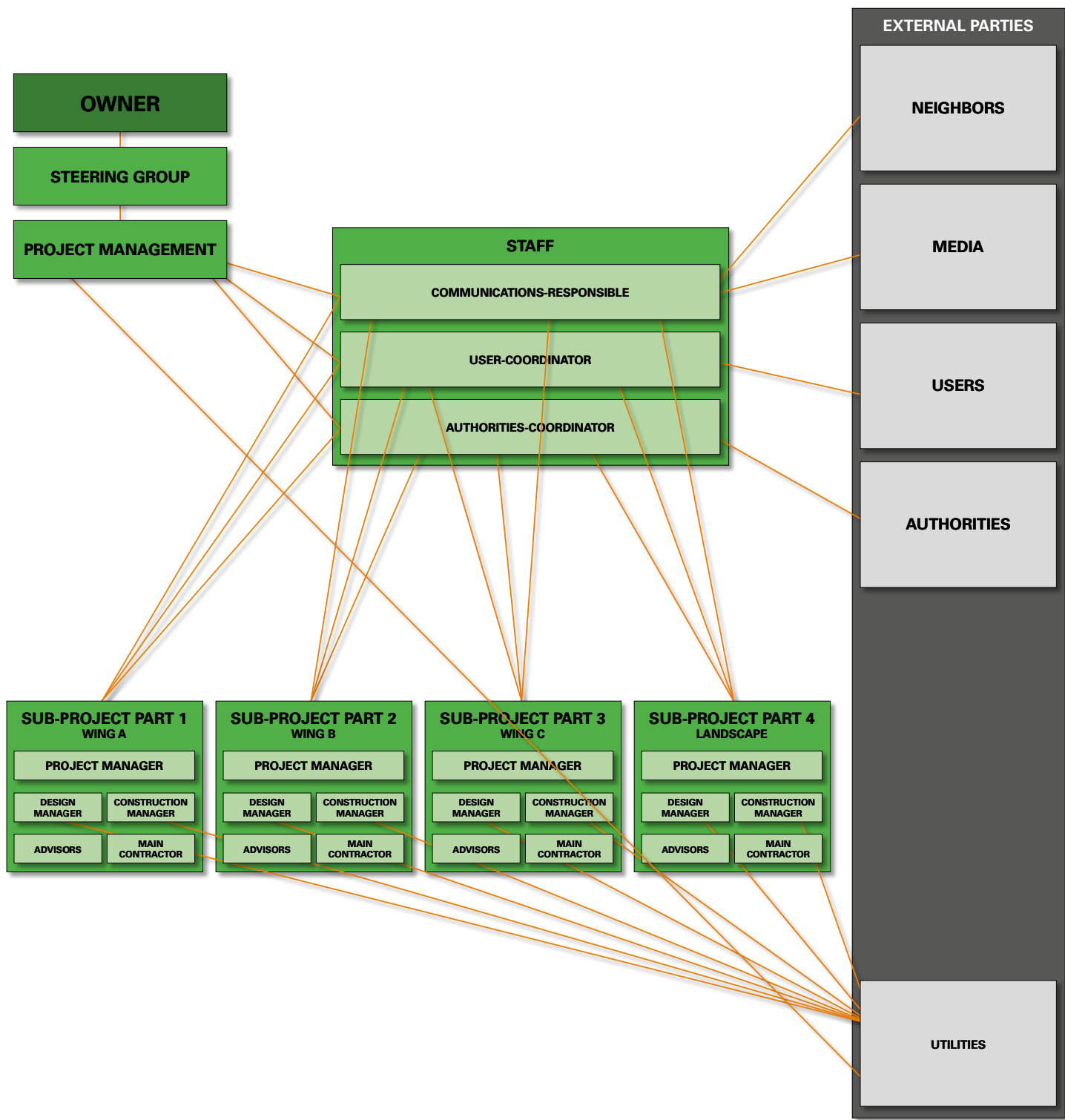
CONTRACT ORGANISATION



DECISION-MAKING ORGANISATION



COMMUNICATION CHART (FOR EXTERNAL PARTIES)



APPENDIX 4

TERMS OF REFERENCE FOR USER INVOLVEMENT

Example of a table of contents for user terms of reference:

1 PURPOSE OF USER INVOLVEMENT

2 SUCCESS CRITERIA

3 ORGANISATION

Organisation and decision plan for user involvement

4 ROLES AND RESPONSIBILITIES

The political

The administrative

External consultants

User groups

Authorities

5 DESCRIPTION OF GROUPS AND TASKS

User groups in general

Handling feedback

Total-consultant

User steering group and consultative group

Departmental groups

Interdisciplinary subject-groups

Other stakeholders

6 THE PHASES

Start of process

Design specification phase

Outline proposal

Project proposal

Pilot project – authority project

Main project

Commissioning

7 PROCESS TO DATE

8 TIMETABLE

9 DOCUMENT OVERVIEW AND LINKS

APPENDIX 5

SERVICE DESCRIPTION

Extract from a service specification based on FRI and DANSKE ARK's Service Specifications (left-hand column). The right-hand column contains the client's additions and comments for the consultant:

FROM THE SERVICE SPECIFICATIONS	CONTENTS		RELEVANT ADDITIONS/ COMMENTS
	YES	NO	
3.2.6 QUALITY ASSURANCE <i>The consultant reviews the project proposal to ensure</i> <ul style="list-style-type: none"> • <i>That the project proposal is consistent with what was determined in the outline proposal</i> • <i>That the requirements in the design specification for the overall quality of the building (form, function, construction technology) and for costs and time have been met</i> • <i>That the project proposal can act as a basis for preparing the pre-project and the main project.</i> <i>The consultant informs the client of any special or risk aspects found in the review. The consultant takes part in an interdisciplinary project review.</i>	X		<i>Quality assurance is carried out in accordance with the agreed quality assurance manual</i>
3.2.7 THE CLIENT <i>While the project proposal is being produced, the client – and/or their appointed user representatives – should attend the necessary meetings on e.g. detailed room layout, fittings etc.</i> <i>The client approves the governing budget and updates his own budget related to other expenses.</i> <i>The client approves the project proposal as the basis for further project design work.</i>	X		<i>The total-consultant provides an overview of the necessary meetings with the client and his user representatives for approval by the client up front.</i> <i>After 'updates', is inserted 'after input from the consultant'.</i>
3.3 PILOT PROJECT (AUTHORITY PROJECT) <i>The pre-project (authority project) is a further revision of the approved project proposal to the point where it can serve as a basis for official approval.</i> <i>The pre-project (authority project) is an integral part of the main project.</i>	X		

APPENDIX 6

INTERFACE FORMS

EXTRACT FROM INTERFACE CHECKLIST

X indicates who bears the responsibility, while O indicates further professional influence in the area.

[illegible]

EXTRACT FROM INTERFACE CHECKLIST

SUBJECT	CONSULTANTS, CONTRACTORS OR SUB-PROJECTS RESPONSIBLE FOR PROJECT DESIGN		
	Sub-project 1	Sub-project 2	Sub-project 3
<i>Installations</i>			
<i>Ring main for water (underground)</i>	X		
<i>Branch pipes (underground)</i>	X	X	X
<i>Main distribution panel</i>			X
...			
<i>Connection between wings</i>			
<i>Concrete walls in module line C</i>			X
<i>Doors in module line C</i>			X
<i>Electrical installations (fire, security and supply) for doors in module line C</i>			X
...			
<i>Movable inventory</i>	X		
<i>Cross-disciplinary environmental coordination</i>		X	
<i>Signage – indoors</i>		X	
<i>Signage – outdoors</i>			X
...			

EXAMPLE OF A DECISION PLAN

APPENDIX 8

10 PIECES OF GOOD ADVICE FOR CHAIRING MEETINGS

- 1. THINK ABOUT THE NUMBER OF PARTICIPANTS**
Effective working groups should not exceed 15 people.
- 2. CONSIDER MEETING FACILITIES**
Participants should all be able to make eye contact, the indoor climate should be OK and distracting elements (sound, light etc.) avoided
- 3. THE PURPOSE AND FRAMEWORK FOR THE MEETING SHOULD BE IN PLACE**
Communicate the purpose (well ahead of the meeting), draw up a clear agenda, define and stick to the time frame
- 4. BE PREPARED AND ARRIVE ON TIME**
– and insist that the participants do the same.
- 5. PROVIDE FOR BREAKS**
... if the meeting goes on for a longer time. This will provide fresh energy, and informal chats in the breaks may open up for important questions which would otherwise not have been asked in the formal forum.
- 6. REMEMBER TO SUM UP DISCUSSIONS AS YOU GO ALONG**
Close the meeting by gathering action points (remember to include this as an agenda item)
- 7. PAY ATTENTION TO ESOTERIC TALK**
and technical terms. Ask clarifying questions
- 8. RESTRICT DOMINANT PARTICIPANTS**
– and bring in those who are hanging back. Ask for comments from the whole group
- 9. REMEMBER TO EVALUATE MEETINGS**
... that repeat over a longer period to improve them
- 10. PRODUCE AND DISTRIBUTE THE MINUTES**
in good time before the next meeting