

<h2>STAGE OVERVIEW- RIBA Plan of Work</h2>	
<p>Stage 0: Strategic Definition</p>	
<h3>Stage Outcome</h3>	
<p>This stage focuses on establishing the client requirements for the design and governance across the project lifecycle.</p> <p>RIBA Plan of Work Stage 0 should be used to assist in establishing an estate strategy and/or masterplan as well as the starting point for any defined development project.</p> <p>Confirming the Strategic Objectives that will form part of the project’s governance; approaches defined by external third parties and soft-landing gateways throughout the project.</p>	
<p>The process of developing the Client Requirements and the corresponding Business Case should involve all key Project Stakeholders within the client body.</p>	
<h3>Stage Overview</h3>	
<p>The RIBA Plan of Work Overview says:</p>	

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The primary goal of Stage 0 is strategic – to ratify that a construction project, or otherwise, is the best means of achieving the **Client Requirements**. For example, a client wishing to expand its workforce has a range of options for accommodating the additional staff, including implementing new ways of working, adopting a more efficient space plan, subleasing premises or desk spaces close by, carrying out a refurbishment, building an extension or commissioning a new building.

Stage 0 is not about design or the practical details, but it should involve a **design approach**. It focuses on making the right strategic decisions and capturing them in a **Business Case**. The stage involves considering the pros and cons, **Project Risks** and **Project Budget** for a range of options and, where necessary, carrying out **Site Surveys** and corresponding planning appraisals, before undertaking a comparative analysis and recommending and ratifying the best option for delivering the **Client Requirements**.

The **Project Risks** consider any circumstances which would affect the delivery of the **Client Requirements** for each option, taking into account that, beyond this stage, substantive costs could be incurred. Examples might include onerous stakeholder constraints that could delay the delivery date, or a costly services diversion that could make an option unviable. The **Project Budget** – the funds the client has available for all aspects necessary to achieve the **Client Requirements** – will need to be considered for each option. This will include professional fees and, where relevant, land acquisition costs. The high-level **Spatial Requirements** relevant to any option may need to be determined as these can significantly influence the estimated construction cost, rents or other costs.

Increasingly, Stage 0 is about gleaning **Feedback** from previous similar projects and gathering insight from **Project Stakeholders**, making sure that lessons are learned. Knowledge gained in this way can help the briefing process, improve design quality and make the building perform better. Stage 0 should not be regarded only as a first step – it is also the logical next step after Stage 7 in the circular RIBA Plan of Work process. When the end of a building's life is reached, it must be refurbished, repurposed for another use or deconstructed. Detailed tasks for Stage 0 need to align with the complexity of the challenge and the diversity and demands of the options being considered for the **Business Case**.

TVC Stage Overlay Guidance:

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Stage 0 is all about **setting up for success**, building on the design focussed approach to whole life project planning and building in the new **dimensions and adding value guidance** into the process.

The primary goal of Stage 0 is strategic; defining the Client Requirements and outcomes being sought, and to ratify the construction project, or otherwise, is the best means of achieving them, building on the work in developing the strategic assessments and investment decisions set out in **Stage Pre-Plan**.

Stage 0 focuses on making the right strategic decisions, clear briefing, client governance and management arrangements and capturing them in a Strategic Business Case.

- **SFT Briefing & Evaluation Framework** can be adopted and implemented, to establish and define the **Project Strategic Objectives**.
- The Project strategies which will be implemented should also be considered at Stage 0, including:
 - Digital Information exchange (BIM)+B13
 - Sustainability and Net Zero Carbon
 - Modern Methods of Construction
 - Placemaking/ landscape context
 - Quality initiatives
- **SFT BIM Grading Tool**- completed by the client and developing the assessments already undertaken from the **Whole Life Appraisal Tool**. From this the client team should define the output requirements for each stage of the project.
- **Skills and Expertise**- An '**intelligent client**' function is critical to achieving the successful definition and initiation of a project, as well as Vision Champion. The Client may possess the required expertise and capacity to undertake tasks involved or may appoint appropriately skilled and experienced Advisers to support them in this, covering a number of experts, including **Project Management, Cost Management, Design/ Architectural, Landscape**. Competencies can be tested using the **Baseline Skillset Tool and the Construction Capability Assessment Tool (Scottish Government Construction Procurement team)**.
- **Re-using existing assets (SFT Asset Strategy Guidance)** , rather than replacing or creating new, should be considered. Similarly, **Place and Circular Economy** considerations and how the project will minimise construction waste and support the National Performance Framework outcomes must also be considered (**Place Design Standard Tool/ Pre Redevelopment and Pre- Demolition Audits**).

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- **Project Risks and Project Budget** -consider the pros and cons, for a range of options and, where necessary, carrying out Site Surveys and corresponding planning appraisals, before undertaking a comparative analysis and recommending and ratifying the best option to meet the Strategic Objectives. This will establish if a building project is the best means of achieving the Strategic Objectives, rather than the detail of any building itself. An Optimism Bias assessment should be included and addressed in the risk strategy.
- **Project Risks**- consider any circumstances which would affect the delivery of the Strategic Objectives for each option, taking into account that, beyond this stage, substantive costs could be incurred. Examples might include onerous stakeholder constraints that could delay the delivery date, or a costly services diversion that could make an option unviable.
- **Project Budget** – the funds the client has available for all aspects necessary to achieve the Strategic Objectives – will need to be considered for each option. This will include professional fees and, where relevant, land acquisition costs
- **Spatial Requirements**- (high level)/ utilisation planning relevant to any option may need to be determined as these can significantly influence the capital or operational investment decision.
- **Feedback (POE)**- from previous similar projects and gathering insight from Project Stakeholders, making sure that lessons are learned. Knowledge gained in this way can help the briefing process, improve design quality and make the building perform better.
- **Project Strategies**- to achieve the Strategic Objectives will be identified, defined, but not fully developed during Stage 0.

Stage Details- Skills and Expertise

- The client team is involved at this stage.
- The client team may seek advice from a wide range of professional advisers, such as Client Advisers/ experts to help them develop the Client Requirements and Business Case that will achieve these.
- The client and client team lead the project initiation and definition.
- The Client can take advise from technical/ construction experts to guide potential solutions and scope out procurement options and opportunities.

All Parties

- Support the client in developing the client requirements

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<p>Client</p>
<ul style="list-style-type: none"> • The client is responsible for leading across these stages. • They should not delegate overall responsibility. Specific support and contributions will be required to project manage and deliver the stage details and consideration should be given to establishing who will perform these roles and considering the contribution these roles will play across the project lifecycle. • Pre- Project, Strategic Capital Investment & Governance Approach is critical initial stage that should employ a design led approach, looking at asset management and investment options as well as place reviews/ briefing stages.
<p>Project Management</p>
<ul style="list-style-type: none"> • Project Management support will be required for the client and will assist in co-ordinating the arrangements for specialist advice and representation from across the design, construction and asset management team. • The Project Management team are responsible for co-ordinating the Client requirements package at the end of the stage, informed by the various strategies and assessments.
<p>Design Team/ Specialists</p>
<ul style="list-style-type: none"> • Briefing, landscape/place, design, cost, and plan for use specialisms are required to support the client in the delivery of the stage details and ultimately informing the client requirements. • Asset Management, Place and Sustainability experts, investment specialists will be essential support for the client. These may not be available in house and be appointed to support the client.

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<p>Construction</p> <ul style="list-style-type: none"> • It may be appropriate for contractor involvement.
<p>Asset Management</p> <ul style="list-style-type: none"> • A Plan for use- utilisation specialist/ FM specialist will be critical support for the client in setting the building in use strategy that will underpin the client requirements. • A specific outline of the stage details, roles, support and contributions is outline in the table below. Key outputs and validation points are highlighted.

<p>Stage Outputs and Validation</p>
<p>All Parties</p> <ul style="list-style-type: none"> • Procurement Strategy (Stage 1) • Strategic Business Case • Contribute to Health & Safety Strategy • PID • Baseline Skillset Toolkit • Develop Project Requirements • Statement of Needs/Vision • Project Outcomes (including those defined by the client; funding conditions; standards or other stakeholder requirements) • SMART Objectives. • Site Appraisals & conduct Feasibility Studies • Project Budget • Programme parameters • Project information requirements -BIM Grading Tool

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<ul style="list-style-type: none"> • Project Governance requirements and procedures
<ul style="list-style-type: none"> • Project constraints and key issues (funding requirements etc)
<ul style="list-style-type: none"> • Procurement Strategy (Stage 1)
<ul style="list-style-type: none"> • Strategic Business Case
<ul style="list-style-type: none"> • Service/ elected members report for sign off
<ul style="list-style-type: none"> • Plan for Use
<ul style="list-style-type: none"> • Project Business Case
<ul style="list-style-type: none"> • Approve Stage Reports & Stage completion
<ul style="list-style-type: none"> • Authorise Project to commence next Stage- Gateway 0
<ul style="list-style-type: none"> • Tender Recommendations for appointment of consultants and contractor
<ul style="list-style-type: none"> • Gateway Reviews- Workshop
<ul style="list-style-type: none"> • Comply with Project Governance requirements
<ul style="list-style-type: none"> • Validate Client's Brief
<ul style="list-style-type: none"> • Stakeholder requirements and standards
<ul style="list-style-type: none"> • ICT strategy
<ul style="list-style-type: none"> • Project affordability check
<ul style="list-style-type: none"> • <i>Contingency</i> Development strategy
<ul style="list-style-type: none"> • Client Construction Quality Plan
<ul style="list-style-type: none"> • Retain 'ownership' of design quality -'Golden Thread'
<ul style="list-style-type: none"> • Client sustainability objectives
<ul style="list-style-type: none"> • Support client outputs and validation
<ul style="list-style-type: none"> • EIR
<ul style="list-style-type: none"> • Strategic appraisal/ Place Standard Review
<ul style="list-style-type: none"> • N/A
<ul style="list-style-type: none"> • Plan for Use- soft landings and validation points

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
Pre- Project, Strategic Capital Investment	<ul style="list-style-type: none"> • The capital investment budget reflects the outcomes from reviews including: the whole life/ asset strategy/ sustainable and resilient places/ in-use benchmarking strategies. • The expertise and tools/ guidance that can address/ support these areas are defined. 	
Whole life and strategic asset management overview- systems approach- in order to define capital investment programme	Strategic Assessment report , detailing current arrangements, need for change, benefits from addressing these needs etc.	
Investment hierarchy exercise	Investment options appraisal - determining future need.	
Delivering resilient and sustainable places- Phase 1 assessment	Delivering resilient and sustainable places- Phase 1 assessment: Current conditions, stakeholder engagement, challenges and opportunities, setting priorities, development of a framework (activities include, flood resilience, place standard tool, circular economy route map, infrastructure investment plan).	
Whole Life Performance	Whole Life costing and carbon assessment model strategy including a strategic options appraisal and where relevant details of the users and their cost and carbon requirements.	
Briefing and Evaluation	Briefing and Evaluation Stage 0 - recording outputs from desk top research/ workshops covering BEF 1 influences BEF 2 stakeholders, BEF 3 Place, and BEF 4 Vision.	
Project Validation Stage	Validated - strategic assessment, investment strategy masterplan/ project strategy, Project Vision etc.	
Defining Project Requirements	Defined and scoped the project. 1. Project Initiation Document (PID) report - signed off	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
	<ol style="list-style-type: none"> 2. Agreed the skills required- requirements/ influences, stakeholders. 3. Detailed place requirements/ planning NPF 4 policy drivers (from team site visit). 4. Client requirements Report (Vision and Objectives) from client workshop (s)- signed off report 5. Outcomes/ Smart Objectives (Briefing and Evaluation) from client workshop- signed off report 6. Benchmark Project Carbon and Cost Budget Report- (with reference to the capital budget allocated to these areas). 7. Plan for Use/ Whole Life setting measurable targets 	
<p>Prepare Project Initiation Document (PID)</p>	<p>Project Initiation Document (PID)</p> <ul style="list-style-type: none"> • The Business Case should show that the project is viable and achievable and that it is in line with corporate strategy or overall programme needs. • The project management team (PMT) structure is complete, with names, titles, links to role descriptions and some indication that people are aware of their role and responsibilities. • Project controls document clearly shows how the project will be controlled and who will administer each control. • Project assurance overview. • Clear project objectives for the six project variables (time, cost, quality, scope, benefit and risks). <p>Format of the Project Initiation Documentation is appropriate for use by the Project Board.</p>	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
Complete Baseline Skillset Tool .	Baseline Skillset Tool / Construction Capability Assessment Tool (Scottish Government Construction Procurement team) . completed and gaps filled.	
Develop Project Requirements	Collated research, stakeholder mapping, place requirements, site visit observations collated into Project Requirements report suitable for sign off.	
Prepare Statement of Needs/Vision	Statement of Needs/ Vision report (In appropriate format) signed off by stakeholders (which details the purpose, context, scope and high-level aspirations for the project- what, why and for whom, established the key themes and project needs to address.)	
Define Project Outcomes	Record 5-10 strategic outcomes -the key themes the project needs to address (via a project – client and stakeholders- Briefing and Evaluation Workshop)	
Develop SMART Objectives .	Record into Briefing and Evaluation template/ benefits realisation tracker a series of SMART objectives (that develop the vision into measurable and relevant objectives that will guide the project through its design, development and use lifecycle. This should detail how the project needs to perform to achieve these objectives.	
Undertake Site Appraisals & conduct Feasibility Studies	Established all you need to know about the site and/ or building in enough detail to prepare a realistic project budget. Build in the site constraints from- Pre- development audits; Surveys/ site/ landscape investigations including levels and site features etc/ feasibility covering economic, marketing, technical, financial, and management/ operational feasibility.	
Develop and confirm Project Budget	Benchmarked (to ensure they are robust) budget options that respond to the project requirements and reflect adequate consultants’ fees, costs for strategies, acquisition costs and reflect the outcomes of any project surveys/ feasibility etc.	
Develop and confirm programme parameters	Programme parameters that reflect the client requirements:	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
	<ul style="list-style-type: none"> • Dates and durations allocated to tasks. • A critical path (the sequence of critical tasks upon which the overall duration of the programme is dependent). • Tasks which can only be carried out after other tasks have been completed. • Tasks which can be carried out simultaneously. • 'Float' within tasks that are not on the critical path (that is, delays that can be incurred without affecting the critical path). Identifying float can be helpful in highlighting where it may be possible to transfer resources to tasks that are on the critical path. • The need for specific resources such as plant, services or materials and their lead time 	
<p>Develop project information requirements - Complete BIM Grading Tool</p>	<p>Project Information Requirements (using BIM Grading Tool) that develop the assessments already undertaken from the Whole Life Appraisal Tool and define the output requirements for each stage of the project.</p>	
<p>Develop and confirm Project Governance requirements and procedures</p>	<p>Project Governance arrangements are in place that set out the overarching values, culture and approaches supported by clear tasks and responsibilities including:</p> <ul style="list-style-type: none"> • Clarity of Oversight • Validation • Ownership • Deliverability • Partnership • Governance • Setting a clear direction 	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
	<ul style="list-style-type: none"> • Establish clear break points • Establish validation mechanisms • Clear lines of responsibility and technical support • Ownership of a cost and carbon plan that is tested and reviewed • Establish a clear procurement ethos • Values, culture and approaches (project governance and principles for success) 	
Define Project constraints and key issues (funding requirements etc)	Project Constraints identified (scope, cost, time, risk, resources and quality) though assessing options against the project requirements as well as the cost/ budget.	
Define Procurement Strategy (Stage 1)	<p>Procurement Strategy sets out recommendations and has referenced common procurement strategies, setting principles for procuring better outcomes/ smart appointments (which may differ for consultancy). <u>Guidance on procurement strategy</u>.</p> <p>The procurement advice is sector specific. The strategy sets out questions and information requirements/ scoring methodology that are specific to this project at tender stage including inviting a response to the project ethos and values etc, quality charter etc and approach, for example.</p> <p>Thorough consideration of options must be applied to contract selection as part of the pre-commercial stage.</p>	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
	<p>There must be an open, mature and reasonable discussion between parties when deciding on the allocation of risk.</p> <p>Any variations to standard forms of contract should be kept to a minimum and used only when absolutely necessary to take account of the particular circumstances of the project. Any such amendments should be clearly highlighted within contract documentation so that client and contractor are clear on the variations being imposed to the standard terms</p>	
<p>Develop Strategic Business Case</p>	<p>Strategic Business Case (Strategic Outline Case - Service Manual) / as a preliminary document that justifies a project's existence by focusing on its strategic fit and identifying a long list of potential options.</p> <p>What you should have at the end of the SOC phase</p> <p>Your SOC is complete when you have initial agreement to proceed to the next phase. To get agreement, you need:</p> <ul style="list-style-type: none"> • clear SMART spending objectives for the intervention • a clear understanding of the existing arrangements • a description of the business need • a clear understanding of the potential scope for the intervention and/or procurement 	

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	<ul style="list-style-type: none"> • a statement of the associated benefits, risks, constraints and dependencies • a clear understanding of the intervention’s Critical Success Factors (CSFs) • a long list of 10 to 12 options, which have been subjected to SWOT analysis • an emerging preferred way forward • a shortlist of 3 to 4 options with indicative costs, as a minimum requirement, for full evaluation in the next phase (Outline Business Case) • an outline consideration of the financial, commercial and management cases for the intervention 	
Whole Life Performance Review/ Approach	Whole Life Performance Review with recommendations on performance objectives/ approach against the standards (Learning Estate Investment Programme (LEIP) outcomes and Net Zero Public Building Standard (NZPBS) objectives or Building Standards energy standards or Passivhaus, for example)	
Prepare service/ elected members report for sign off	Elected Member/ Council report (Commodity Strategy detailing the relevant stage details) approved by elected members.	
Plan for Use -This includes setting realistic and measurable targets, managing risks to performance and measuring your clients' desired outcomes.	Plan for Use with recommendations and targets (linked to the whole life performance review above and used as measures in the B&E Framework Tool for stage validation) as measurable values on energy consumption, embodied and operational carbon, water & waste, utilisation, user comfort, wellbeing and project specific targets, which may be set or enhanced by the funding or voluntary conditions of LEI or NZPBS, for example.	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
Brief		
N/A		
Governance and Approvals	Governance and Approvals process in place: <ul style="list-style-type: none"> • The business case and budget confirmed (sign off by elected members)/ • The governance (roles, responsibilities hierarchy) and gateway workshops complete (and recorded for monitoring) • Consultant’s appointments’ process defined- with agreed procurement requirements and questions, including quality commitments, values and ethos of the client, accompanied with detailed scopes, gateway requirements confirmed? 	
Project Business Case - prepare, maintain and obtain required approvals	Project (FBC) Business Case drafted (justifying the project's value with detailed costs, benefits, and risks etc as a sound and viable investment)- taking into account considerations set out in Stage 0.	
Approve Stage Reports & Stage completion	Approve Stage Reports & Stage completed - defined the stage outcomes/ high level statements of the core outcomes expected at the end of each stage.	
Authorise Project to commence next Stage	Gateway Validation - Authorised Project to commence next Stage with an agreed and understood process and criteria.	
Approve Tender Recommendations for appointment of consultants and contractors	Tender recommendations are clear about the process that was applied and that all bidders are assessed on the same scope of service and coordination of the team.	
Arrange & participate in Gateway Reviews- Workshop	Gateway Reviews - Workshop with clear client requirements and outputs for validation	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
Comply with Project Governance requirements	Complied (clearly defined and understood requirements) with Project Governance requirements	
Attend meetings as detailed on Meeting Schedule	Meeting Schedule and resource requirements defined- meetings attended.	
Build in early considerations of use- refer to Defining Project Requirements above	Defined building use - having set realistic targets within project requirements.	
Project Management		
N/A		
Building in Use/ Plan for Use		
N/A		
Risk Management		
N/A		
Design	Client requirements for design include site/stakeholder requirements, targets and ICT etc are detailed in the Clients Brief.	
Receive and validate Client's Brief	Validation for Clients Brief to an agreed and co-ordinated process.	
Stakeholder engagement	Stakeholder Engagement to an agreed Strategy and defined resources.	
Develop and confirm ICT strategy	ICT information and communications technology to an agreed strategy with involvement from FM advisors.	
Information Management	EIR defined and crossed referenced to design responsibilities, scopes of services and gateway validation.	
Prepare Exchange Information Requirements (EIR)	EIR prepared to an agreed specification of the information requirements that are to be met throughout the delivery phase of an asset. This includes the acceptance criteria of the information standards, information production methods and	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
	procedures. Specifically includes Project Information Requirements and Asset Register- project level and detailed information and the appointing parties required.	
Strategic appraisal/ Place Standard Review	Statutory and Stakeholder requirements established via Strategic Appraisal/ Place Standard/ Design Standard review.	
Statutory Consents		
N/A		
Health & Safety	Health and Safety Plan to an agreed strategy- owned by the client, defined duty holders, common format for recording in the SIMP, skills and competencies prescribed.	
Contribute to Health & Safety Strategy as required and to delivering the project in a safe manner. Provide all necessary information to the Principal Designer and comply with the CDM Regulations 2015.	Complied with the Health and Safety Strategy with information from the Principal Designer.	
Building Performance		
N/A		
Surveys and Investigations		
N/A		
Cost	Project affordability is established from clear client requirements and benchmarked budget costs.	
Project affordability check	Project affordability checked against benchmarked costs.	

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STAGE DETAILS	STAGE BASED VALIDATION	CHECK YES/NO
Develop a contingency development strategy for the project	Established contingency development strategy that sets out a strategic overview of the actions and resources that will be used to deal with unforeseen events or situations that may affect the projects performance or outcome.	
Procurement and Award		
N/A		
Quality	Client requirements define the quality plan and process.	
Develop, maintain and implement Client Construction Quality Plan	Client Construction Quality Plan define the questions and actions	
Retain 'ownership' of design quality throughout the project stages, maintain the 'Golden Thread'.	Quality Culture (CQIC) embedded in the Client Values and Culture and 'golden thread' fed into client requirements	
Support the achievement of the client's sustainability objectives and the Scottish Government's commitment for Scotland to become a net-zero society	Client requirements/ business cases define sustainability objectives through commitments including NZC targets (Public Building Carbon Standard or similar) , assessment process, validation requirements.	
Environmental Impact Assessment		
N/A		
Commissioning Testing & Handover		
N/A		

Ends