

Guidance & Resources for Improving Professional Appointments- Stage Overview

<p>STAGE OVERVIEW - RIBA Plan of Work</p>	
<p>Stage 0: Strategic Definition</p>	
<p>Stage Outcome</p>	
<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 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>	
<p>Stage Overview</p>	
<p>The RIBA Plan of Work Overview says:</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
<p>TVC Stage Overlay Guidance:</p> <p>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.</p>	

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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
 - 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**.
- **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.
- **Re-using existing assets (SFT Asset Strategy Guidance)** , rather than replacing or creating new, should be considered. Similarly, **Place** considerations and how the project will support the National Performance Framework outcomes must also be considered (Place Design Standard Tool).
- **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

Client

- The client is responsible for leading across these stages.

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<ul style="list-style-type: none"> • 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.
Project Management
<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.
Design Team/ Specialists
<ul style="list-style-type: none"> • Briefing, 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 experts, investment specialists will be essential support for the client. These may not be available in house and be appointed to support the client.
Construction
<ul style="list-style-type: none"> • It may be appropriate for contractor involvement.
Asset Management
<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.

Stage Outputs and Validation
All Parties
<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"> • Contribute to Health & Safety Strategy
<ul style="list-style-type: none"> • PID
<ul style="list-style-type: none"> • Baseline Skillset Toolkit
<ul style="list-style-type: none"> • Develop Project Requirements
<ul style="list-style-type: none"> • Statement of Needs/Vision
<ul style="list-style-type: none"> • Project Outcomes
<ul style="list-style-type: none"> • SMART Objectives.
<ul style="list-style-type: none"> • Site Appraisals & conduct Feasibility Studies
<ul style="list-style-type: none"> • Project Budget
<ul style="list-style-type: none"> • Programme parameters
<ul style="list-style-type: none"> • 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
<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	SKILLS AND EXPERTISE	SKILLS AND EXPERTISE, SUPPORT AND CONTRIBUTION	ACTIVITY AND OUTPUT (* UNICLASS)
Pre- Project, Strategic Capital Investment & Governance Approach			
Whole life and strategic asset management overview- systems approach- in order to define capital investment programme	Client/ Employer	Strategic Asset Management	
Investment hierarchy exercise	Client/ Employer	Capital Investment	Preferred option appraisal
Delivering resilient and sustainable places- Phase 1 assessment	Client/ Employer	Place / community	Place Guide/ Place Standard/ Design Standard tool
Whole Life Performance	Client/ Employer	Whole Life Appraisal/ finance	
Briefing and Evaluation	Client/ Employer	B&E specialist	
Project Validation Stage	Client/ Employer		
Defining Project Requirements			
Prepare Project Initiation Document (PID)	Client/ Project Lead		PID
Complete Baseline Skillset Tool .	Client/Project Lead		report
Develop Project Requirements	Client/Project Lead		Summary
Prepare Statement of Needs/Vision	Client/ Project Lead	Briefing Specialist	Statement
Define Project Outcomes	Client/ Project Lead	Briefing Specialist	Outcomes
Develop SMART Objectives .	Client/ Project Lead	Briefing Specialist	Objectives
Undertake Site Appraisals & conduct Feasibility Studies	Client/ Project Lead	Design Specialist	Studies
Develop and confirm Project Budget	Client/ Project Lead	Cost Consultant	Budget
Develop and confirm programme parameters	Client/ Project Lead		Programme
Develop project information requirements - Complete BIM Grading Tool	Client/ Project Lead	BIM Information Manager	Toolkit
Develop and confirm Project Governance requirements and procedures	Client/ Project Lead		report
Define Project constraints and key issues (funding requirements etc)	Client/ Project Lead	Design and Cost Consultants	report
Define Procurement Strategy (Stage 1)	Client/Project Lead	All Parties	Workshop

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STAGE DETAILS	SKILLS AND EXPERTISE	SKILLS AND EXPERTISE, SUPPORT AND CONTRIBUTION	ACTIVITY AND OUTPUT (* UNICLASS)
Develop Strategic Business Case-OBC and FBC	Client/Project Lead	All Parties	Report
Whole Life Performance Review/ Approach	Client/ Employer	Whole Life Appraisal/ finance	Report
Prepare service/ elected members report for sign off	Client/Employer		Report
Plan for Use-This includes setting realistic and measurable targets, managing risks to performance and measuring your clients' desired outcomes.	Client/Employer	Plan for Use Specialist/ FM advisor	A series of soft landing/ validation points
Brief			
N/A			
Governance and Approvals			
Project Business Case - prepare, maintain and obtain required approvals	Client		report
Approve Stage Reports & Stage completion	Client		reporting
Authorise Project to commence next Stage	Client		Validation
Approve Tender Recommendations for appointment of consultants and contractors	Client	Specialist advisors- PM, cost, design, procurement, quality	report
Arrange & participate in Gateway Reviews- Workshop	Client	All Parties	Gateway 0 workshop
Comply with Project Governance requirements	Client	All Parties	Workshop
Attend meetings as detailed on Meeting Schedule	Client	All Parties	Diary invites/Schedule
Build in early considerations of use- refer to Defining Project Requirements above			
Project Management			
N/A			
Building in Use/ Plan for Use			
N/A			
Risk Management			
N/A			
Design			
Receive and validate Client's Brief	Client	All Parties	report
Stakeholder engagement	Client	All Parties	event
Develop and confirm ICT strategy	Client		report
Information Management			

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STAGE DETAILS	SKILLS AND EXPERTISE	SKILLS AND EXPERTISE, SUPPORT AND CONTRIBUTION	ACTIVITY AND OUTPUT (* UNICLASS)
Prepare Exchange Information Requirements (EIR)	BIM Information		matrix
Strategic appraisal/ Place Standard Review	Planning	All Parties	Workshop
Statutory Consents			
N/A			
Health & Safety			
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.	All Parties		report
Building Performance			
N/A			
Surveys and Investigations			
N/A			
Cost			
Project affordability check	Client		report
Develop a contingency development strategy for the project	Client		report
Procurement and Award			
N/A			
Quality			
Develop, maintain and implement Client Construction Quality Plan	Client		Plan
Retain 'ownership' of design quality throughout the project stages, maintain the 'Golden Thread'.	Client		
Support the achievement of the client's sustainability objectives and the Scottish Government's commitment for Scotland to become a net-zero society	Client	NZC Champion, Whole Life Consultant, All Parties	compliance
Environmental Impact Assessment			
N/A			
Commissioning Testing & Handover			
N/A			

Ends