Transforming the Value of Consultancy (TVC) Initiative
Guidance & Resources for Improving Professional Appointments- Stage Overview

SCOTTISH
FUTURES
TRUST

STAGE OVERVIEW - RIBA Plan of Work	
Stage 1- Preparation and Briefing	

Stage Outcome

Project Brief approved by the client and confirmed that it can be accommodated on the site.

Stage Overview

Ther RIBA Plan of Work Overview says:

If Stage 0 has determined that a building project is the best means of achieving the Client Requirements, the client team begin the briefing process during Stage 1. The Client Requirements for the project are considered in more detail, in connection with a specific site or sites, and the outcomes recorded in the Project Brief.

The Project Brief will contain guidance on the Project Outcomes, Sustainability Outcomes and Quality Aspirations. These may influence how the client, design and construction teams are assembled to form the project team, as part of the Procurement Strategy, and may dictate the core milestones in the Project Programme. Some clients give detailed, prescriptive briefing guidance, while others leave such considerations to the design team.

Scottish Futures Trust **Improving Project Delivery**

This stage is about developing the information that the design team will need to commence the design process at Stage 2. Feasibility Studies might be required in order to tease out the full range of briefing considerations and to demonstrate that the Spatial Requirements can be accommodated on the site. In some instances, several options might be prepared, but these options should not be vetted and appraised at this stage. Feasibility Studies are not part of the design process. For example, illustrative masterplan visions might be prepared in order to determine and shape the brief, and to tease out decisions that will be required on certain topics, but they are not part of the design process itself. As there is a direct correlation between cost and a building's area, the Spatial Requirements do need to be tested against the Project Budget.

The design team, with appropriate knowledge, skills and experience to deliver the Project Outcomes, needs to be selected, ready for Stage 2 to commence. On smaller projects, this team may already have been appointed to develop the Project Brief.

As the construction industry uses more digital tools and nudges towards greater uptake of whole life considerations, the information landscape is becoming more complex. The Information Requirements are therefore set at Stage 1, including whether the design team will deliver Prescriptive Information or Descriptive information in Stage 4. A Responsibility Matrix also needs to be prepared so that it is clear what tasks will underpin the production of information and who will undertake them. The matrix needs to focus on the boundaries between Stage 2 and Stage 3 tasks, and between the design team and any specialist subcontractors at Stage 4. A Project Execution Plan should be prepared, and a Digital Execution Plan will allow the design team to set out how they will produce the information.

A comprehensive set of Site Information needs to be sourced, including Site Surveys, ready for Stage 2 to commence.

TVC Stage Overlay Guidance:

The Statement of Need and outcomes developed during Stage 0 will be developed into a Project Brief during Stage 1. The SFT **Briefing & Evaluation Framework** should continue to be adopted to support this exercise.

In addition to functional and operational requirements, the Project Brief will contain guidance on the Project Outcomes, Sustainability and Environmental Outcomes and Quality Aspirations. These may influence how the client, design and construction teams are assembled to form the project team, as part of the Procurement Strategy, and may dictate the core milestones in the Project Programme.

Scottish Futures Trust **Improving Project Delivery**

Transforming the Value of Consultancy (TVC) Initiative
Guidance & Resources for Improving Professional Appointments- Stage Overview

SCOTTISH
FUTURES
TRUST

The final design team is generally not in place for Stage 1, although design support should be provided to support the development of the Client Requirements. This can be provided by in-house resource if suitably experienced personnel are available or can be separately procured externally as sperate appointments. In order to achieve best advice and support, it is recommended that the Project Manager and Cost Manager are appointed early in Stage 1.

The client will appoint an Information Manager and develop the Employer's Information Requirements (EIR's). and the **Standard Information Management Plan (SIMP)**

Feasibility Studies might be required in order to tease out the full range of briefing considerations and to demonstrate that the Spatial Requirements can be accommodated on the site. In some instances, several options might be prepared, but these options should not be vetted and appraised at this stage.

The Client should appoint an Information Manager and prepare the Employer's Information Requirements (EIR's) and Standard Information Management Plan (SIMP)setting out the information to be delivered, standards and process to be adopted during the project design and delivery. The Design Responsibility Matrix and the **SFT Toolbox** should be prepared so that it is clear what tasks will underpin the production of information and who will undertake them. At this stage of the project development, the detail of the systems which are to be designed will not be known. For this reason, it is recommended that initial DMRIE is based upon Uniclass Elements/Functions, which generally can be established.

These can be expanded upon as the design develops during subsequent stages, adopting Uniclass System Codes

A key task during Stage 1 is to develop the Procurement Strategy and undertake the procurement of the design services. Whilst the form of the construction contract imam well not have been fully developed, it is essential that this considered, to ensure that the design appointments are appropriate and consistent with this. For example, if a 2-stage design and build for of construction is being considered, then provision for this option, including novation agreements must be made in the design consultant appointments.

Consideration must also be given and expected extent of contractor design portions/packages (CDPs) defined, such these add value to the

Scottish Futures Trust **Improving Project Delivery**

design process and offer value for money. Similarly, the design consultant's responsibilities for monitoring construction quality and site attendance during the construction stage must be clearly defined, to ensure that the 'Golden Thread' is maintained throughout the Project duration. This is to ensure that the requirements are clear and that all design consultants bid on the same basis, avoiding potential for abnormally low tenders (ALTs) and ultimately the required quality standards are achieved throughout all stages of the Project.

The Project budget defined at Stage 0 will be developed into an Order of Cost report.

A Project Execution Plan should be prepared, and a Digital Execution Plan will allow the design team to set out how they will produce the information. The design team, with appropriate knowledge, skills and experience to deliver the Project Outcomes, needs to be procured, ready for Stage 2 to commence. On some projects, this team may already have been appointed to develop the Project Brief.

A comprehensive set of Site Information needs to be sourced, including Site Surveys, ready for Stage 2 to commence.

The Project Strategies identified at Stage 0 will be further defined and developed during Stage 1.

Stage Details- Skills and Expertise

- Stage 1 involves only the client team.
- The skills required will vary depending on the specific needs of the client and the project.
- Developing the Project Brief and the other outputs of this stage are skills that can be provided by specialists, such as RIBA Client Advisers who can also assist on selecting the design team.
- The Feasibility Studies might need architectural skills, and engineers or surveyors may be necessary to assess key Project Risks

All Parties

- There are stages of project development and delivery that require collaboration across the client and specialist consultant team, utilising a range of skills to realise the best outcomes.
  o Gateway review- **Gateway 1**- will ensure key information is validated

Scottish Futures Trust **Improving Project Delivery**

- o Meeting schedules and programmes
- o Risk Workshop(s)
- o Stakeholder & Client engagement across the design
- o Health and Safety Strategy
- o Supporting the client with the contractor procurement options workshop(s)
- o Ensure appropriate representation alongside the client at the post tender interviews (ensuring the culture and values of the whole team are aligned)
- o Setting the sustainability objectives

Client

- This early stage is where the client should lead on defining the values and culture across the project lifecycle. The client should make provision for a range of skills and expertise to help to shape this stage of the project, including Briefing, cost, BIM, design, project management, whole life and plan for use.
- Specifically responsible for leading the development, approval and validation to progress to stage 2 across:
  - o project requirements
  - o defining the brief
  - o governance and approvals process
  - o health and safety oversight – appointing the principle designer
  - o quality culture- the quality plan and strategy
  - o procurement options/ strategy and preferred route
  - o sustainability strategy and approach for the project

Project Management

- Project management skills and expertise are required to support the client across this stage of the project.

Scottish Futures Trust **Improving Project Delivery**

- The PM will be specifically responsible for, collaborating with design team members and the client:
  - Management stage details- Project Execution Plan, Project Programme and Project Reporting
  - Design- design responsibility matrix
  - Risk Management- risk register and workshop reviews

Design Team/ Specialists

- Design specialists should be involved across stage 1- supporting the client/ PM in defining project requirements/ vision and briefing, management, health and safety, risk, cost , procurement and award, EIA and planning for use/ whole life of the project:
  - Vision, Outcomes and SMART objectives
  - Project budget and validation against the brief
  - Quality aspirations operational and spatial requirements
  - Cost reports/ end of stage cost plans
  - Design reports
  - Design responsibility matrix
  - Client brief and client requirements
  - Opportunities for MMC
  - Space Planning
  - Information Management- EIR and SIMP
  - Competency compliance
  - Cost details – affordability checks, analysis of cost options, elemental cost plans, cash flow, benchmarking against budget, and contingency strategy.
  - Tender queries and site surveys and investigations
  - Sustainability strategy
  - Project commissioning strategy

Construction

Scottish Futures Trust **Improving Project Delivery**

- The construction team are not engaged across this stage.
- Specialist input to the design brief/ client requirements may be required from the construction specialists

Asset Management

- Asset Management skills and expertise are essential in the development of the design.
- Developing the project commissioning strategy.

Stage Outputs and Validation

All Parties

- Confirm project vision, Outcomes and Smart Objectives
- Develop and confirm project quality aspirations, operational and spatial requirements
- Prepare Project Brief including project budget
- Ongoing validation and development of Project Brief
- Arrange & participate in Gateway Reviews
- Attend meetings as details on meeting schedule
- Attend risk workshops and reviews, contribute to Project Risk Register
- Stakeholder, client engagement
- Undertake strategic appraisal/ place standards review to inform statutory requirements
- Contribute to health and safety strategy
- Review procurement options
- Contractor procurement options workshop

Client
- Statement of Needs/ Vision

Scottish Futures Trust **Improving Project Delivery**

- Project Outcomes
- SMART Objectives
- Site Appraisals and Feasibility Studies
- Project Budget
- Project Information Requirements- BIM Grading
- Validate outcomes and objectives
- Project Business Case
- Stage reports and Stage Completion
- Authorise project move to next stage- Stage 2
- Approve Design reports
- ICT Strategy
- Appoint Principle Designer(where applicable)
- Assess Competencies- consultants and contractors
- Procurement Options/ Procurement Process
- Client Construction Quality Plan
- Maintain 'Golden Thread' on design quality
- Achieving sustainability objectives

Project Management

- Project Execution Plan (PEP)
- Project Programme
- Project Report
- Project Risk Register
- Design Responsibility Matrix
- Contractor procurement options

Scottish Futures Trust **Improving Project Delivery**

• Tender queries/ recommendation • Tender documentation
Design Team/ Specialists
• Quality aspirations • Brief • Cost report/ Stage reports • Accommodation Schedules • MMC opportunities • Space Planning • EIR • SIMP • Project Affordability check • Cost options • Elemental cost plan • Cashflow • Benchmarking • Contingency development strategy
Construction
N/A
Asset Management
• Project commissioning strategy

Scottish Futures Trust **Improving Project Delivery**

Transforming the Value of Consultancy (TVC) Initiative
Guidance & Resources for Improving Professional Appointments- Stage Overview

SCOTTISH
FUTURES
TRUST

STAGE DETAILS	SKILLS & EXPERTISE	SUPPORT AND CONTRIBUTION SKILLS	ACTIVITY AND OUTPUT (* UNICLASS)
Pre- Project , Strategic Capital Investment & Governance Approach			
N/A			
Defining Project Requirements			
Prepare **Statement of Needs/Vision**	Client/ Employer	Briefing Specialist	Workshop/ report
Define Project **Outcomes**	Client/Employer	Briefing Specialist	Report
Develop **SMART Objectives.**	Client/Employer	Briefing Specialist	Report
Undertake **Site Appraisals** & conduct **Feasibility Studies**	Client/Employer		Appraisals/studies
Develop and confirm **Project Budget**	Cost consultant		Report
Develop project information requirements - Complete BIM Grading Tool	Client/Employer	BIM Information Specialist	Toolkit/ Report
Brief			
Confirm project Vision, Outcomes & SMART Objectives	Client	All Parties	Report
Develop and confirm project quality aspirations, operational and spatial requirements	Briefing Specialist	All Parties	Principles/ design
Prepare Project Brief including project budget	Briefing Specialist	All Parties/ Cost Consultant	Report/ Validation
Ongoing validation and development of Project Brief	Briefing Specialist	All Parties	Report
Governance and Approvals			
Confirm & approve Project Brief	Client		Report

Scottish Futures Trust **Improving Project Delivery**

Ongoing validation to ensure achievement of project outcomes and objectives: regularly check and gain assurance that emerging design is addressing all Project Outcomes & Objectives	Client		Validation/ checklist
Project Business Case - prepare, maintain and obtain required approvals	Client		Validation/ updates
Approve Stage Reports & Stage completion	Client		Report/ validation
Authorise Project to commence next Stage	Client		
Approve Tender Recommendations for appointment of consultants and contractors	Client		Report/ validation
Arrange & participate in Gateway Reviews	Client	All Parties	Review- Gateway 1
Project Execution Plan (PEP) - prepare & maintain	Project Manager		
Project Programme - prepare, monitor and update	Project Manager		
Project Report - prepare (monthly) project reports, providing status update, identifying risks and issues to inform Client decision making	Project Manager	All Consultants	
Project Cost Reports/End of Stage Cost Plans	Cost Consultant	All Consultants	Gateway 1- Interrogate Cost Plan
Approval Design Reports and authorise project to move to next Stage.	Client	Lead Designer	Gateway 1- Approval
Attend meetings as detailed on Meeting Schedule	All Parties		Actions and decisions agreed

Scottish Futures Trust **Improving Project Delivery**

Guidance & Resources for Improving Professional Appointments- Stage Overview

SCOTTISH
FUTURES
TRUST

Building in Use/ Plan for Use			
Set up Risk Management Strategy- including Optimism Bias assessment	Client/ Employer		Report
Prepare & Maintain Project Risk Register, review and update at monthly intervals	Project Manager		Register
Attend Risk Workshops & reviews, contribute to Project Risk Register	All Parties		Reviews- Risk commitments and evaluation defined
Design			
Prepare Design Responsibility Matrix	Project Manager	Design Consultant/ client	Client should be clear of skills and expertise requirements
Stakeholder, client engagement	All parties		Report
Prepare Accommodation Schedule (utilisation) from Client Brief and client requirements	Briefing Specialist		Schedules- Define strategic requirements
Consider and advise on opportunities for Modern Methods of Construction (MMC)	Briefing Specialist	Design Specialist, Whole Life Consultant	Report/ Briefing
Space Planning (including adjacencies, flow, etc)	Briefing Specialist	Design Specialist, Whole Life Consultant	Report/ schedules
Develop and confirm ICT strategy	Client		Report
Information Management			
Prepare Exchange Information Requirements (EIR)	BIM Information		Report/ schedules
Prepare Standard Information Management Plan (SIMP)	BIM Information		Report/ schedules

Scottish Futures Trust **Improving Project Delivery**

Undertake strategic appraisal/ place standards review to inform statutory requirements	Planning	All Parties	Workshop
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		Strategy
Appoint Principal Designer	Client/ Employer		Appointment
Assess the competency of Consultants & Contractors	Client	Compliance Manager/ Project Manager	Report- competencies
Project affordability check	Cost Consultant		Report
Prepare and analyse Cost Options	Cost Consultant		Report
Prepare and update detailed Elemental Cost Plan	Cost Consultant	Design Team	Cost Plan- Collaborative review
Prepare and update Cash Flow	Cost Consultant		Tables
Carry out benchmarking report to confirm project brief and quality can be delivered within budget	Cost Consultant	Design Team	Client approval- Gateway 1
Develop a contingency development strategy for the project	Cost consultant	Design Team	Client approval- Gateway 1
Procurement & Award			
Review procurement options	Client/ Employer	Project Manager/ All parties	Report

Scottish Futures Trust **Improving Project Delivery**

Transforming the Value of Consultancy (TVC) Initiative
Guidance & Resources for Improving Professional Appointments- Stage Overview

SCOTTISH
FUTURES
TRUST

Contractor Procurement Options Workshop	Project Manager	All Parties	Workshop
Administer Procurement process,	Client	Project Manager	Assessment
Respond to tender queries	Project Manager	Design Team	Reporting
Procurement Recommendation Report	Project Manager	Design Team	Report- Client Approval
Procure Site Surveys & Investigations	Client/ Employer	All Designers	Reports
Prepare tender documentation/Works Information/Employer's Requirements	Project Manager		Documentation/ reports
Attend Post Tender Interviews (as required)	Client/ All Parties		Interviews
Quality			
Develop, maintain and implement Client Construction Quality Plan	Client		Plan/ Report
Retain 'ownership' of design quality throughout the project stages, maintain the 'Golden Thread'.	Client		Monitor Client Values and Culture- Feed into client requirements
Environmental Impact Assessment			
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	Objectives Client Values and Culture- Feed into client requirements
Commissioning Testing & Handover			
Develop Project Commissioning Strategy	Whole Life Consultant	Operations/ FM	Strategy- Feed into client requirements

Scottish Futures Trust **Improving Project Delivery**

Scottish Futures Trust **Improving Project Delivery**

SCOTTISH
FUTURES
TRUST

ADDITIONAL INSIGHTS- Defining Project Requirements

Project Requirements:				
Vision/ Outcomes/SMART objectives These processes can be applied to strategic reviews, masterplanning or specific projects.				
Stage Details	**Roles**	**Support and Contribution**	**Activity and Output**	**Validation**
Identify **National statutory obligations and guidance** affecting the project (e.g. relevant legislation, funding options, National Performance Framework, Learning Estate Strategy)	Client Team	Planning / Design Specialist	**Desk research-** Collated record of relevant resources for: • Implementation (statutory / regulatory) • Incorporation into the brief (non-negotiable metrics, e.g. LEIP targets) or • Further discussion (guidance to be applied bespoke to the project, e.g. NPF)	
Identify **regional and local statutory obligations** and guidance affecting the project (e.g. LOIP, LDP, planning, transport, conservation)	Client Team	Planning / Design Specialist	**Desk research** – As above, at the regional and local level	
Identify and map potential **stakeholders** and keep list	Client Team	Vision Champion/	**Database-** Long list of all likely stakeholders and contact details,	Database

Scottish Futures Trust **Improving Project Delivery**

up to date throughout brief development (Includes identifying their likely communication and engagement requirements)		Briefing Specialist supported by Engagement Facilitator	which can be rationalised as the briefing process proceeds. A spreadsheet format is useful so each stakeholder can be categorised by type (e.g. key decision makers / executive level; statutory; service users; community) and level of interest / communication needs	
Conduct place-based review to understand local opportunities and challenges, root the project in the local context and begin early conversations with key stakeholders if appropriate	Client Team	Vision Champion/ Briefing Specialist, Engagement Facilitator	Guidance available from the **SFT Place Guide**. This process will generate a report, with detail depending on the level of analysis undertaken. It is likely to include some or all of the following: • Narrative of the key challenges and opportunities • Stakeholder (service provider) feedback • Mapping of relevant assets	Report
Review learnings from **previous projects / POEs** (This can be done at several points through the project, as plans become firmer)	Client Team	All Parties (cost, programme, quality, design etc)	Note points of interest or relevance to the project	Checkpoint at each stage gateway
Conduct **visioning workshop** with key decision makers	Vision Champion/	Engagement Facilitator	A clearly articulated **vision** comprising a few sentences that position the purpose, context, scope and high	Collate, analyse and distribute

Scottish Futures Trust **Improving Project Delivery**

(This establishes the high-level aspirations, challenges and opportunities for shared value from all key stakeholder groups, particularly those who will deliver services in the building)	Briefing Specialist	Client Team	level aspirations for the project – what, why, and for whom?	outputs to attendees. Report for comment/valid ation
Conduct strategic outcomes and **SMART objectives** workshop(s) with key decision makers and service providers (This develops the vision into measurable, relevant outcomes to guide the project. It may be possible in one workshop for less complex projects or those with few stakeholders)	Vision Champion/ Briefing Specialist	Engagement Facilitator Client Team	Approximately five to **10 strategic outcomes** – the key themes that the project needs to address, agreed by all key stakeholders who will provide services. Each outcome supported by a series of **SMART objectives** that detail how the project needs to perform to achieve the desired outcomes	Collate, analyse and distribute outputs to attendees. Report for comment/valid ation
Prepare and sign off **brief** and feed into client requirements	Client Team	Vision Champion/ Briefing Specialist	The **brief** should clearly outline the process followed above to indicate who has been consulted, what were the outputs (i.e. vision, outcomes, objectives) and the rationale behind them.	Brief to be integrated into client requirements and aligned with other Stage Details and Strategies.

Scottish Futures Trust **Improving Project Delivery**

				Validated by Client Team

Ends

Scottish Futures Trust **Improving Project Delivery**